



October 26, 2020
Council Work Session Meeting

Mayor Bryan Hough
Mayor Pro-Tem David Moore
Councilwoman Phyllis Harris
Councilman Charles McCorkle
Councilman Jeff Meadows
Councilwoman Christina Pawlish
Councilwoman Lauren Shoemaker
Kemp Michael, City Attorney
Danny Jackson, City Manager

**CITY OF MOUNT HOLLY
MOUNT HOLLY CITY COUNCIL WORK SESSION
Location: Council Chambers**



**October 26, 2020
6:30 P.M.**

CALL TO ORDER BY THE MAYOR

INVOCATION

SET THE AGENDA

CONSENT AGENDA

1. Call for a public hearing to consider a text amendment to the Article 6, Section 6.5 and Article 7 in the Zoning Ordinance to allow for drive-through restaurants, fronting Beatty Drive, in the Mount Holly Mixed-Use District

AGENDA

1. Presentation of the Arts on the Greenway 2020 Christmas Fiber Art Project
Dorothy Scher
2. Presentation of NCDOL Safety Awards
Debbie Rogers-Lowery
3. Consideration and Approval of proposed Pay Plan for the Mount Holly Police Department
Chief Roper and Deputy Chief Reagan
4. Closed Session Pursuant to N.C.G.S 143-318.11 (a)(3, 5 and 6)
5. Adjourn



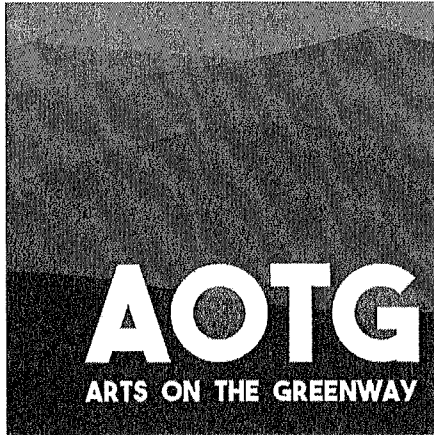
City of Mount Holly Action Agenda Item

To: City Council Greg Beal, Economic Development	Date: October 23, 2020																																
From: Coordinator, Planning Director	Meeting Date: October 26, 2020																																
<u>Agenda Item to be considered:</u> <u>Call for a public hearing to consider a text amendment to the Article 6, Section 6.5 and Article 7 in the Zoning Ordinance to allow for drive-through restaurants, fronting Beatty Drive, in the Mount Holly Mixed-Use District</u>																																	
Will this require a public hearing? ☒ YES ☐ NO																																	
<u>Background/Purpose of Request:</u> In August 2008, the City established guidelines for architectural standards, as well as refined permitted use standards, for the newly-created Mount Holly Mixed Use District to coincide with the same process for the South Gateway Overlay District. Restaurants with drive-through service are currently allowed in the B-1 Downtown District, B-3 General Business District and the South Gateway, but they are not allowed in the Mixed Use District. There is interest in developing an architecturally sound and aesthetically pleasing fast-food restaurant in the area between Pearl Beatty Road and East Henry Street. Staff will be working with the interested party in creating a text amendment that would allow for drive through service fronting Beatty Drive (Hwy 273).																																	
<u>Fiscal Impact:</u> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Will Item affect current budget</td> <td style="width: 15%;">☐ YES</td> <td style="width: 15%;">☐ NO</td> <td style="width: 25%;">☒ N/A</td> </tr> <tr> <td>Reviewed by Finance Director</td> <td>☐ YES</td> <td>☐ NO</td> <td>☒ N/A</td> </tr> <tr> <td>Preaudit Certification required</td> <td>☐ YES</td> <td>☐ NO</td> <td>☒ N/A</td> </tr> <tr> <td>Capital Project Ordinance required</td> <td>☐ YES</td> <td>☐ NO</td> <td>☒ N/A</td> </tr> <tr> <td>Budget Transfer required</td> <td>☐ YES</td> <td>☐ NO</td> <td>☒ N/A</td> </tr> <tr> <td>Total City Dollars:</td> <td colspan="3">\$</td> </tr> <tr> <td>Budget Code</td> <td colspan="3"></td> </tr> <tr> <td>Reviewed by City Attorney</td> <td>☐ YES</td> <td>☐ NO</td> <td>☒ N/A</td> </tr> </table>		Will Item affect current budget	☐ YES	☐ NO	☒ N/A	Reviewed by Finance Director	☐ YES	☐ NO	☒ N/A	Preaudit Certification required	☐ YES	☐ NO	☒ N/A	Capital Project Ordinance required	☐ YES	☐ NO	☒ N/A	Budget Transfer required	☐ YES	☐ NO	☒ N/A	Total City Dollars:	\$			Budget Code				Reviewed by City Attorney	☐ YES	☐ NO	☒ N/A
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<u>Manager/Staff Recommendation:</u> <u>Staff recommends setting the public hearing dates for the aforementioned proposed text amendment for November 2nd at 6:30 PM before the Planning Commission and November 9th at 7:00 PM before City Council. Staff is refining the details of the text amendment with the applicant and will be ready to proceed with a suitable ordinance.</u>																																	
<u>Result of City Council Decision:</u> _____																																	
<u>Attachments:</u>																																	



City of Mount Holly Action Agenda Item

To: Mayor and City Council	Date: October 19, 2020
From: Miles Braswell, Asst. City Manager	Meeting Date: October 26, 2020
Agenda Item to be considered:	
Consideration of the Arts on the Greenway's second annual Christmas Fiber Art Project for the City of Mount Holly, "The Gift"	
Will this require a public hearing? ☐ YES ☒ NO	
Background/Purpose of Request:	
Dottie Scher, Tenant Fiber Artist, Arts on the Greenway, will be presenting the second annual Christmas Fiber Project for the City of Mount Holly titled "The Gift", asking the City's Building Maintenance Department to construct the frame and placing the tree on City property, specifically the new patio area. A Special Events Application has been submitted and attached is information from Arts on the Greenway, for reference. For your information and consideration, the cost and time for Building Maintenance to construct the frame is listed below: Labor: 7 hours Materials: \$300.00	
Fiscal Impact:	
Will Item affect current budget	☒ YES ☐ NO ☐ N/A
Reviewed by Finance Director	☒ YES ☐ NO ☐ N/A
Preaudit Certification required	☐ YES ☒ NO ☐ N/A
Capital Project Ordinance required	☐ YES ☒ NO ☐ N/A
Budget Transfer required	☐ YES ☒ NO ☐ N/A
Total City Dollars:	\$ 300 plus labor
Budget Code	
Reviewed by City Attorney	☐ YES ☒ NO ☐ N/A
Manager/Staff Recommendation:	
Result of City Council Decision: _____	
Attachments:	
• Arts on the Greenway information on "The Gift"	



MOUNT HOLLY, NC, UNITED STATES, December 18, 2020 – January 4, 2021

Arts on the Greenway, part of the Mount Holly Community Development Foundation, is sponsoring its second annual Christmas Fiber Art Project for the City of Mount Holly, “The Gift”

This project will be constructed on a wooden frame measuring 8 ft tall x 8 ft wide x 6 ft deep. The crocheted covering will be constructed by local fiber artist volunteers, headed by Tenant Fiber Artist, Dottie Scher using the granny squares left over from the 2019 Granny Square Christmas Peace Tree. “The Gift” will be constructed on Thursday, December 17, 2020 during the daylight hours with the assistance the City of Mount Holly. A short dedication service (wearing masks and following social-distancing guidelines) will be presented on Friday, December 18, 2020 at 7:00pm. The project will remain in place until Monday, January 4, 2021.

The purpose of the Project:

The Covid 19 Pandemic during the year 2020 has demanded the sacrifice and dedication of millions of essential workers, first responders and medical personnel, some giving the ultimate sacrifice, their lives, to help the over 7million people who contracted this disease in the United States. Their “gift” of time, experience, expertise, compassion, being away from family and friends, willingness to face this threat head on and ultimately the risk of death is the inspiration for this project. That is why it’s called “The Gift”, recognizing their gift to all of us.



Timeline:

Construction of the cover has already begun.

October 1, 2020 – Present the Project to the Mount Holly Community Development Foundation for their approval.

October 2020 – Present the Project to the City of Mount Holly City Council for their approval, and ask for assistance in building the frame and placing it in the pavilion on Central Avenue at the Municipal Complex.

October 2020 – secure any necessary permit and request for police assistance to block off street and crowd control the night of the dedication, December 18, 2020.

October 31, 2020 – begin Public Relations campaign about the project.

November 20, 2020 – Cover will be complete

December 17, 2020 – Construct wooden frame of the project. Wrap frame in crochet cotton to hold the cover in place. Place cover and crocheted ribbons in place. Place lighting (purchased for Christmas project in 2019) in place.

December 18, 2020 – Dedication Service open to public (utilizing all Covid 19 Phase III protection protocol as directed by Governor Cooper).

For more information and updates on Arts on the Greenway, please visit Arts on the Greenway on Facebook at www.facebook.com/artsonthegreenway.



City of Mount Holly Action Agenda Item

To: City Council	Date: October 20, 2020
From: Danny Jackson, City Manager	Meeting Date: October 26, 2020
<u>Agenda Item to be considered:</u> Agenda Item #2 – Presentation of NCDOL Safety Awards	
Will this require a public hearing? ☐ YES ☒ NO	
<u>Background/Purpose of Request :</u> The City of Mount Holly has been fortunate enough over the years to be a part of the Annual North Carolina Department of Labor (NCDOL) Safety Award Program. This year is no different as evidenced by the fact that Debbie Rogers-Lowery who is the Safety Coordinator for the City of Mount Holly, will be in attendance to present the NCDOL Safety Awards to various City departments. More specifically, awards will be presented to the following departments: First Year Silver – Public Works (Streets & Solid Waste) First Year Gold – Administration at the Municipal Complex First Year Gold – Police Department Second Year Gold – Fire Department Second Year Gold – Parks & Recreation Department Second Year Gold – City of Mount Holly as a whole Third Year Gold – Utilities Department, includes the Water and Wastewater Plants These safety awards are a little different from the NCDOL Safety and Health Achievement Recognition Program (SHARP). The City of Mount Holly with the help of Debbie Rogers-Lowery has been fortunate enough to win awards in both programs over the years. The City has also been in the top tier of jurisdictions that have received these safety awards. Please join me in congratulating all of the city employees that via their commitment to safety in the workplace the city can thrive in so many ways.	
<i>Fiscal Impact:</i>	
Will Item affect current budget	☐ YES ☒ NO ☐ N/A
Reviewed by Finance Director	☐ YES ☒ NO ☐ N/A
Preaudit Certification required	☐ YES ☒ NO ☐ N/A
Capital Project Ordinance required	☐ YES ☒ NO ☐ N/A
Budget Transfer required	☐ YES ☒ NO ☐ N/A
Total City Dollars:	\$
Budget Code	
Reviewed by City Attorney	☐ YES ☐ NO ☒ N/A
Manager/Staff Recommendation: N/A	
Result of City Council Decision:	
Attachments:	



City of Mount Holly Action Agenda Item

To: City Council From: Chief Don Roper	Date: 10-15-2020 Meeting Date: 10-26-2020																																
Agenda Item to be considered: <u>Police Department Recruiting and Retention Plan</u>																																	
Will this require a public hearing? ☐ YES ☒ NO																																	
Background/Purpose of Request: <i>The police department has prepared a Recruiting and Retention Plan based on the critical staffing levels we are facing. The department has lost 7 officers or potential candidates for hire over the last 18 months. These officers and potential candidates took positions with other agencies based off a higher starting rate and percentage increase for officers with experience. We are currently facing a crisis due to the potential loss of 4 additional officers by December 1st, 2020.</i>																																	
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Reviewed by City Attorney	☐ YES	☐ NO	☒ N/A																														
Manager/Staff Recommendation:																																	
Result of City Council Decision:																																	
Attachments: <i>Memo outlining the background information along with 2 attachments, Power Point presentation & spreadsheet containing all current and proposed salary data.</i>																																	



Don Roper
Chief of Police

Mount Holly Police Department

Office of the Chief of Police • 400 E Central Avenue • Mount Holly, North Carolina 28120

Memorandum

To: City Council
From: Chief Roper
Reference: Recruiting & Retention Information

Members of Administration from the Police Department were recently made aware of several issues imminently forthcoming that will affect the retention of current sworn personnel and potentially affect the recruitment of personnel in the future. Learning of these issues revived the need to talk about the recruiting and retention plan we proposed several times during past budget discussions as well as at the staff retreat on October 16, 2019. During these presentations we spoke of studies we conducted as well as a separate, city-wide study conducted by Mrs. Allen which, unknowingly, the numbers she provided supported our numbers down to the dollar.

BLET (Basic Law Enforcement Training) typically has between 100-200 applicants for the day class, which runs for fourteen (14) weeks. The night class typically has approximately 75-100 applications, which consists of shorter sessions at night for the duration of nine (9) months. The BLET academy currently in session started with sixteen (16) students and is now down to eleven (11) with the potential of two more not being able to successfully complete the academy. These low numbers of potential applicants are making it even more competitive with other agencies during recruiting.

During the past year, we have received less than five (5) applicants qualified with BLET certification who could begin work immediately. For the last several months we have not even received an application from a qualified applicant.

During the last four (4) budget years we have proposed a recruiting and retention plan for qualified officers. Right now we are approaching mission critical. The four listed officers below will potentially be at new departments within 60 days along with the retirement of another Officer on December 1st. This will leave a total of four (4) vacancies. It is going to be a tremendous task to fill these positions during the vacancies due to the lack of an existing candidate pool; the current starting salary; and no outlined recruitment plan, which other agencies have, in place. With Mount Holly being the second largest city in Gaston County and the growth that we are currently experiencing along the potential future growth, I feel this plan is a necessity.

1. Officer #1 with a total of 6.5 years of service –
MHPD \$40,778 at \$18.67 per hour vs. a current offer from Belmont PD \$44,278 at \$20.27 per hour
(Resignation submitted 10-21-2020)



Don Roper
Chief of Police

Mount Holly Police Department

Office of the Chief of Police • 400 E Central Avenue • Mount Holly, North Carolina 28120

2. Officer #2 with a total of 5.5 years of service –
MHPD \$39,464 at \$18.07 per hour vs. a current offer from Dallas PD \$50,232 at \$23.00 per hour offer
(In hiring process)
3. Officer #3 with a total of 2.8 years of service –
MHPD 38,716.70 at \$17.72 per hour vs. Charlotte PD \$58,000 at \$26.56 per hour (in the first phase of the selection process)
4. Officer #4 will be retiring December 1st

With the loss of these four (4) officers, we would have to assign mandatory overtime which would eventually result in officers becoming worn out and potentially looking elsewhere for employment.

During the FY20-21 Budget, I personally spoke with several agencies who implemented a recruiting and retention plan similar to the one we proposed in FY 19-20 and then again in the FY 20-21 Budget. The following agencies have made the following changes:

Ranlo Police, who was the lowest paid agency in the county, increased their starting pay by approximately \$5000 to \$41,184 base rate with no experience.

Belmont Police currently has no officer under 41,000 that was recruited with no experience and, for example, the recruitment of our Officer #1 with experience starting at \$44,278.

Bessemer City currently has a base start pay of \$42,000 with no experience. Any applicant with more than 2 years experience will start at \$45,000.



Don Roper
Chief of Police

Mount Holly Police Department

Office of the Chief of Police • 400 E Central Avenue • Mount Holly, North Carolina 28120

Memorandum

To: City Council
From: Chief Don Roper
Reference: Proposed Recruiting & Retention Pay Plan

Proposed Recruiting & Retention Pay Plan

The Mount Holly Police Department has experienced considerable turnover due to officers leaving the department to go to other agencies for higher salaries. We have also had increasing difficulties with drawing suitable candidates for open positions due to competition from other local police agencies offering attractive compensation packages. A solution to address both issues involves a market adjustment for police officer positions that raises the starting salary to \$43,500, and an ongoing incentive program to retain highly trained officers that consists of a 15% increase spread out over the course of 15 years of the officer's career.

Proposed Plan Outline

Proposed new starting pay rate for a certified police officer with no experience or college education **\$43,500.00**

**** Any officer not meeting the proposed new starting rate would be placed at this amount prior to the listed increases below ** These listed percentages do not include any potential COLA or merit increases.**

- Current officers with 1-3 years of service would receive a **3%** salary increase
- Current officers with 5 years of service would receive a **2%** salary increase
- Current officers with 10 years of service would receive a **5%** salary increase
- Current officers with 15 years of service would receive a **5%** salary increase

The following percentages would be applicable and attainable through this plan for officers upon completion of the outlined years of service.

Mount Holly Police Recruiting & Retention Plan Proposal

Name	Rate Now	Hire Date	Years of Service	% Increase	New Rate	Amt. +	new salary	old salary
Officer 1	23.07	6/29/2009	11	5%	24.22	1.15	52,896.48	50,394.87
Officer 2	20.35	8/5/2002	18	5%	21.37	1.02	46,672.08	44,454.79
Officer 3	22.8	4/19/2010	10	5%	23.94	1.14	52,284.96	49,802.34
Officer 4	23.32	6/6/2008	12	5%	24.49	1.17	53,477.42	50,927.78
Officer 5	20.14	4/4/2016	4	2%	20.54	0.40	44,865.48	43,993.84
Officer 6	17.72	3/5/2018	2	Base 43,500	19.92	2.20	43,500.00	38,706.59
Officer 7	29.25	6/11/1990	30	5%	30.71	1.46	67,076.10	63,891.34
Officer 8	21.93	9/1/2014	7	2%	22.37	0.44	48,853.02	47,892.28
Officer 9	20.60	7/8/2018	2	PT	20.60	0.00	20,600.00	20,600.00
Officer 10	19.27	10/26/2015	5	Base 43,500 + 5% Bach.	20.92	1.65	45,689.28	42,090.72
Officer 11	17.73	12/4/2017	3	Base 43,500	19.92	2.19	43,500.00	38,716.70
Officer 12	24.51	1/3/2001	19	5%	25.74	1.23	56,206.33	53,535.02
Officer 13	21.22	9/17/2018	2	3%	21.86	0.64	47,734.81	46,349.50
Officer 14	20.10	10/14/2019	1	3%	20.70	0.60	45,215.35	43,901.89
Officer 15	34.00	6/25/1997	23	5%	35.70	1.70	74,256.00	70,724.95
Officer 16	18.11	3/4/2019	1	Base 43,500	19.92	1.81	43,500.00	39,546.56
Officer 17	18.61	5/5/2019	1	Base 43,500 + 5% Bach.	20.92	2.31	45,689.28	40,649.92
Officer 18	18.07	1/7/2019	1	Base 43,500 + 5% Bach.	20.92	2.85	45,689.28	39,458.33
Officer 19	18.67	3/26/2018	2	Base 43,500	19.92	1.25	43,500.00	40,778.38
Officer 20	20.19	2/21/2011	9	2%	20.59	0.40	44,976.86	44,099.37
Officer 21	17.73	12/18/2017	3	Base 43,500	19.92	2.19	43,500.00	38,716.70
Officer 22	19.17	1/4/2016	4	Base 43,500 + 5% Sup.	20.92	1.75	45,689.28	41,863.57
Officer 23	23.78	3/2/2003	17	5%	24.97	1.19	54,532.30	51,925.31
Officer 24	27.30	5/29/1998	22	5%	28.67	1.37	62,604.36	59,619.18
Officer 25	38.91	2/10/2002	18	5%	40.86	1.95	84,979.44	80,939.00
Officer 26	49.20	5/22/2013	7	PT	49.20	0.00	49,200.00	49,200.00
Officer 27	18.07	7/9/2019	1	Base 43,500 + 5 % Bach.	20.92	2.85	45,689.28	39,464.88
Officer 28	18.08	2/4/2019	1	Base 43,500	19.92	1.84	43,500.00	39,479.08
Officer 29	33.75	3/2/2003	17	5%	35.44	1.69	73,710.00	70,194.50
Officer 30	25.37	8/15/2004	16	5%	26.64	1.27	58,178.48	55,411.38
Officer 31	20.60	10/16/2000	20	PT	20.60	0.00	20,600.00	20,600.00
Officer 32	20.39	5/21/2013	7	2%	20.80	0.41	45,422.40	44,532.20
Officer 33	29.95	5/31/1998	22	5%	31.45	1.50	68,681.34	65,404.61
Officer 34	18.17	4/23/2018	2	Base 43,500 + 2.5 % Assoc.	20.42	2.25	44,597.28	39,674.33

1,707,066.90 1,607,539.91

99,527.00	FY21-22 July 1, 2020 thru June 30, 2022
23,582.37	Benefits- FY21-22 July 1, 2020 thru June 30, 2022
66,351.00	November 1, 2020 thru December 31, 2020
15,769.42	Benefits- November 1, 2020 thru December 31, 2020



Mount Holly Police Department

Office of the Chief of Police • 400 E Central Avenue • Mount Holly, North Carolina 28120

Don Roper
Chief of Police

Memorandum

From: Chief Don Roper

To: City Council

Reference: Recruiting and Retention Plan

- Over the past three years, MHPD has lost at least 7 police officers to other police agencies or departments due to recruiting efforts or higher wages.
- The MHPD currently has approximately 17 police officers with less than five years of experience with the department.
- The time and cost to assign a new police officer to patrol includes 16 weeks of BLET, and 14 weeks of Field Training. Equipment issued to a new officer costs approximately \$8000, not including a patrol vehicle.
- Following BLET and Field Training, a new officer is still required to attend a number of additional training classes before they are considered adequately training to provide a basic level of police services. These classes include: Radar operator, field sobriety testing, Intox operator, Intro to traffic crash investigation, and police law institute. It typically takes approximately three years to schedule an officer for these classes. During this time, these officers are also required to complete yearly In-service training.
- During a study last year, staff identified and verified through contact at least six local police agencies in our immediate area with higher starting salaries than MHPD. Several other police agencies within the region are known to offer competitive compensation packages and higher starting salaries.



Mount Holly Police Department

400 East Central Avenue • Mount Holly, NC • 28120 • (704) 827-4343 • (704) 822-2932

Don Roper
Chief of Police

MHPD Recruiting and Retention Plan

POLICE

U.S. Cops Are Facing a Recruitment Crisis. Will It Force Them to Change Their Ways?

Nationally, 66 percent of police departments report seeing declining numbers of applications.

True Crime

Who wants to be a police officer? Job applications plummet at most U.S. departments.

Perceptions of policing, healthy economy contribute to decreased applications at 66 percent of departments.

Shortage Of Officers Fuels Police Recruiting Crisis

Charlotte spent millions for pay raises, but chief says CMPD still can't fill openings

Number of Officers in Comparable Cities

- **Mount Holly, population 15,635: 32 Officers**
- Albemarle, population 15,471: 49 Officers
- Belmont, population 12,046: 34 Officers
- Boone, population 13,995: 35 Officers
- Dunn, population 10,115: 35 Officers
- Eden, population 15,426: 44 Officers
- Henderson, population 15,795: 52 Officers
- Hendersonville, population 12,077: 38 Officers
- Lincolnton, population 10,944: 31 Officers
- Newton, population 13,449: 34 Officers
- Reidsville, population 14,899: 49 Officers
- Smithfield, population 13,199: 39 Officers
- Washington, population 10,157: 38 Officers
- Waynesville, population 9,915: 34 Officers
- (US Census data, full time Law Enforcement Officers by State, by City. 2009)

Total Number of Calls For Service

- Average 66 CFS per day
- 125% increase from 2012 (no additional patrol officers)
- 2020 – Projected +/- 23,000 (Currently over 18,000)
- 2019 - 23,507
- 2018 - 19,448
- 2017 - 22,252
- 2016 - 18,647
- 2015 - 17,056
- 2014 - 18,546
- 2013 - 12,589
- 2012 - 10,595

Proposed Recruiting & Retention Pay Plan Increase

The Mount Holly Police Department has experienced considerable turnover due to officers leaving the department to go to other agencies for higher salaries. We have also had increasing difficulties with drawing suitable candidates for open positions due to competition from other local police agencies offering attractive compensation packages. A solution to address both issues involves a market adjustment for police officer positions that raises the starting salary and an ongoing incentive program to retain highly trained officers.

- Over the past five years, MHPD has lost at least 7 police officers to other police agencies or departments due to recruiting efforts or higher wages.
- The MHPD currently has approximately 17 police officers with less than five years of experience with the department.
- The time and cost to assign a new police officer to patrol includes 16 weeks of BLET, and 14 weeks of Field Training. Equipment issued to a new officer costs approximately \$8,000, not including a patrol vehicle.
- Following BLET and Field Training, a new officer is still required to attend a number of additional training classes before they are considered adequately trained to provide a basic level of police services. These classes include: Radar operator, field sobriety testing, Intox operator, Intro to traffic crash investigation, and police law institute. It typically takes approximately three years to schedule an officer for these classes. During this time, these officers are also required to complete yearly In-service training.
- During a study last year, staff identified and verified through contact at least six local police agencies in our immediate area with higher starting salaries than MHPD. Several other police agencies within the region are known to offer competitive compensation packages and higher starting salaries.

Who's Leaving?

- Most resignations come from officers during their first seven years on the force
- Many state they are pursuing other careers, or moving to another agency with better pay
- With the strong economy, jobs in the private sector are lucrative and readily available at the moment
- Characteristics of today's 20-30 year olds: They tend to change jobs often, and have grown up around negative stories about police

A Successful Recruiting and Retention Plan should Include:

- Determine and prioritize specific traits the agency and community desires in their police officers
- Recruit and select officers that fit the agency culture
- Employee should understand the mission and goals of the agency
- Diversity
- Streamline the hiring process. Don't lose a candidate because the process is too long
- Combat the “grass is greener” effect
- Follow up with perspective candidates

Finding the Right Candidate

- As you are evaluating a potential officer for hire, that candidate is also evaluating you and your agency.
- It is truly a buyer's market: what does your agency have to offer?
- Starting pay, take home car, specialty assignments, working environment, advanced training, agency reputation

Police Agencies Starting Salary (No Experience)

- Belmont: All officers over \$41,000
- Bessemer City: \$42,000 (\$45,000 with 2 years experience)
- Ranlo: \$41,184
- Mount Holly: \$37,586

Proposed Plan Outline

Proposed new starting pay rate for a certified police officer with no experience or college education **\$43,500.00**

**** Any officer not meeting the proposed new starting rate would be placed at this amount prior to the listed increases below ** These listed percentages do not include any potential COLA or merit increases.**

- Officers with 1-3 years of service would receive a **3%** salary increase
- Officers with 5 years of service would receive a **2%** salary increase
- Officers with 10 years of service would receive a **5%** salary increase
- Officers with 15 years of service would receive a **5%** salary increase
15% increase over 15 years

Questions?

