AGENDA

Meeting Type:	S
Date:	07-30-1990
SUBJECT	Joint City County Keith Corp and Consolidation Plan

City of Charlotte, City Clerk's Office

This is only
folder for writing
Place it in library
when completed.

7/30/91 3 35 pm

Joint meeting - City/County

Mayor ✓
Campbell ✓
Clodfelter
Hammond ✓
McCrory ✓
Mangum
Martin ✓
Matthews ✓
Patterson ✓
Scarborough ✓
Vinroot ✓
White ✓

Autry ✓
Andrews ✓
Booth ✓
Chmiel ✓
Kibler ✓
Kinsey ✓
Walton ✓

Mayor
Crampton
McCrory
Jerry Fox
Wendell White
McCrory
White

Parks + Rec
Planning
County Manager
City Manager

Cranton
Cutrey
McCoy
Mayo
Martin
White
Cranton
Patterson
Andrews
White
Andrews
White
Andrews
Cranton

The objective . . . (5)

"last bunt" (7)

Arts / Science / Cultural
page 2

Cranton
Matthews
Cranton
Martin
Cranton
Martin
White

Performing Art
in one Knows

equity

Police Dept

Cranton			
Keber			
Keber / Booth		not consolidate	1/350
Autry			
Mayber			
Matthews			
Keber			
Matthews			
Autry			
Patterson			
Mc Crory			
Vinroot			
Hammond			
Martin			
Scarborough			
Wheeler			
Autry			
Walton			
Mc Crory		/	
Andrews			1/580
Andrews / no second			approx concept of consolidation

Booth
Keber
Kinsey
Chirico
Chirico /

2/674

continue process a little further as defined be sure areas of screen do not coincide & keep are more clearly defined

2/785

Autry
White
Autry
Chirico
Autry
Vinroot
Walton
Vinroot
Walton
Vinroot
Walton
Autry
Walton
Autry
Chirico
Walton
Chirico
Cramton

2/810

two bodies

interlocal agreement

2/860

2/883

Chirico

Autry
Andrews
Chirico
Autry
Walton / Booth

Kiber
Autry

Mayer
Martin
Martin / ~~Matthews~~ McCrory
Matthews

McCrory
Vinroot
Patterson
Walton
Martin

came back in a couple of months
police districts & sys.

withdrawn motion

2/935
all concept under County as well as under City

yes	no
Walton	Autry
Kiber	Andrews
Booth	Chirico
Kenney	

Martin's motion 2/970
came back City & City Sys
right away with options

will not accept Roy's condition

Mayoe
Matthews
Patterson
Matthews
White
Fox
Autrey
Patterson
White
Matthews
Matthews / Whitlow

Patterson
Matthews
Hammond
Cranston
Martin
Matthews
Mayo

Chinco
White
Matthews

2/1175

pull Committee on hold
2/1205

[illegible]

Chirico
Autry
Kiber

options pull apart at
later time

Booth
Autry
Booth / Kinsey
Walton
Autry

yes	no
Autry	Walton
Chirico	Andrews
Kiber	
Booth	
Kinsey	

LEC site

site questions

White
Patterson
Andrews
Kiber
Patterson
Fox
Kiber
White

Mayor
Vinroot
White
Kiser
Booth
Vinroot

Mayor
Vinroot
McCrory / Matthews

expansion of sites ?
get political decision
early

adjourn. 5:25 p m

Joint Meeting

Board of County Commissioners
and
City Council

July 30, 1991
3:30 p.m.

AGENDA

I. City-County Consolidation Plan (Martin Cramton)

   A. Review and Approve Consolidation Principles

   B. Review and Approve Consolidation Process

II. Approve Law Enforcement Center Site (OmniArchitecture)

City-County Consolidation

		Page #
I.	City-County Consolidation Plan	
	A. Consolidation Principles	1-4
	B. Consolidation Process	5-9
II.	Executive Summary of Consolidation Issues	
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	B. Arts	13-15
	C. Police	16-18

Attachments:

Attachment A	Issues identified by City and County Parks and Recreation Staff	19-23
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Attachment C	Issues identified by joint City-County Police Officers Group	33-44

CITY-COUNTY CONSOLIDATION
PLANNING

Consolidation Principles

ACCOUNTABILITY

The County, through the County Manager, will take the lead on the consolidation of Parks and Recreation and Arts.

The City, through the City Manager, will take the lead on the consolidation of Police.

ORGANIZATIONAL CONTEXT

A unified Parks and Recreation Department will be established to operate as a department within Mecklenburg County Government. The principles of the consolidation include:

* The department head will report to the County Manager, who will be responsible for hiring and firing.

* The Board of County Commissioners will establish service levels and approve resource needs for Parks and Recreation.

* In implementing the consolidation, equitable distribution of costs, operational effectiveness, and cost savings are objectives.

* The Parks and Recreation Departments may begin to phase-in their consolidation prior to July, 1992, as they begin to plan and implement recreation programs for the Fall, Winter, Spring, ...

The objective * In implementing the consolidation, Parks and Recreation employees will not be laid-off nor negatively impacted with respect to pay. Cost savings will be achieved through attrition.

* In implementing the consolidation, the County will equitably address personnel issues, such as duty assignments, promotional opportunities and benefits.

* Some functions of the City Parks and Recreation Department may not be consolidated with the County (i.e., trees, median maintenance, cemeteries).

A unified "Arts/Science/Cultural" program will be established to operate as a function of Mecklenburg County Government. The principles of the consolidation include:

* The consolidation goal of a unified "Arts/Science/Cultural" program is to transfer both the facilities and the funding responsibility from the City to the County.

* The Board of County Commissioners will establish service levels and approve resource needs for a unified "Arts/Science/Cultural" program.

* In implementing the consolidation, equitable distribution of costs, operational effectiveness, and cost savings are objectives.

* In implementing the consolidation, the Board of County Commissioners will consider the recommendations and priorities of the Cultural Action Plan.

A unified Police Department will be established to operate as a department within Charlotte City Government. The principles of the consolidation include:

* The Police Chief will report to the City Manager, who will be responsible for hiring and firing.

* City Council and the Board of County Commissioners, meeting jointly, will approve the Police budget and service levels and periodically review the Police Department's performance.

* In implementing the consolidation, equitable distribution of costs, operational effectiveness, and cost savings are objectives.

* The Police Departments may begin to consolidate selected functions prior to July, 1992.

The objective — In implementing the consolidation, Police Department employees will not be laid-off nor negatively impacted with respect to pay. Cost savings will be achieved through attrition.

* In implementing the consolidation, the City will equitably address personnel issues, such as rank, duty assignments, promotional opportunities, and benefits.

* Some functions of the County Police Department may not be consolidated with the City (i.e., building security, radio maintenance).

STAFF/CITIZEN INPUT

Both the City and County will solicit input from the employees of the various departments and the community (including each of the towns in Mecklenburg County).

The process for consolidation will include the establishment of:

A "Blue Ribbon" Citizens' Advisory Committee: Members will be appointed by the City Manager and County Manager. The target membership of this committee will be community leaders from large organizations (Duke Power, Royal Insurance, NCNB, First Union,...) who are knowledgeable of the dynamics of large-scale organizational change. Areas of expertise should include personnel, organizational change, and/or finance. The role of the committee will be to serve in an advisory capacity to the Joint City/County Management Steering Committee by providing input and perspective on issues and advising on the resolution of organizational and programmatic issues relating to all three consolidation efforts.

A Joint City/County Management Steering Committee: The membership of this committee includes the City Manager, County Manager, Deputy City Manager, and the Assistant City and County Managers. The role of this committee will be to sort and resolve organizational and programmatic issues relating to all three consolidation efforts. Issues relating to policy and/or service levels will be brought to the City Council and County Commission.

Employee (Staff) Task Forces: The membership of these task forces will include the employees in the departments being consolidated. The role of these task forces will be to solicit employee input, help identify organizational, programmatic and financial issues, and recommend solutions to facilitate consolidation.

Stakeholders' Task Forces: Members will be appointed by the City Manager and County Manager. The membership of these task forces will include representatives from agencies, advisory committees, Mecklenburg County towns, and other groups who have an interest in the changes being implemented. The role of these task forces will be to provide citizen input, to advise on organizational, programmatic and financial issues, and to recommend solutions which facilitate consolidation. Members of existing Citizens' Committees will be requested to serve in this capacity (i.e., City and County Parks Advisory Committees; City and County Civil Service Boards).

PROCESS AND TIMEFRAME

The effective date targeted for the consolidations is July 1, 1992. Both the City and County will begin working together on operational and implementation issues in each of the areas prior to the implementation date.

The consolidation process is outlined on page 5.

Consolidation "updates" will be provided for the City Council and County Commission during the joint luncheons or at other special meetings.

The County Commission and City Council will be requested to approve contracts with agencies, such as the Institute of Government and UNCC's Urban Institute, to assist in completion of this process.

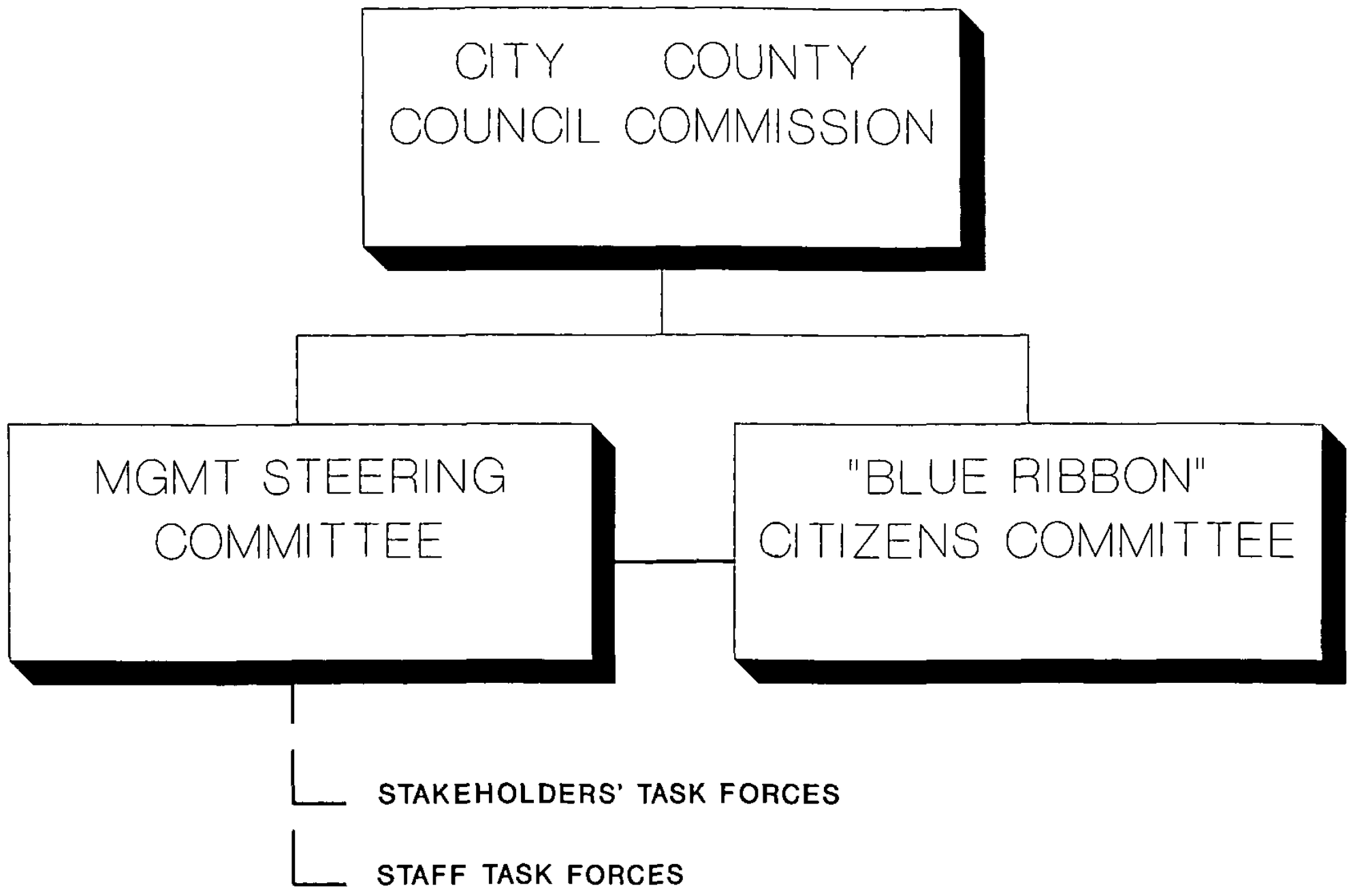
INTERLOCAL AGREEMENT AND IMPLEMENTATION

The development and approval of an Interlocal Agreement will serve as the vehicle to implement the consolidation of Police, Parks and Recreation, and Arts.

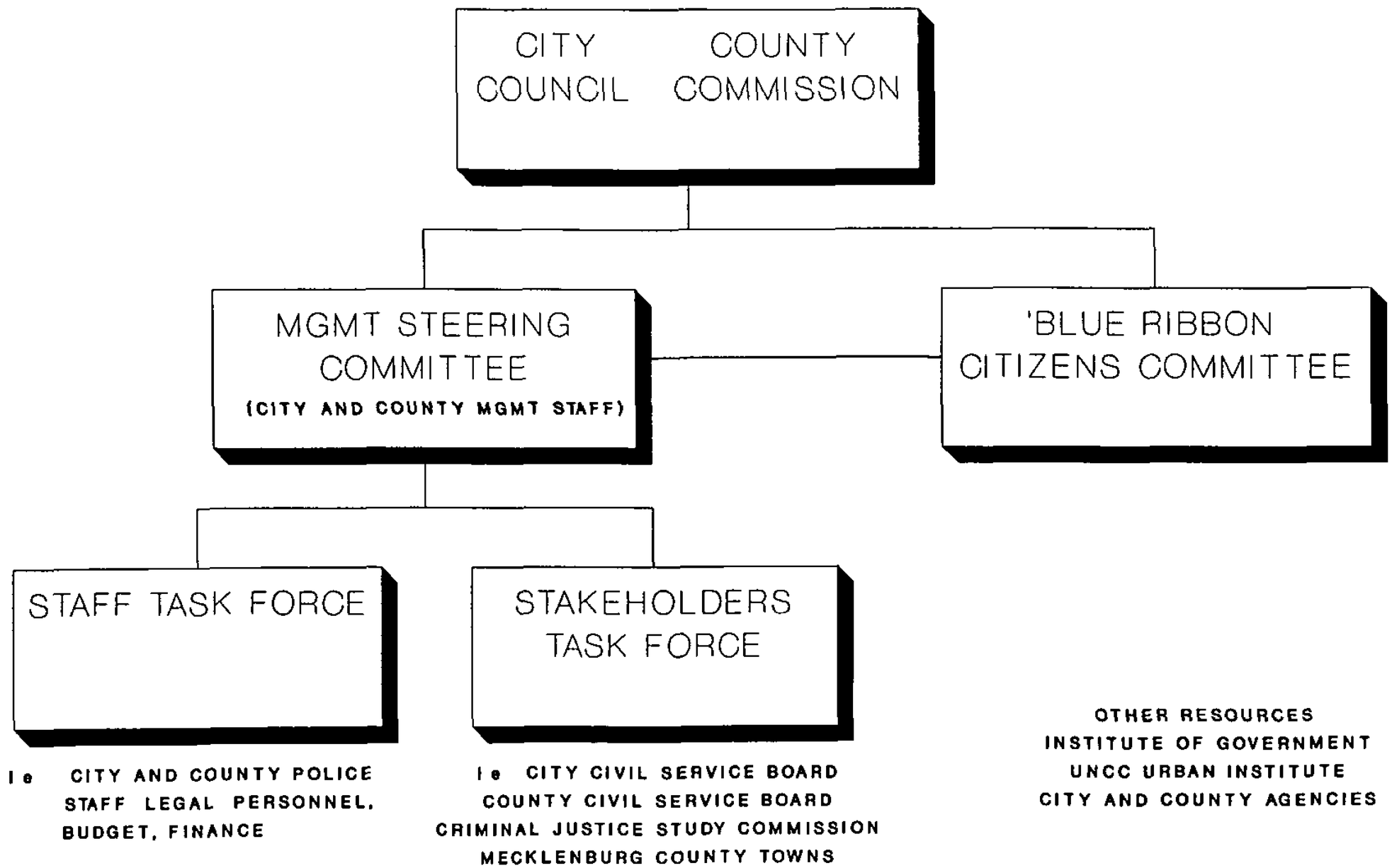
CITY-COUNTY CONSOLIDATION PLAN

ACTIVITY	EMPLOYEE TASK FORCE	STAKEHOLDER TASK FORCE	JOINT MGMT STEERING COMMITTEE	"BLUE RIBBON" CITIZENS COMMITTEE	ELECTED OFFICIALS	TIMEFRAME
1 Process Definition * Initial Issues Inventory * Define Process and Schedule	X		X			
2 Approve Consolidation Principles and Process					X	July 1991
3 Organize Task Forces * "Blue Ribbon" Citizens Committee * Employee Task Forces * Stakeholders' Task Forces *Status Report*			X X X		X	August 30 days
4 Inventory Responsibilities Resources Solicit Citizen/Stakeholder/Employee Input and Identify Issues * Organization/Personnel/Budget * Financial/Legal * Service Levels (similarities and differences)	X X X	X X X				
5 Prepare Assessment of Issues	X	X	X	X		150 days November
6 Sort/Prioritize Issues for Resolution *Status Report*	X	X	X	X	X	
7 a Define Organizational/Program Delivery Options (on issues) b Identify Impact of Options c Recommend Solutions to Issues	X X X	X X X	X	X		210 days February
8 a Define Financial Options b Identify Impact of Options c Recommend Solutions to Issues *Status Report*	X X X	X X X	X	X	X	
9 Develop Consolidation Agreement -- Highlight Policy Issues (Interlocal Agreement)	X	X	X	X		270 days April
10 Approve Interlocal Agreement					X	
11 Implementation						effective July 1992

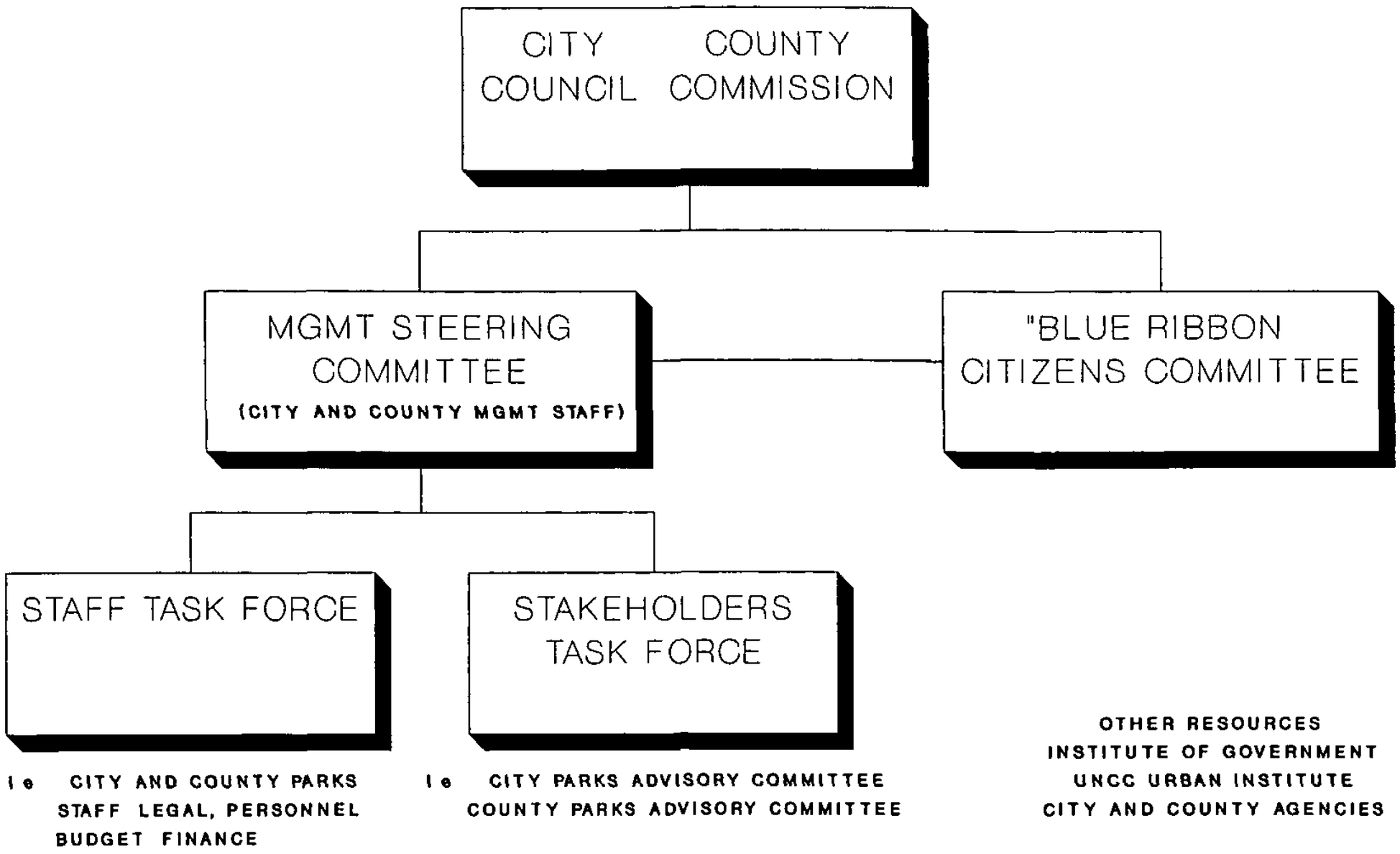
CITY-COUNTY CONSOLIDATION



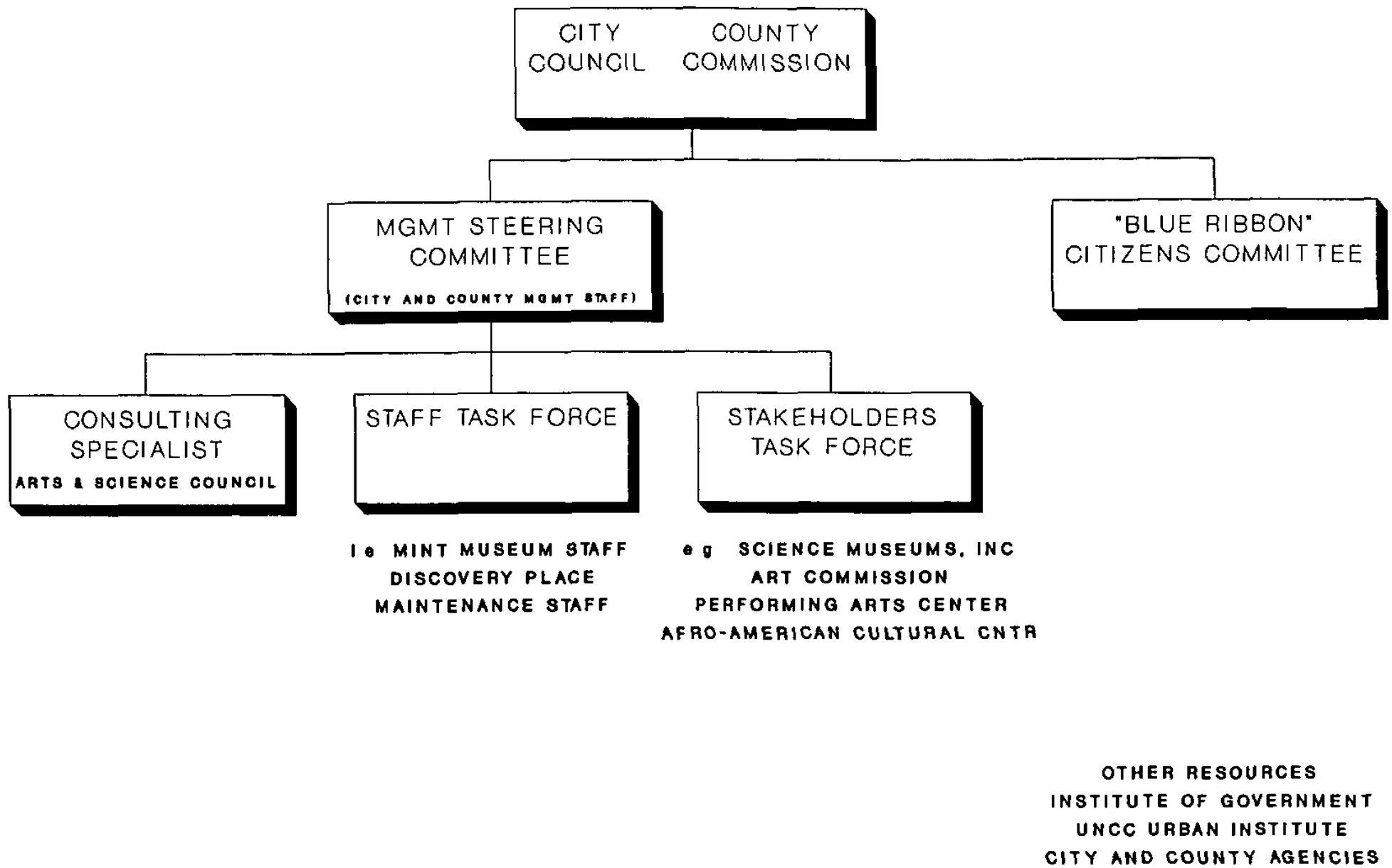
CITY-COUNTY CONSOLIDATION
POLICE



CITY-COUNTY CONSOLIDATION
PARKS AND RECREATION



CITY-COUNTY CONSOLIDATION
ARTS



Parks and Recreation
Executive Summary of Consolidation Issues

The following issues listing reflects only a summary of issues which have been identified by the two departments thus far. The listing reflects the range and complexity of issues and employee concerns.

Attachment A contains a list of issues identified by City and County Parks and Recreation staff.

I. Policy/Service Levels

A. What services performed by City Parks and Recreation will not be consolidated with the County (e.g., Cemeteries, ROW mowing; Grounds maintenance of median and subdivision entrances, Community Development properties, and City building properties; trees and streetscapes, etc.)?

B. What facilities administered by City Parks and Recreation will not be consolidated with the County? Examples include:

1. Memorial Stadium
2. Grady Cole Center
3. Recreation Centers
4. St. Mary's Chapel
5. Marshall Park
6. Tryon Street Mall

C. Are there any facilities/programs administered by other City or County departments that will be affected? Ones frequently questioned are Neighborhood Centers and Double Oaks Community Service Center.

D. Will existing City contracts/agreements for services be continued? Examples include:

1. Science Museums - Reedy Creek Park
2. Community School of the Arts
3. Harris YMCA - Pine Valley After School Program
4. Charlotte Hornets - Grady Cole Center
5. McGill Rose Garden
6. American Golf Corporation

E. Will the County further privatize operations/programs within the parks and recreation centers?

II. Legal

A. Are there any legal constraints to consolidation?

B. What ordinances need to be changed?

C. Will ordinance requirements/enforcement change?

III. Employee/Personnel: Differences exist in personnel practices between the two departments. Concerns which have been raised include:

A. Job Security

B. Pay Scales

C. Work Assignments and Schedules

D. Benefit Plans

E. Organizational Structure/Promotional Opportunities

F. Career Development and Training

G. Work rules/Policies/Procedures

IV. Equipment/Records/Systems: Differences exist in the type of equipment and management information systems. Which system(s) will be used for:

A. Radios

B. Reservation and Scheduling Systems

C. Computers

V. Support Services: Both departments receive services from other City and County departments. The issue to be addressed is: How will these services be provided upon consolidation?

A. Equipment Services/Fleet Management

B. Human Resources/Personnel

C. MIS/Data Processing

D. Other: Engineering, Planning, Buildings and Grounds, Police

VI. Other

A. Capital Projects Implementation and Financing of Projects in Process or Already Planned

B. Citizens Advisory Committees

1. What is their role during consolidation?

2. What is their role afterwards?

C. Title/Ownership of Properties

D. Master Planning

E. Phasing In of Consolidation

ARTS/SCIENCE/CULTURAL

A Summary of Issues Which Have Emerged to Date

I. POLICY/SERVICE LEVELS

A. The recommendations of the Cultural Action Plan (CAP) shall be followed to the extent feasible.

1. CAP recommendations were premised on the assumption the City would remain a full partner in supporting arts, sciences, and cultural programs; need to adjust in light of shifted responsibilities.

2. What would become the extent of the County's commitment with regard to the fair share of government support?

3. When the CAP calls for a 26.5 percent level of local governmental support (with 33.3 percent being the national norm), what activities go into making the whole?

4. What role would the County play in the discussions designed to clarify the relationships between the City, the Coliseum Authority (esp. re Ovens Auditorium), and the Performing Arts Center? What would be the ongoing relationship, if any, between The County and The Authority?

5. To what extent would it be appropriate for the County to commit itself to carrying out the full range of recommendations embodied in the CAP report? Among such recommendations are those involving (1) the development of a uniform definition of "Facility Related Costs"; (2) the possibility of privatization of the Mint Museum; (3) the Arts Education program; etc. With work already begun on several of the proposals and with others scheduled for longer term development, planners will need to keep informed as to the progress being made.

6. While the CAP calls for a moratorium on capital improvement projects for at least five years, the question arises as to what may be expected from the County once such building projects resume. Traditionally the City has put 50 percent toward such projects with the private sector taking responsibility for the remainder. What would be the appropriate level of support by the County?

B. What is involved with the transfer of facilities from the City to the County; which facilities; what will be the extent of the County's responsibility in taking possession of facilities? What facility-related equipment would appropriately be transferred from the City to the County?

C. In the compilation of an inventory of the City's current level of support of arts/science/cultural activities, we need to examine the full range of such support including ownership, maintenance and renovation of facilities, grants to the A & S Council and other organizations, and the indirect costs involved.

D. Are there current capital funds budgeted or available for City or County arts/science/cultural facilities? If so, what will be the disposition of these funds?

E. To what extent will the County assume responsibility for "arts" programs which serve therapeutic, recreational, and economic development functions?

II. LEGAL

A. What are complexities involved in the transfer of City-owned facilities and collections to the County?

B. What will be the two governments' roles and responsibilities as a result of the forthcoming examinations of the Art in Public Places ordinances?

III. EMPLOYEE/PERSONNEL

The transfer of the Mint Museum, a City department, to the County (or to an independent board) would raise the same work issues involved in the Police and Park and Recreation consolidations: Job security, pay scales, work shifts, etc. Such would apply as well to the two maintenance positions connected to Science Museums, Inc. and any others currently in the City system.

IV. SUPPORT SERVICES

The County's "Internal Service" accounts will need to be reallocated in line with such departmental support as Data Processing, Fleet Management, Personnel, and Buildings and Grounds. What support will continue to be available from the City?

V. OTHER

A. Coordination/Autonomy

To what extent will the City retain its autonomy to fund arts/science/cultural programs? Is there a need to preserve the integrity of a County sponsored coordinated approach?

B. Alternative Resources

With the recent rejection of the proposed admissions tax by the General Assembly, what role may the City be expected to play in future efforts to access alternative revenue sources?

C. County/Arts & Science Council Linkage

What shall be the appropriate organizational linkage between the County and the arts/science/cultural programs, in particular the Arts and Science Council as the lead agency?

Police
Executive Summary of Consolidation Issues

The following issues listing reflects only a summary of issues which have been identified by the two departments thus far. The listing illustrates the range and complexity of issues and employee concerns.

Attachment B contains a list of issues as identified by a joint City-County Police management team. Attachment C contains a list of issues as identified by a joint City-County Police officers group.

I. Policy/Service Levels: Differences exist in how services are provided and in the methodology used in determining staffing levels for police services. Issues include:

A. What services performed by the County Police will not be consolidated with the City (i.e., County Security, Intake Center,...)?

B. What methodology/philosophy will be used to dispatch police officers (i.e., dispatch officers to all calls or dispatch based on call prioritization)?

C. What methodology/philosophy will be used to determine police staffing levels (i.e., calls for service and response time objectives, "community" policing, team policing,...)?

D. What will be the relationship between the consolidated department and the towns in Mecklenburg County?

E. What financial arrangement(s) will be made to resolve the current tax inequity?

II. Legal

A. Are there any legal constraints to consolidation?

B. What ordinances are different and need to be changed?

III. Employee/Personnel: Differences exist in personnel practices between the two departments. Concerns which have been raised include:

A. Pay Scales/Overtime

B. Job Security/Seniority

C. Rank

D. Work Shifts and Schedules

E. Benefit Plans

F. Organizational Structure and Staff-Management Ratios

G. Promotional Opportunities

H. Take Home Cars

I. Career Development and Training

IV. Equipment/Records/Systems: Differences exist in the type of equipment, records management, and information systems.

A. Radios

B. Cars

C. Weapons

D. Records and Report Forms

E. Computers and Software

V. Non-Patrol Functions: Issues have been raised concerning merging and staffing of non-Patrol functions due to the different philosophies used as the basis for staffing. For example, Crime Scene Search is a civilian function in City; sworn in County. Other issues include rotating versus permanent assignments.

A. Crime Scene Search

B. Investigations

C. Communications

D. SWAT/Emergency Response Team

E. K-9, Helicopter, Lakes Enforcement Unit

F. Records

G. Property Control

H. DARE and School Resource Officers

VI. Support Services: Both departments receive services from other City and County departments. The issue to be addressed is: How will these services be provided upon consolidation?

A. Equipment Services/Fleet Management

B. Human Resources/Personnel

C. MIS/Data Processing

D. Radio Shop

VII. Other

A. Police Facility: How will consolidation affect the location, design, and size of new facility?

B. Civil Service Boards

C. Timetable for Consolidation

ATTACHMENT A

PARKS AND RECREATION CONSOLIDATION ISSUES

AS IDENTIFIED BY BOTH STAFFS

MANAGEMENT

What will be the interim management arrangements for City parks? What will be the timetable?

What roles will advisory boards play in the consolidation? What will be their roles afterwards? (advisory boards appointed by City Council and County Commission; recreation center advisory boards; citizen advisory councils; tree advisory commission)

POLICY/SERVICE LEVELS

How will user fee policies change? Will youth continue to be exempt from City fees? Will adults continue to be charged 100% for the cost of programs? Will more fees be implemented? What will be the policies for setting fees and cost recovery rates?

Will sponsorship/cosponsorship arrangements continue?

What services performed by City Parks and Recreation will not be consolidated? (e.g., cemetery maintenance; right-of-way mowing; grounds maintenance of medians, subdivision entrances, Community Development properties, and City building properties; trees and streetscapes)

Are there facilities administered by City Parks and Recreation that will not be consolidated? What will be the arrangements for rental and use, concessions, and maintenance for these facilities? (Memorial Stadium, Grady Cole Center, Recreation Centers, St. Mary's Chapel, Marshall Park, Fourth Ward Park, Tryon Street Mall, Hawthorne "Teen" Center, Renaissance Park)

Regarding Memorial Stadium, will there be any impacts to the Elizabeth Small Area Plan and CPCC Master Plan?

Will existing City contracts/agreements for services be continued? (Science Museums, Inc. at Reedy Creek Park; Community School for the Arts; Pine Valley After School Program at Harris YMCA; Charlotte Hornets rental of Grady Cole Center; McGill Rose Garden Grant; American Golf Corporation at 2 courses)

Attachment A
Parks and Recreation Consolidation Issues
As Identified by City and County Staffs

What will happen to other agreements the City has with various associations?

- Charlotte Botanical Garden Society (garden at Statesville Road Park)
- Olde Providence Recreation Association
- Charlotte Drum Corps Assn
- Senior Games
- Special Olympics
- Senior Centers, Inc. (Albemarle Road Rec Center)
- Wheelchair Basketball (Cyclones and Tarwheels)
- Beepball
- School Use Agreements
- Joint Rec Center/ Facility Use with Charlotte Housing Authority, Neighborhood Centers, Double Oaks Community Service Center
- CPCC Class Facilitations
- Mecklenburg Aquatic Club (swimming lessons)
- American Red Cross (swimming lessons, staff training, & instructional programs)
- Charlotte Volleyball Club
- Charlotte Woodcarving Club
- WBT/Symphony (Skyshow - Family Fourth)
- Softball Associations (tournaments)
- ACC (Future tournaments: tennis, swimming, soccer)

What will happen to support services rendered by City Parks and Recreation?

- Afro American Cultural Center
- Old Coliseum
- Ovens Auditorium
- City Ice and Snow Control Program
- Special Events Support
- Staff for Cities in Schools
- Technical Assistance
- Summer Pops

Will the County further privatize activities, operations, and programming? Will they contract with the City for some of these services or will they provide services using employees? (mowing, tree maintenance, horticulture and beautification, concessions, small engine repair, class instructors, officiating)

Will there continue to be a citizen co-op tree planting program?

LEGAL

What laws and ordinances will be affected and how will they change?

Attachment A
Parks and Recreation Consolidation Issues
As Identified by City and County Staffs

Will ordinance requirements/enforcement remain the same? (e.g., parks ordinances, cemetery ordinance, tree ordinance, parking ordinance)

EMPLOYEE/PERSONNEL ISSUES

What will the organizational chart look like?

Will City and County employees interview for positions? Be assigned or be "grandfathered" into positions?

Will there be layoffs? If positions are cut or reassigned, how much notice would staff be given? Will seniority be a consideration? Will there be a real effort to place these employees in other City jobs?

Is it possible that employees will be phased out of a job in a few years?

How will employee salaries be affected? How do pay scales compare between the City and County?

Will employees be paid every week (City schedule) or every two weeks (County schedule)?

Will there be cost of living raises and other raises for those in senior positions?

What will happen with employee benefits? Will they be less? (retirement, medical and dental insurance, life insurance, 401K plan, tax shelters, longevity pay, benefit leave time accumulated, benefit leave time policies)

Can anyone take early retirement?

Can City employees return to the City after merger without loss in benefits (during next 1-6 years)?

Whose rules and guidelines will we follow?

What will happen with employee recognition programs and training and development?

What kind of uniforms will we have?

Will supplemental employees/resources still be used? (City Summer Youth Employment Program, Deferred Prosecution Program, volunteers, contracted instructors)

What will be the role of park rangers--"police" or "information"?

Attachment A
Parks and Recreation Consolidation Issues
As Identified by City and County Staffs

EQUIPMENT/RECORDS/SYSTEMS/SUPPORT SYSTEMS

Would all vehicles (trucks and autos) and equipment (mowers and tractors) be transferred to the County? Would the associated personnel/facilities (Small Engine Shop, e.g.) be transferred?

Should the City proceed with the expansion of the Small Engine Shop?

Would dual radio systems operate? What is the cost of a change to one system? Would it be 450 MHZ or 800?

What telecommunications would be used?

What will happen to microcomputer equipment?
What reservations system will be used? Which DP department will support the system?

Will the LWFW be used? Which DP department will support it?

What design work and contract administration work is underway/anticipated with City Engineering? Will these services be transferred to County Engineering or to the consolidated Parks and Rec Department?

What level of support will come from Planning? Will this function be transferred?

How will maintenance , plumbing, electrical, and structural services be provided?

What level of support will be provided to rangers by the police?

What will happen to office space and furnishings? Where will the department be headquartered? What will happen to supplies and storage spaces?

What will happen to the "Study Buddies" program, City Within a City initiative, and programs relating to fighting crime and drugs?

OTHER

What will happen to adopted master plans that have not been implemented and their funding? (Freedom Park and Statesville Road Community Park) Should we proceed to install the electrical system for Fesitval in the Park?

What will happen to negotiations with the School Board for joint use at Strawberry Lane/Highway 51?

Attachment A
Parks and Recreation Consolidation Issues
As Identified by City and County Staffs

What will happen to development at Reedy Creek Park?

What will happen to York Road Renaissance Park? Who will be responsible for correcting problems created by landfill?

What has happened to the City's Internal Consulting review of Recreation?

What will happen to the City's Task Force findings regarding security and building and grounds maintenance?

What is going to be the timetable and what will be phased in before June 30, 1992?

Are park bonds transferable? Who pays the remaining debt service?

Who will have title or ownership of City properties and equipment?

ATTACHMENT B

POLICE CONSOLIDATION ISSUES
ADMINISTRATIVE STAFF
June 24, 1991

MEMBERS:

Charlotte Police:
- Assistant Chief Boger
- Major Anderson
- Captain Charles

Mecklenburg County Police:
- Assistant Chief Ferrell
- Major Mowery
- Captain Haston

This copy made at the expense of the Charlotte Police Department

LEGAL

Will special state legislation be required to create a consolidated department?

What legal problems might be encountered to give all officers county-wide jurisdiction?

The City and County have separate ordinances; enforcement of two sets of ordinances will be complicated, and all ordinances may need to be consolidated.

CIVIL SERVICE

Each department has its own Civil service created by the state legislature. Will civil service in some form remain? Will state legislation be required to consolidate civil service boards or eliminate one board, or create a new one? Which ranks will be protected by civil service?

ORGANIZATIONAL ISSUES

What will be the initial cost of consolidation?

Will a single consolidated police department cost more or less than the operations of two separate police departments?

How will the possibility of governmental consolidation in a few years, affect police consolidation now, especially if the governmental consolidation goes under the county control?

How will the command structure of the two departments be integrated? Will there be equitable representation of each department in the new command structure?

What level of supervision will the consolidated department have? The MCPD has 25% of its allocated sworn positions at the rank of sergeant or above, compared with the CPD's 15%.

Will officers with rank be incorporated into the consolidated PD based on rank, salary, job description, or some combination of these?

Will current civil service ranks continue to be protected?

Will consolidated command staff have full support of upper ranks and of internal affairs with regard to problems with subordinates resulting from consolidation.

Will the merger create a New police department or will one absorb the other? The latter is likely to create a negative morale problem.

Will there be a new name for the new police department or will it remain the Charlotte Police Department?

How will the patrol districts be divided? What organizational structure will be used?

Will all emergency communications be placed under the consolidated department?

MCPD currently handles police and emergency communications for the towns of Pineville, Huntersville, and Cornelius. Will the consolidated department continue this?

State law places responsibility for an Emergency Operations Center (EOC), such as was used during HUGO, with the county. The county has designated the MCPD communications center as the physical location for the EOC. What effect will consolidation have on this?

What effect will consolidation have on calls for service? Traditionally, after an area has been annexed by the City, the calls for service double within one year.

What formula will be used to determine appropriate staffing levels for the new PD?

If the consolidation process is not handled properly, the resulting loss of identity, and low morale could generate the opportunity for a labor union to successfully form among the officers. Existing groups, such as the FOP and PBA could become more active in resisting organizational changes.

Will a functional merger of sections, such as vice, crime prevention, school resource, take place prior to July 1992?

How much training will be needed to accomplish the consolidation? What will the training cost? How long will it take?

Will consolidation of the two departments be done quickly or phased in over a period of time? What is a realistic time frame?

Will officer code numbers have to be reissued to indicate date of hire and seniority?

What level of input will each supervisor or department have in deciding all the organizational issues? Who will make the final decisions?

SALARY AND BENEFITS

Each department has different benefits, and health insurance; use and accrual of vacation, holidays, sick days, etc. are different; method used to count these days toward retirement are different. Will any current benefits be lost in the consolidation process?

What retirement system will be used; the MCPD and CPD's retirement systems are slightly different?

Will consolidation have an adverse effect on the eligibility requirements for the Supplemental Retirement Fund?

Will early retirement be offered for officers eligible for retirement, or near eligible age, to reduce consolidation retraining costs?

How would the consolidation affect seniority, salaries, benefits, longevity pay, deferred compensation plans, 401-K plans, etc.?

Will the new department recognize the college degrees that the county has not recognized?

The city is paid once a week, the county is paid bi-weekly.

Will officers in MCPD be guaranteed a job with the new department? Is there currently an implied employment contract with the employees of both departments?

The MCPD has a residency requirement which requires all officers to reside inside Mecklenburg County; the City has expanded its residency requirement to 45 miles from the LEC, and many CPD officers now live in neighboring counties.

This info made at the expense of the Charlotte Police Department

UNIFORMS AND EQUIPMENT

What type/color of uniform will the officers wear, type of cars, equipment, weapons, color of cars, patches, badges, etc.

The county has take-home cars which they can use for personal use during their off-duty time. City officers do not have cars; city command staff officers have take home cars, but may not use them for personal use.

Will MCPD officers lose some of the equipment they are issued?

The city does not have 800mhz radios installed in the vehicles, but rather relies on the officers portable radios; county vehicles have radios in vehicles, and carry portables.

The two departments provide difference clothing allowances for plain clothes investigators.

How much additional equipment must be purchased to accomplish consolidation? What is the cost involved? What is the cost of changing over uniforms and equipment?

MORALE

What steps will be taken to prevent the loss of identity of the county officers if they are absorbed into a much larger city department.

How will the consolidation effort be accomplished without having a significant negative impact on either department.

Most of the officers of the MCPD are opposed to the consolidation under the City of Charlotte; CPD officers have mixed feelings.

If consolidation occurs, some experienced officers who are opposed to consolidation may resign to work at other agencies.

What steps will be taken to prevent or minimize: loss of organizational identity, loss of personal identity, loss of pride, and low morale?

POLICIES AND PROCEDURES

Will consolidation require a completely new set of rules, regulations, rules of conduct, operating procedures, etc., or will county officers be expected to conform to current city rules and regulations?

What type of reports will be used; the field reporting manual will have to be updated.
What policy will be adopted for random drug testing of officers; pre-employment testing?

What system of performance evaluation will be used?

The two departments do not share the same philosophy regarding the need for and number of rules and regulations as well as the method of basic service delivery.

The two departments have different levels of service to their citizens.

Will the new department dispatch a police car on demand as the MCPD currently does, or use the more restrictive dispatch policy of the CPD. What type of call prioritization will be used?

STAFFING

Will the county's four-day week, ten-hour day be maintained?

Will the county's Emergency Response Team remain intact?

Who/what will determine assignments for the county officers? How will officers pay classifications be determined?

Who will be the chief of the new department? What will happen to the current two chiefs of the two departments?

Will we continue with one man patrols or consider two man cars in some cases? If so, what criteria will be used?

What effect will the merger have on current specialized assignments, e.g. lake patrol, K-9, helicopter, etc.?

How will MCPD officers level of training be considered in the SPO program?

The CPD sergeants are in the exempt pay plan; the MCPD sergeants are not and receive overtime pay and educational incentive pay.

Will MCPD officers who were formerly CPD officers receive credit for their years of service with the CPD in the consolidated department?

The Charlotte Police Department is under a consent decree for the hiring and promotion (to the rank of sergeant) of minorities in sworn positions. The CPD is required to maintain 21% minority representation; the county is not bound by any such consent decree or court order. The MCPD has 11% minority representation in its sworn police positions; the CPD has 21% minority representation. The merger of the two departments will place the city in violation of the consent decree.

What will affect the manpower deployment decision? Will response time be a major consideration as it is now with the CPD?

The City's current response time objectives will be negatively affected if we respond to calls in the less populated areas of the county.

MECKLENBURG COUNTY TOWNS/COMMUNITY

How will the merger affect police services in the county and in Mint Hill? Mint Hill residents are concerned about having to make reports over the phone and never seeing an officer.

How will the new department deliver services to the smaller towns which the MCPD currently handles, such as felony investigations, crime scene search, communications, etc.

Will outlying areas of county receive less protection than they are currently receiving?

What affect will consolidation have on the Sheriff's department operations? Will the Sheriff assume (or attempt to assume) patrol duties outside the cities and towns?

Will Mecklenburg towns that use the services of the new department, such as Mint Hill, pay for these services to eliminate tax inequity?

Will an effort be made to consolidate with the small town police departments as well? What type of agreement should be reached if a town chooses to keep its own police force?

PROMOTION OPPORTUNITIES

How would the promotional opportunities be affected? What promotion process will be used?

What will happen with existing promotion lists?

Should the MCPD be placed on a promotion freeze prior to consolidation to reduce the higher number of ranking officers?

CRIME ANALYSIS

Offense and Arrest Records systems for the City and County, field interview data, statistical information (crime analysis data), etc. would have to be consolidated into one computer system.

MCPD does not have a crime analysis unit; CPD would have to assume that responsibility, which would require an increase in staff.

Historical records database would have to be created for county data, in order to do any trend analysis, e.g. five year, ten year crime trends.

MCPD and CPD computer systems may not be compatible. Consolidating the two databases may take a considerable length of time, such as a year or so.

DATA PROCESSING

All calls for service history data would have to be merged into one computer.

Methodology of dispatch services would have to be reviewed and consolidated.

All streets, and addresses in the county would have to be entered into one database for the E-911 and computer assisted dispatch.

Consolidation of these information systems may take a year or so and require additional staff to accomplish.

RADIO SYSTEMS

All radios would have have to be reprogrammed. County radio system would have to be modified. Current equipment of both departments probably is sufficient.

911 calls would have to be switched for all county residents to one location for dispatch.

Additional 911 positions may be needed.

Lead time of at least one year would be required to prepare the communications systems.

RECORDS

All police reports for both departments would have to be consolidated. This involves paper reports as well as all computerized data.

INTAKE CENTER

Who will assume the responsibilities of managing the Intake Center as well as arrest process data entry, Warrant Repository and PID functions which the MCPD is currently responsibly for?

FACILITIES

Where will the new department be located? Will the new department be centralized or decentralized?

Where will everyone park their personal vehicles if the new department does not adopt the one-on-one car plan? Will officers have to pay to park their personal cars?

CRIME LAB

The CPD and MCPD maintain separate crime scene search sections; however, the city CSS employees are civilians, the county employees are sworn officers who rotate through the assignment.

If the current CSS employees for both departments were consolidated, the pay differential that exists would create morale problems. Some cross training will be necessary.

If the CPD assumes all responsibility for CSS work in the consolidated department, additional staff will be needed.

Changes in current dispatch procedures would be necessary to minimize response times to outlying areas of the county.

CPD crime scene employees currently have no radio communications with the Mecklenburg towns served by the MCPD crime scene unit.

The county currently contracts out all color photo processing; the city processes its own color photos.

The increase in calls for service and investigators in a consolidated department will increase demands for service from crime lab personnel. More personnel will be needed to handle the increases.

Some additional crime lab equipment and space may be required to handle the additional responsibilities.

Currently, MCPD is not submitting all case evidence to the crime lab to save service costs. After consolidation, such requests for lab service could double.

ATTACHMENT C

M E M O R A N D U M

DATE· June 24, 1991

TO: Chiefs D R. Stone and V H Orr

FROM Members of the Consolidation Issues Committee

SUBJECT: Consolidation Issues

The Consolidation Issues Committee has met four times and has identified what we believe to be the major concerns of the employees of both departments in regard to possible consolidation. While we have presented these issues as a list, there are some serious concerns that do not lend themselves to that format that we felt we should share with you.

One of our primary concerns is that the entire issue of consolidation be handled with a slow thoughtful approach that allows time for all of the issues to be addressed to the satisfaction of the maximum number of employees possible. In our two weeks of discussion we have come to realize the enormity of the task of consolidation. The issues are complex and, in some cases, emotional and many of the questions have no easy answers. We believe it is imperative that enough time be allowed to essentially create a new police department where all employees begin on an equal footing and where neither department feels that it has simply been taken over by the other. We believe that it is unwise to attempt to complete this process in a year, especially since the success of this project would be contingent upon co-location of the two departments. We believe that it is more appropriate to plan for consolidation when we move into the new facility. This would make more sense both from a practical standpoint and from the point of view that we would be making a symbolic new start for the new department.

Second, we would hope that the change would be handled with sensitivity both toward the employees and the public. A change of this magnitude obviously creates an atmosphere of apprehension and uncertainty for the employees of both departments. It is imperative both that employees be fully involved in the process and that regular channels of communication be open so that employees are kept informed of decisions as they are made. If this does not occur, both departments run the risk of operating with demoralized employees and becoming, in a sense, paralyzed while waiting for the change to occur. Given the crime problems that confront this community, we cannot afford to let that happen.

We must also insure that the public is kept informed of this process and how it will impact everything from the type of police services they receive to the taxes they pay. Both departments currently enjoy a good relationship with the citizens they serve and we want to insure that a consolidated department would have the strong public support necessary for it to meet the challenges it will face.

Finally, we hope that you will take every available opportunity to urge both governing bodies to keep the employees of both departments at the forefront of any consolidation plans. This process will be difficult since neither department wishes to lose its identity, its leaders, its professional reputation, or opportunities for each of its employees to have meaningful work for which they are equitably compensated. The governing bodies may decide that consolidation should happen but it is the employees who will make it happen and make it succeed. If Charlotte and Mecklenburg County wish to have a consolidated police department that commands a nationwide reputation for excellence, they have the personnel resources to make that wish a reality. The employees of both departments are counting on you to insure that both governing bodies approach these consolidation plans fully aware that employees are the key to the success of this project.

Consolidation Issues

Legal Considerations

- What are the legal constraints to consolidation? Will legislative action, constitutional changes, or changes in City and County charters be required?
- Are there differences in City and County ordinances? Will this require ordinance changes or simply cross training?
- How will City officers be granted arrest powers in Mecklenburg County?

Reporting Relationship

- Who will the head of the consolidated department report to? City Manager? City Council and the County Commission? A police commission?

Funding

- How will a consolidated department be funded? City taxes? A prorated share of County taxes? How will the tax equity question be resolved?

Start-up Costs

- Who will fund the large initial cost of consolidating the two departments?

Consolidation Timetable

- Will adequate time be taken to address all issues, allow employee input, and create a department where all employees feel it is advantageous to consolidate?
- Is it realistic to attempt to consolidate prior to putting the two departments in the same facility?
- Has the City and County studied other locations where police consolidation occurred to determine how it was done and what problems occurred?
- Will consolidation be a phased process or will it all happen at once?

Consolidation Philosophy

- Will an entirely new police department be created with all employees starting out with a common identity and on an equal footing or is the intent simply to merge the County into the City's existing structure?
- What will the name of the new department be?

Consolidation Decisions

- Who will make the decisions regarding the details of consolidation?
- How will employees have input into the process?
- How will consolidation decisions be communicated?

PERSONNEL ISSUES

Job Security

- Will all employees of both departments be guaranteed a job under a consolidated structure? Will job responsibilities be the same? Will employees whose job responsibilities change (perhaps more likely for non-sworn personnel) be offered adequate retraining to function effectively in new positions?

Seniority

- Will all employees maintain their seniority based upon their date of hire? Will the code number system be redone to reflect a consolidated department?
- Will seniority be a factor in assignments of personnel?
- Within newly consolidated units, will seniority be considered in terms of shift assignments, vacation, etc?

Rank

- Will all officers keep their existing rank in a consolidated department?
- Is there a possibility that some officers may maintain their rank but find themselves with diminished responsibilities? If that should occur, who will decide whose responsibilities will be diminished?
- Will civilian employees in supervisory positions remain supervisors in a consolidated department?

Pay Scales

- How will the two pay scales, which differ substantially, be merged? Will salary be based on years of experience? Will County personnel with lower salaries get pay increases to put them equivalent to their counterparts in the City? Will step increases remain as currently scheduled? Will all employees be under a newly designed pay plan? Is there a possibility that any employee will experience a loss of salary?
- How will overtime be handled? County Sergeants are currently paid for overtime, City Sergeants are exempt. County Communications supervisors are paid overtime, City's are exempt
- Will Field Training Officers receive extra pay?

Senior Police Officers

- The City has a Senior Police Officer Program, there is no comparable program in the County Will the Senior Police Officer Program be abolished? If not, will County officers with equivalent qualifications become Senior Police Officers? How will the determination be made as to what constitutes equivalent qualifications? If the program is abolished, will County officers be brought up to the same level of the pay plan as those City officers who had participated?

Benefit Plans

- How will the two benefit plans be merged? Would any employees lose benefits? Would some employees with better benefits be grandfathered (e.g County has better longevity pay), creating a morale problem for other employees?

- How would insurance benefits be handled? Would insurance for a consolidated department be put out for bids? If County employees come under the City's coverage, will there be any penalties for pre-existing conditions? How will retiree insurance be handled?
- How will vacation benefits be merged? Will County employees get to transfer their vacation days?
- Are sick leave schedules the same? Will County employees get to transfer their sick leave?
- County's sick family policy does not require that the employee live with the person requiring care, the City's does How will this be handled?
- Longevity pay differs - County employees get longevity pay regardless of their date of hire, City employees hired after July 1, 1983 do not How will this be handled?
- Funeral leave differs - City gets 5 days per year; County 3 days per event
- Clothing allowance differs - $600 for City, $800 for County
- County has a policy under which no relatives of employees can be hired; City has no such policy
- County is paid bi-weekly; City is paid weekly
- County sworn personnel are required to live in Mecklenburg County; City personnel must live within a 45 mile radius of the Law Enforcement Center For civilian personnel, this can include South Carolina
- County employees can request to be paid for holidays instead of taking them; City cannot.
- Probationary periods for both sworn and civilian personnel differ.
- County employees (officers and those in security sensitive positions) are subject to random drug testing; City tests for pre-employment and cause only
- Are 401 K systems the same?
- Are retirement systems the same? How will trading sick leave for service time be handled? Will County officers who have purchased their prior service time still be able to count it toward retirement?
- Educational reimbursement pay differs between the City and County The County reimburses educational expenses for Criminal Justice degrees; the City's policy is less restrictive. City reimburses for job related graduate degrees Under the City, only police officers get educational incentive pay; in the County, Sergeants are eligible for this benefit How will these two systems be merged?
- Worker's Compensation coverage differs
- City and County policies for handling military time differ.

Civil Service Board

- The City and County are under two separate Civil Service Boards Will the boards be merged? Abolished? Restructured? What will their role be? Will City and County charters have to be revised?

Promotional Process

- Promotional procedures differ - County has an assessment center for promotion to sergeant, list of qualified candidates is not ranked City policy differs County civilian personnel are interviewed for promotion by people outside the department How will all promotional processes be merged?
- How will County employees be guaranteed fairness in the promotional process? If the County makes up 20% of the department, will they get 20% of the promotions?
- The County has a much smaller percentage of minority and female officers than the City How will the County be impacted by the City's consent decree and the pending lawsuit charging the city with reverse discrimination?
- Years of service required for eligibility for promotion differ somewhat (e g County Sergeants are not eligible for Captain for 3 years) How will this be handled?
- How will equivalent promotional qualifications be established (i e. training, discipline) to insure that all personnel are treated fairly?
- County has not had a physical fitness program while the City has required an expected physical fitness rating for promotion, transfer, etc Until County employees are fully assimilated into the program, will they incur any penalties due to lack of physical fitness rankings?
- Will there be a period of time when County employees can become familiar with the new organization before they must compete with City officers for promotions
- At the time that consolidation occurs, will existing promotional eligibility lists be abolished, combined, etc ?

Take Home Cars

- County officers are assigned take home cars, City officers are not. Will City officers be given cars? Will County officers lose their cars?

- The car is a significant fringe benefit If County officers were to lose their cars, they would be losing an equivalent of approximately $3,000 per year
- The cost to provide cars for City officers would be approximately five million dollars
- If County officers keep their cars and City officers don't get them, there will be a significant morale problem. This will also occur if County officers lose their cars.
- If cars are taken from the County officers, what will happen to them? Will they become a part of the City's vehicle fleet, remain the property of the County?

Equipment

- County police cars have mobile radios, the City's do not
- City cars have MDT's; County does not
- County cars have automatic vehicle locators, City cars do not
- County cars have shotguns assigned to individual officers.
- County cars have foot lockers with equipment such as jumper cables, flares, tape measurers, fire extinguishers, first aid kits, etc City cars don't have this equipment
- County uses 9 mm pistols; City uses 40 caliber weapons.
- Number of uniforms issued differs
- Decisions must be made on type and amount of equipment to be issued Cost to merge equipment, cars, uniforms, etc will be high
- Specialized vehicles must be merged and the need for them evaluated

Departmental Symbols

- What color will police cars be painted?
- What will uniforms look like? Will an existing uniform be adopted or will a new one be designed?
- What will badges, patches, and emblems look like?
- County has service ribbons for various specialized functions; City does not.
- City has medals for meritorious service, County does not
- Even simple things like report forms, stationary, etc will have to be reprinted if a new department is created.

Police Facility

- How will consolidation affect the location, design, and size of the new police facility?
- Centralization vs. decentralization of patrol districts will become a significant issue with a much larger land area to patrol
- Will parking facilities be adequate? Will employees have to pay to park? County employees currently have no parking costs Will parking facilities be adjacent to or in close proximity of the new facility?
- Will employees have input into the design of the building and any amenities that may go into it?
- How will the County have involvement in plans for the new building?

ORGANIZATIONAL ISSUES

Structure

- How will a new department be structured?
- How will reporting relationships work?
- What will be the ratio of supervisory to non-supervisory personnel?

Specialized Units

- Will new and different specialized units be created? Currently there are a number of differences in the specialized units within the two departments Investigative units are configured differently The City has a Helicopter Unit, the County has a Lakes Enforcement Unit Crime Scene Search is a civilian function in the City, sworn in the County In the County, School Resource and DARE are the same assignment, they are separate in the City City has more specialized units such as Special Information, Noise Control, Crime Analysis, Street Drug Interdiction, Staff Inspections, etc
- Staffing levels for all specialized functions will have to be determined.
- How will assignments to specialized units be made? Will County officers transfer to assignments comparable to the ones they now hold? Will all specialized assignments be redone under a consolidated department?

Career Development

- The City has a policy under which officers who have been in specialized assignments for five years must rotate back to patrol The County allows officers to remain in specialized assignments indefinitely, contingent upon satisfactory performance How will this difference be handled?

Patrol Structure

- How will patrol be structured? Districts, Teams? Community Policing?
- All response areas will have to be redrawn and personnel allocated to each patrol area

Shifts and Schedules

- County officers work a 4-10 schedule and rotate shifts on a weekly basis City officers work a 5-8 schedule and many are assigned permanent shifts How will this difference be handled?
- Will some civilian employees who were not hired for jobs with rotating shifts be expected to rotate shifts in a consolidated department?

Service Levels

- Service levels will have to be established for a consolidated department Will the same service level be used for inner city areas with a high volume of workload as for less densely populated areas where there are fewer calls for service?
- Will shifts be staffed equally in all areas?

- Will some reports be taken by telephone, as is currently done in the City, or will a car respond to all calls as is currently done in the County?
- What are citizen expectations for service? Will County residents expect the same level of service now provided by the County (i e a car responding to all calls)? Would they expect the same staffing levels provided by the City, regardless of whether the population density and workload justifies them?
- Performance objectives for all units would have to be established Serious examination will have to be made of traditional performance indicators such as response time to determine how they reflect the priorities and realities of a consolidated department

Report Forms

- Report forms will have to be redesigned

Data Analysis

- Each department currently maintains different data on different computer systems Some data such as calls for service and crime analysis information does not reflect the same things All data systems would have to be merged Historical data to measure crime patterns in specific areas, calls for service, and workload indicators would become less accurate due to previous differences in data collection The merger of computerized information systems would be a lengthy process and there would be a period of time when crime pattern analysis would be impacted while the new data base is being established

Police Agencies In Small Towns

- What will be the relationship between a consolidated department and police agencies in the small towns in Mecklenburg County? How will those departments that currently contract with the County work out service agreements with the new department? How will payments for this service be established?

Training

- Training needs for the transition into a consolidated department must be determined
- Training records must be merged and County officers must be credited for training which is equivalent to that of City officers This will insure fair evaluations for promotions and transfers
- County's clerical personnel receive more in-service training and are able to participate in more programs such as professional seminars than their counterparts in the City. Will this continue?
- Will all sworn officers receive 40 hours of mandatory training every year? County officers get driver's training every year Will this continue?

Communications

- The two communications systems and their operating procedures differ How will these be merged?
- Addresses in the CAD system will have to be merged Some addresses in the County are not as easily documented as those in the City How can these addresses be captured?
- County communications personnel are responsible for dispatching MEDIC, volunteer fire departments, emergency communications for McGuire and Catawba Nuclear Plants, and the Early Warning System How will these functions be handled?
- All radio call systems will have to be redesigned

Records

- All records functions will have to be consolidated
- County Records Section is open to the public 24 hours per day, City's is not How will this be handled?
- County Records Supervisors also function as Records Clerks How will Records Supervisors work under a consolidated department?
- The County currently maintains some records longer than the City An appropriate records retention schedule must be established

Clerical Personnel

- How will clerical personnel be assigned in a consolidated department?
- County clerical personnel are concerned about age discrimination and want an assurance from the City that this will not occur
- County clerical personnel want to be assured of a work environment that fosters professionalism and pride in their work
- County clerical personnel use different software systems than the City and, within their own department, do not all use the same systems What system will be used by the consolidated department and will training be offered to those personnel unfamiliar with whatever system is adopted?

Property Control

- All property inventory and evidence management systems must be combined.
- A large enough space must be set aside in the new facility to cover existing property storage needs and allow room for growth

County Security

- The County Security Officers are a part of the Mecklenburg County Police Department. What will happen to them under the consolidated structure? These are sworn officers with BLET training

Policies and Procedures

- The rules of conduct and policies and procedures for the two departments will have to be reviewed and merged This will include policies on
  - discipline, including use of disciplinary records in promotion and transfer decisions, the level of violation for each rule of conduct, and differences in the two internal investigations procedures, including the County's use of a peer panel
  - Off-duty employment.
  - Uniforms and equipment
  - Accident review
  - Absenteeism and light duty
  - Pursuit driving policy
  - Communicable disease policy
  - Evidence management
  - Performance evaluation
  - Promotional Procedures
  - Tow-in policy
  - Recruitment and standards for employment
  - Search and seizure procedures

SWAT Team

- The City SWAT team and the County's Emergency Response Team must be merged Decisions will be required on the appropriate number of people, their assignment, equipment, training, and operating procedures
- Hostage negotiation must be merged
- Will the SWAT team be a dedicated team as opposed to an on call team in a new larger department?

Intake Center

- The County currently runs the Intake Center. Will the City take over the Intake Center?
- Will the Intake Center remain a separate entity?
- Will City employees that have seniority over Intake employees be given the opportunity to become repository/arrest processing employees or supervisors?
- Will shifts be permanent as they currently are or will they rotate?
- Will additional personnel be funded after the consolidation?
- What job titles will Intake Center personnel have since their work differs from Records?
- Under the current organization, County Records and Repository/Arrest Processing are two separate functional areas within the same division Personnel are not cross trained. Will this continue under a consolidated department?

- Arrest data is currently entered into MCCJIS by Arrest Processing and then entered into the City's Computer System by CPD records Will this double entry continue under the consolidated department?
- Will Intake Center employees continue to wear uniforms?
- Will differential pay be considered?
- Will P I D be in the same section as Latent Fingerprints?
- Will P I D keep their permanent shifts?
- What will happen to the City's anticipated purchase of an AFIS system if PID is assigned to the Sheriff's Department?

Morale

- How will the governing bodies deal with the loss of identity that both departments will feel if a new police department is formed or that the County will feel if they are simply absorbed by the City?
- What effect will the lack of promotional opportunities have on morale and the hiring and retention of quality personnel?
- How will each employee be dealt with in terms of being made to feel he or she had a meaningful place in the organization?
- How will the City approach building relationships between the employees of the two departments?

Impact on Other City Departments

- How would a larger consolidated department impact upon the workload and staffing of other City departments and divisions? Examples are Motor Transport, MIS, Human Resources, Employee Medical Services

Public Education

- There will be a need for a massive public education campaign to explain the philosophy, organization and service levels of a new department Sensitivity must be shown to these residents who may be experiencing a change in levels of service A mechanism must be developed to handle information requests and complaints for at least the first year under consolidation

THE KEITH CORPORATION

MEMORANDUM

TO: Mayor, City Council and Board of County Commissioners

FROM: C. Norman Walters II

RE: Law Enforcement Center Site Selection Study

DATE: July 30, 1991

As the exclusive representative for City Center Partners, the owner of the Count Plaza Building, which is identified in the subject report as site O/E, we would like to address several concerns about the report.

1. The report contends that site O/E requires 1,600 parking spaces rather than the 1,000 needed for the Law Enforcment Center. This assumes "500 parking spaces for courts and county employees, and 100 spaces - C.M.G.C." This adds $4,320,000 to the site cost and should not be included for purposes of this analysis because the 600 space parking deck has already been constructed and is incorporated as part of the O/E site plan.

2. To use site O/E, the report assumes that the "Computerland" parcel is needed at a cost of $2,950,000 for extensive surface parking. The Charlotte-Mecklenburg Planning Commission noted, however, that all four sites could be rezoned to the UMUD classification in October which would allow structured parking on the City owned property and the Computerland site would not be required. Apparently, the only other reason for purchasing the Computerland site is to gain access to Fourth Street. Access to Fourth Street from the existing site, already owned by the city, could be made available according to the N.C.D.O.T.

3. The O/E site plan also includes the acquisition of office condominiums east of Long Street at a cost of $1,000,000. The O/E site plan, however, does not show this land being used, therefore, it appears to be an unnecessary expense.

4. The report states that "extensive" environmental clean-up of the site is required. The report points out, however, that the ground water contamination problem is

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6060 St Albans Street Suite 600
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SITE CHARACTERISTIC MATRIX

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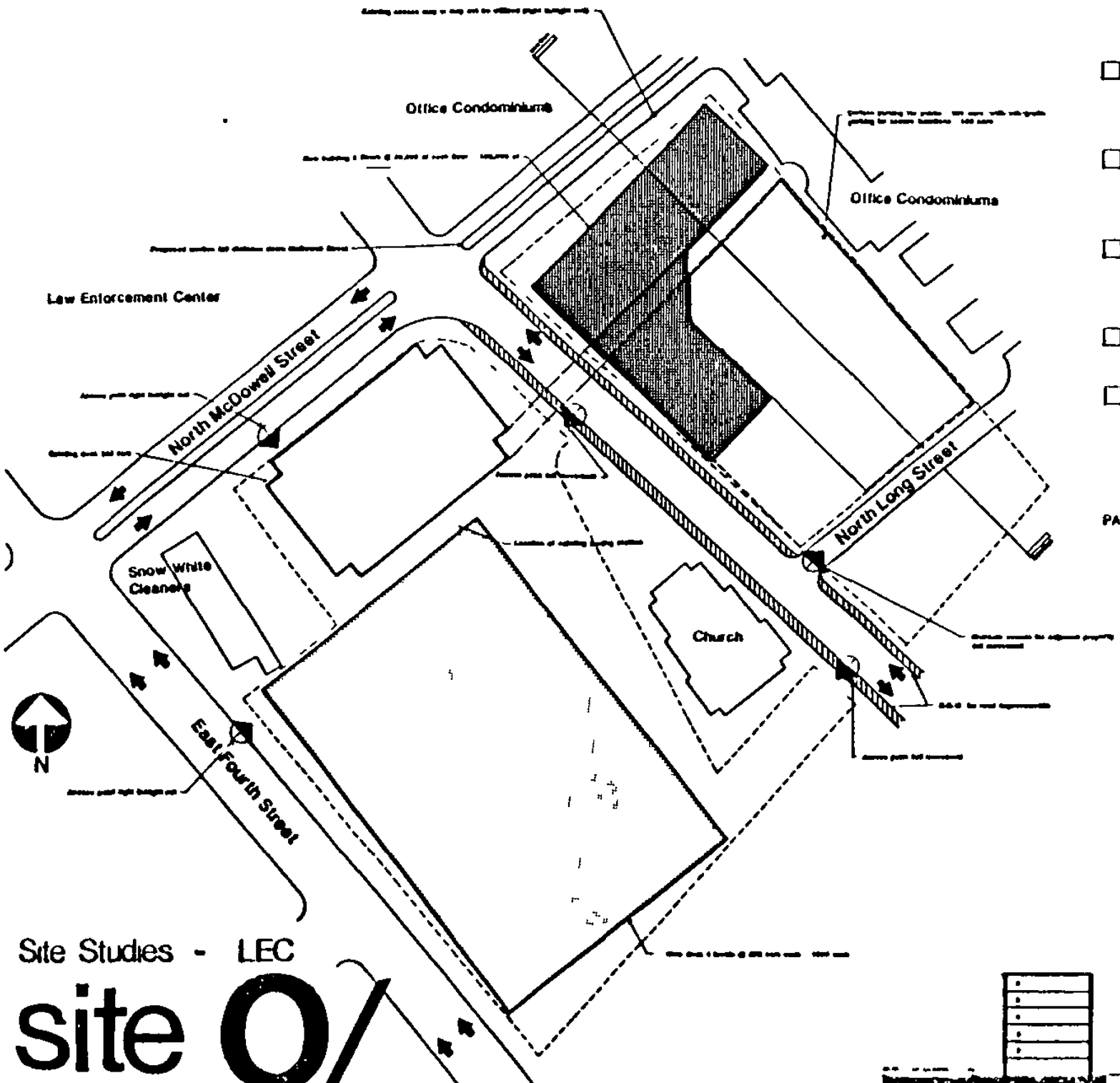

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Schematic Site Section

Site Studies - LEC

site O/E

CHARLOTTE

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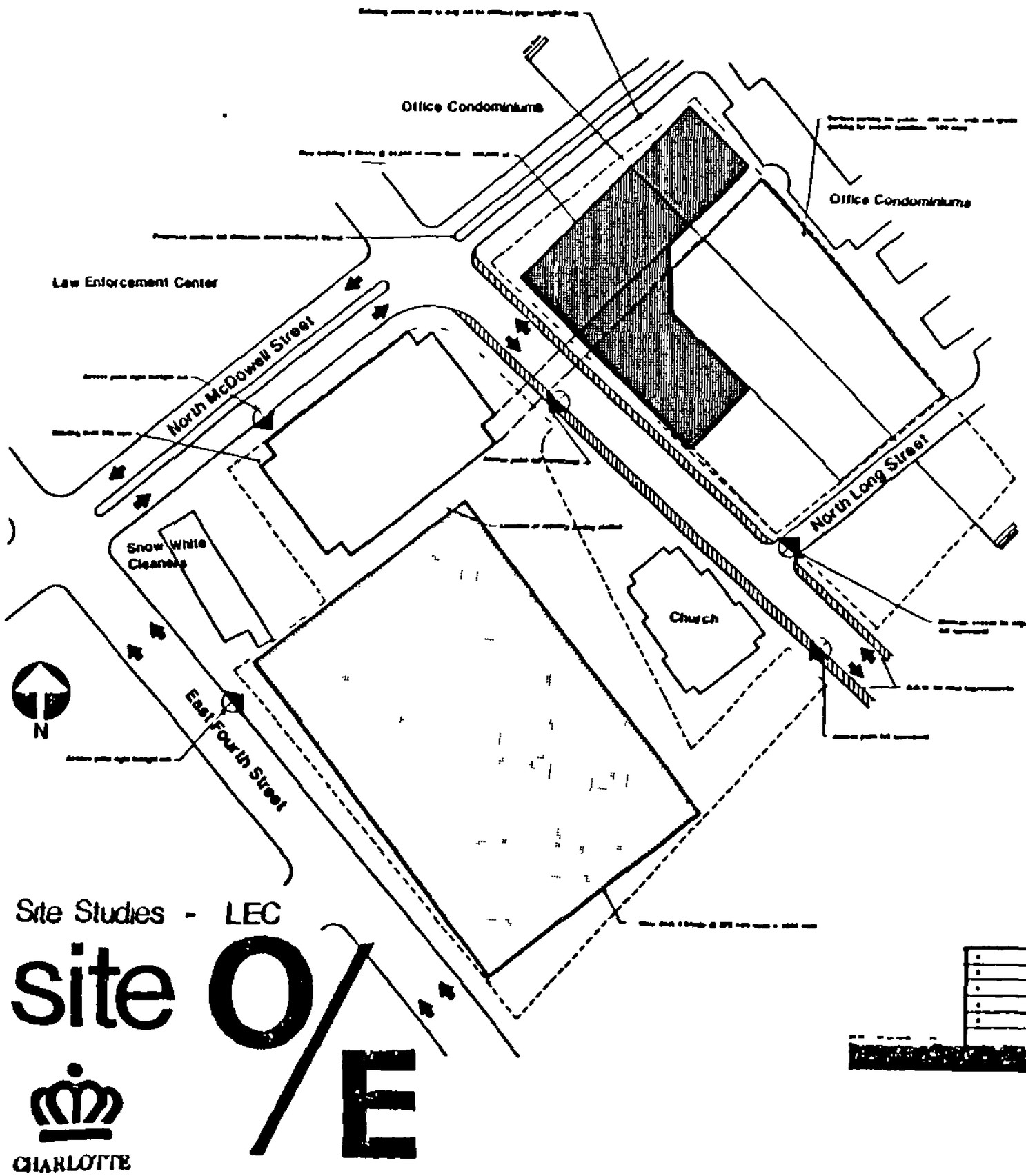

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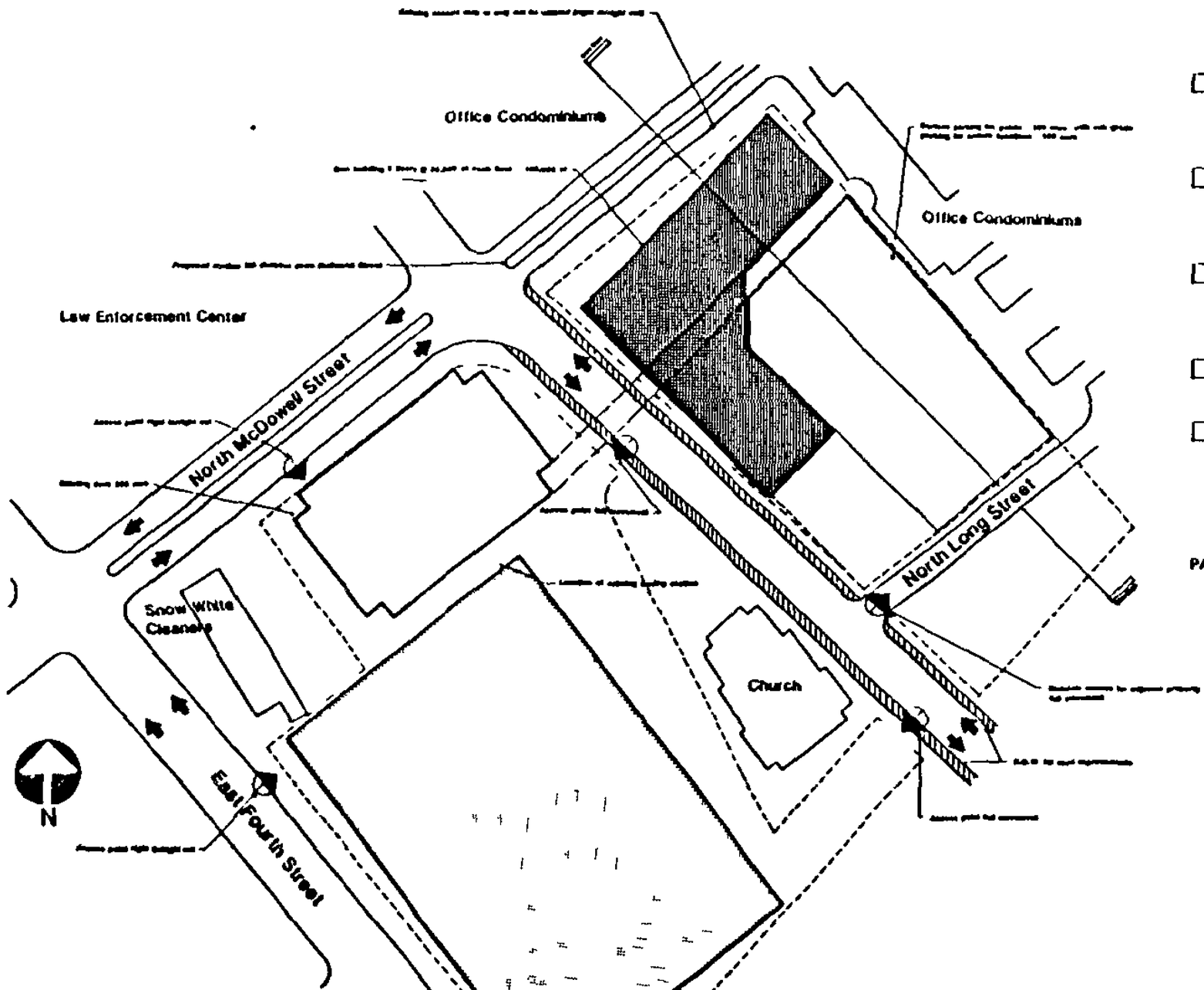

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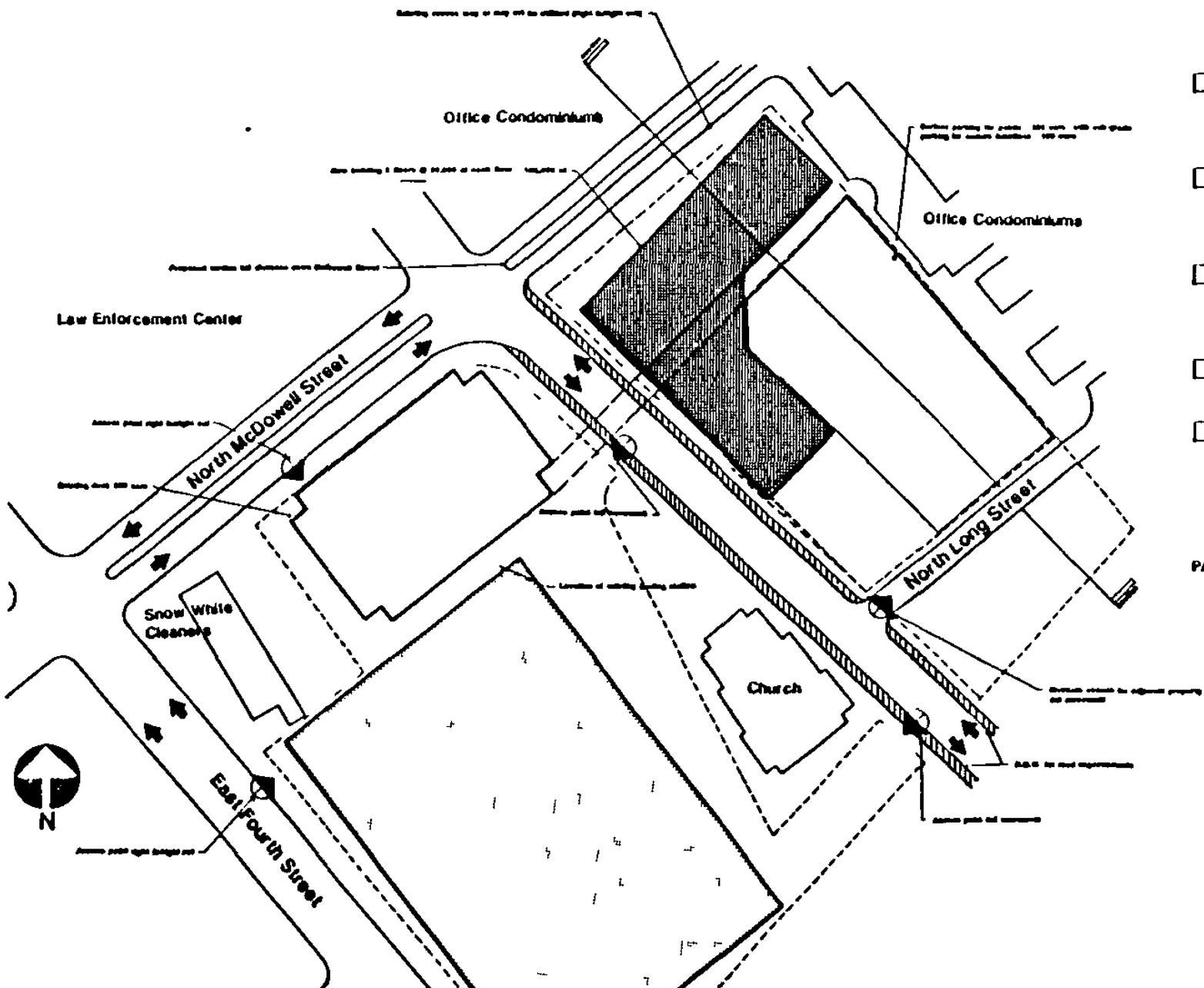

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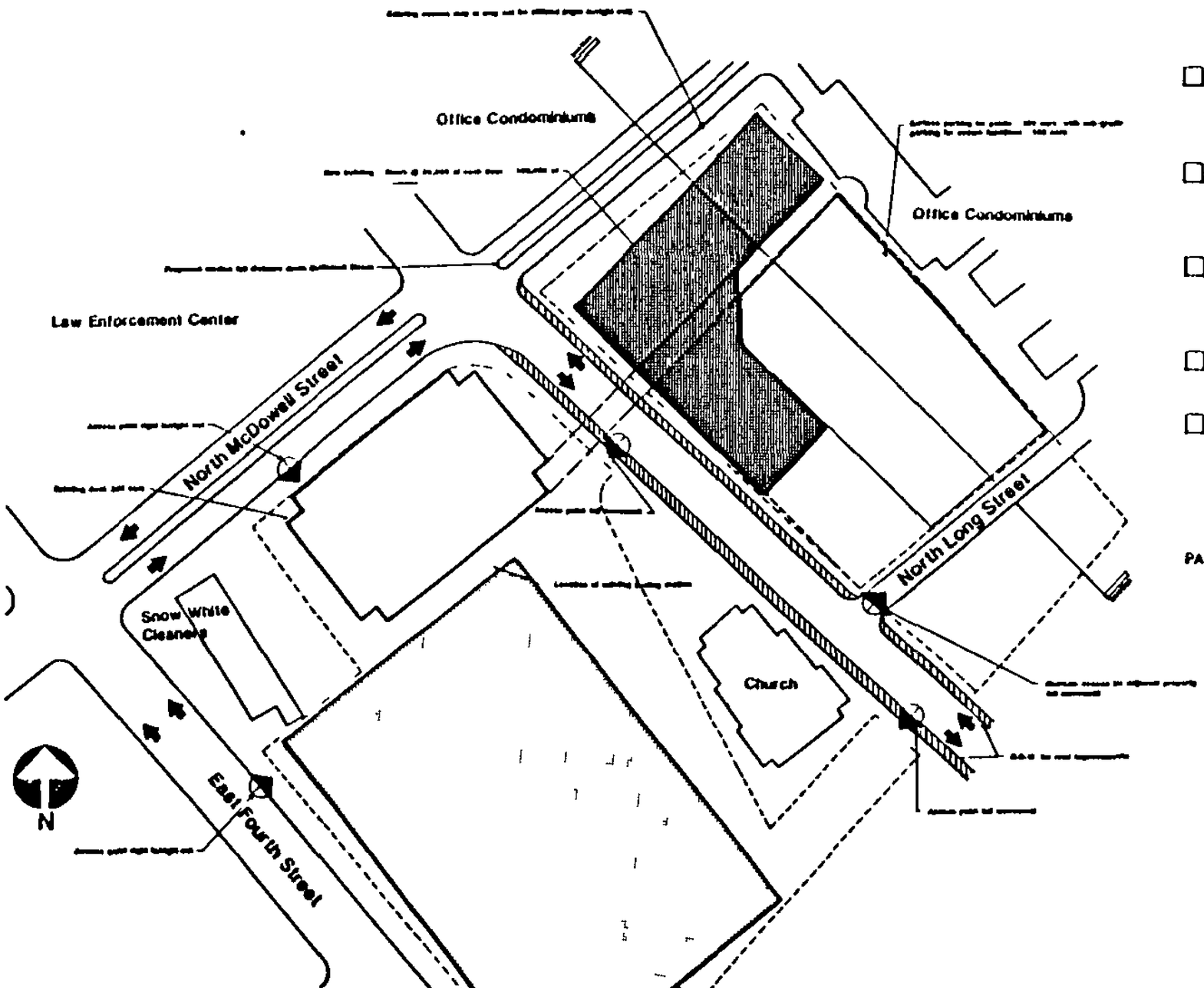
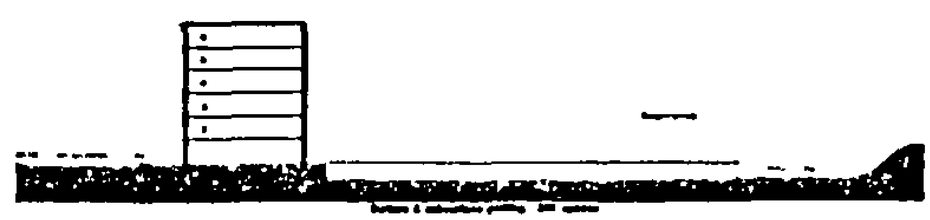


- ☐ SITE "O" LIMITED TO 250 CARS NEEDS "E" FOR PARKING
- ☐ MAJOR ENVIRONMENTAL SUBSURFACE PROBLEMS ON BOTH SITES
- ☐ GOOD RELATIONSHIP TO GOVERNMENTAL PLAZA & JAIL
- ☐ TUNNEL IS FEASIBLE
- ☐ TOPOGRAPHY ASSISTS PARKING ACCESS

PARKING REQUIRED	1600 Cars
Site "O"	250 Cars
Site "E"	1350 Cars



Schematic Site Section

Site Studies - LEC

site O/E

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THE KEITH CORPORATION

MEMORANDUM

TO: Mayor, City Council and Board of County Commissioners

FROM: C. Norman Walters II

RE: Law Enforcement Center Site Selection Study

DATE: July 30, 1991

As the exclusive representative for City Center Partners, the owner of the Count Plaza Building, which is identified in the subject report as site O/E, we would like to address several concerns about the report.

1. The report contends that site O/E requires 1,600 parking spaces rather than the 1,000 needed for the Law Enforcment Center. This assumes "500 parking spaces for courts and county employees, and 100 spaces - C.M.G.C." This adds $4,320,000 to the site cost and should not be included for purposes of this analysis because the 600 space parking deck has already been constructed and is incorporated as part of the O/E site plan.

2. To use site O/E, the report assumes that the "Computerland" parcel is needed at a cost of $2,950,000 for extensive surface parking. The Charlotte-Mecklenburg Planning Commission noted, however, that all four sites could be rezoned to the UMUD classification in October which would allow structured parking on the City owned property and the Computerland site would not be required. Apparently, the only other reason for purchasing the Computerland site is to gain access to Fourth Street. Access to Fourth Street from the existing site, already owned by the city, could be made available according to the N.C.D.O.T.

3. The O/E site plan also includes the acquisition of office condominiums east of Long Street at a cost of $1,000,000. The O/E site plan, however, does not show this land being used, therefore, it appears to be an unnecessary expense.

4. The report states that "extensive" environmental clean-up of the site is required. The report points out, however, that the ground water contamination problem is

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the result of a leaking underground gasoline storage tank at the site of the existing Law Enforcement Center parking garage which is adjacent to site O/E. The clean up of this problem is the responsibility of the City and should not adversely affect the evaluation of this site.

These are the four major areas of concern we have identified from the Site Selection Study. We feel items 1, 2 and 3 severely penalize site O/E in the analysis. By removing these unnecessary costs which total $8,270,000, the site cost subtotal for O/E is reduced to $11,159,000, which is $5,160,000 less than the recommended site "D" cost of $16,319,000.

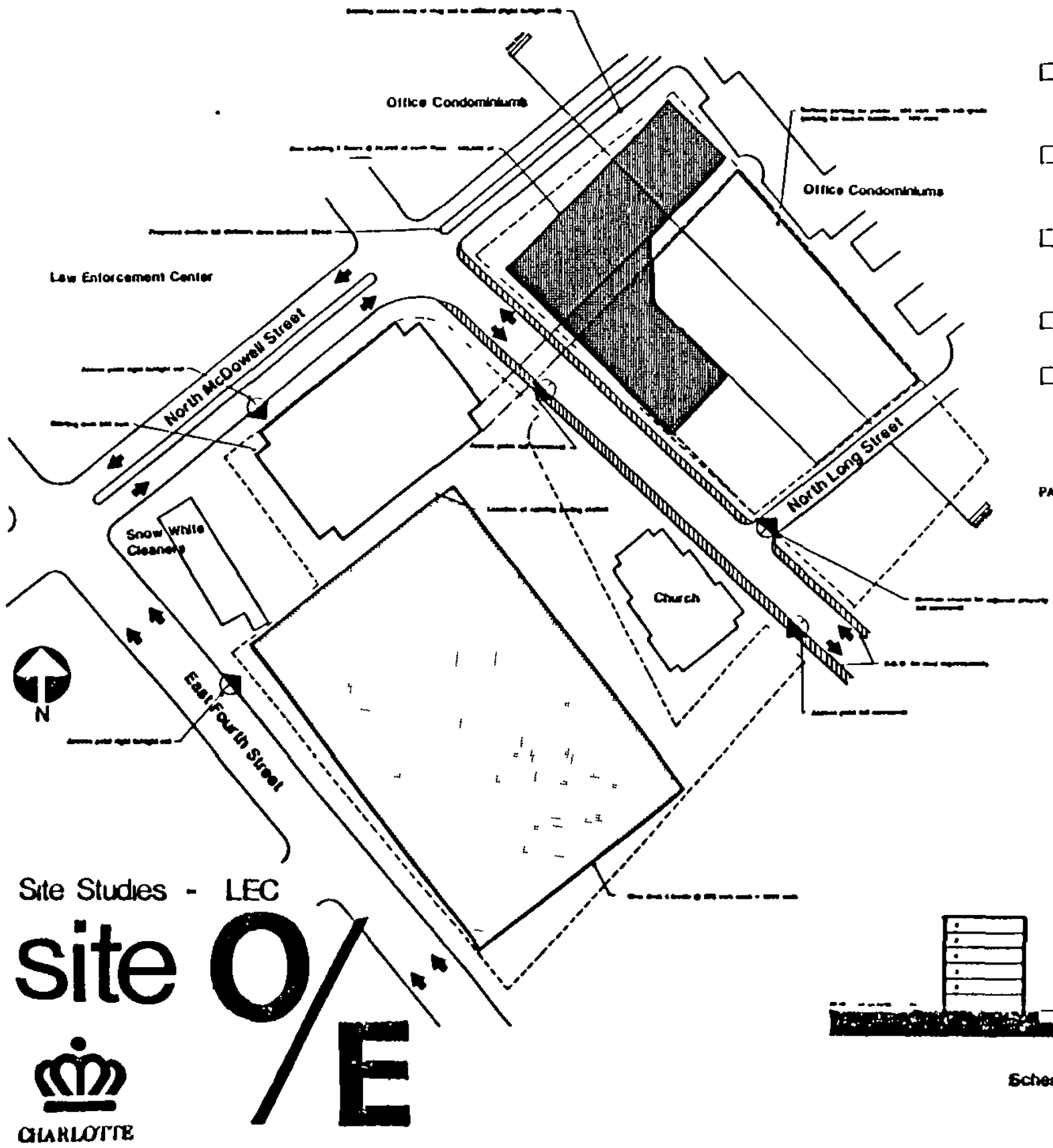
We understand that a decision on a site for the Law Enforcement Center must be made soon, but we respectfully request that you take the time to research the apparent inconsistencies we have identified regarding site O/E. There may very well be other discrepancies concerning other sites, but we did not investigate those prior to this meeting.

Thank you kindly for your consideration of these matters.

CNWII/khs

SITE CHARACTERISTIC MATRIX

SITE CHARACTERISTICS	Building Site "C"	Building Site "D"	Building Site "M"	Building Site O/E
1. Site Area (Sq Ft)[d]	143,312	145,610	259,200	132,758[l]
2. Property Cost (As Site Exists)	$7,165,600	$7,325,000	$8,839,000	$7,650,000[j]
3. Relative Site Dev Costs:				
a. Demolition[m]	$300,000	$249,000	No Demolition	$311,280[o][n]
b Fieroptics	$173-$190,000	$159-$185,000	$378-$425,000	$179-200,000[p]
c. Tenant Buyout Cost Req'd	NONE	NONE	NONE	$250,000
4 Vehicular Parking				
a. Number of Spaces Req'd	1,000	1,000	1,328[c][t]	1,600[o][c]
b. Total Cost (Based on. $7,200/space)	$7,200,000	$7,200,000	$9,562,000	$9,648,000
5. Req'd Street Improvements[l]	$750,000	$1,360,000[e]	$360,000	$1,370,000[q][k]
6. Existing Site Conditions.				
a. Existing Sub-Surface Conditions	Minimal	(Rock) Moderate	Minimal	(Bad Soil) Extensive[b]
b Environmental Clean-up Required	YES	Minimal	NO	Extensive
SITE COST SUBTOTAL	**$15,606,000**	**$16,319,000**	**$18,826,000**	**$19,429,000**
7. Police Dept. Operating Costs:				
a. 1991 (Present)	$42,000[a]	$42,000[a]	$216,000	$42,000[a]
b 2011 (20 Year)	$840,000	$840,000	$4,318,000	$840,000
8. Vehicular Access @ Site City/Interstate (per C.D O T.)	Optimal	Good	Fair	Poor
9. Pedestrian Access @ Site				
a. Tunnel Link to Gov't Center for Safety/Security	Not Feasable	$450,000	Not Feasable	$250,000
b Public Convenience / Orientation	Good	Optimal	Poor	Fair
c Public / LEC Personnel Access to Jail, Courts, and Other Gov't Bldgs.	Good	Optimal	Poor	Fair
10. Consistency W/Gov't Center Plaza Plan	Good	Optimal	Poor	Fair
11. Economic Stimuli to Adjacent Properties[f]	Good	Optimal	Poor	Fair
12. Visual Relationship To				
a. Uptown	Optimal	Good	Good	Poor
b Government Plaza	Good	Optimal	Poor	Fair



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