AGENDA

Meeting Type:	S
Date:	05-01-1992
SUBJECT	

City of Charlotte, City Clerk's Office

CHARLOTTE.

CITY SERVICES INVENTORY

WORKING DRAFT

Produced by:
Internal Consulting Division
City Manager's Office

May 1, 1992

CHARLOTTE

May 18, 1992

As we continue on with the Rightsizing process, we will be looking to match our services with the needs and values of the community. To start this process we have inventoried the services and activities which are currently provided by the City. This document reflects the "first cut" of describing all the services we provide.

Our next steps in the process include.

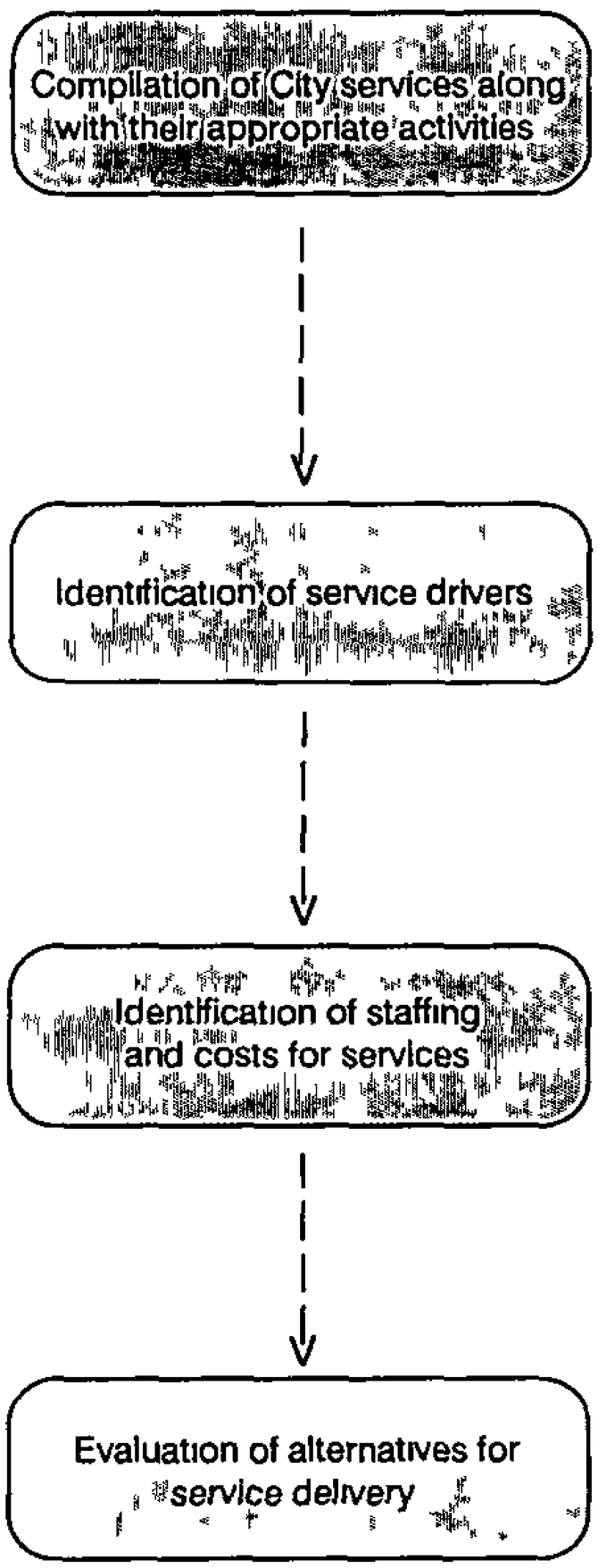
1) Council will begin a process (planned to begin in July) to assess and prioritize City services. We will ask Council to answer the following questions:
   - What services should Charlotte City government provide?
   - How should the services we provide be financed?

2) City staff will begin to cost some of our services and begin evaluating alternatives We will ask ourselves the following questions:
   - What does it cost to provide the services we are deliverying?
   - What are some alternatives available to us to reduce our costs?

This document provides the beginning point for answering the questions above. This document will be used by the City's Organization and Innovation Teams, all City departments and City Council as we move forward in our Rightsizing efforts.

Note that the Mint Museum has not been included in this document due to anticipation of its privatization. While the Parks and Recreation Department has been included it is anticipated that the parks and recreation services of the department will be transfered to the County.

CITY SERVICES INVENTORY DEVELOPMENT



City departments develop a list of their services and activities

Internal Consulting will work with departments to identify the needs that drive the frequency and quality of the services provided, as well as their corresponding staff needs and costs

Internal Consulting will work with departments to determine the staffing and cost requirements for each of the services

City Innovation Team and departmental innovation teams evaluate and develop alternatives for delivering services to the community

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Animal Control

DIVISION	SERVICE	ACTIVITY
Shelter	Board domestic animals (cats, dogs)	Clean and disinfect kennels Feed animals Maintain animal inventory
	Provide medical care to animals	Administer routine health care Perform health checks on animals Vaccinate animals Treat sick or injured animals (24 hours per day)
	Euthanize animals	Maintain drug inventory Perform IV euthanasia Adhere to DEA regulations
	Provide rabies control	Monitor animal bites Test tissue samples (State Lab) Quarantine animals
Enforcement	Respond to requests for service	Identify violations Issue compliance requests Issue citations Prepare reports Authorize traps
	Handle and transport animals (domestic bovine equine)	Pick up injured animals Pick up stray animals Pick up owner-released animals Pick up dangerous animals
	Conduct investigations	Investigate cruelty complaints Investigate incidences of dog aggression Investigate chronic leash law violators Investigate nuisance complaints
	Issue prosecutions/declarations	Prosecute cruelty cases Issue dangerous dog sanctions Seize dogs Declare dogs public nuisance Appear at Civil Court
Customer Service	Provide adoption service	Maintain adoptors list Provide adoption information Collect fees Discharge animals
	Provide reclaim service	Issue citations Collect citation payments Collect reclaim fees Discharge animals
	Provide animal reception service	Accept owner-released animals
	Register animals	Issue animal licenses (walkin by mail) Collect license fees (walk-in by mail)
	Provide humane traps	Maintain trap inventory Administer waiting list Issues and receive traps
	Provide communications	Respond to requests for service and information Dispatch Animal Control Officers Transmit and receive radio communications

Animal Control

DIVISION	SERVICE	ACTIVITY
Administration	Provide systems support	Manually maintain service call logs Enter source documents (citations, rabies records etc) Maintain animal management system Run and verify license renewal candidate list Conduct license renewal mailings

Community Relations Committee

SERVICE	ACTIVITY
Staff and coordinate Neighborhood Crime Prevention & Control Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee's attention and possible action Follow–up activities as requested by subcommittee resulting from the subcomittee's work, or work of one of its task forces Serve as staff liaison when representing the subcommittee's interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities Prepare reports and other documents as needed and/or requested
Staff & coordinate Police Community Relations Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee's attention and possible action Follow–up activities as requested by subcommittee resulting from the subcommittee s work, or work of one of its task forces Serve as staff liaison when representing the subcommittee's interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities Prepare reports and other documents as needed and/or requested
Conduct neighborhood dialogues with Police Fire & other City departments	Plan Dialogue sessions Send notices to neighborhood leadership Communicate with command at Police Department and Neighborhood requesting Dialogue Coordinate Dialogue session with neighborhood leadership Communicate with Fire Department and other interested parties Prepare flyers and other material for Dialogue session Maintain records of Dialogue sessions
Coordinate Police Community Relations Awards (PCRA)	Assist committee with planning of PCRA program Identify potential sponsors for the Awards program Communicate with potential and continuing sponsors Prepare notice of awards program for public and law enforcement agencies Send nomination forms to law enforcement agencies and general public Process nomination forms when received Coordinate interview activities of nominees Coordinate program activities with Government Center personnel Coordinate activities with law enforcement agencies Coordinate activities for luncheon Coordinate Award activities
Investigate allegations of police misconduct	Receive, document and file allegations from citizens Forward allegations to Internal Affairs Division – Charlotte Police Department (CPD) Assure an investigation of each documented allegation Serve as direct liaison to CPD chain of command Review each allegation Attend all chain of command meetings Assure that a complaint review is conducted
Staff and coordinate Dispute Settlement Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee s attention and possible action Follow–up activities as requested by subcommittee resulting from the subcomittee's work, or work of one of its task forces Serve as staff liaison when representing the subcommittee s interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities

Community Relations Committee

SERVICE	ACTIVITY
	Prepare reports and other documents as needed and/or requested
Receive and process referrals	Pick up warrants/summons from District Attorney and magistrates' referrals Accept referrals from Attorney General's office, self referrals Assign mediation date(s) Prepare computer generated invitations Prepare invitations for mailings Review mail for responses to invitation
Provide information to public	Respond to callers request for information and public assistance Initiate call to parties who do not respond
Coordinate volunteer activity	Recruit volunteers from throughout Charlotte – Mecklenburg Plan and prepare for training volunteers Provide mediation training for volunteers Prepare monthly calendar of volunteer activities Notify volunteers via mail of calendar Confirm sessions with volunteers via phone
Receive and process landlord/tenant cases	Inform housing industry and public of program Invite parties for mediation Select mediators trained to mediate landlord/tenant referrals Review issues and brief mediators Notify Community Development and Family Housing Services if parties apply for loan Prepare request for income verification
Manage case records	Review cases for completion and computer entry Update and maintain records
Prepare program reports	Prepare quarterly reports for IOLTA and AOC Prepare monthly landlord/tenant report for Community Development
Provide peer mediation in public schools	Meet with key administrative staff Communicate benefits of peer mediation Provide information needed to establish a program Schedule training dates Locate training site Prepare training materials Provide 2 days of training Provide follow – up training
Provide conflict and anger management training for families and neighborhoods	Identify neighborhoods Identify organizations, churches schools, etc in identified area Communicate the benefits to identified groups and obtain support Recruit participants Schedule training dates and locations Prepare training materials Identify and obtain resources needed Provide training schedule to participants Provide 8 (1 – 1/2 hours) training sessions Critique and evaluate sessions
Staff conciliation of citizen complaints	Receive requests for assistance Provide information Make referrals to other agencies Place call on individual's behalf Inform caller of any action taken
Enforce Fair Housing Ordinances	Interview complainants Complete all necessary forms (i e affadavit local complaint form, HUD complaint form) Notify respondent Notify HUD Receive response to complaint from respondent Interview witnesses Analyze response records documents and witness statements

Community Relations Committee

SERVICE	ACTIVITY
	Recommend findings to CRC Director Conciliate cause findings Notify all parties involved of findings and resolution Maintain case files
Audit/Test rental and sales property	Recruit and train testers Identify properties to be tested Match testers (Black/White, Male/Female, etc) Develop audit/test script Determine unit availability Visit sites with testers Debrief testers Analyze and compare treatment of testers Recommend whether a complaint should be received Notify property owner/manager of test results
Provide fair housing training and publicity	Develop public service announcements (PSA s) Distribute PSA s to local electronic and print media Train property managers attorneys real estate workers neighborhood organizations and others Develop training packages Identify and contact individuals to be trained Appear on local television programs Promote Fair Housing Month – April Plan coordinate and execute Housing Fairs Develop and distribute brochures and literature Prepare articles for newsletters
Investigate City employment discrimination complaints	Interview complainants Complete all necessary forms (i e affadavit complaint form) Notify Human Resources Department Notify respondents (City Department Heads) Receive response to complaint Interview witnesses Analyze response, records documents, and witness statements Recommend findings to CRC Director Conciliate cause findings Notify all parties involved of findings and resolution Close case, notify respondent, complainant, Human Resources and City Attorney's Office Maintain case files
Conciliate employment complaints by City/County employees	Interview complaining party (CP) Interview CP's witnesses Notify Department Head Convene meeting of CP, Department Head and Department representatives Mediate conciliation efforts Resolve differences and determine agreements Follow up Represent City employees in Rule VI complaints Interview employees and review case files Accompany employee to hearing and assist in presentation of case Follow up
Enforce Public Accommodations Ordinance	Interview complainants Complete all necessary forms (i e affadavit complaint form) Notify respondents Receive response to complaint Interview witnesses Analyze response, records documents and witness statements Recommend findings to CRC Director Conciliate cause findings Notify all parties involved of findings and resolution Close case notify respondent and complainant Maintain case files

Community Relations Committee

SERVICE	ACTIVITY
Staff & coordinate Discrimination Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee's attention and possible action Follow–up activities as requested by subcommittee resulting from the subcomittee's work, or work of one of its task forces Serve as staff liaison when representing the subcommittee's interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities Prepare reports and other documents as needed and/or requested
Staff & Coordinate Intergroup Relations Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee's attention and possible action Follow–up activities as requested by subcommittee resulting from the subcomittee's work, or work of one of its task forces Serve as staff liaison when representing the subcommittee s interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities Prepare reports and other documents as needed and/or requested
Staff & Coordinate Communications Subcommittee	Attend Subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings and other material as needed or requested by subcommittee Identify areas of concern for the subcommittee's attention and possible action Follow–up activities as requested by subcommittee resulting from the subcomittee s work, or work of one of its task forces Serve as staff liaison when representing the subcommittee s interest at staff functions and activities Monitor subcommittee program activities and maintain file of same Review and analyze subcommittee activities Prepare reports and other documents as needed and/or requested Provide support for annual events implemented by the Committee Design committee member orientation sessions Serve as liaison to college and university internships Oversee recruitment of volunteers to supplement agency staff Develop external funding sources for agency work
Staff & coordinate Advocacy Council for People with Disabilities	Attend council and subcommittee meetings Prepare agenda and minutes for council and subcommittee Prepare and mail notice of meetings Prepare other material as needed or requested Idenfiy areas of concern for full council and subcommittees attention and possible action Conduct follow–up activities as requested Staff liaison for council and subcommittees at staff Monitor review and analyze council and subcommittee activities Maintain files and records Prepare reports and other documents as needed and/or requested Interface and coordinate with City Departments regarding implementation of Americans with Disablities Act Serve as resource to City departments on disability issues Serve as a conduit between local businesses non–profit agencies and government on disability matters
Staff & coordinate King Holiday Observance Committee	Attend subcommittee meetings Prepare agenda and minutes Prepare and mail notice of meetings, prepare other material as needed or requested Assist subcommittee with planning of King Holiday Observance and King Birthday observance

Community Relations Committee

SERVICE	ACTIVITY
	Communicate with potential and regular sponsors for King Holiday Observance Prepare and mail notices to churches, community groups, schools, government agencies and general public for King Holiday Observance Prepare and send out to schools necessary information and forms for participation in King Holiday Observance Coordinate activities with schools and community groups Coordinate student art and writing contests and arrange exhibit Coordinate media notice and coverage of event Coordinate activities with business groups and individuals for participation in King Holiday Observance Assist with fund-raising for support of King Holiday Observance Conduct any follow-up necessary and requested Coordinate necessary activities with Charlotte Police Department Review and analyze subcommittee activities Maintain file and records of subcommittee activities

Fire

DIVISION	SERVICE	ACTIVITY
Operations	Fire suppression	Fire companies respond safely to fire calls Size up situation Perform search and rescue Set up pump and catch hydrant Ventilate building as needed Advance attack hose line and suppress fire Perform salvage and overhaul Provide/receive mutual aid to/from Mecklenburg County volunteer firefighters
	First responder Emergency Medical Services (EMS)	Respond safely to medical emergencies as requested by MEDIC Provide appropriate patient care Turn patient(s) over to MEDIC with appropriate report Decontaminate clothing and equipment as necessary
	Hazardous materials (Haz Mat) response and mitigation	Haz mat response team responds to haz mat incidents Size up situation Mitigate the problem Decontaminate clothing and equipment as necessary Provide mutual aid to Mecklenburg County and surrounding counties
	Non–fire emergency mitigation	Respond safely to non–fire emergencies Size up the situation Mitigate the problem Provide/receive mutual aid to/from Mecklenburg County volunteer firefighters
	Provide crash/fire/rescue protection (Aircraft fire/rescue)	Crash companies respond safely to aircraft emergencies Size up situation Perform rescue and fire suppression Meet ongoing FAA training requirements to ensure the airport can continue operations
	Provide rescue service	Rescue squads and fire companies respond safely to entrapments pin–ins, people stuck in elevators Size up situation Perform rescue
	Inspect & maintain hydrants	Fire companies perform light maintenance and inspect hydrants annually Perform flow tests as required Report problems to CMUD through the Water Systems Analyst Assist in performing flow tests in new construction
	Conduct fire safety and prevention programs	Fire companies set up appointments Teach and demonstrate fire safety to groups and schools Give fire station tours Take Smokehouse to schools/groups to teach fire safety & escape
	Install smoke detectors (Coordinated through the Fire Prevention Bureau)	Fire companies install smoke detectors in homes of elderly/ handicapped/invalid citizens Replace batteries annually
	Provide services at special events	Provide emergency medical services at special events Springfest First Night Jazzfest Westfest (Promoters pay off–duty personnel CFD provides one on–duty fire company) Mobile Command Post and on–duty firefighters coordinate emergency services
	Enforce fire code	Fire companies issue violation notices for locked exit doors and and use of grills on balconies

Fire

DIVISION	SERVICE	ACTIVITY
	Assist police	Fire companies provide staff and equipment (lights ladders, etc) at crime scenes
	Formulate pre-fire plans	Fire companies tour buildings and document important information (exits, utility shutoffs, people present etc) for use in emergencies
	Provide incident information	Assistant Chief's office processes and provides fire and incident reports to citizens, insurance companies Red Cross and Salvation Army for fire victims
	Conduct Explorer Scout program	Firefighters volunteer off-duty time to work with Explorer Scouts
	Perform simulations	CFD works with allied agencies to do exercises to keep firefighters' skills sharp Includes high rise aircraft & medical disaster simulations
	Provide other rescue and assist operations	Provide ladder companies to City departments for long reach capabilities Assist in water removal if water presents imminent danger to property electrical circuits heating units etc Respond to lifeline patients Respond to lift invalids and obese patients Unlock vehicles when children unconscious person or medication inside
Fire Prevention	Enforce fire code	Inspectors conduct on-site inspections Maintain records of inspections and code violations Collect building and personnel information Education the public in fire code requirements Conduct spot-check and complaint inspections Follow up on violations to ensure code compliance Send violation notices when compliance not achieved Cite owners to the courts to ensure compliance where necessary
	Issue hazardous materials permits	Inspector identifies hazardous materials or processes requiring permit by the fire code Receive permit application from occupant/owner (detailed listing of materials present) Inspector analyzes application to ensure compliance Inspector assesses proper fee Issue permit upon payment receipt Issue special use permits for one-time events such as fireworks displays blasting, etc
	Provide user fee inspections	Inspectors make inspections for other agencies to ensure fire code compliance in day care centers group homes rest homes nursing homes
	Provide certificate of occupancy inspections	Inspector performs on-site inspection of renovation/new construction to ensure code compliance before building may be occupied Includes certification testing of fire protection system & hydrants
	Review plans	Review construction drawings of new and renovated commercial & multifamily buildings, rezoning petitions permit applications for hazardous materials storage, tank installation/removal to ensure code compliance before issuance of applicable permits Evaluate available water supply, fire protection systems fire dept access and the storage use or processing of hazardous permits Conduct and attend meetings with design professionals and building officials to discuss code requirements for proposed construction projects Develop inspection/plans review policies and procedures Research codes and prepare proposed amendments when necessary

Fire

DIVISION	SERVICE	ACTIVITY
		Provide code interpretations to the Fire Prevention Bureau staff & the general public Perform hydrant flow tests and standpipe tests Review applications and issue permits for installation/removal of hazardous materials storage tanks, blasting & fireworks displays Evaluate CFD access to property for emergency response
	Perform water systems analysis	Manage CFD hydrant maintenance program Perform flow tests and standpipe tests Work with plans examiners, CMUD, contractors to resolve water distribution problems Review plans of basic renovation/new construction for certificates of occupancy Work with inspectors to correct problems encountered during normal inspections
	Administer smoke detector program	Interact directly with the public to determine eligibility and respond to concerns and complaints Work with private agencies Community Development, other depts Assign fire companies to install detectors and replace batteries
	Educate public	Provide fire safety and prevention education in schools other groups health care facilities industrial and commercial businesses Coordinate fire drills and evacuation planning for businesses schools and institutions Train employees of businesses and institutions in proper response to fires and other emergencies Conduct firebusters program – work with firefighter volunteers to educate and help juvenile firesetters Make public presentations about fire safety & CFD Coordinate CFD speakers bureau Coordinate use of the Smokehouse within CFD for schools Coordinate public education program for the Operations Division Conduct foster care inspections for Dept of Social Services etc Coordinate Fire Prevention Week and other special departmental activities Work with the media (TV, radio, and newspaper) on firesafety and other issues
	Advocacy for fire safety and code	Attend N C. Building Code Council meetings Propose changes as needed Serve on state committees dealing with fire safety issues Coordinate updates to City codes to ensure agreement with state requirements Act as liaison with the N C. Dept of Insurance, City Attorney, and City Clerk on legal matters
Administration	Provide planning and research	Determine need for a placement of fire protection resources Research fire and emergency trends Prepare special and periodic reports on emergency activity
	Prepare for annexations	Determine and document need for additional resources Assist Finance in auditing volunteer fire depts to determine contract offer amounts Negotiate contract offers with volunteer fire departments When annexation budget is approved start process to provide service
	Monitor fire station construction/ renovation/maintenance	Work with Engineering to develop station specifications for new construction and renovations Participate in bidding process Monitor construction in coordination with Engineering

Fire

DIVISION	SERVICE	ACTIVITY
		Ensure specifications are met before acceptance of building Monitor and troubleshoot problems during construction process Manage maintenance and upkeep of 29 stations and 6 auxiliary service sites
Logistics	Administer firefighter health and safety program	Prepare and implement approved safety program for Operations Teach safety program to all employees and monitor compliance Ensure inspection and certification of vehicles and equipment as appropriate Respond to incidents to ensure that safety procedures are followed Prepare specifications for clothing and equipment to meet safety standards purchase as needed Maintain appropriate records on injuries, physical fitness rehabilitation, contagious disease exposures.
	Repair/maintain portable equipment	Repair and maintain self–contained breathing apparatus, fire hose, nozzles, electrical adapters positive pressure blowers air cylinders SCBA masks electrical cords cord reels, ventilation and rescue saws lights ground ladders and hand tools in accordance with safety standards
	Write specifications and service requirements	Write specifications for protective clothing and firefighting equipment using knowledge of firefighting NFPA standards and legal requirements
	Logistical operations	Coordinate work requests for repair and upkeep of 29 stations and 6 support facilities Manage purchase and distribution of uniforms for 750 uniformed personnel Requisition order receive warehouse and distribution station furnishings emergency medical supplies firefighting equipment janitorial supplies, and kitchen/bathroom supplies
Fire Garage	Repair fire apparatus (86 pieces of rolling stock)	Identify problem needing repair Put a reserve unit in service if necessary Obtain parts from on–hand stock or supplier Perform repair Check to ensure problem fixed Return apparatus to service.
	Conduct preventive maintenance program	Take apparatus out of service Perform performance maintenance in shop lubricate, change engine oil, change filters, check and change fluids as necessary check brakes and lights Do state inspection Check for problems and repair as necessary Put back into service.
	Perform paint/body work	Identify apparatus needing paint or body work Take apparatus out of service and replace with reserve unit Do body work and paint Put back into service.
	Respond to large emergencies	Respond to multialarm fires and other incidents when called by Communications (Mechanics exposed to same hazards as firefighters.) Check apparatus to ensure proper performance Deal with performance problems as they occur Cut lights off in apparatus located in staging area to avoid draining batteries

Fire

DIVISION	SERVICE	ACTIVITY
	Test apparatus and equipment	Supervise non-destructive testing of aerial ladders find certified mechanics to repair and retest to certify compliance with standard Annually certify each pump (Process differs for each size 1000, 1250, 1500, 2000 gpm pumps) Test brakes Perform acceptance tests on new apparatus pump tests brake tests, acceleration tests relief valves and pressure governors on pumps, aerial tests
	Write specifications for new apparatus	Determine need to replace trucks Manage specification writing with truck committee based on apparatus' intended use Participate in bidding process Work with truck committee to select bid that best meets specs Work with manufacturer during manufacturing process Make pre-paint and pre-delivery inspections Take delivery and perform acceptance tests Work with manufacturer to correct deficiencies
	Receive/prepare apparatus for service	Check to ensure apparatus has equipment specified for it Work with company crews to determine where and how to mount equipment Get equipment issued from Logistics and mount Ensure that radio is installed Supply tags and state inspection Maintain warranty information and certification documentation
	Prepare apparatus for sale	Take off equipment not to be sold Ensure that radio is removed Work with Purchasing to list units for auction Set up appointments for bidders to view units
	Call-back for repairs outside normal business hours	Respond when called 24 hours a day Repair apparatus in field under adverse conditions Operate independently without supervision to ensure firefighter safety
Emergency Management Office	Provide nuclear power station emergency response capability program	Develop nuclear response procedures for all city/county depts Schedule and conduct training programs for all city/county depts Schedule conduct, and coordinate training programs with the volunteer sector, Duke Power NC Division of Emergency Management, and area hospitals Develop and maintain standard operating procedures based on federal mandates for response to nuclear facilities Review and maintain Duke Power response plans associated with response guidelines for the two nuclear facilities Maintain listing of special populations (schools, rest homes, day care centers etc) for a ten mile radius of the nuclear power facilities Maintain a listing of all businesses lcoated within the ten mile radius of the nuclear power facilities Update and revise county standard operating procedures for both nuclear power plants in response to annual exercises at each facility Coordinate with the counties and State of South Carolina during exercises and drills for Catawba nuclear power facility Ensure coordination of the Emergency Broadcast System program for an 11-county area during nuclear power plant drills and exercises Maintain and revise current list of handicapped citizens needing special assistance during a nuclear power plant accident

Fire

DIVISION	SERVICE	ACTIVITY
		Review and update plans and procedures for lake warning for McGuire and Catawba nuclear power plants Coordinate with Carowind's safety and security director for protective actions/activities concerning Catawba nuclear plant Coordinate with safety representative of Charlotte–Mecklenburg Schools to update information for notification and evacuation procedures for schools in the 10–mile emergency planning zone for the nuclear power facilities Coordinate distribution of radiological monitoring equipment to city/county departments and volunteer fire departments Schedule, coordinate, and assist the State Training Division with teaching courses and training related to the nuclear power plant plan Maintain a listing of all new construction and remodeling of businesses inside the 10–mile emergency planning zone Distribute information to county agencies and the CPCS–1 (Central Programming Control Station – originate emergency broadcast system announcements) for the quarterly siren test for both nuclear power stations Maintain computer records and databases for nuclear power facility response capability Present instructional programs to civic groups church groups, and the business community on nuclear facility response capability Maintain training via attending federal and state courses associated with nuclear facility response Participate in two task forces consisting of counties the State and Duke Power for planning annual nuclear facility drills and exercises for both power stations
	Provide natural disaster planning	Serve as a coordinating agency for city/county departments in all areas of hazard/emergency mitigation Coordinate activities in the Emergency Operations Center during exercises and actual incidents Assist city/county depts with any concerns/needs arising during operational phases Revise and maintain the "Charlotte–Mecklenburg County Integrated Response Plan for All Hazards," which is a comprehensive planning guide for city/county departments This manual covers all disasters which may threaten Charlotte/Mecklenburg and outlines the roles/responsibilities that each department will assume Coordinate with the Red Cross and other agencies to develop operational procedures, schedule training and provide information to the public and businesses Conduct inspections of buildings and assist owners with the location of safe shelter in case of severe weather Do presentations on severe weather and other related topics at business and industry safety meetings Provide informational packets to the public government agencies and local businesses on natural disasters
	Maintain shelter listing identification	Conduct shelter survey of over 1500 buildings and computerize listing for state and federal records Maintain shelter listings reporting occupant capacity for all types of accidents and emergencies Coordinate with the American Red Cross, Carolinas Chapter for determining standards for shelter operations Assist the North Carolina Division of Emergency Management in processing shelter surveys for determining new shelter facilities in Charlotte/Mecklenburg County
	Administer surplus property program	Establish authorization list of city/county users based on eligibility requirements Process payments for all departments based on accounting

DIVISION	SERVICE	ACTIVITY
		requirements from the State Assist city and county departments and Mecklenburg County volunteer fire departments in obtaining surplus property at reduced cost
	Administer hazardous materials program	Respond to emergencies involving hazardous chemicals and substances within the city and county, i.e , spills, leaks fires, etc Provide technical assistance to the incident commander Coordinate Haz Mat team activities with representatives of business industry, and common transportation carriers Coordinate clean–up proceedings with hazardous waste mitigation contractors and property owners within the city and county Process public inquiries and complaints Monitor the hazardous chemicals inventory reporting required of industry and business by federal and state regulations for Charlotte–Mecklenburg Coordinate training of the Charlotte Fire Department's Hazardous Materials Response Team and assist Mecklenburg County volunteer fire departments with their training needs Manage the physical examination program for Haz Mat team members Specify and purchase equipment and material used by the Haz Mat team Maintain haz mat incident reports and associated records Submit reports to the state, on a monthly basis of all haz mat incidents within Charlotte/Mecklenburg Conduct training for city and county agencies that use or store hazardous materials Continually provide updated informational resources (hard copy and computerized to the Haz Mat team for use in incident mitigation)
Communications	Emergency communications	Receive all E911 calls for fire service Question caller for pertinent information about the situation Receive MEDIC requests for first responder service Enter information into Computer Aided Dispatch (CAD) system Review suggested CAD information for applicable response Utilize 800 MHZ radio system for broadcasting incident information Process CAD information to generate an incident Receive supporting information from CAD and broadcast to responding companies Monitor selected radio channel to ensure response by dispatched companies Enter arrival of companies in CAD and acknowledge via selected radio channel Provide communications support to the incident commander, i e , telephone calls to utility companies, structure owners, other public safety agencies, CFD auxiliary services (Investigation Fire Prevention, HazMat, Shop, Logistics, Training) fire department management. Continually update CAD information pertinent to the incident (control time, primary and secondary search completion times companies returning to service alarm level increases) with appropriate radio acknowledgement Update final CAD information by direct telephone communication with the incident commander Send CAD information to the incident reporting system Use INTRAC (intercom & alerting system that links Communications to each fire station) for notifying companies of emergencies between 10 p m & 8 a m Dispatch county contract volunteer fire departments as appropriate Access HITS system (chemical information database that provides data on how to handle chemicals in emergency situations) for detailed chemical information during haz mat incidents Monitor radio transmissions via the SIMS system When CAD is down, dispatch companies using the manual mode

Fire

DIVISION	SERVICE	ACTIVITY
		by accessing address information from the fire demand zone book, dispatching from the running card book, keeping records on cards, and retrieving support information from filing cabinets When CAD comes back up, enter all incident information into CAD and/or incident reporting. In addition, the Telecommunicator II generates the next available incident number
	Nonemergency communications	Make intercom announcements to all fire stations over the INTRAC alerting system Coordinate the weekly radio test for all 800 MHZ radios assigned to Operations personnel Monitor 30 direct telephone lines to all fire stations, use to communicate directly with individual stations Monitor and use direct telephone lines to Charlotte Police Dept and Mecklenburg County Police Dept Communications Centers Answer 4 outside telephone lines providing information to the public, directing them to appropriate Fire Department personnel or other city departments as needed Monitor City Radio Shop and Motorola Technical Services 800 MHZ radio channels Provide computer printouts of incident information as needed by Department personnel for investigations Make cassette tapes of incident communications for Fire Department managers as requested Maintain and monitor 30 channel recorder for taping of all emergency telephone and radio traffic Monitor National Weather Service radio to receive information on severe weather and take appropriate action Coordinate with CMUD information on in-service and out-of-service hydrants and notify fire stations of status changes Receive information from city departments on street closings parade permits, utility work and notify appropriate stations of status changes File by address inspection reports permits and other information pertinent to business addresses for retrieval during emergency situations Provide street directions to citizens Monitor radios used by departmental personnel during special events Respond to calls from the news media for information on incidents in progress and all that has occurred in the past 24 hours Maintain 7 printers connected to CAD radio INTRAC E911 install paper and ribbons Provide tours of the Communications Center Provide paging service to department personnel through alpha-numeric paging computer Clean the Communications Center daily Keep track of fire drills being performed throughout the city so that companies are not dispatched when a call is received Keep track of businesses who are working on their fire alarm or fire protection systems so that companies are not dispatched when a call is received Troubleshoot equipment problems (radio recorder telephones pagers) to assist repair technicians
	800 MHZ radio system	Coordinate the installation of mobile radios in all appropriate CFD vehicles with the Radio Shop Maintain records on 113 portable 90 mobile and 30 station radio receivers including serial number, city property number and radio ID number Monitor radio usage through management package in SIMS (Smartnet Information Management System - monitors 800 Mhz system activity) Coordinate repair of inoperable radios with the Radio Shop

Fire

DIVISION	SERVICE	ACTIVITY
		Issue and return reserve radios Plan and implement changes and upgrades to the radio system Maintain accurate programming records for all portable and mobile radios Budget and order radios Coordinate with Training to teach changes or new features in operation of radios Act as Departmental liaison with vendor on radio issues Attend bimonthly meetings with representatives of all Charlotte/ Mecklenburg radio users Coordinate necessary downtime of radio system with vendor Radio Shop, other communications centers Receive work orders from Division Chiefs on repair, replacement or addition of speakers in fire stations Coordinate need with Radio Shop Receive suggestions on changes updates, radio accessories from department personnel and evaluate and respond Provide information and details of our radio system to other fire departments across the country Issue portable radios to county volunteer fire departments with contracts, maintain appropriate records Answer questions on the operation of the radio system from department personnel and citizens Develop radio procedures provide copies to all personnel
	Administer Volunteer fire department contracts	Maintain file of contracts with volunteer fire departments Train volunteers in use of CFD radios monitor compliance with appropriate communications procedures Attend monthly meetings of Mecklenburg County Volunteer Firefighters Association as liaison for CFD communications Monitor VFD responses to ensure that they are dispatched and respond appropriately ensure that radios are removed and volunteers are not dispatched when contracts expire
	Maintain geographical and other information	Research new streets, ensure that they are property coded and entered into CAD's street file, and notify fire companies and other agencies of them including drawing and distributing maps Ensure address corrections are entered into CAD Troubleshoot address errors in inspection reporting, hydrant reporting, permits, and street file systems Maintain and update files of ring down telephone lines to fire stations, pagers, call list for second alarms other information Maintain and update running card files in CAD and manually in response to running card committee instructions
Training	Administer Aircraft rescue firefighting program	Teach Federal Aviation Administration firefighter certification annually (40 hours) Teach flammable liquid pit fires annual certification course for 66 personnel Teach emergency medical technician training (12 hours) Teach hazardous materials for air cargo (4 hours) Hold driver check–outs for crash/fire/rescue trucks
	Administer Hazardous materials (Haz Mat) training program	Teach Haz Mat awareness state certification course (8 hours annually per firefighter) Teach Haz Mat operational state certification course (40 hours annually per firefighter) Teach Haz Mat technician state certification course (80 hours annually for Haz Mat team members).
	Teach National Fire Academy courses	Teach pesticide challenge course (16 hours) Teach incident analysis course (16 hours)

Fire

DIVISION	SERVICE	ACTIVITY
		Teach chemistry of hazardous materials course (80 hours)
	Teach Environmental Protection Agency courses	Teach Haz Mat response for first responders course (40 hours) Teach Haz Mat incident response operations course (40 hours) Teach confined space rescue state certification course (16 hours)
	Provide In-service training - general	Do driver check-outs on all apparatus Teach apparatus and hydraulics (40 hours for 60 personnel annually) Teach and evaluate company evolutions Teach trenching safety Teach self-contained breathing apparatus (SCBA) certification (6 hours annually per firefighter) Teach driver/operator certification (4 hours) Teach fire ground accountability annually Teach fire safety officer certification Teach haz mat incident command certification Teach flammable liquid fire fighting foam tactics Teach positive pressure ventilation Teach the incident command system to officers annually
	Provide emergency medical training	Teach emergency medical technician certification program (142 hours per person) Teach emergency medical technician recertification program (12 hours annually per person) Teach emergency medical technician in service training (36 hours annually per person) Teach emergency medical technician defibrillation certification program (15 hours per person) Teach OSHA's infectious disease control program (4 hours annually per person) Act as OSHA infectious disease control officer program monitor (8 hours per week)
	Provide recruit training	In 17 week training course complete following topics with firefighter recruits Forcible entry apparatus ventilation ropes, sprinklers fire behavior, portable extinguishers self-contained breathing apparatus salvage and overhaul nozzles and appliances arson, building construction, ladders hazardous materials hose emergency medical technician, rescue, hydraulics communications, basic trauma life support, vehicle safety incident command fire suppression L/P gases flammable liquids traffic laws self defense.
	Provide physical fitness program	Perform physical fitness qualification on all Operations personnel Write exercise prescriptions Set up physical fitness rehabilitation programs for injured personnel before they can return to work. Includes direct supervision Set up and supervise on-duty training as per physical fitness policy G O 221 1.a. Organize and supervise medical physical program Supervise fitness training for firefighter recruits Provide health and wellness education for 750 employees Organize and supervise Citylife employee wellness program
	Provide special programs	Train for fire service instructor certification (50 hours) Provide Officer Candidate School I Provide Officer Candidate School II Provide Officer programs - legal updates Sexual harassment Employee assistance, ADA regulations Train officers to serve as Commercial Driver Examiners for N C. Dept of Motor Vehicles

Fire

DIVISION	SERVICE	ACTIVITY
		Serve as delivery agents for N C. State Fire Commission on Certification Programs
		Serve on curriculum advisory committees for community colleges and Regional Fire Training Board for North Carolina
		Sit as a member of the Accident Review Board
		Sit as a member of the Apparatus Committee for specification of new trucks
		Sit as a member of CFD's NFPA 1500 Health and Safety Committee
		Act as liaison to batallions for information & training
		Act as fireground safety officers and respond to working fires 24 hours a day
		Teach firefighter health and safety (National Fire Academy, 18 hours)
		Teach firefighter safety and survival, officer's responsibility (National Fire Academy, 18 hours)
		Monitor all issues (local, state, federal) that affect their area of expertise. Changes in regulations are incorporated into new and continuing programs such as NFPA, EPA, FAA State law, OSHA Local ordinances NIOSH (National Institute for Occupational Safety & Health) Federal law
		Serve as a member of the medical control audit review board of Mecklenburg County
		Serve as a member of the EMS advisory council training and education committee of Centralina Council of Governments
		Serve as a member of the Centralina Council of Governments public education committee
		Serve as a member of the Centralina Council of Governments public critical incident stress debriefing committee
	Provide information management	Prepare list of students for OCS I and OCS II enrollment and graduate to CPCC for billing purposes
		Prepare individual and company training reports for F D personnel
		Record and maintain history data and transfers for F D personnel
		Maintain EMT and EMT-D certification updates, state requirements history and procedures
		Monthly training calendar/scheduling/reserving activities
		Tape FIRELINE monthly
		Outline all training procedures/updates
		Distribute National Fire Academy quarterly schedules
		Distribute materials on State rescue colleges/other school curricula to F D personnel
		Process prior approvals for college/open learning courses
		Proctor exams for college programs, i e open learning degree program
		Schedule auditorium, classrooms tower and tower grounds, in-service and outside use
	Maintain Media Resource Center	Maintain/repair audiovisual (AV) and video equipment to support the academy and the Department
		Maintain library of films videos, audiotapes, slide programs and overhead transparencies to support the academy and the Department, coordinates use and distribution of these materials
		Provide photographic services at events, programs and for ID's
		Assist training officers in preparation of AV materials for training activities
		Monitor new technology and techniques for AV and video program development Maintain specification files on equipment for purchase recommendations
		Assist other departments in development of AV and video programs
		Maintain network of contacts with other fire departments and video operations
		Operate the CFD video facility, including technical and creative duties in production of programs for CFD and other departments

Fire

DIVISION	SERVICE	ACTIVITY
		Work with PS&I to develop and distribute information and training programming on the training cable channel to fire stations Maintain fire station cable service, coordinate service requests with City Cable Administration and cable companies, coordinate with Cable Administration to receive special satellite programming Conduct training on AV and video equipment for fire personnel to develop and maintain a volunteer base to assist in production operations Work with Centralina Council of Governments to provide AV technology to our COG region and the rest of the state
Fire Investigation Task Force	Investigate fires	Respond safely to a fire scene when called by the incident commander Determine the fire's cause and origin Process the fire scene by collecting evidence, taking photos, and preparing sketches. Complete CFD incident and casualty reports Interview witnesses, suspects, victims and property owners Research criminal history of suspects and records of other agencies that may bear upon the case such as CMUD Community Development Police Department, SBI (State Bureau of Investigation) FBI Charlotte–Mecklenburg School System Prepare cases for review by the district attorney and testify in criminal and civil court
	Work with other agencies	Coordinate and cooperate with law enforcement agencies, including ATF (Bureau of Alcohol Tobacco & Firearms) SBI, and School Security Coordinate and cooperate with non–law enforcement agencies including Mecklenburg Building Standards Housing Authority Department of Social Services Coordinate investigation with affiliated law enforcement divisions i e Vice and Narcotics, Youth Services Bureau Fraud and Auto Theft
	Provide other investigation services	Investigate false fire alarms false medical calls, bomb threats, post–blast incidents, and other incidents as required Perform administrative investigations as required Assist other Felony Investigation Bureau investigators in preparing related cases Conduct surveillance of potential arson targets and suspects Report the causes of accidental fires to the Fire Prevention Bureau Coordinate the Firebusters program with Fire Prevention
	Provide education	Instruct fire service personnel in fire and arson related courses

Planning

DIVISION	SERVICE	ACTIVITY
Land Development	Mapping Services	Sustain and update Base Maps Special Study maps Annexation/ Small Town Coordination maps etc
	Natural Environment	Works with stakeholders to develop regulations regarding watershed protection Provides support services such as mapping, research ordinance drafting and adoption Monitor activities of City and County Engineering in their efforts to determine stormwater pollution problems Revise zoning regulations and ordinances that relate to stormwater management and development within floodplains
	Administrative review of land use plans	Review subdivision preliminary and final plans Review UMUD area plans Review multi-family plans Review conditional site plans
	Zoning Services	Review projects periodically Coordinate with Building Standards Research zoning issues/text amendment Mediate development conflicts
	Rezoning Services	Provide rezoning services such as public inquiries, preapplication meetings application requirements and deadlines public notification field surveys and mapping, site plan reviews, public hearings and recommendations legal property descriptions, map changes
	Land use implementation	Complete and file rezoning applications Prepare information for corrective rezonings Notify all affected and adjacent property owners Make presentations to Zoning Committee Respond to citizen inquiries
	Center City Plan	Review rezonings and ordinance Provide project management and monitoring Support the Advisory Task Force
Community Planning	Corridor Revitalization	Implement Corridor Plan Develop concept Develop plan to accomplish revitalization Work with Engineering on implementation
	Open Space Planning Program	Develop and adopt plan Plan parks
	Historic Districts	Administer ordinance Preservation plan
	Economic Development	Implementation of capital projects in area and corridor plans funded through neighborhood reinvestment area plan capital fund and/or the coorridor revitalization program fund Coordinate with Engineering and neighborhood groups in the initial planning stage Review preliminary designs Assist in consultant selection for projects Review contract negotiations Monitor and report on project progress Review capital expenditures

Planning

DIVISION	SERVICE	ACTIVITY
	Light Rail Transit Study	Plan transitional system Support consultant Develop transit station policy
	Transportation Coordination	Review projects Study Thoroughfare Plan Alignment Complete transportation reports
	MPO Coordination	Serve as lead planning agency for transportation planning in the Charlotte Urbanized Area Serve as staff resource and coordinator for transportation planning for the Metropolitan Planning Organization and Technical Coordinating Committee
	Focus 2010 Project	Prepare related programs Prepare agendas, minutes and meetings notifications Responsible for public involvement for all MPO transportation planning activities
	Regional Planning	Support Urban Institute Support Carolinas Transportation Compact Administer Regional Land Use Coordination Provide Mecklenburg town support
	Comprehensive Plan Update	Develop process *Provide Advisory Committee support* Perform technical analysis Obtain citizen involvement Prepare document
	Neighborhood Plans	Direct the development of neighborhood plans Meet with neighborhood organizations Inventory existing conditions Provide mapping Identify issues and analysis Develop recommendations and report Conduct public hearings Conduct public notification Respond to citizen and Council inquiries *Make presentation to Planning Committee & Council*
	District Plans	Facilitate final adoption of South District Plan Work with Council's Planning Committee Work with Public Service's Committee Make presentations to and facilitate discussions with elected officials Prepare final document for Plan
	Plan for Planning	Prepare a 3–5 year assessment of planning needs
	Technical Review	Provide for the review of projects reports and studies initiated by outside agencies or departments (current reviews include Mandatory Referral process, Out–of–Sequence Capital Project Review and DARF Loan Review)
Strategic Planning	Planning Information	Respond to general customer service inquiries Coordinate external communications Prepare planning reports Produce publications and graphics Provide in–house communication

Planning

DIVISION	SERVICE	ACTIVITY
	Administer public building art program	Provide administrative support for the "1% for Art in Public Buildings" program Provide support to the Charlotte–Mecklenburg Art Commission
	Capital Budget Planning	Review all capital projects Prepare capital needs assessments Assist Budget office in preparation of the Capital Improvement Program Provide a reference document for City Council in evaluating capital budgets Meet requests of individual City departments for capital planning assistance and special initiatives
	Annexation	Manage and coordinate the biannual annexation process *technical analysis *provide public information *coordinate efforts of departments involved Current activities * Preliminary Reports for 1993 Annexation Areas * Development of Official Annexation Plans for 1993 * Identification of Eligible Areas for 1995 Annexation * Inter–department Coordination and Implementation
	Research/Data Management	Generate and distribute geographical–based information Forecast population household employment and land use trends Provide technical research support Develop and manage computer systems Current activities * Data management * Computer systems development * Microcomputer management * GIS system development * 1990 census analysis * Neighborhood Census Areas Report * Census transportation planning * 2010 Land Use Plan projections * Building Permit Reporting * Technical support for other projects
	Strategic Planning Services	Provide specialized planning services to City Council City Manager and Planning Commissioners Activities *process development and management *technical analysis and studies *facilitation of decision making Examples * Rightsizing study * City Voting District study * Old Convention Center Re–Use study * Intergovernmental Planning initiatives
All divisions	City–Within–A–City	Provide neighborhood leadership development planning Coordinate program efforts Monitor process Provide public information
	Organizational Involvement	Respond to requests for research and support services from appointed commissions committees task forces & interest groups

Police

DIVISION	SERVICE	ACTIVITY
Patrol (Patrol Districts)	Patrol assigned areas	Observe/recognize adverse conditions or suspicious activities in assigned areas *Observe/assist stalled vehicles or stranded motorists* Provide traffic enforcement Observe/respond to violations of City and State traffic laws Upon viewing a violation an officer may issue a uniform citation a warning ticket, verbal warning, or make an arrest when applicable Use traffic radar where conditions warrant Conduct license checks/roadblocks Respond to traffic accidents Determine extent of injuries Determine if hazardous materials are present *Provide traffic control* *Call for emergency units* Render aid Call for back-up units Call for wrecker Complete uniform accident report Provide exchange slips Direct traffic as needed Respond to calls for service Acknowledge location/response to the call Proceed to the call Advise dispatch of arrival Evaluate/take appropriate action Primary unit resolves the matter by: *Determining if a violation has occurred* Locating victims Completing necessary reports Further investigating Locating/arresting perpetrator Advise dispatch of completed assignment Document action each day on weekly activity sheet Field reporting Document necessary reports in response to call for service evidence follow-up, or uniform crime reporting statistics Follow-up reports/investigations Complete follow-up investigation of a call for service, supplement the report in writing Paper felony cases for prosecution Make arrests Advise dipatch of arrest Obtain complaint number Search arrestee Transport subject to Intake Center or hospital if necessary Follow jail procedures for depositing officer s weapon & storing arrestee s belongings Complete arrest sheet Arrestee brought before magistrate If DUI, arrestee must be processed through breathalyzer room before appearing before magistrate *Warrants prepared and served* Arrestee turned over to Deputy Evidence/property related to arrest taken to property control Inventory vehicles as applicable Have vehicles towed Complete required reports (Arrest Worksheet and Affadavit) Arrest Juveniles Follow normal arrest procedures with exceptions Do not write a name on offense report Complete pink juvenile arrest report

DIVISION	SERVICE	ACTIVITY
		Release to parents or transport to Gatling Center Perform interviews and interrogations Determine offenses involved Interview victims Interview witnesses Interview suspects Prepare appropriate reports to include incident reports & supplements Perform searches & seizures Consent searches Obtain consent from person being searched owner/operator of vehicle being searched owner/operator of premise being searched Clearly define area to be searched Search with search warrant Obtain warrant Conduct search maintaining all 4th Amendment rights Complete search of premise report Submit original report with available photographs to commander/ duty captain Forward copies of all documents and photographs resulting from the search to Internal Affairs After service of warrant officer must return to the magistrate with a written inventory of items seized If an incorrect search, explain the mistake apologize notify chain of command and notify police attorney Searches without a warrant Enter to arrest if threat of physical harm, escape or if probable cause Enter to preserve evidence Enter for emergencies of physical injury medical assistance or threat of property damage If property is seized complete property form and take property to Property Control Bureau Preserve crime scene Secure crime scene Determine extent of crime Obtain names addresses, phone numbers of anyone present at the scene Maintain control of the scene Call in needed personnel Collect/Preserve evidence Call for crime scene search unit If minor situation officer will collect physical evidence & turn in to property control Complete property report Complete property disposition when necessary Collect criminal property and forward to property control in accordance with department policy Serve warrants & summons Obtain warrant summons or orders Serve criminal process (warrants orders for arrest, criminal summons mental commitment medical warrant) Follow arrest procedures when appropriate Perform surveillance Assist special details in undercover work Appear in court Appear before the following courts NC District, Superior, Grand Jury Mecklenburg County Administrative Court Division of Motor Vehicles, District Attorney Complete time card for court appearance or call back Turn in time card to Property Control when court assignment complete
	Provide escorts	Lead funeral processions to cemetery or City limit (if large procession officer requests assistance)

Police

DIVISION	SERVICE	ACTIVITY
		Transport City Finance Office personnel daily
Patrol (Duty Captains)	Act as ranking member of the department between 1600 and 0800 hours each day and on weekends & holidays	Report to commander or previous duty captain Notify communications and records of whereabouts at all times Administer departmental security checks Maintain duty officer s logbook If warranted, report to the scene of an incident in the field Respond to telephone or in person requests for assistance from citizens Assume responsibility for the release of information pertaining to crime incidents and operational activities May call in public information officer Respond to emergency situations as outlined by "Major Incident Manual"
Special Services (Helicopter)	Support & coordinate patrols	Direct deployment of specific ground units in a tactical problem Provide aerial support in a field operation Assume patrol coverage of areas left unattended by ground units which have been deployed to the scene Provide patrol coverage to rural areas which might be vacated during normal shift changes of ground units or those which cannot be covered adequately because of manpower restrictions Provide traffic control Regulate traffic by observation and acting as a comand post at the scene of accidents, public events catastrophes civil disorders traffic congestion roadblock sites Mobilize and direct ground units Assist in accident prevention efforts Survey high frequency accident sites Provide topographical and vehicle flow picture Provide early detection of accidents by altering and dispatching ground units Provide psychological deterrent to motorists Assist crime prevention Conduct non-patterned observation Provide air surveillance (detect, follow or pursue suspects or fleeing felons) Reduce negative elements such as heavy traffic or unfamiliar countryside Establish specific and strategic roadblocks to guide operation Recover stolen cars and objects abandoned in urban and rural areas Perform criminal surveillance Provide stakeout and mobile surveillance Establish presence at demonstrations or riot outbreaks Provide psychological factor of being under constant aerial scrutiny
	Search & rescue	Evacuate as needed Remove injured persons Conduct search missions
	Provide emergency medical assistance	Remove critically injured persons from accident scenes Transport medical personnel and/or supplies to the scene
	Provide special surveillance details	Protect high priority dignitaries Observe emergency ambulance progress Supervise parade activities, civic affairs celebrations Act as aerial observation post Direct and assist ground units Perform special assignments from the Transportation Dept Act as aerial observation post Direct and assist ground units Perform special assignments from Transportation & Engineering Departments

Police

DIVISION	SERVICE	ACTIVITY
		Provide general observation of fire discoveries or traffic accidents
	Provide photography services	Provide/take aerial photographs of traffic volume/movement for planning, assignment of manpower and traffic diversion capabilities Detect inadequacies in highway construction markings and traffic regulatory devices Film for evidence for prosecution and future planning
	Provide emergency transportation	Transport emergency manpower medical personnel laboratory personnel and equipment
Special Services (Crime Prevention)	Maintain unit film library	Maintain videos Establish checkout procedures
	Provide operation identification	Loan engravers upon request Maintain engravers Issue engravers to neighborhood watches Issue operation identification decals
	Install door viewers	Install viewers for senior citizens & handicapped citizens
	Provide bicycle registration	Maintain list of bicycles registered by citizens Conduct bicycle safety rodeo
	Provide educational programs	Present programs designed to prevent or reduce crime risks and/or address a specific area of crime risks
	Administer Neighborhood Watch Program	Establish operation identification Coordinate citizen participation Introduce neighbors Establish how to identify & report suspicious activity & how to secure a home Supply watch group with literature decals and engravers Supply information on crimes reported in the defined neighborhood Keep records of all neighborhood watch programs Organize chairpersons meeting Write and distribute the neighborhood watch newsletter every 3 months Maintain a mailing list Maintain a directory of watches
	Perform home security evaluations	Meet with the resident Evaluate security risks of the residence Make recommendations to reduce the risk
	Administer Crime Awareness & Prevention Program (CAP) Business Watch	Supply business watch chairperson with decals and engravers Attend meetings and serve as liaison Conduct business security evaluations upon request Maintain records of participants Keep chairperson informed of increases/decreases of crime in the defined watch area Conduct crime prevention programs (shoplifting, storebreaking, larcenies robbery, check fraud, personal security & related topics) Arrange semi-annual meetings with all business watch chairpersons
	Provide senior citizen security	Conduct safety course upon request
	Administer realtor security program	Conduct safety course for local realtors upon request
	Administer babysitting program	Conduct (along with local Red Cross) courses on babysitting safety

Police

DIVISION	SERVICE	ACTIVITY
	Conduct Law Enforcement Center (LEC) tours	Conduct guided tours of the LEC
	Conduct Officer Friendly program	Conduct program to establish child safety and trust of police officers
Special Services (Canine Unit)	Perform duties of patrol officer as assigned	(See activities listed under "Patrol Officer")
	Provide narcotics detection/investigation	Work within the guidelines of drug investigations bureau Monitor police radio and advise of location when possible Attend 16 hours of canine training each month Complete and submit a "Search Report" on every utilization of the canine Conduct searches of baggage & luggage, freight & packages mail, vehicles, airplanes Assist vice and narcotics on raids, searches/investigations as needed Assist drug interdiction unit (both street & airport) Assist patrol officers as needed Assist other law enforcement agencies as needed Report dog bites Complete "Use of Force" form Notify supervisor Give treatment as needed Contact Animal Control Leave dog as necessary If outside Charlotte contact officials of the jurisdiction Take canine to veterinarian as needed Submit stool sample every three months Maintain general care of the canine Feed Administer vitamins/medication Groom Brush daily check for injury/abnormalities Bathe bi-weekly Dip for fleas, ticks weekly
Special Services (Court Liaison Office)	Serve as liaison between the Charlotte Police Department & District Courts on a daily basis	Maintain officer hours to include all shifts Pick up court subpoenas Serve subpoenas on all officers Check subpoenas for any absent officers List any absent officer and reason on paper and deliver to each district attorney in each courtroom daily Keep check for officers needed in other courtrooms, and advise officer of the same Report all known delinquent officers for the day Report to captain of Special Services Make copies of court subpoenas signed by delinquent officer Write up delinquent officers in a memo State disposition of case Keep court subpoena printouts from Clerk of Courts for the day File previous day's subpoenas in liaison office to be kept three months Make sure officers are dressed in accordance with departmental policy Report officers not dressed properly in a memo to captain of Special Services
	Serve as liaison between Charlotte Police Department & Superior Court on a daily basis	Receive contact from officers on stand-by to appear before court as to where the officer can be located Report any delinquent officer File superior court subpoenas for the week of the subpoena in liaison office Turn subpoenas in to the Clerk of Court on Friday of each week Make sure officers are dressed in accordance with departmental policy Report violators of dress policy

Police

DIVISION	SERVICE	ACTIVITY
	Serve as liaison between the Police Department and Juvenile Court	Issue subpoenas to individual officers Advise juvenile district attorney of absent officers & reason Return all subpoenas to the Sherriff's Office at the end of the subpoena date Report delinquent officers Make sure officers are dressed in accordance with departmental policy Report any violations
	Serve as liaison between the Police Department and Grand Jury	Issue subpoenas to individual officers Check Grand Jury to keep sufficient officers present Keep from overcrowding Get officers in and out as soon as possible Add-ons for grand Jury Call officers if subpoena is late Check with District Attorney's (DA) office for add-ons or changes on Friday Pull all absent officers before Grand Jury convenes Advise DA's office when to reschedule the bill for Grand Jury Return subpoenas to Clerk of Court Indicate served/not served Provide reason Report delinquent officers Report any dress violations
	Serve as liaison between the Police Department & District Attorney s (DA) office	Assist courtroom DA's Check courtrooms to see if the officers are needed and that they are witnesses in cases Advise DA's of third shift officers and attempt to speed up cases for trial Assist the Clerk and DA's in locating other police agencies in Mecklenburg County
	Serve as liaison between the Police Department & the local court system	Ensure officers are subpoenaed to be in court and sign their time card Make sure time card is filled out properly Keep officer "Sign In Log" in liaison office for 6 months Keep current roster of personnel Keep up to date assignments Keep up to date line-ups of all bureaus/districts Keep current telephone numbers & addresses Furnish DA's office with current line-up/assignments Keep current roster/court days of other police agencies Provide a list of new officers & recruits to the court administration office Notify new officers of their court dates and times after the court administration office provides them Check to see if officer is using correct court day & courtroom Notify officer in person and writing when changing his/her court day Furnish all districts with a copy of all officers court days Notify Clerk of Court office of officers assignments and any changes in assignment Keep current on all transfers and make roster changes as needed Assist in service of out of town and civil subpoenas Log in folder and keep in liaison office for 3 months Return subpoenas to Sherriff's Office after service Serve subpoenas on all reserve officers by phone Make sure all subpoenas get to the correct bureau/district and check accuracy before delivering Give out information to citizens trying to find a courtroom or office in the Government Plaza Keep all police personnel advised of court holidays Have a court calendar printed Distribute to officers/clerks and radio dispatchers Pass on all information of court recesses immediately to captain of

Police

DIVISION	SERVICE	ACTIVITY
		Special Services Make sure field personnel are informed of any changes in the court calendar as soon as possible Keep updated radar gun certifications in Liaison Office Keep officers certification for radar usage in Liaison Office
Special Services (Noise Control)	Detect/document violations of the City Noise Ordinance	Receive complaints via telephone and personal contact Complete miscellaneous incident form For first complaint Visit offender Explain ordinance Notify complainant of action taken in writing For second complaint Notify offender of complaint Conduct a field investigation Take sound level measurements Poll residents in vicinity Give deadline for compliance Notify complainant in writing of action taken For third complaint Contact offender If steps have not been taken to alleviate problem offender will be cited Follow up with offender and complainant to ensure compliance Store and maintain equipment Maintain records of those borrowing noise meters Submit monthly reports to captain of Special Services Bureau Appear in court as required Plan all aspects of noise control Budget & equipment Enforcement procedures Schooling to benefit noise control
	Train officers in noise abatement & control	Conduct regularly scheduled training classes Conduct refresher classes
	Conduct public awareness program	Conduct presentations on noise abatement & control as requested by the public
Special Services (Secondary Employment)	Oversee all secondary/off-duty employment of police personnel	Receive requests from outside the department for officers to work off-duty Receive requests from officers wishing to work off-duty Maintain register of officers eligible to work off-duty Initially list names on a seniority basis Assign jobs as they become available Contact the officer Receive notice from officers who have been directly contacted by a private employer to work off-duty Determine the number of personnel needed at a job Investigate, approve or deny requests for "Approval of Off-Duty Employment" Receive permits to engage in off-duty employment Route permits through appropriate chain of command Maintain all records concerning secondary employment Document violations of department regulations concerning secondary employment Refer violations to patrol commander as a formal complaint Maintain updated list of approved employers Remove specific employers with approval Record the total hours of each secondary employment record weekly File secondary employment records weekly hold 6 months Receive notice of officers working as resident security guard Maintain changes of resident security guard employers

Police

DIVISION	SERVICE	ACTIVITY
		Receive and file reports of off-duty officers entering the premises of an establishment serving alcohol Receive notice in writing of any establishment serving alcoholic beverages contemplating the hiring of an off-duty police officer Receive notice of an employer intending to employ off-duty officers for traffic control Receive notice from officers unable to fulfill a secondary employment position
Special Services (Police Reserves)	Supplement regular patrol operations	Volunteers assist regular patrol officers on routine patrol traffic control and special events where large crowds may gather Perform activities of patrol officers
Special Information Bureau (SIB)	Collect/evaluate information about criminal activity in and around Charlotte	Review sources for information (arrest reports field interview cards, special information forms government publications private organizations publications, informants, other law enforcement agencies Evaluate information for accuracy and reliability Input valid information into the "Master File" in SIB office Maintain "Master File" cross reference system to include nickname/alias file organized crime gangs extremist organizations/radical social groups Make "Master File" information available to officers and other law enforcement agencies with a need to know
	Make proper referrals of known suspected criminals	Review all arrest reports and field interview cards daily Refer information from reports to appropriate CPD bureau other law enforcement agencies and individual officers
	Maintain a liaison with protest groups and extremist organizations	Coordinate protests with sponsoring organization Develop security needs Protect constitutional rights of all those involved in the protest Ensure that violence does not break out during the protest Take appropriate action if violence does occur
	Coordinate special security	Provide local assistance and communication as needed to the Secret Service for Presidential visits, highway patrol for gubernatorial visits and as requested by the Mayor of Charlotte
Crime Analysis	Provide analytical support to patrol & investigations	Maintain information storage and retrieval systems Identify and interpret crime trends and patterns Disseminate results of analysis in timely meaningful manner Conduct special studies/analysis of crime data as requested Maintain master file of direct patrol (DP) plans Issue DP numbers to districts Compile monthly status report on DP plans Review daily reports Extract information for recaps for rape, robbery burglary, vehicle theft Provide manual recaps for larceny from vehicles File for reference for up to 6 months Make back-up copies of recaps Maintain "Pin" maps on residential and commercial burglary robbery vehicle theft, additional maps as needed Provide support to investigations through analysis of offense reports and other available data Notify fraud section of reports of stolen/missing checks Direct offenses involving mopeds and similar vehicles to Youth Bureau Direct offenses involving class rings to the pawn section Review all field interview reports (FI Reports) Check name of person interviewed for local criminal history and pawn file for recent activity Attach printed copy of records to the FI copy retained in crime analysis

Police

DIVISION	SERVICE	ACTIVITY
		Note associated ID number and pawn record in red on both copies of FI report Route FI report to Special Information Bureau Copies of FI reports related to offense incidents or patterns are routed to the appropriate investigative unit Crime analysis copy is filed by district and month
	Provide problem identification & analysis	Discover crime patterns through routine daily operations, as identified by officers or district supervisors, or complaints from citizens Isolate the problem Gather related information Tract, subtract or area offense statistics for previous months same month last year to compare current & previous trends Offense information & year to date listings Recaps on time, day, month weapon & victim patterns Clearance information *Calls for service data* Field interview data Information from investigators/officers familiar with the area or cases Information from special information/investigations Pin maps Handle problem through a report of analysis (ROA) In the report assign a directed patrol number & describe the problem Give specific street locations for target offenses Include spot maps Log report in ROA/DP log book Place marker on ROA map showing profiled areas Distribute copies of ROA File one copy in the master directed patrol (DP) file Receive signed response from patrol commander for master file Review the response (DP plan) Discuss any inconsistencies with the district commander Indicate a need for change in a DP plan as statistics suggest Prepare an ROA update Receive evaluation reports from district commander Make note of when received in log book Remove terminated DP plan from the active file, and place in crime analysis master file Compile monthly ROA status report Disseminate report Handle problem through a crime alert bulletin Identify a pattern in a specific area or a general trend that is not localized Compose a crime alert Distribute crime alert to appropriate personnel
	Provide statistical information/interpretations of data to CPD administration and non-police personnel	Provide monthly report of analysis status report Attend investigators/sergeants meeting twice weekly Attend meetings on the burglary suspect book Receive and catalog daily weekly & monthly printouts from CIS Maintain printouts in crime analysis library Forward copies of printouts to the state UCR program to include UCR Part 1 offense summaries UCR listings of offenses, adult arrests by category, law enforcement officers assaulted Compile a monthly summary package of statistics for administrative use and for release to the media to include *Index offense comparisons* Index clearance comparisons Comparison of Part 1 offense totals by district and comparison of calls for service by district *Year to date comparisons of offense categories by districts* Year to date comparisons of citywide arrests by category

Police

DIVISION	SERVICE	ACTIVITY
		Year to date comparisons of citations by districts Citywide offense profile Cover letter Forward index offense and clearance summaries to the assistant chief of operations for the chief's authorization of release Make copies of statistics package Distribute package to department personnel & the media Notify the records bureau of any discrepancies in the uniform crime report classifications on reports Document changes on "Request for Change" form Compile homicide & rape supplement forms as required by the state UCR program
	Respond to requests for service	Receive requests Respond according to department procedures Refer request to proper source if necessary Explain delay if necessary and estimate time of completion Give priority to police personnel Refer request for copies of offense reports or arrest sheets to records bureau Make data available by phone, mail or in the crime analysis office during business hours Refer calls for service listings to data processing Note all requests for service in the log book Handle requests for service from the media in accordance with depart-mental policy
Investigations (polygraph)	Conduct pre-employment and investigative polygraph exams and analyze the data produced	Conduct pre-test conference with the requestor or case officer Develop exam questionnaire Review any pertinent case files prior to the exam Assign a control number for each examination Maintain a polygraph case log for each examination Administer polygraph examination Review pre-test questions with the applicant/suspect Follow established industry standards for technical, procedural and ethical practices Verbally brief case officer/requestor upon completion of exam Review examination for completion and accuracy Review reports, polygraphic case file Forward a written report to case officer when complete Maintain polygraph equipment Perform instruments/equipment calibrations Establish quality control objectives Monitor and critique methodology of the other polygraphists in confor-mance with quality control objectives
Drug Investigations (Vice & Narcotics)	Conduct controlled substance investigations	Purchase controlled substances through informants Search informant Observe informant to point of purchase Observe informant from exit Obtain description of premises where purchase was made and the exact address Document use of informant Conduct hand to hand purchases of controlled substances Document use of informant If violator not arrested, obtain address and description Obtain minimum of two purchases prior to obtaining warrants Record serial numbers of any funds issued Conduct controlled substance conspiracy investigations Conduct other investigations related to controlled substances traffic in Charlotte

Police

DIVISION	SERVICE	ACTIVITY
		Document use of informant Investigate cases as assigned Collect & forward intelligence information to the immediate supervisor Maintain daily activity reports Check on/off appropriate roster Maintain official advance funds in accordance with departmental policy Prepare imprest fund vouchers Update monthly informant payment and utilization forms Follow department informant utilization procedures Make arrests according to departmental policies and procedures (See Patrol services)
	Conduct airport drug interdiction unit	Conduct covert controlled substance investigations Conduct covert undercover investigations relating to violations of the controlled substance statutes Domestic air passengers International air passengers Domestic air baggage International air baggage Domestic air freight International air freight Make arrests according to departmental policies and procedures
	Conduct prosecution investigations	Work in an undercover capacity to gain evidence for arrests in following situations street prostitution massage parlors photo studios outcall and escort services, lounges and bars resident prostitution Make arrests according to departmental policies and procedures
	Conduct gambling investigations	Investigate the following violations illegal card games, gambling involving gaming devices, lotteries, sports betting bingo
	Conduct pornography investigations	Investigate the following violations commercial establishments selling pornography, movie house/adult bookstores, production & sale of pornography Make arrests according to departmental policies & procedures
	Conduct public indecency investigations	Investigate all areas where indecent acts are known to occur Investigate all establishments which have nude or semi-nude entertainment Make arrests according to departmental policies and procedures
	Conduct liquor law investigations	Assist Mecklenburg County ABC officers and NC State ABC officers as requested Make arrests according to departmental policies and procedures
	Handle initial evidence	Identify and mark all physical evidence seized or purchased and record in the evidence log Process evidence Seize Field test Mark Photograph

Police

DIVISION	SERVICE	ACTIVITY
		Weigh & count Store in Property Control Analyze in the Crime Lab when necessary Dispose of at direction of presiding judge Present in court as necessary
Vice & Narcotics (Asset Forfeiture)	Perform direct asset forfeiture activities	Maintain records of all confiscated property resulting f om vice, or as a result of drug related arrest activity Represent the department in negotiations with Federa officials Process the transfer of property title, etc over to the Police Dept Maintain all record of said transactions Monitor expenditures of funds from the asset forfeitur : funds Maintain records of expenditures
Drug Investigations (Street Drug Interdiction)	Interrupt/Surpress activities and violence related to street level drug sales	Report to duty as assigned Provide pager numbers for information sources Maintain contact log for sources of information Report all expenditures of interest funds according to lepartmental policy Insure all arrests seizures and information contacts are properly logged by the end of the tour of duty Upon each arrest complete field interview card Make arrest according to departmental procedure Prepare appropriate reports at the time the investigative incident occurs Complete informant file prior to utilizing an informant Submit all seized controlled substances or evidence to the Property Control Bureau by the end of the duty shift Conduct street level drug interdiction tactics Make arrests according to departmental procedures Conduct evaluations of information sources with the supervisor
	Enhance community involvement by improving police response to concerns related to street drug activity	Represent street drug interdiction at community mee ings Provide pager numbers to concerned citizens Make contact with individuals during day to day operations Identify property owners and managers of rental properties in target areas and establish a working relationship to improv the standard of living Identify and target trouble spots in areas Establish an information flow to benefit owner/man ger community and CPD
Information Services (Communications)	Answer all emergency service calls in the City and coordinate the response	Receive calls Respond Provide assistance as requested Transfer call to Mecklenburg County Police, Medic or Charlotte Fire Department Stay on line until the agency answers Advise agency of the line number the caller is on and release the call Transfer to the expeditor section if appropriate If expeditor lines are busy, advise caller of the numl er Advise the caller if another agency has jurisdiction Advise of another operational or staff unit in the de partment Call the dispatcher Initiate call assignment record in computer assisted dispatch (CAD) Enter code number of clerk, location of incident Assign proper 10 code Assign proper call priority May obtain caller name address and telephone number to update call/ assignment record

Police

DIVISION	SERVICE	ACTIVITY
	Route calls requesting department employee home phone numbers or addresses	Provide information to known police employees Ask for code number If no code available refer caller to appropriate bureau or expeditor s office If caller insist it's an emergency, refer to supervisor
	Handle inquiries from the media	Provide information in accordance with departmental policy Refer call to the supervisor If a newsworthy situation arises Contact public information officer Contact duty captain
	Receive complaints against police officer/ personnel	Turn call over to the supervisor If it is a complaint against communications personnel handle in accordance with departmental policy Refer the caller to Internal Affairs or the duty captain
	Check on welfare and contact messages	Give primary consideration to actions towards maintenance of life Inform the communications supervisor of the call Contact message Receive request to make contact If contact to be made is out of Charlotte contact the law enforcement agency with jurisdiction by "PIN" message Check on welfare Receive request to check on welfare of individual Dispatch as necessary if unable to contact
	Store and release communication tapes	Store tapes in the unit cabinets Maintain tapes for 60 days or as designated by the communications captain Hold tapes as requested by the department or court system Hold for evidence and properly mark and place in property Complete property sheet Check tape status every 45 days Maintain "Tape Log" for all played back or copied tapes Receive requests for a tape copy or playback
	Dispatch calls for service	Know dispatch codes normally used by the dispatcher Respond to calls for service Enter transmitting transaction code Upon generation by computer, select one or more units to respond to the call Contact each unit by radio provide them with call/assignment data Enter identification number of assigned units Transmit the input to update the call/assignment record Dispatch felony investigations unit as necessary Provide unit status update Enter information to update the status of a responding unit and status of a call
	Dispatch all points bulletin (APB)	Complete APB report for each APB broadcast or if a request is made to another agency for broadcast Broadcast ABP on all city police radio channels Provide APB to Mecklenburg County Police or Rock Hill Police via "PIN" terminal or phone Provide APB to NC State Highway Patrol via "PIN" terminal or inter-city radio channel Copy all APB's from the previous eight-hour shift Distribute a copy to patrol districts and park rangers
	Dispatch wrecker service as requested by officers	Contact zone wreckers Dispatch zone wreckers for the Fire Department

Police

DIVISION	SERVICE	ACTIVITY
Information Services (Communications Expeditor Unit)	Handle calls for service that do not require the dispatch of a patrol unit	Receive requests for service by phone or walk-in Complete appropriate offense reports Supplement reports Accident reports Transfer requestor to the appropriate bureau city agency or department as applicable Transfer the requestor to 911 dispatch if necessary Take report to communications supervisor to dispatch rime scene search if necessary Enter all vehicle repossessions reports into the computer repossession file Return call backs Return in order received Record all call back attempts
	Provide warrant service	Verify and obtain warrant Complete all required paperwork Handle booking process if workload can be adequately covered contact a warrant officer, or request a car to transport and book the arrestee
	Accident investigation	Obtain as much information as possible Include a statement from the complainant Include information on any other persons involved Immediately attempt to telephone any other drivers involved If unsuccessful note time and date of attempted contact on report form Submit copy of the report to the records bureau per departmental policies and procedures If unsuccessful contact place original report in "15 Day" file fill out form letter and mail the notice 15 days after the accident was reported to the expeditor the report should be submitted to the records bureau as normal Insure that the "Incomplete" copy is purged from the records file
	Answer crime stoppers phone from 1700 to 0800 hours	Receive the calls as top priority after 1700 hours Record the information in the crime stoppers log book
Information Services (Records)	Enter & retrieve computer system information	Enter information into the computer system from the following reports Arrest reports – Forward file to maintenance Citations (Uniform and Warning) – Transport to Clerk of Courts Office Warning tickets to NC Division of Motor Vehicles Crime Lab reports – Return to the lab Field interview cards – Hard copy to Special services, paper copy to crime analysis Juvenile Arrest Sheets – Return to Youth Bureau Coded accident reports – forward hit and run to file maintenance Other reports forwarded to records supervisor, then to NC Division of Motor Vehicles Supplement Reports – Place in NCIC tray Correct complaint numbers on reports as needed Print out Officer Assaulted Report monthly Make transmittal sheets and folders for fatalities and murders Send messages to NC Highway Patrol of any traffic accident involving a fatality Distribute daily, weekly monthly and annual printouts received from City's CIS department Operate DCI terminal
	Release & distribute reports	Answer the telephone service the call, forward the caller or provide information that can be released to the public Accept/enter zone check information to the computer Assist officers at walk-up counter Answer front buzzer from 1800 to 0800 hours during the week and during

Police

DIVISION	SERVICE	ACTIVITY
		these hours on the weekend except between 0900 and 1300
		Assist authorized personnel with use of copy machines
		Provide basic service on the copy machines
		Check reports from each district shift against the district shift printouts for accuracy
		Copy incident and arrest reports for release to the media
		Make copies of coded incident reports and supplements
		On a weekly basis make copies of and distribute "Hot Sheets" of stolen automobiles
		Take zone check requests over the phone
	Maintain incident and accident reports	Review field reports
		Classify the incident report according to the Uniform Crime Reporting Manual
		Verify location of the incident
		Verify complaint number
		Correct any mistakes in reports
		Code reports
		Clear the call from the computer after the review is completed by entering the reviewer's code number and correct UCR code on the computer screen
		Reject any reports that do not meet reporting standards
		Complete incomplete/incorrect report form
		Return report to assignment of reporting person
		Code arrest sheets by placing a "two" on arrest sheets involving the service of legal papers
		Code citations per the established code list
		Maintain the numerically ordered filing system to include
		Incident reports and supplements
		Arrest sheets
		Expunge arrest information with a court order of expunction
		Complete expungement record ledger
		Complete US Government final disposition report
		Retain all paperwork pending expungement
		Consolidate arrest information
		Confirm with the Intake Center
		Copy all death reports and forward a copy to pretrial release
		Each morning make copies of the previous day's arrest log
		Photograph reports on microfilm
		Film two-year old report files
		Operator's certificate of authenticity shall be filmed at the beginning and end of each roll
		Label and log microfilm rolls
		Send completed rolls to microview
		Refilm as necessary
		Send completed roll to archives
		Retain duplicate roll in Records Bureau
		Microfilm paperwork from other department bureaus as requested by supervisor
	Provide direct service to the public	Maintain public counter
		Provide copies of incident and accident reports to the public upon request
		Obtain an arrest history upon the requestor submitting a completed
		Form B-20-PD
		Charge the requestor $5 00
		Provide arrest histories to Safety Haven at no charge
		Conduct arrest histories on volunteer applicants
		Obtain arrest histories on citizenship requests
		Receive and account for money according to department procedures
		Make copies of accident reports involving Duke Power utility poles
		Duke Power will pick these up

Police

DIVISION	SERVICE	ACTIVITY
		Provide burglary printouts to alarm companies Sort mail and fill requests for reports and histories that come by mail
	Provide public reception	Answer incoming telephone calls Make referrals as necessary Perform data entry of parking citations Send copy of processed citations printout to City Accounting Retain copy of printout in records Assist, identify, log in and issue passes to visitors in accordance with departmental policy Control the flow of persons to the expeditor unit Accept and enter zone check requests into the computer
Information Services (Records Bureau Word Processing)	Transcribe tapes	Enter work requests into transcription log Select and prioritize work from the log according to Work marked "rush" Memorandum Dictation with routine priority Confirm priority with requestor and supervisor Note date when work was started on a request Note date of completion in log Complete cover sheet for each assignment Upon completion of request, forward work to the requestor Erase & return cassette tapes for dictation with completed work with the following exceptions Radio room transcripts Actual voice statements of a suspect Witness or victim Nondiscernable dictation Check dictaphone tank and type any materials recorded Notify supervisor of equipment problem Sign in on attendance log
Information Services (Data Processing)	Maintain department information systems	Design new computer programs Perform systems analysis of new computer programs Maintain existing computer programs Provide for the processing of statistical data needed in departmental reports Provide support for personal computers Provide support for end-user computing Plan, research & direct office automation systems Plan and coordinate the integration of voice and data transmission in the phone system Assist investigating officers when the crimes involve computers or other technology Install computer equipment or other hardware Maintain needed computer supplies
Youth Services (Youth Investigations)	Investigate offenses involving juveniles	Conduct investigations of cases where the victim or suspect is under the age of 16 (Except homicide cases) Interview victims Interview witnesses Interview suspects Prepare appropriate reports to include incident reports and supplements Prepare search warrants and other court orders Obtain arrest warrants Prepare case for presentation to the District Attorney Investigate all larcenies of bicycles and mopeds Conduct investigation of all missing persons cases Make arrests in accordance with departmental procedures Prepare cases for prosecution Paper felony cases

Police

DIVISION	SERVICE	ACTIVITY
		Testify in court as required Complete time card Turn in time card to property control when court assignment is complete Conduct investigations with the Department of Social Services of child sexual abuse and physical abuse cases Attend pro-child (multi-disciplinary child abuse team) meetings Maintain daily activity reports and department forms as required
Youth Services (School Resource)	Perform police operations on school grounds	Instill a positive image of the law enforcement officer and respect/ understanding of the law in the schools Act as liaison between school officials and students Act as liaison between school security staff and the CPD Inform students of their rights and responsibilities as citizens Act as liaison between students and services provided by area social service agencies Provide the school principal with a resource for investigating criminal violations that occur in the school or on school grounds Assist the school administration and faculty in formulating a criminal justice program for the school Plan and formulate a crime prevention program to educate and reduce the opportunity for acts of crime against a person and property in the school Participate in campus clubs student organizations athletic events when possible Participate in parent-teacher association meetings when requested Provide law enforcement services for neighborhood merchants and residents in school related problems Make arrests as necessary in accordance with departmental policy as needed Complete departmental forms and reports as required Perform activities of an officer on patrol while on school grounds Follow in accordance with departmental policies and procedures
Youth Services (Drug Abuse Resistance Education - DARE)	Teach school age children about the dangers of drugs and alcohol	Attend DARE certification training Teach DARE classes to fifth and sixth grade students in the Charlotte-Mecklenburg School System Present decision making skills Present methods of resisting peer pressure Suggest healthy alternatives to drug use Suggest ways to build self esteem Attend parent-teacher conferences upon requests from the teachers Visit kindergarten through fourth grade classes Set up and staff educational exhibits at Festival in the Park, Scout Rotary Shows, etc Serve as counseling resource for students as needed
Youth Services (Police Athletic League - PAL)	Provide supervised and organized programs to the youth of the community	Recruit, select and train volunteers Mark, clean and prepare playing fields Monitor practices and games Provide transport for PAL participants Attend training sessions conducted by baseball football & boxing officials Substitute as a coach when needed Conduct inventory, repair and order equipment and uniforms as necessary Plan, develop and cooordinate a comprehensive recreation program Include social activities Recruit, train and schedule police and civilian volunteers Develop work schedules
Youth Services (School Crossing Guards)	Oversee School Crossing Guards	Hire school crossing guards Train crossing guards Issue necessary equipment Coordinate guard activities and locations with Charlotte-Mecklenburg School System

Police

DIVISION	SERVICE	ACTIVITY
		Monitor performance of guards Maintain records of guards in accordance with departmental policy
Police Counselor	Counsel department employees & family members	Maintain pager number Maintain office in the Law Enforcement Center Meet with employees and family members upon request Refer to outside agencies when appropriate Maintain contact with employee and the referred–to specialist
	Provide injury consultation	Make every effort to notify family members before the name of the individual is released to the media Report to the hospital to assist the injured or family members Notify family of injured if requested to do so Remain in a supportive role as a representative of the department
	Provide death consultation	Notify members of the family, accompanied by a designated supervisor Drive family members to hospital Stay with family as long as necessary Remain in supportive role as representative of the Police Department Advise the Chief of Police on matters of the mourning period Work with the commander of the Honor Guard to plan the memorial service and funeral Consult with the family clergy If officer's death is not in the line of duty and when a retired officer dies work with the Honor Guard to see that the individual receives honors to which he/she is entitled If civilian employee dies, assist family in any way possible Notify all employees of any employee deaths, or death of an employee s family member Plan annual memorial service, National Peace Officer Memorial Day
	Provide consultation for officers involved in death or injury of another individual	Provide professional support immediately after the incident Provide professional support in the weeks after the incident Respond to the scene if necessary Stay with individual as long as necessary Maintain contact with officer before and after independent evaluation by a psychologist As appropriate provide avenue for group counseling with officers who have experienced the same trauma Visit officers at home and/or hospital Provide avenue for like injured officers to meet
	Respond to unusual disturbances	Receive notification from communications supervisor of unusual disturbances involving a large number of officers Respond to the scene or hospital as appropriate If a disaster situation Report to command post Transport Catholic priests to scene for administration of last rites Work with hospital staff or other support staff to assist family and victims Be available to make death notifications Maintain roster of local clergy to provide assistance Barricade or hostage situation Respond to the scene Provide support to SWAT team members and hostage negotiators Assist families of hostages and any released hostages
	Conduct recruit and in–service training	Conduct orientation classes for recruits and their families Explain stress of police work Explain counselor s role as a resource Hold a family life seminar for officers and their families just before

Police

DIVISION	SERVICE	ACTIVITY
		graduation from recruit school Veteran police officers and spouses are invited to attend Conduct in-service classes on stress reduction, making death notifications and conflict management
	Provide counseling resource for police officers	Ride with officers in the field Get to know officers Ride at the request of a supervisor Ride at an officer's request Assist officers in making death notifications Assist with suicide threat/committed Act as a resource for officers responding to a suicide threat Provide direct intervention Advise police and medical personnel Act as a resource for officers responding to a committed suicide to assist with the family Act as a resource to assist officers in helping victims
Public Information	Maintain a comprehensive communication program within the department between City departments and between the department and the public	Release information to the media Follow General Order 30 pertaining to information which can and cannot be released to the public Pick up copies of major incident reports from records Check log book in radio room for any major events Place incident reports newsworthy arrests, press releases, case updates or upcoming event information on press clipboard for media dissemination Clip Charlotte Police Department articles from the Observer and Leader newspapers and place in clipping file Pick up reports from records throughout the day and place in press tray Periodically check with the communications supervisor concerning news-worthy incidents Brief duty captain of any newsworthy incidents At close of business hours place media tray in records for access by media Write and distribute news releases and public service announcements Conduct news conferences as determined by the Chief of Police Provide media briefing sheet Refer media questions to appropriate department bureaus as necessary and in accordance with departmental policy Maintain control sheet of authorized media credentials as approved by the Chief of Police Issue press passes Issue press parking passes Serve as reporter for the Citywide "Around City Hall" newsletter Distribute newsletters throughout the department Videotape all local newscasts Make available for employees to view Participate in recruit training Teach course in media relations Provide in-service training as requested Prepare department retirement parties Reserve space Send notice to former CPD retirees Distribute memo to current personnel Coordinate with administrative services the purchase of watches, plaques and guns Purchase refreshments and set up refreshments (paid for by Police Benevolent Fund) Prepare Chief's notes Have Crime Lab photograph event Serve on the Department Award Review Board Plan events of National Police Week Organize a committee to assist with preparations

Police

DIVISION	SERVICE	ACTIVITY
		Maintain department speakers bureau Create projects to enhance the image of the Police Department Advise the Chief in matters of public relations Arrange interviews, photo sessions, and talk show guests Give talks to the community as requested Attend command and administrative staff meetings Serve as spokesperson for major crime incidents, police-related shootings, and other major events Maintain LEC display case Maintain files and photos on the history of the Police Department
Crime Lab (Crime Scene Search & Photo)	Provide field support and forensic photography (with 24-hour staff)	Respond to crime scenes for detection, preservation, collection and submission of physical evidence Latent process – fingerprint lifts, elimination prints Photography, ground and aerial, prints, specialized forensic, general scene photos Crime scene sketches Casting of tool, tire and shoe impressions Crime scene search & scene preservation Locate and secure any materials construed as evidence (blood and body fluids hair and fibers bed linens clothing, paint, documents suicide notes etc) Collect and transport firearms in accordance with professional standards Collect projectiles from the hospital as necessary Post blast response to bombings and explosions Contact bomb technicians as needed Provide photographic services for the Charlotte Police Department Maintain employee photo file Make copies of pictures as requested Make forensic photos Develop and process film Make enlargements for court Maintain photographic supplies Log all photo requests in the log book Complete monthly activity sheet Turn in crime scene search reports at the end of duty Insure cases are logged into the case log book at the end of duty Obtain complaint number from the dispatcher when making a preliminary investigation Complete automobile assignment and inspection list before taking possession of any vehicle
Crime Lab (Chemistry)	Provide analytical chemistry to law enforcement agencies operating in Mecklenburg County	Examine controlled drugs blood alcohol, poison or food contamination and arson materials Perform qualitative analysis Perform quantitative analysis Provide referrals to other agency labs Give technical advice/direction for action and training Conform with established professional practices during analysis Handle evidence in accordance with departmental policies and procedures Record case material in the evidence log Maintain all notes charts and associated case documentation Catalog and maintain standard compounds in accordance with DEA requirements Prioritize cases on the basis of established departmental procedures Complete stat sheet on each case worked Generate monthly reports and submit to the lab director Maintain a supply of heroin, cocaine and marijuana for the purpose of training the drug detective dog Maintain log book of use Calibrate instruments and reagents monthly

Police

DIVISION	SERVICE	ACTIVITY
Crime Lab (Questioned Documents)	Provide the Mecklenburg County criminal justice system with identification of documents and handwriting analysis	Study, examine, compare and identify documents related to check forgeries credit cards, wills, suicide notes Provide expert testimony on matters such as handwriting, handprinting typewriting, inks, paper, or anything related to the identification of a document Note all materials submitted for examination in log book on the day received Maintain security of the evidence Prepare a report of findings Maintain completed case file Conduct cursory examinations in accordance with established departmental procedures Complete lab stat sheet and evidence accountability report Take handwriting exemplars as necessary or at the request of the investigator
Crime Lab (Firearm & Toolmark)	Provide examination for the local state and federal law enforcement agencies in the Mecklenburg County criminal justice system	Examine compare and identify firearms, firearm related evidence tools and toolmarks footwear and tire impressions, serial number restorations Perform field services as required Follow all departmental safety policies and procedures Insure evidence is accompanied by appropriate forms Log all evidence in appropriate log books Forward all evidence to the Property Control Bureau for disposition Perform examinations in accordance with established professional procedures and standards
Crime Lab (Latent Fingerprint)	Compare & identify latent prints from a crime scene	Insure that evidence received is accompanied by proper property control forms Record evidence received in log book on date received Perform latent print evaluations on all latents submitted Determine value Log in evidence log book Complete latent evaluation report Complete stats sheet Forward evidence to another section of the lab if appropriate Perform evaluations in accordance with standard professional practices and procedures Send lab report findings to the investigator Perform latent print comparisons as requested Prepare charts displays and photographs as necessary
Crime Lab (Microanalysis & Serology)	Identify and analyze evidence for the local state and federal agencies of the Mecklenburg County criminal justice system	Provide analysis of blood, semen body fluids hair, paint, fiber glass gunshot residue, building materials, and other trace elements Assist in collection of evidence as necessary from the scene, from victims suspects or juveniles Obtain search warrant if necessary Obtain court order if necessary Instruct investigators in obtaining rape evidence Insure evidence is accompanied by property bureau forms Record evidence received in log books Follow prescribed safety standards Conduct analysis in accordance with prescribed professional standards Maintain all case files and notes Complete report of analysis and stats sheet
Police Attorney	Provide legal advice to Charlotte Police Department	Maintain liaison with local court system legislative bodies and department bureaus and sections Instruct police personnel in both recruit and in-service training courses Review curriculum Advise training bureau supervisors

Police

DIVISION	SERVICE	ACTIVITY
		Advise and assist personnel in specific criminal cases Publish police law bulletins informing personnel of pertinent laws and case decisions Prepare police attorney opinion in response to specific inquiries Prepare memorandum in response to a more general legal question Prepare legislative bulletins after each session of the General Assembly Represent the department in lawsuits filed against the department and its personnel Attend all staff meetings called by the Chief of Police as requested Advise the Chief of Police and his/her staff on legal matters Advise regarding the dissemination of information Advise on matters of civil liability libel and slander Report to an incident scene as requested by police personnel At major civil disorders, disasters use of force by police resulting in death, severe injury or death of an officer, vehicle accidents resulting in serious injury or death Perform field observations to determine departmental compliance to legal requirements Review all proposed policies and procedures prior to publication to determine legal sufficiency Maintain law library Assist in coordination of activities and procedures with the district attorney's office Stay abreast of legislative changes court rulings and other changes that may affect the police department Prepare and notarize legal documents, and route documents to appropriate personnel
Property Control (Property & Supply)	Store and manage all property owned by the department	Maintain inventory of all capital outlay items Maintain inventory of all issued clothing, supplies and equipment Issue all supplies to officers as needed Issue all ticket book, exchange slips, citation receipts and any other forms an officer may need in his/her daily routine Update records of equipment issued to officers Update records of equipment issued to civilian personnel Verify monthly clothing and equipment bills and send to administrative services Update chit book Enter all recruit records in files Maintain records of marked and unmarked pool cars Issue keys to vehicles Notify teams when cars return from the garage Receive and preserve evidence impounded by the city and county law enforcement agencies Insure property control procedures as required by departmental policy Assist officers in completing property and lab sheets Receive property found by law enforcement officers Man property window and answer telephones Maintain daily line-ups Fill out building repair requests Send to Central Services Contact repair companies as needed Check and maintain supply needs Receive and process all requisitions Log all purchases Check all packages and bills for proper documentation and distribute to appropriate personnel Keep active files on all auctions Type auction list Create newspaper ad announcing the auction Send public information officer notice of auction

Police

DIVISION	SERVICE	ACTIVITY
		Maintain records of auction receipts and money Keep active file on insurance coverage File all stolen or lost reports with the insurance company Record payment received if any and report to administrative services Take active count of dispositions sent out to officers and property turned in every four to five months Issue lockers Work with police reserve supply officer in issuing equipment Collect money for lost equipment Turn in all cash and receipts for lost equipment to administrative services Pass out bicycle registration forms to bicycle dealers Sign in citation receipts and file them Take in and file tow-in slips and vehicle inventory forms Take photographs of evidence Send letters to people notifying them that recovered property can be picked up
Property Control (Custodial Services)	Provide general upkeep and cleaning of the Law Enforcement Center	Dust furniture in offices and throughout the building Vacuum carpet Sweep floors and stairwells Buff floors as needed Empty wastebaskets Clean restrooms Clean windows Insure outside grounds are properly maintained Set up rooms or areas for special events Stock restrooms
Property Control (Tow-In)	Monitor the towing of private/citizen owned vehicles by members of the police department	Insure contracted wrecker companies fulfill their contracts Maintain requirements of the City of Charlotte Code and the General Statutes of North Carolina regarding seizure towing and impound Call companies to verify vehicles have been released Determine registered owner by making a PIN computer check Physically check vehicles that the computer shows not in file and cause the owners of an out-of-state vehicle to be determined Verify vehicle identification number (VIN) and license tag numbers Review holds that have been placed by officers inquire as to the necessity of the hold Review tow-ins for any violations Visit wrecker services twice weekly Investigate any complaints Respond in five days Complete monthly reports and forward to captain Calculate calls for service so that the workload for each wrecker company will be 25% Represent the department at Zone Wrecker Review Board meetings Act as staff resource in zone wrecker matters to City Council Prepare matters to go before City Council as needed Review invoices submitted or claims for the city payment of wrecker service and cause payment of any towing and storage fees if justified Maintain all wrecker files Issue wrecker driver permits
Property Control (Auto Services)	Maintain operational and support fleet in a state of readiness	Check and service vehicles in the police department fleet Gas vehicle Check water, oil transmission fluid and air pressure in tires Transport nonoperational vehicles to the garage for repairs and return vehicles to the station Wash and gas staff vehicles Transport cars to the radio shop as needed

Police

DIVISION	SERVICE	ACTIVITY
		Assist with the delivery of new vehicles
Property Control (Taxi Cab Inspections)	Administer the City of Charlotte Code governing taxicabs and their operation	Issue permits to taxicab drivers Determine if qualified in accordance with the Code Complete local arrest records check Complete national arrest records check Complete NC drivers license history check When applicable issue a probationary drivers permit Inspect taxicabs to insure proper operation and safety to the public Administer disciplinary action to drivers Submit to City Council any violation committed by a certificate holder Serve as resource to the Taxi Cab Review Board
Internal Affairs	Assure compliance by all personnel with department rules and regulations	Receive allegations of employee misconduct. (Allegations are taken in person by telephone, or by mail) Initiate an investigation of a complaint when received Make a preliminary evaluation of all complaints and with discretion offer them to the appropriate division commander Results from commanders shall be reported to Internal Affairs Assist members of the department engaged in complaint investigations Maintain a ledger to be known as the Internal Affairs Control Log Record complaints, date received, employee involved investigator assigned Maintain a cross indexed complainant file Maintain a master index of employees against whom complaints have been received Prepare and maintain internal affairs investigation case files Include copy of complaint, investigation formal allegation appropriate exhibits Prepare case for chain of command review board Advise accused of board hearing If written reprimand or suspension occurs forward the information to administrative services personnel section If suspension notify the civil service board If termination is recommended cite the employee to the Civil Service Board Provide employee with disposition of the board Review use of force forms File for three years Prepare cases of accidents involving department vehicles for Accident Review Board Review reports of pursuits Investigate all firearm discharges Complete daily duty status report Check over all incoming reports for accuracy Maintain and update files as necessary Prepare weekly and monthly reports

Solid Waste Services

DIVISION	SERVICE	ACTIVITY
Sanitation	Collect residential curbside recyclable multi-materials	Collect recyclable multi-materials from approximately 837 service units per crew per day Collect recyclable multi-materials from the curb-it bin manually and place in the truck, place empty bin neatly back on curb Safely drive a 32,800 GVW vehicle on the route Service/resolve complaints as instructed Distribute public information material e g., door hangers brochures, and recycling containers to citizens where required or appropriate Daily and sometimes twice daily dump recyclable multi-materials collected at the recycling center in accordance with Mecklenburg County procedures Complete required paperwork on daily operation of the route complete administrative paperwork, e g., timesheets changes in service units complaint status etc Daily perform vehicle maintenance inspection, refuel wash and clean truck prior to checkout Assist in routing/route adjustments Investigate damage claims
	Collect residential curbside yard waste leaves grass clippings tree limbs	Collect yard waste from approximately 1,593 service units per crew per day Collect yard waste from the curb manually and place in truck Operate compaction mechanism on vehicle Safely drive a 49,000 GVW vehicle on the route Service/resolve complaints as instructed Distribute public information material e g., door hangers brochures where required or appropriate Daily and sometimes twice daily dump yard waste collected at the mulch site in accordance with Mecklenburg County procedures Complete required paperwork on daily operation of the route complete administrative paperwork, e g time sheets changes in service units complaint status etc Daily perform vehicle maintenance inspection refuel wash and clean truck prior to checkout Assist in routing/route adjustments Investigate damage claims
	Collect residential curbside mixed trash	Collection of mixed trash from approximately 956 service units per crew per day Collect mixed trash from the curb manually and place in truck Operate compaction mechanism on vehicle Safely drive a 49,000 GVW vehicle on the route Service/resolve complaints as instructed Distribute public information material, e g door hangers, brochures, where required or appropriate Daily and sometimes twice daily dump solid waste collected at the landfill or incinerator, in accordance with Mecklenburg County procedures Complete required paperwork on daily operation of the route complete administrative paperwork, e g., time sheets, changes in service units, complaint status etc Daily perform vehicle maintenance inspection, refuel, wash and clean truck prior to checkout. Investigate damage claims
	Neighborhood Cleaning	Coordinate the Department's special cleaning activity in neighborhoods as part of the N I P program Pick up debris litter etc and place in the trucks Dispose of debris at the landfill
	Collect residential backyard garbage	Collect backyard garbage from approximately 593 service units per crew per day Use carts to collect garbage from the backyard and place in truck Operate compaction mechanism on vehicle Safely drive a 39,600 GVW vehicle on the route Service/resolve complaints as instructed Distribute public information material e g. door hangers brochures, where required or appropriate

Solid Waste Services

DIVISION	SERVICE	ACTIVITY
		Daily and sometimes twice daily dump solid solid waste collected at the landfill or incinerator, in accordance with Mecklenburg County procedures Complete required paperwork on daily operation of the route, complete administrative paperwork e g. time sheets, changes in service units, complaint status, etc. Daily perform vehicle maintenance inspection refuel wash and clean truck prior to checkout. Assist in routing/route adjustments Investigate damage claims
Public Service	Customer Service	Enter citizen requests/complaints for sanitation service into system (i e , Missed Garbage) Track service requests and monitor resolution of customer problems regarding delivery of sanitation services Answer questions on sanitation s services Provide information on other recycling outlets Route other non-sanitation calls Operate customer satisfaction survey Initiate investigations for sanitation damage claims Produce daily weekly and monthly reports from service request database Initiate process for delivery of recycling bins per citizen request
	Provide public education and information	Plan develop and implement solid waste educational programs and publicity projects Develop brochures, audio-visual materials and flyers to inform public about solid waste issues and the department s activities and services and to address specific operational/enforcement problems Liaison with media, public and PS&I regarding department and its activities for promotion of department services and programs Issue news releases Serve as department/City coordinator for City's role in community environmental events, e g., Earth Day Prepare presentations on solid waste issues for neighborhood organizations school groups community organizations, etc , in support of department programs
	Provide community outreach	Identify and act as liaison with community leaders In conjunction with other divisions in department provide brochures flyers speeches and other information regarding Solid Waste Services activities and neighborhood cleanliness to community leaders through and for such programs as City Within A City Crime and Drugs Task Force, Charlotte Green and the Neighborhood Investment Program This includes such activities as negotiating contracts for neighborhood signs and/or plantings Act as staff resource for Clean City Committee and their programs (i e Telephone Book Recycling) Coordinate Adopt-A-City-Street program Produce department newsletter Plan and implement projects to address special community cleanliness/ appearance problems
Special Services	Collect garbage from Central Business District (CBD)	Collect business garbage from CBD up to 5 days a week, as needed Collect residential garbage from backyard in CBD and adjacent areas Empty 76 pebblestone trash containers in the CBD once per day
	Clean and maintain Tryon Street Mall	Wax all raised structures e g., benches, bollards, trash cans lamp posts mail boxes, shelters, kiosks, fire hydrants, at least 3 times per week Wash all chrome surfaces on equipment at least once a week Repair and touch-up paint on bus shelters, benches, bollards, trash cans, etc , as needed Vacuum out all tree wells to remove leaves, litter cigarette butts etc at least once a week Weed control and/or removal from sidewalk cracks gutter lines

Solid Waste Services

DIVISION	SERVICE	ACTIVITY
		building seams flower beds, tree walls concrete medians as needed Remove litter and trash from bridge underpasses in the CBD as needed Clean/maintain Polk Park at the Square and the Library park daily Provide the following services before, during and after approximately 20 to 25 special events on the Tryon Mall Litter pickup, empty garbage containers, erect/dismantle stages put up/take down banners Install maintain and remove Christmas lighting in trees along the Tryon Street Mall and in Polk Park annually Repaint kiosks, trash receptacles and bus shelters Rechrome equipment
	Pressure–wash Tryon Street Mall sidewalks nightly	Clean all Tryon Street Mall sidewalks with high pressure washer to remove stains
	Sweep streets	Sweep all thoroughfares and cross connector streets at least 10 times per year Sweep residential areas as needed Sweep after accidents or spills Follow assigned route sweeping gutter lines and curbed medians Dump debris collected in special areas of Louise Avenue lot (to minimize time off sweeping route and prevent damage to sweepers) Load debris into dump trucks and haul to landfill for disposal Use sweeper suction hose to empty Tryon Street Mall cylindrical trash receptacles twice per workday and once per holiday Saturday and Sunday Sweep all CBD streets at least once per week, except area west of Graham Street, at least once every other week Sweep Trade and Tryon Streets daily
	Collect leaves	Reassign most street sweepers to leaf collection November through January Sweep up leaves that naturally fall into designated street rights–of–way Deposit leaf loads in vicinity of collection area. Load into packer and haul to appropriate disposal facility
	Flush streets	Flush Tryon Street Mall streets (special tax district 3) at least twice a week Flush street to clean spills as needed Flush sanitation parking lots as needed Flush bridges, noses of medians and other areas on thoroughfares and connector streets that sweepers can't reach as needed Flush all affected CBD streets after events such as Springfest Jazz Charlotte, and other large events when needed
	Collect litter	Pick litter in the Tryon Street Mall (special tax district 3) and Trade Street from I–77 to McDowell daily Pick litter from thoroughfares and major connector streets every 4–6 weeks Pick litter from CBD streets as needed Pick litter from interstate ramps using alternative sentencing offenders each weekend Identify problem areas in neighborhoods and assign crews to clean up Pick up abandoned trash junk etc in dump truck and take to landfill
	Participate in Saturday Neighborhood Clean–Ups	Provide drivers and trucks to support neighborhood residents clean up Drive through neighborhood while residents load trash
	Participate in Neighborhood Investment Program Task Force	Organize cleaning in targeted neighborhoods
	Clean up illegal dumps	Monitor dump sites When illegal dumping is found, assign resources (manpower, equipment) to clean up area. Collect material/debris Load trucks and transport material to disposal facility Arrange with Transportation (or other departments) to install "NO DUMPING" and/or barricades

Solid Waste Services

DIVISION	SERVICE	ACTIVITY
		Call Police to scene if someone is observed illegally dumping
	Provide CBD Special Event support	Put out/Take up barricades Clean up before, during and after an event
	Collect recyclables (white goods and other metal items) and Non-recyclable bulky items (furniture large household items some building materials)	Visit each site as assigned Manually load items into a dump truck or packer (If a dump truck is used, items must be arranged so maximum number of items can be placed in the dump bed) Collected items are taken to appropriate disposal facility when truck is full Collect unscheduled items which have been set out or dumped illegally Complete collection schedule, indicate time of collection, number of items picked up, any problems encountered Complete and leave doorhanger at residence for improperly prepared or uncollectible items
	Collect discarded tires	Visit each site as scheduled Manually load tires into the packer Drive packer to U.S. Tire Disposal in Cabarrus County Unload tires Pick up tires from illegal dumps
	Collect dead animals	Collector arranges the service requests (taken the day before) in most logical sequence Calls received in morning and early afternoon are radioed to collector for same-day collection Pick up carcasses from clinic of veterinarians who have scheduled a pickup (1 to 40 carcasses, $9 per pickup) Manually pick up carcass and place in specialized collection truck Carcasses dumped and buried in landfill (before 3.30 p m) Clean and wash truck body each day before parking
	Provide U-Load-It Trash Truck service	Deliver City dump truck to residents that pay a $50 user fee Collect vehicle and haul material to dumpsite the next day
	Provide administrative support	Investigate accidents Conduct Accident Review Board
Community Improvement	Enforce Litter Code	Respond to citizen complaints (service request) Canvass assigned territory to identify litter code violations (non-service request). Investigate Complaint(s) Locate street on city map Make on-site inspection Identify violation(s) Notify complainant Complete notice Leave notice at address Send notice to owner if vacant property Utilize tax maps/computer to identify owner/tax parcel Type notice and mail Notify complainant of action taken (in the case of a citizen complaint) Reinspect site for compliance Close file if violation corrected Document necessary information on file File in master file For violations not corrected Grant time extension Issue citation Prepare criminal summons for court action Attend court to defend City s case Hire private contractor If contractor not paid within 30 days, place lien against property
	Remove abandoned/hazardous/ junk vehicles	Respond to citizen complaints(s) (service request) Canvass assigned territory to identify litter code violations (non-service request).

Solid Waste Services

DIVISION	SERVICE	ACTIVITY
		Investigate Complaint(s) Locate street on city map Make on-site inspection Identify violation(s) Notify complainant Complete notice Leave notice at address Send notice to owner if vacant property Utilize tax maps/computer to identify owner/tax parcel Mail copy of automobile notice Notify complainant of action taken (in the case of a citizen complaint) Reinspect site for compliance Close file if violation corrected Document necessary information on file File in master file For violations not corrected Grant time extension Prepare tow-in report Process tow-in report
	Provide Community outreach & public education	Distribute brochures Attend and participate in neighborhood association night meetings Attend and participate in civic group meetings Identify litter and other City Code violations and coordinate with other Divisions within Department and with other departments (CDOT Community Development Building Standards etc) for resolution of violations Perform specialized project work with "City Within A City" and the Department s "Neighborhood Investment Program " Canvass City to identify potential project areas *Coordinate clean-up with other divisions/departments* Plan strategy to implement project Serve on Task Forces as required Belmont Task Force Villa Heights Task Force Community Police
Administration	Provide information systems services	Route data entry and reporting for four sanitation collection programs and Neighborhood Investment Program Create maintain print several monthly reports on sanitation (e g., manhours tonnage number of pickups per route per day neighborhood investment activity Maintain contract hauler database Maintain, verify and update commercial driver's license database
	Administer contract refuse *collection*	Receive requests for dumpster service Interpret City's code to determine qualification & number of dumpsters Mediate to resolve service complaints Conduct surveys to determine satisfaction with service

Engineering

DIVISION	SERVICE	ACTIVITY
Construction	Administer construction contracts	Conduct a Pre–Construction Conference to review project responsibilities Verify schedules and material lists submitted by contractor Receive/send correspondence from/to contractor Maintain a project documentation file Schedule and communicate project activities with other City agencies and user departments Ensure MWBE provisions are adhered to Review approve and process monthly invoices Prepare approve and process change orders Conduct monthly progress meetings Review shop drawings Conduct a final inspection and post–construction conference to review problems and successes Meet with affected property owners to resolve conflicts Meet with owner departments/divisions to resolve conflicts Conduct regular field reviews of project progress Inform contractors of deficient work/corrective action Coordinate project approvals with owner departments/divisions Review minutes of preconstruction conferences periodic meetings post–construction conference etc as written by others Review/revise project final reports as written by project inspector Respond (immediately) to Mayor/Manager requests Initiate and coordinate 6 and 11 month warranty inspections Monthly update of project progress on PMIS system Monthly update of Construction Division project list Weekly updates of "Traffic Watch" for newspaper Biweekly reports Lead in providing information
	Conduct field inspections	Examine technical plans and specifications for construction projects Reject defective work and substandard materials Assure that procedures specifications safety and traffic control requirements are met Inform contractors of deficiencies in work and necessary corrective actions Maintain daily logs photographs progress reports and pay records Conduct final inspections Verify quantities of materials Operate surveying equipment Provide roadway elevations to the contractor Respond to inquiries from the public and private sector (includes preparing correspondence and/or meeting with individuals/groups)
	Perform material tests	Tests include but are not limited to stone graduation liquid limits California Bearing Ratio, moisture density plastic limits bituminous mix concrete flexural and compressive strength tests, standard penetration soil tests slump air entrainment and compressive strength tests on concrete soil density stone density and moisture tests in the field, and other related material tests Conduct subsurface investigations using drill rig or nuclear density gauge Prepare technical reports detailing results in all tests conducted for inclusion in project files
Contracts	Prepare and bid in–house formal projects	Review projects Schedule project Perform milestone/field review Perform final review for bidability Prepare contract documents Visit site Prepare quantity take–off & estimate Set MWBE goals Request M/WBE Source List

Engineering

DIVISION	SERVICE	ACTIVITY
		Prepare specifications
		Schedule facilities/calendars
		Prepare final bid documents
		Review final bid documents
		Print bid document
		Request to advertise/signatures/distribution
		Identify multiple encumbrances
		Purchase Orders & ad to newspapers
		Assist M/WBE contractors prior to bidding
		Mail notification cards
		Make plans and specs available
		Provide technical assistance
		Check out bid documents to subcontractors
		Conduct and videotape Pre–Bid conference
		Prepare addenda
		Write & research addenda
		Type & distribute addenda
		Conduct bid opening
		Record & distribute results
		Copy bids & M/WBE documentation
		Evaluate bids
		Verify line extensions
		Review M/WBE documentation for compliance
		Meet with Bidder (M/WBE documentation)
		Consult M/WBE Program Director
		Prepare certified bid tabulation
		Copy bids/bonds/power of attorney
		Return bid bonds
		Prepare recommendation of award
		Fill in agreement
		Send original contract to bidder
		Type/distribute recommendation of award
		Send bid tab notification cards
		Prepare docket item
		Draft docket item
		Prepare final docket item/signatures
		Docket signing (meeting)
		Make copies of final docket item
		Transmit final docket item (via AS400)
		Prepare fact sheet & distribute
		Return 2nd & 3rd bid bonds
		Transmit project file to construction (purge,review,foward)
		Execute contract
		Set up award file
		Update award file
		Request funding memo
		Record contract award date
		Pick up approved item from clerk
		Request contract number
		Enter M/WBE history
		Generate Insurance memo
		Route item to Legal
		Route item to clerk
		Flag contract
		Route item to Finance
		Deliver contract to Print Shop
		Route original contract to clerk
		Route contract copy to Finance
		Distribute remaining copies
		Attend pre–construction conference
		Review bid documents

Engineering

DIVISION	SERVICE	ACTIVITY
		Address M/WBE compliance Review M/WBE final payment document
	Prepare and bid in-house informal projects	Review projects Schedule project Perform milestone/field review Perform final review for bidability Prepare contract documents Visit site Prepare quantity take-off & estimate Identify multiple encumbrances Prepare specifications Schedule facilities/calendars Prepare final bid documents Review final bid documents Print bid document Prepare bid invitations Identify bidders Obtain M/WBE Source list Mail notification cards Notify M/WBE Director of bid opportunity Assist M/WBE contractors prior to bidding Prepare addenda Write & research addenda Type & distribute addenda Conduct bid opening Record & distribute results Verify line extensions Copy low bid for file Prepare/distribute certified bid tab Send bid tab notification cards Prepare recommendation of award Type/distribute recommendation of award Prepare for award Prepare award memo for City Manager Obtain signatures for award memo Copy/distribute award memo Transmit contract for award Transmit project file to construction/project manager Execute contract Set up award file Update award file Prepare encumbrance memo Route memo to Insurance & Risk Mgmt Div Route award memo/contract to Legal Route award memo/contract to City Clerk Obtain contract number from Purchasing Route to Finance Enter M/WBE history Review insurance with Insurance & Risk Mgmt Div Attend pre-construction conference
	Prepare and bid consultant formal projects	Review projects Schedule project Visit site Perform milestone/field review Prepare contract documents Review plans for subcontract opportunity Set M/WBE goals Request M/WBE Source List Schedule facilities/calendars

Engineering

DIVISION	SERVICE	ACTIVITY
		Request to advertise/signatures/distribution
		Identify multiple encumbrances
		Purchase Orders & ad to newspapers
		Assist M/WBE contractors prior to bidding
		Mail notification cards
		Make plans and specs available
		Provide technical assistance
		Check out bid documents to subcontractors
		Conduct and videotape Pre–Bid conference
		Prepare addenda
		Conduct bid opening
		Record & distribute results
		Copy bids & M/WBE documentation
		Evaluate bids
		Review M/WBE documentation for compliance
		Meet with Bidder (M/WBE documentation)
		Consult M/WBE Program Director
		Copy bids/bonds/power of attorney
		Prepare recommendation of award
		Fill in agreement
		Send original contract to bidder
		Type/distribute recommendation of award
		Send bid tab notification cards
		Prepare docket item
		Draft docket item
		Prepare final docket item/signatures
		Docket signing (meeting)
		Make copies of final docket item
		Transmit final docket item (via AS400)
		Prepare fact sheet & distribute
		Return 2nd & 3rd bid bonds
		Transmit project file to construction/project manager (purge,review foward)
		Transmit contract for award
		Execute contract
		Set up award file
		Update award file
		Request funding memo
		Record contract award date
		Pick up approved item from clerk
		Request contract number
		Generate encumbrance memo
		Enter M/WBE history
		Generate Insurance memo
		Route item to Legal
		Route item to City Clerk
		Flag contract
		Route item to Finance
		Deliver contract to Print Shop
		Route original contract to City Clerk
		Route contract copy to Finance
		Distribute any remaining copies
		Attend pre–construction conference
		Review bid documents and answer contractor's questions
		Address M/WBE compliance
		Review M/WBE final payment document
	Prepare and bid consultant informal projects	Review projects
		Schedule project
		Visit site
		Perform milestone/field review
		Perform final review for bidability

Engineering

DIVISION	SERVICE	ACTIVITY
		Identify multiple encumbrances
		Schedule facilities/calendars
		Prepare bid invitation
		Identify bidders
		Obtain M/WBE source list
		Mail notification cards
		Notify M/WBE Director of bid opportunity
		Assist M/WBE contractors prior to bidding (technical assistance)
		Prepare addenda
		Conduct bid opening
		Record & distribute results
		Evaluate bids
		Copy low bid for file
		Prepare/type/distribute recommendation of award
		Prepare for Award
		Prepare award memo for City Manager
		Obtain signatures for award memo
		Copy/distribute award memo
		Transmit contract for award
		Transmit project file to construction/project manager
		Execute contract
		Set up award file
		Update award file
		Prepare encumbrance memo
		Route memo to Insurance & Risk Mgmt Division
		Route award memo/contract to Legal
		Route award memo/contract to City Clerk
		Obtain contract number from Purchasing
		Route to Finance
		Enter M/WBE history
		Review insurance with Insurance & Risk Mgmt Div
		Transmit project file to construction/project manager
		Attend pre-construction conference
		Review bid documents & answer contractor s questions
	Process change orders	Prepare change orders
		Schedule change order
		Site visit
		Quantity take-off & estimate
		Produce change order
		Review change order
		Print change order
		Identify multiple encumbrances
		Send original change order to bidder
		Negotiate with contractor
		Prepare docket item for formal change orders
		Draft docket item
		Prepare final docket item/signatures
		Docket signing (meeting)
		Make copies of final docket item
		Transmit final docket item (AS400)
		Prepare award memo for City Manager
		Obtain signatures for award memo
		Copy / distribute award memo
		Transmit contract for award
		Transmit project file
		Purge/review/forward project file
		Transmit contract for award
		Transmit project file to Construction/Project Mgr
		Execute contract
		Set up award file

Engineering

DIVISION	SERVICE	ACTIVITY
		Update award file Request funding memo Pick up approved item from City Clerk Request contract number Generate encumbrance memo Enter M/WBE history Generate Insurance memo Route item to Legal Route item to City Clerk Flag contract Route item to Finance Deliver contract to Print Shop Route original contract to City Clerk Route contract copy to Finance Assure M/WBE compliance Address M/WBE compliance Review M/WBE final payment document
	Administer professional services – consultant selection process	Maintain approved list of consultants Send letter to firms inquiring about approved list Distribute 254 forms and company brochures to three department heads on approved list committee for review When approved, send letter to consultant advising they are on the approved list Enter consultant information into database Enter changes requested by the consultants to the database Purge consultant file every 4 months Meet with consultants (Marketing time) on the phone and in person Coordinate selection committee and meetings Send Department Involvement Memo to all City departments Select and contact Committee members Schedule initial Selection Committee meeting and oral interviews time Schedule meeting facilities Schedule audio and visual equipment required for oral interviews Arrange food for oral interviews Prepare agendas for meeting Prepare background information on proposed firms Perform reference checks on proposed firms Prepare requests for qualification (RFQ) Sort approved list by profile code numbers according to the job type and firm location Prepare mailing labels Write RFQ letter Get M/WBE Subconsultant Source List from Purchasing Make copies required Stuff envelopes and mail Answer questions from Consultants receiving the RFQ in person & on phone Review consultant qualifications Receive proposals Distribute one set of proposals with cover memo to Selection Committee Review proposals Prepare chart of past City projects performed by the interested consultants Prepare chart showing proposed MWBE participation Distribute charts to Selection Committee Assemble consultant selection committee Lead the Selection Committee Meetings Notify selected firm Write letter to all firms notifying selection Mail

Engineering

DIVISION	SERVICE	ACTIVITY
	Prepare professional services contracts	Determine general scope of services required Prepare project schedule Obtain budget from Project Manager Schedule in–house scope meeting Lead in–house scope meeting Prepare draft contract Contract review by project manager and user group Revise contract as needed Mail draft to consultant Schedule scope of services meeting with consultant and user group Lead scope of services meeting Make final changes and corrections to contract Prepare any necessary attachments to the contract Mail final contract to consultant for execution Analyze fees proposed by consultants Distribute fee proposal to user groups for review Prepare report from historical fee database for comparison to proposed fee Negotiate fee with consultant Enter fee information into historical fee database Write Request for Council Action or City Manager memo Research background information Route Memo/Council Action to Division Head and Asst City Engineer Revise as needed Submit for Council docket Answer questions from City Manager s Office as needed Purge file upon award Make copies Forward for execution
	Manage projects under unspecified services contract	Verify available funds Commit funds to new project Verify hourly rates Send Notice to Proceed letter Receive invoice from consultant Prepare Authorization for Payment Form Route to Project Manager, Division Head Assistant Dept Head and Fiscal Control for signatures Make copies of payment form Distribute
	Administer Engineering Dept M/WBE Program	Enter M/WBE participation on professional services agreements into database Prepare quarterly report on M/WBE participation on professional services agreements for the M/WBE director Coordinate with City M/WBE program directors for list of potential M/WBE subconsulting opportunities
	Maintain building projects manual	Maintain users list Update and revise the manual as needed
	Administer Davis–Bacon wage compliance	Call HUD and get wage decision Get weekly payroll documents from the contractors and subcontractors Verify the payroll (Compare to the wage decision) Conduct on–site interviews with laborers Prepare documentation for files
	Execute professional service contracts	Call Manager s Office to verify the contract was awarded Call Purchasing to get contract number Generate encumbrance memo and route to Fiscal Control for signature Generate memo to Insurance and Risk Management with the Certificate

Engineering

DIVISION	SERVICE	ACTIVITY
		of Insurance and a copy of the insurance provision from the contract Route contract and Council Action/Memo to Legal and the City Manager's Office for signatures Route Contract and Council Action/Memo to City Clerk for signature Send contract, Council Action/Memo and encumbrance memo to Finance Receive Insurance and Risk Management Approval and place in project file Route file to the Project Manager Consultant Send Notice to Proceed to consultant
Design	Implement Capital Projects	Prepare construction drawings Map existing conditions Perform computations for the design of drainage facilities, pavement structures and other improvements Establish the vertical and horizontal alignments of new pipes & roads Clearly identify and quantify all major work items required to construct improvements Identify and evaluate the suitability of various materials that can be used in the construction of improvements Coordinate utilities Work with Utilities to accomplish the relocation/adjustment of their facilities in order to identify and eliminate conflicts with proposed improvements Review and approve in-house and consultant-prepare construction drawings Coordinate City payments to Utilities for the relocation/adjustment of their facilities when required for project construction Coordinate staff Assure that all appropriate City/State departments participate in reviewing and approving project designs Assist in solving problems that occur during project construction Involve public Answer inquiries from contractors, property owners and other members of the public concerning design projects
	Manage professional services contracts for planning and design	Assist in development of scope of services for & selection of engineer Provide engineer with technical specifications Determine what agencies, departments and review groups should be involved with the project Schedule and moderate monthly meetings to review progress status discuss problems and resolve issues Coordinate and direct other city departments in their work on project Provide information to the appropriate City officials to assist them in making decisions Ensure that all necessary input review and approval are obtained in an appropriate manner and in accordance with the schedule Monitor schedule and track progress of all parties Take corrective action when necessary Advise appropriate parties when schedule delays are encountered Track and approve invoices from consultants Establish project procedures and guidelines for engineers to follow Interpret and enforce contract requirements Review and evaluate requests for additional fees Negotiate changes in engineer s scope of services and recommend approval Complete consultant evaluation of milestones of project Provide overall supervision of engineer Review submittals for completeness and conformance Identify and appraise significance of problems Obtain input from appropriate participants Evaluate issues and help develop City s position Negotiate for the City to reach a reasonable solution which is consistent with project history City policy and regulatory codes

Engineering

DIVISION	SERVICE	ACTIVITY
		Present proposed solution to appropriate City officials for final resolution Implement solution Respond to special interest groups and to the public Coordinate contract bidding with Contracts Division
	Provide surveying services	Prepare preliminary survey for C.I P Submittal Perform Design Surveys Stake areas for right-of-way acquisition Stake construction areas Provide physical and boundary surveys for project areas Make computations for construction layout Assist in electronic data files computation Meet with contractors on staking problems Assist in scheduling projects.
	Provide plat and mapping services	Configure locations and property data for projects Compute areas to be acquired Make construction layout computations Perform survey calculations for real estate acquisition Perform complex survey calculations on layout and property acquisitions Prepare right-of-way plats for signatures Review and approve all right-of-way plats for all City projects Manage Professional Services contracts for survey and mapping of all types of projects Answer inquiries from public, private firms and attorneys on survey and property matters on design projects.
	Investigate rezoning requests and proposed development requests	Investigate and report on the impact of requested rezonings and proposed developments upon Design Division projects Review rezoning petitions and development plans to identify potential conflicts with design projects and assign for investigation if appropriate Stake right-of-way for Public Service Division s construction and urban forestry sections Stake all layouts of improvements to be built within existing City Rights-of-way (curb & gutter drainage etc) Confer with contractors and Public Service Inspectors on improvements within City right-of-way Establish alignments for improvements within right-of-way Research information on City property and right-of-way Assist in decisions affecting City-owned property Confer with the public and contractors on City codes and policy Sets schedules for work within right-of-way and communicate that to the public and other City agencies
	Provide city mapping services	Establish horizontal and vertical control monuments as required by State standards Stake city limits on request from the public and City agencies Check new topographic maps for accuracy in the field Perform calculations on control monumentations Research city limits descriptions for crews. Maintain Global Positioning System (horizontal and vertical controls) in the City and surrounding area. Research property and City limits Prepare City limits maps and descriptions Assist Public Service with information from the GPS control system Update legal descriptions for City limits Make street right-of-way determinations Assist Planning Div in preparation of annual topographic mapping contract Assist Planning and CIS Departments in input to GIS system Manage consultants on City mapping projects Assist public in matters relating to TOPO City map right-of-way etc

Engineering

DIVISION	SERVICE	ACTIVITY
Fiscal Control	Execute contracts for Capital projects	Verify as part of the execution process that funds are available and proper accounting codes established If not, take appropriate action to accomplish as necessary on formal & informal contracts amendments and change orders
	Prepare fund availability reporting	Coordinate bond fund postings with Budget and Finance Research project expenditures and appropriations Prepare and monitor cash flow projections Monitor and report on project encumbered funds and contract payments Prepare sub–allotment transfer as needed Prepare transfer invoices for reallocating expenses Communicate with Budget and Finance on timely posting of funds so that an appropriation can be set up and funds moved as necessary Review joint funding agreements with outside partner and/or other agencies to assure that funds are available Prepare budget ordinance request and assure that funds are received either in cash or letter of credit Prepare transfer invoices for the collection of departmental charges from capital projects Approve transfer invoices from other depts Prepare Budget Ordinances as needed, either through regular council meetings, mid–year or wind–up ordinance
	Report project costs	Maintain detailed project cost records for all projects for both accountability purposes and project planning (cost) purposes Prepare quarterly Capital Projects Cost–Projections Report the percentage of completion of contracts Prepare capital projects account close–out reports Allocate expenditures incurred on unspecified services (retainer) contract to appropriate CIP cost centers
	Maintain user fee collection services	Maintain User Fee Model Produce User Fee Monthly Collections Report.
Planning	Provide preliminary planning services for projects	Investigate existing conditions through field reviews map research Contact affected citizens and agencies Determine alternatives Prepare plans showing alternatives using knowledge of design standards and impacts to adjacent facilities Prepare land acquisition maps Calculate material quantities Prepare cost estimates Write reports
	Provide funded project planning for projects	Provide in–house and consultant management services. Prepare public mailings Conduct public meetings Identify options and alternatives to study in more detail Consult involved agencies and citizens Conduct space needs studies Balance city facility needs with adjacent land use goals Prepare plans for alternatives Calculate cost estimates Write and review reports Attend staff review meetings
	Assist in thoroughfare planning	Coordinate project planning with CDOT County Engineering and Planning Commission Provide technical assistance to TCC & MPO Assist in preparing or revising policies and guidelines Prepare alignments

Engineering

DIVISION	SERVICE	ACTIVITY
		Analyze environmental and proximity impacts Review long range plans Prepare imminent project map
	Administer City Parking Lot Repair Program	Prioritize parking lots by condition Identify lots to be improved Account for available funds Coordinate with Design staff
	Administer non–system residential street program	Contact eligible property owners in annexation areas Evaluate construction conflicts Request field surveys of plats Request real estate acquisitions Respond to citizen requests Instruct Street Maintenance on street to pave Add streets to City maintenance list
	Provide information for CIP and capital needs preparation	Provide cost estimates for projects (see preliminary planning activities) Prepare Engineering Department submittal
	Respond to citizen requests on high public contact issues	Respond to questions about proposed road improvements and other future projects. Respond to telephone inquiries for street locations and give directional assistance
	Provide map sales storage and blueprinting service	Reproduce and sell plans, maps manuals and contract documents Write receipts Account for money received Assist customers in locating and reading maps and plans File and index maps and plans Retrieve for public and internal customers
	Maintain street maintenance records	Draft maintenance changes on maps Maintain listing of City streets Verify street mileages
	Evaluate annexation impact	Assess impact on Capital needs Powell Bill mileage and mapping needs
	Update topographic maps	Identify maps to be updated Assist in negotiation and selection of consultant Direct photogrammetric consultant and document discussions File payment requests Check quality of photography and mapping
	Update City maps	Draft street changes Maintain street index
	Assist in building permit review	Check compliance with transitional setback requirement Render staff opinion on variance requests Present staff opinion to the Zoning Board on adjustments
	Evaluate re–zoning requests	Comment in writing on future right–of–way needs
	Provide graphics services	Prepare graphics and presentation boards Deliver letters and supplies Assist in picture board layout Take pictures for presentations or project documentation
	Administer bridge inspection program	Maintain records of bridge locations and conditions Notify CDOT of repair and posting needs Respond to State inquiries

Engineering

DIVISION	SERVICE	ACTIVITY
		Identify bridges to be replaced
	Evaluate house moving permits	Check route Verify bridge capacities along route Sign permits
Program Management	Update Job Costing System	Provide data entry for time cards Check and correct errors in data as submitted Produce monthly Job Cost reports for Fiscal Control and other Divisions Verify receipt and completeness of all departmental timesheets Maintain files of official time sheets and provide manual compilation of information as requested by supervisors Monitor department information needs and revise timesheet forms and codes as needed Assist with training and maintenance of the Job-Costing system
	Operate department computer network	Receive, review and recommend departmental requests for computer hardware and software Receive and install computer hardware and software Verify receipt of orders and approve payment Maintain hardware and software, including coordination with CIS for in-house or vendor repairs Train employees in use of Local Area Network (LAN) and Project Management Information System (PMIS) Train employees in use of standard software packages (dBASE, Lotus WordPerfect DisplayWrite) Develop and maintain software instruction booklets for frequently used software in the Department Organize and index software and computer manuals for Department (Including available software and manuals in all divisions) Provide on-call user assistance for LAN PMIS software packages and hardware problems Maintain computer equipment inventory and billing information
	Operate department information system	Produce quarterly project reports for City Manager and City Council Produce regular updates of Departmental information for PS&I including the bi-weekly updates for City Page Develop customized data collection and reporting methods to fit Departmental needs Develop specialized reports as needed using Lotus dBase SAS & WordPerfect Provide special programming assistance to users in Lotus dBase, SAS & WordPerfect
	Develop and maintain resource projection model	Obtain and update project information from Project and Division Mgrs Provide assistance in the development of project schedules Schedule and assist entry of project resource information Review the Resource System information in conjunction with the Monthly Project Status Report ensuring the development of original and current schedules for all projects. Analyze Resource Projection information to make strategic staffing and long range planning decisions Provide information to Department and Division management Serve as department liaison to CIS in the production updating and development of the Resource System
	Maintain project management information System (PMIS)	Add/delete projects Assign project numbers Update monthly project information and monthly project status report Compile and produce monthly reports Assist in entering and reviewing resource schedules

Engineering

DIVISION	SERVICE	ACTIVITY
		Provide assistance to users in entering project information Print and distribute monthly schedule of meetings and information deadlines, print monthly reminder memos
Public Service	Prepare in-house drainage studies	Receive citizen complaint. Research historical information Visit site and evaluate problem Rank problem based on severity of situation, discuss options with citizens *Note The above activities are not performed for neighborhood drainage studies (neighborhood reinvestment and small area plans) Survey problem area/neighborhood Calculate flows Calculate capacity of pipe systems/culverts Propose alternate pipe systems/culverts/channels Perform street catch basin spread analysis Prepare alternates for street drainage system Visit site as needed for further information Update property owners periodically Prepare recommended alternate Prepare cost estimates Draft master plan of affected area. Prepare written report. Perform final field review for constructability Transmit report and forms to either concerned citizen(s) or City department (Planning Commission) *Note End activities here for neighborhood reinvestment/small area plans Request Council approval for construction Prepare (design) biddable sketch plans Communicate and negotiate design and construction details with owner Meet with property owner to address concerns as necessary during construction Periodically review construction for conformance to design intent Discuss change orders and changes in design as needed Attend preconstruction conference and final inspection Request Council to approve assessment of property owner Prepare paperwork necessary to bill property owner(s).
	Administer consultant contracts for drainage studies (Storm Drainage Improvement Program high hazard dams)	Receive and review complaints of inadequate street drainage systems from citizens, Street Maintenance etc Visit site Prepare preliminary drainage study Rank projects in relation to other problems in the City *Note The above activities do not apply to high hazard dam proejcts a court order to perform these repairs is issued through the State government Choose top concerns to give to consultants Require professional services selection process/contract preparation/ negotiation from Contracts Division for the selected projects Coordinate with Contracts throughout the above process (attend nego-tiation meetings, provide comments on scope etc) Finalize schedule and project administration details (meeting times accountability process, etc) with consultant Address citizen concerns as necessary Write Council/Manager memos as necessary Review plan submittals several times throughout project Provide comments on plans concerning biddability constructability and conformance with City standards Review and discuss plan submittals with consultants Prepare consultant evaluation for each plan submittal Process additional services requests as needed Prepare correspondence with consultant citizens other involved parties

Engineering

DIVISION	SERVICE	ACTIVITY
		as needed Discuss technical problems with consultant as needed Visit site periodically to review technical concerns Schedule Real Estate Division services as needed for permanent and temporary easements Provide technical support to Real Estate Division as needed Attend public meetings as necessary Expedite review of plans by other divisions and departments Prepare entries for Project Status Report including schedule updates Process requests for payment. Provide support assistance as necessary for bid phase Provide support assistance as necessary for construction phase
	Provide citizen services (Citizen Service Request) (Mayor/Manager's Office Service Request)	Prepare service request from citizens Make on-site inspections Advise citizen of solutions If applicable, rank for Storm Drainage Repair Program Coordinate services with Street Maintenance Prepare written responses Perform follow-up inspections when required
	Regulate Subdivision/Multi-family projects (Administer Chapter 20 of City Code)	Review plans for drainage and roadways Discuss various technical issues with developers/engineers/architects/ other City divisions and departments Review plans for conformance to Chapter 20 of the City Code Review multi-family plans for conformance to Chapter 23 of the City Code (Detention Ordinance) Visit site Coordinate with Planning division on road issues Provide 100+1 storm drainage studies in order to conform with Chapter 20 (detailed computer analysis) Prepare comments and revisions for engineer/developer Review revisions for conformance with all of the above codes Process and stamp plans for final approval and route plans as necessary Inspect drainage, roads and stormwater detention facilities Inspect right-of-way improvements placed along existing streets (includes storm drainage, sidewalks curb and gutter and driveways) Inspect new roads (including subgrade, base and surface course) Inspect erosion control Communicate with utility companies on utility relocations Communicate needed information to other City staff (Urban Foresters, CDOT, Planning Commission etc) Produce letters to developers regarding requirements to have streets maintained upon finalizing subdivisions Meet with developers, citizens and any others regarding effects of construction of subject projects (including drainage complaints) Determine when certificate of occupancy may be issued when holds are related to Engineering Department Attend preconstruction meetings Occasionally review plan submittals for constructability Coordinate with Erosion Control Coordinator on violation and compliance notices Prepare answers for Requests for Service from Mayor/Manager s Office Review and approve record plats Review plats using checklist and referring to Subdivision Ordinance Coordinate with inspectors and other co-workers on various technical issues Insure conformance between record plat and subdivision plan Contact engineer/surveyor with comments Prepare written comments for revisions Review revisions

Engineering

DIVISION	SERVICE	ACTIVITY
		Route final approved record plat for approval signatures and forward to Planning.
		Prepare cost estimate for bond/letter of credit upon request from developer
		Review and approve as-built drawings
		Discuss site conditions with inspector
		Visit site to spot check storm drainage
		Review as-built drawings based on checklist for conformance with the intent of the subdivision plan
		Discuss concerns with engineers/developers/surveyors/inspectors
		Prepare corrections as needed on the plans and transmit them to the developer
		Review corrections for conformance
		Process and stamp plans for final approval
		Process Bonds and Letters of Credits
		Receive bonds/Letters of Credit from developer
		Transmit original bonds/Letter of Credit to Finance
		Prepare necessary paperwork for bond book
		Track bond/Letters of Credit expiration dates
		Prepare and send letter to developer informing him of impending expiration of bond
		Assist developer with renewal of bond/Letter of Credit
		Prepare foreclosure documents if necessary
		Assist Finance Dept with any foreclosure processes
		Communicate with engineers and inspectors concerning completion and acceptance of construction work prior to release of Bond/Letter of Credit
		Accept Streets for Maintenance
		Process conformance memo from inspectors
		Receive recorded plats conformance memo and as-built plans from developer
		Prepare memo to City Manager to accept streets and permanent drainage easements for maintenance
		Receive signed memo from City Manager
		Prepare memo to other departments informing them of streets and easements accepted
		Place acceptance data on conformance memo
		File completed project
	Coordinate Building Permit process	Upon receipt of building permit/plans, distribute to Construction Inspectors, CDOT Urban Foresters and Planning when applicable
		Enter site information into computer
		Prepare building permit file
		Coordinate review responses from Inspectors, CDOT Urban Foresters & Planning
		Prepare computerized requirement letter (to developer)
		Follow-up reviews by supervisor when necessary
		Maintain files for active, inactive and on-hold projects
		Execute completed building permit/plans
		Contact applicant upon completion of review
		Collect fees
		Close out file upon completion of project
		Participate in Friday morning pre-submittal meetings with developers
		Inspect site for curb and sidewalk requirements per Chapter 19
		Visit site
		Make requirements for curb and gutter sidewalks storm drainage storm water detention facilities and grading plans & permits
		Check for possible tree conflicts for Urban Foresters
		Send tax map of site to CMUD to verify water/sewer service
		Communicate with Plan Review Coordinator on site requirements
		Sign off on plans for Engineering Department prior to issuing approved plans to developers

Engineering

DIVISION	SERVICE	ACTIVITY
		Spend time at Building Standards to communicate City requirements to developers there to get building permits
		Assist Civil Engineers estimating Letters of Credit for developers who wish to postpone required improvements
		Inspect curb and gutter and sidewalk installation
		Inspect driveways, curb and gutter, sidewalks, storm drainage & storm water detention facilities
		Communicate with utility companies on relocation of utilities
		Determine when certificate of occupancy may be issued regarding Engineering holds
		Attend pre-construction meetings
		Meet with residents, developers contractors or others concerned about the subject project (including drainage complaints)
		Inspection erosion control
		Communicate needed information to other sections divisions & depts
		Notify CDOT of driveways on one-way streets and when lanes have been completed
		Occasionally review plans for constructability
		Communicate with Erosion Control Coordinator on violation and compliance notices
		Prepare answers to Requests for Service from Mayor/Manager s Office
		Look at tree protection for Urban Foresters
		Inspect tree pit structures and pavers in UMUD area.
		Stake and establish curb grade and alignment
		Visit site (several times sometimes)
		Request Survey Division to stake curb
		Insure property irons are in before notification for staking
		Reduce field notes
		Design grades for curb and gutter
		Produce cut sheet for construction of curb and gutter
		Notify Street Maintenance to pave widening strip
		Assist Street Maintenance with paving widening strip if needed
		Notify CDOT of completion of paving.
		Assist with User Fee Process
		Produce data to determine numbers for User Fee model
		Review fees generated by User Fee model
		Determine fees
		Monitor staffing to determine effect of fees
		Collect fees for plan review
	Administer Erosion Control Ordinance (Chapter 18 of the City Code)	Review plans
		Visit site - review conditions
		Review plans with in-house staff for conformance to Chapter 18
		Prepare revisions and send to developer
		Review various plans to ensure consistency
		Review submittals for City projects such as NFL Stadium prior to submittal to State
		Submit plans to other agencies (SCS)
		Work with developer to ensure requirements are met
		Process and stamp plans for final approval
		Review and approve demolition permits
		Inspect construction sites
		Determine filed changes to plans during construction
		Work with inspectors to ensure consistency
		Meet with inspectors and contractors to make sure sites remain in compliance with ordinance
		Process violation and compliance notices
		Communicate with inspectors on violation and compliance notices
		Issue extensions
		Assess fines
		Work with City Attorney's office on enforcement

Engineering

DIVISION	SERVICE	ACTIVITY
		Work with City Attorney's office on collection of fines Ensure non–permitted sites follow ordinance Contact developers, owners and contractors to discuss violations, etc Interact with citizens, clients and the state Meet with citizens, property owners, developers, contractors & engineers over problems generated by plan review Answer and process complaints during construction Prepare answers to Requests for Service from the Mayor/Manager's Office Meet with State agencies to review Erosion Control Program Work with associated agencies (i e , Army Corps of Engineers) Conduct workshops and meetings to inform groups about the Erosion Control Ordinance Prepare reports to land development engineer on status of ordinance and its effectiveness Attend state workshops to increase knowledge of State Model Ordinance
	Administer Tree Ordinance (Chapter 21 of the City Code)	Log in plans Prepare files and file plans Review plans Determine if compliance is required for submitted plans Determine requirements for submitted plans Measure plans Meet with consultants during design phase (plan review) Communicate checklist comments to Plan Review Coordinator Communicate review comments to Civil Engineer I's for grading/detention permits Review revisions Send comments to consultant. Determine if ordinance standards have been met for landscape plans Stamp plans approved and send correspondence Visit site Measure existing planting areas Identify potential utility conflicts Check for existing trees in right–of–way, building setbacks and proposed driveways Issue tree work permits (in the setback) Check for reported violations on site Attend Friday morning pre–submittal meetings Attend pre–construction meetings Meet on–site to resolve conflicts (utility or site improvements) & request changes Perform special reviews (i e , driveway permits, rezonings, demolition subdivision plans multi–family plans & UMUD plans) Coordinate with other agencies (i e Park Operations CDOT Zoning Inspectors, Building Standards Planning Commission CMUD utilities County and NCDOT) for Tree Ordinance standards/requirements Inspect sites for compliance Inspect tree protection during construction Perform final inspections Inspect planting & tree preservation according to approved plans/standards Inspect pruning of trees in the setback. Inspect continuing compliance cases Inspect tree pits, soils new tree plantings irrigation etc in UMUD area Produce monthly reports Perform computer update activities regarding status of permits and certificates of occupancy, etc. Produce project status tracking sheet. Produce project status updates, inhouse and public Mail correspondence Provide documentation for modifications planting delays, variances etc

Engineering

DIVISION	SERVICE	ACTIVITY
		Produce continuing compliance cards
		Prepare and send approval letters
		Maintain records and files
		Process violations
		Prepare notices of violation and compliance
		Prepare fines assessment letters
		Work with Attorney s Office in collecting fines
		Work with Tree Advisory Commission in setting fines
		Meet with developers regarding violations and fines
		Interact with citizens clients & the Tree Advisory Commission
		Meet with walk–in public.
		Handle complaints or requests for service via phone
		Prepare answers to Requests for Service from Mayor/Manager s Office
		Spend time at Building Standards to answer questions for developers there to get building permits
		Provide written correspondence when requested
		Refer calls to other agencies
		Attend TAC meetings and subcommittee meetings
		Prepare minutes of meetings when needed
		Help with Arbor Day and other special occasions
		Attend variance hearings
		Prepare workshops for professionals
		Support staff for City Arborist
		Provide Tree Ordinance guidelines and other publications
		Maintain a slide library for Tree Ordinance
		Do public speaking when asked
	Review rezoning requests	Receive from Planning Commission proposed rezoning requests
		Prepare memo to Planning Division and Design Division with copies of rezoning requests asking for comments
		Field review site to note existing conditions
		Note on plans what developer will be required to do if property is developed
		Attend inter–departmental meeting to review all requirements
		Prepare memo to Planning Commission with comments from Public Service Planning, and Design Divisions
	Update and revise ordinances	Review state mandates to make sure City ordinance keeps pace with state
		Prepare requests for Council Action to change ordinances
		Follow up on City Council decisions
		Attend Council and Council sub–committee meetings
		Provide ordinance changes to development community
		Monitor and revise Charlotte–Mecklenburg Land Development Standards Manual
		Provide all revisions of manual to community
		Review Council initiatives to change ordinances and prepare changes
		Meet with development community to gain insight into needs for changes
		Attend citizen committee meetings to gain insight into needs for changes
		Review and make changes based on TAC initiatives
	Prepare special studies	Meet with appropriate groups to determine needs for special studies
		Communicate with and assist other agencies involved in special studies
		Perform studies (i e using pavers in City right–of–way how to streamline ordinances etc)
		Work with Council to act on studies as needed
		Meet with appropriate groups to gauge reaction to studies & decisions
	Coordinate Public/Private joint ventures	Develop & administer contracts
		Work with other agencies and Contracts Division to ensure all parties comments are addressed in contract

Engineering

DIVISION	SERVICE	ACTIVITY
		Ensure contracts are executed properly Ensure all contractual obligations are adhered to by City & Developer Ensure all amendments to contracts are handled properly Monitor successes and problems with contracts for future work Review plans for completeness, accuracy & compliance with City standards Visit site Provide review comments to consultant/owner Coordinate reviews from other agencies (NCDOT CDOT, etc) Review utility conflicts Communicate with Utility Coordinator Erosion Control Coordinator etc Meet with consultant and City project team regularly to ensure review comments are understood Ensure all maps are prepared for land acquisition Maintain project budget. Review and process invoices Review requests for amendments and change orders Administer procedure for approval of amendments and change orders Monitor availability of funds with Fiscal Control Ensure project is kept on schedule and within budget Meet with anyone involved in the project when needed Answer questions from media or other interested parties on behalf of the City Set schedules and expectations for project Work with developer to achieve a safe cost–effective project in the least amount of time Inspect project (similar to subdivisions) Administer an inspection contract with a consultant Review inspection reports Provide input on construction process when necessary Visit sites unannounced to monitor work Work with adjacent property owners during construction Keep track of quantities used in construction
	Administer Detention Ordinance (Chapter 23 of the City Code)	Review plans for compliance with Chapter 23 (review storm drainage general site requirements and detention facilities) Visit site to review conditions Discuss issues with developer City staff, and citizens as needed Mark plans with needed revisions and send to developer Review revisions Process and stamp plan for final approval
Real Estate	Prepare Real Estate project cost estimates	Review and consult with Planning Division proposed widening work and number of corridors being considered Visit site with various conceptual plans to identify project boundaries and inventory associated private property improvements Perform market research to establish land values Establish land costs improvement values of items to be acquired and severance damages for each parcel Incorporate environmental cost estimates for each parcel having potentially contaminated soil Write up and distribute findings of associated right–of–way costs Repeat above described steps as new alternates are proposed
	Prepare fair market value appraisals	Meet with Planning Division personnel and Design Engineer to understand the scope of the project Receive appraisal requests from real estate agents verify completeness Contract appraisal work to outside appraisers as workload demands Call and write letters to affected property owners to invite them on an inspection of their property Visit site and related neighborhoods to gain familiarity with market influences

Engineering

DIVISION	SERVICE	ACTIVITY
		Research court house records, journals, MLS and other records to establish market values for the various zoning types of properties
		Research improvement values from construction contractors electricians plumbers, brick masons, landscaping firms, etc
		Revisit the site for further inspection and take photographs of affected parcels of land
		Drop off and pick up photographs from the developer
		Correlate the data
		Assemble the information in narrative form and submit for typing
		Review and correct the typed information
		Assemble the report into proper sequence
		Produce an index
		Sign the report and submit for multiple copies
		File report and categorize comparable sales sheets for future use on other parcels to be appraised
	Review appraisals	Receive appraisal report(s) for review (if by outside appraisers approve for payment)
		Review the appraisal item checklist for completeness of required items in the report
		Review accuracy of math
		Visit the site and neighborhood and comparable sales sites
		Perform an in-depth review of the report
		Note errors and omissions
		Verify comparability of the comparisons used
		Analyze adjustments made
		Approve as submitted or return to the appraiser for revisions
		If resubmitted with required revisions, revisit the appraisal report & approve for negotiations or resubmit for further corrections
	Acquire right-of-way	Consult with project manager
		Request and review Planning Division Project Report
		Visit site
		Meet with Project Engineer and R E. Supervisor(s) to address utility alignment issues access to driveways, mail boxes traffic control etc
		Updates Parcel Status Sheets for all activities leading to acquisition of the parcel
		Order title information and appraisal (if over $5 000)
		Review tax records and other title information (if under $5 000)
		Consult with appraisal staff supervisors for typical land values (if under $5,000)
		Visit project and related neighborhoods for thorough familiarity of neighborhood land values
		Review title information and valuation report
		Review comparisons and other particulars of the appraisal report
		Meet with project manager to address revisions/corrections as needed
		Write introductory letter to property owner(s)
		Submit draft letter for typing
		Proofread typed letter, sign it or make corrections
		Prepare agreement and IRS certification form (1099)
		Submit agreement for typing, corrections made if necessary
		Obtain phone number and set up appointment with property owner(s)
		Field visit with owner(s) and fully explain project's impact on property
		Research issues brought up by owner(s)
		Continue various phone calls and site visits to secure a negotiated settlement or confirm condemnation is necessary
		Submit agreement including amount of settlement and special provisions to supervisor(s) for approval
		Prepare docket item which includes – property transaction form and justification info – agreement – plat maps

Engineering

DIVISION	SERVICE	ACTIVITY
		– appraisal report – IRS Certificate form – legal description Notify owner(s) of date for Council approval Continue to track the parcel throughout the Council approval process Upon Council approval, oversee submittal of agreement package to Legal for closing Periodically check on the pending closing transaction to assure successful acquisition during the acquisition phase Update Parcel Status Sheets to close out parcel from active parcels Record agreements with Register of Deeds Purges needless records and submit file(s) to records room Continue to assist construction project inspector and property owner(s) throughout the construction process May need to revisit site, contact City Engineers utility companies etc
	Initiate condemnation action	Given unsuccessful negotiations consult with supervisor over condemnation Prepare docket item which includes – property transaction form and justification info – plat maps – appraisal report – metes and bounds description – legal description Send 10–day letter certified with Council date notification Upon Council approval oversee the submission of the condemnation package to Legal Department for filing condemnation action Periodically check on pending legal action to assure timely acquisition Update Parcel Status Sheets to close out parcel from active parcels Continue to be the property owner(s) contact person throughout construction
	Acquire land for City building sites Park & Fire station facilities	Determine cost estimate for land values of proposed area (see Cost Estimate Section for specific activities) Meet with supervisor(s) and lead person for project Inspect the project planning files and determine criteria for site selection Visit project boundaries and become familiar with neighborhoods List any "for sale" signs Perform market research List possible site locations and revisit area for topographical inspection Inspect properties with lead person for project Evaluate and prioritize potential sites Locate other potential sites Contact owner to discuss City's needs and availability if site is not for sale Hold neighborhood meetings for public input Request appraisal and title information once site is selected (See Appraisal Contracting & Appraisal Review) Continue with acquisition (See Acquire right–of–way)
	Maintain inventory of all City–owned land	Inventory all City–owned properties (excluding roadway corridors) by – tax code – address (with tax map) – zoning – shape (with photograph) – deed reference – date acquired – vacant/improved – size – responsible department Maintain an automated land inventory system

Engineering

DIVISION	SERVICE	ACTIVITY
	Dispose of City–owned property (Mandatory Referral)	Receive written request to sell City–owned property Prepare Mandatory Referral Request memo for Planning Commission Advisory Committee and all Department Heads Attend and speak to Planning Commission concerning request for Mandatory Referral Receive and submit responses from Departments Submit to City Council for approval to dispose of land Receive Council approval to advertise the disposition of land Prepare advertisement Submit advertisement to local newspaper to advertise for two weeks Reserve conference room for opening of sealed bids Conduct knockdown bid process
	Acquire parcels (Mandatory Referral)	Receive written inquiries to sell land to the City Prepare Mandatory Referral Request memo for Planning Commission Advisory Committee and all City Departments Attend and speak to Planning Commission concerning request for the Mandatory Referral If a department is interested, enter into negotiations and request an appraisal Negotiate the acquisition Order environmental testing Produce an option agreement Submit to City Council Submit closing package to Legal Department for closing
	Complete special assignments	Receive assignment from the City Manager's Office to assist local agencies in site selection and public/private ventures, i e – Independence Park Housing for the elderly – Seversville School low income housing – NFL Residual Parking Sites – School and Park Joint Use Facilities – Law Enforcement Center – Convention Center – NFL Site – Homeless Shelter Site – Battered Womens Shelter – Miscellaneous Council/Manager issues Review needs with interested groups Check availability of City–owned property Prepare listing of various sites including ownership, size, zoning, estimated acquisition cost Review comparable sales in the area to determine market value, use information gathered from local appraiser MLS ROD & trade publications Select site with interested groups input and refine cost estimate and assist in budget preparation Meet with neighborhood organizations to explain project Modify project/screening as needed from input Acquire site using the standard acquisition procedure
	Market City–owned property	Serve on various committees with other departments to determine best use of City–owned property Develop marketing strategies Contact local and national developers Determine market value of sites through the standard appraisal process Market sites such as – Coliseum Center Sites – Greenville Neighborhood – Monroe Road Site – Elizabeth Neighborhood Site – Central Yard Site

Engineering

DIVISION	SERVICE	ACTIVITY
	Assist with Airport projects	Review various acquisition files for completeness in FAA documentation Serve on Appeals Board for property owners filing appeal for property acquisition in the FAA 150 Program
	Manage asset revenues/expenditures	Receive rent payments and prepare daily cash report Forward to Fiscal Control for deposit Request payment for power bills plumbing service, janitorial service security deposits, etc.
	Provide title searches	Determine environmental use Verify deeds, deeds of trusts, liens, judgements, special proceedings, estates, etc for Transportation projects Research deeds, deed of trusts liens judgements, special proceedings estates, etc., to determine ownership and any parties in interest for Community Development Department
Special Projects	Assist in development of scope of services for & selection of architect	
	Prepare & administer project budgets	Develop and maintain project budget Ensure that funding is available for the project Ensure that architect furnishes required updates of cost estimates Take lead in securing additional funding with Budget & Evaluation if required Assume responsibility for consultant contract amendments & contractor s change orders Track and approve invoices from consultants and contractors Monitor and approve all project expenditures Reconcile project budget with Accounting Division's monthly statement Administer contract close-outs and close-out account
	Develop building program with architect & client department	Review existing similar facilities in other locations Review needs of client department Resolve needs with available budget
	Develop construction plans and specifications with architect client dept & involved City depts such that all needs are met in a functional & efficient design in accordance with the approved program	Review all plans and specifications at each milestone phase of the project Review all plans and specifications before bids are taken Provide architect with technical specifications amended general conditions etc
	Coordinate & confer with client agency facilities review committee & private agencies boards of directors, City depts and the City Manager s Office	Determine what agencies departments and review groups should be involved with the project Schedule and moderate monthly meetings to review progress status Discuss problems and resolve issues Coordinate and direct other city departments in their work on project Provide appropriate information to the appropriate City officials to assist them in making decisions
	Establish & monitor design and construction schedules	Instruct all parties as to their responsibilities Ensure that necessary input, review and approval are obtained in an appropriate manner and in accordance with the schedule Monitor schedule and track progress of all parties Take corrective action when necessary Advise appropriate parties when schedule delays are encountered
	Administer & supervise consultant contracts	Establish project procedures and guidelines for architect to follow Interpret and enforce contract requirements Review and evaluate requests for additional fees

Engineering

DIVISION	SERVICE	ACTIVITY
		Negotiate changes in architect's scope of services and recommend approval Complete consultant evaluation of milestones of the project Provide overall supervision of architect.
	Coordinate contract bidding with Contracts Division	Establish schedule with Contracts Division for advertisement & bids Assist in evaluation of bids with architect and Contracts Division Assist in negotiations with architect and contractor when project exceeds budget.
	Monitor daily progress from design through construction, managing and coordinating activities to ensure timeliness	Schedule and moderate monthly meetings with involved parties Work with architect and contractors to achieve quality construction Handle project close–out final inspection, and punchlist completion
	Solve unique problems arising during the course of the project	Identify and appraise significance of problems Obtain input from appropriate participants Evaluate issue and develop City's position Negotiate for the City to reach a reasonable solution which is consistent with project history, City policy and regulatory codes Present proposed solution to appropriate City officials for final resolution Implement solution Continuously monitor project to prevent potential conflicts Respond to special interest groups and the public
	Assist in warranty phase	Work with architect user and contractors in resolving warranty problems Work with Attorney's Office in required litigation

Neighborhood Centers

DIVISION	SERVICE	ACTIVITY
Centers	Create Neighborhood Task Forces	Serve as primary linkage between neighborhoods and government Coordinate and facilitate task force (includes Council, private agencies, neighborhood organizations, citizens) Respond to requests for action/service from neighborhood groups & citizens
	Provide information to citizens	Provide information on services and activity of City County private sector, in-house agencies Respond to inquiries from visitors and callers
	Support community projects	Establish projects based on community needs and interests Recruit participants and resources Monitor implementation of project
	Act as ombudsman	Provide link between neighborhood groups and service providers Review and monitor quality and effectiveness of service delivery
	Provide self-sufficiency case management (CHAPP/Brighton Place CWAC Target Neighborhoods)	Provide individual and/or family assessment Develop self-sufficiency plan Manage and monitor cases and progress on plan
	Provide client assistance	Respond to requests for services from citizens Assess situation and develop appropriate plan and strategy Certify for transportation if needed Make referrals and provide linkage to services and follow-up
	Provide community use of space	Respond to request for space based on established criteria and availability Process payment as appropriate Confirm arrangements with citizen/group
	Participate in "Success by Six" program	Provide 1 Human Services Counselor as the Community Development worker for the Villa Heights/Optimist Park Neighborhoods Implement Success by Six objectives Provide linkage with Neighborhood Centers/City Services Provide office space and support
Administration	Hold "Screen O Rama"	Schedule and distribute advance publicity Schedule all appointments Prepare all charts Send reminder letters to parents Arrange space at designated Centers Provide receptionist duties on designated Saturdays
	Provide transportation certification and distribution of tickets	Distribute (by mail) Charlotte Transit and CDOT Special Transportation tickets for clients certified by Counselors Keep accurate records in compliance with Fiscal/budgetary guidelines Respond to calls from clients about ticket distribution
	Monitor janitorial and security services	Oversee contractual services to ensure compliance (janitorial and security) to minimize disruption of center operations
	Select service providers for participation in Neighborhood Centers	Recruit participants based on neighborhood needs and issues Monitor appropriateness and responsiveness of neighborhood based services utilizing Neighborhood Centers space

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
Administration	Rent facilities (Grady Cole Center, Memorial Stadium & St. Mary's Chapel)	Determine facility needs of renter Provide for concessions where appropriate Notify appropriate P&R personnel to set up and clean up Notify Rangers of security needs
	Accept reservations for Parks facilities	Enter reservation requests on computer Print weekly maintenance schedule Mail reservation forms Check schedules for availability Respond to telephone mail and walk-in requests for information Calculate and collect reservation fees Complete daily cash reports Print daily activity logs Complete beer/wine permit applications Type Special Use Permits
	Staff Charlotte Parks & Recreation Development Advisory Committee	Attend Committee meetings Prepare agenda and minutes
	Chair Special Events Committee	Meet weekly with representatives from each division
Parks Development	Review roadway designs	Review for consideration of aesthetic and maintenance concerns
	Provide Park Planning & development	Develop capital projects list to keep up with Master Plan Investigate available land suitable for parks Review contracted park designs Review work done by contractors
	Determine park redevelopment needs (upgrades rehabilitation safety corrections etc)	Participate in and review park evaluation programs Rank park improvement needs
	Organize "Adopt-A-Park" program	Work with neighborhood organizations and individuals to do park improvements
Recreation	Provide year-round recreation facilities, programs and special events for all ages at 16 recreation centers	Develop comprehensive recreational programs Evaluate effectiveness of programs Inspect facilities Project budgetary needs Organize and analyze data (attendance figures objective reports hours of operation) Prepare program advertising (flyers news releases, etc)
	Provide summer day-camp programs for youth 6 to 12 years and for the disabled	Plan programs and implement Interview and hire temporary help Evaluate effectiveness of programs Inspect facilities Project budgetary needs Organize and analyze data (attendance figures, objective reports hours of operation) Prepare program advertising (flyers news releases, etc)
	Plan and organize diversified programs	Assess needs of community Set center operating hours through attendance monitoring and program operations Schedule facility for programs Advertise through media, flyers program brochures Secure volunteers and assist in securing paid instructors Register participants in center programs Schedule transportation

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
	Provide year–round instructional classes cultural arts programs and special events for all ages	Review and assess center plans for classes Develop and maintain classes and workshops Recruit teachers for selected programs Hire teachers for instructional classes monitor and evaluate lesson plans and on–site teaching Register participants for instructional classes at all centers Provide contractual cultural programs Develop city–wide special event programs through the year Recruit private sector sponsorships for special events and programs Provide graphic arts services to each recreation center and special event Produce quarterly brochures promoting recreation classes, events and opportunities Meet with community organizations and individuals to develop and assess recreation/cultural arts needs Develop and maintain computer data base of instructional class participants and classes Purchase supplies and materials for cultural arts projects and programs Develop and monitor budget for cultural arts programs Schedule facilities and parks for special events and programs
	Provide "Cities In School" recreational program	Plan organize direct and instruct a variety of recreation programs for students Plan organize and direct special events for students as appropriate Prepare periodic reports and evaluate programs for budget reports
	Ensure safety of participants	Maintain discipline Maintain site equipment and ensure all repairs are made Administer minor first–aid Prepare periodic reports
	Conduct certification program for all youth coaches	Train youth sports coaches
	Operate and maintain one year–round indoor swimming pool and 4 outdoor seasonal (summer) pools	Hire summer aquatic staff Plan, organize and administer youth and adult lessons and aquatic programs Provide all program material, equipment and chemicals
Park Operations	Maintain grounds	Trim and prune shrubs saplings Trim ground cover Install ground cover Remove weeds by hand/hoe Haul/dump fill dirt Install new sod Prune roots Mulch existing plants Fertilize by hand Spray herbicide/insecticide Transplant existing material Planting bed preparations Install plants/shrubs Upgrade plant bed (soil improvements) Remove and replace sod Plant flowers Deadhead/pinch flowers Remove plants/shrubs Remove suckers

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
	Prepare athletic fields	Apply clay to fields
		Relocate bleachers in park
		Relocate bleachers outside park
		Install/remove foul line/goal
		Repair bases
		Replace and repair pitching rubber and home plate
		Place/remove team bench
		Place/remove bench tarp
		Place/remove field tarp
		Fill low areas, especially around home plate
		Place/remove safety pads
		Aerify and drag in cores
		Repair turf
		Drag field
		Mark and line fields
		Repair nets (soccer)
	Prepare athletic courts	Clear tennis/basketball courts
		Remove and install basketball goals
		Replace basketball nets
		Maintain fences gates and windscreens
		Maintain coin boxes lights and timers
		Maintain surface conditions striping
		Check for and remove weeds from cracks
	Maintain restrooms	Clean and service restrooms
		Scrub floors and walls
		Replace light bulbs
		Repair plumbing
	Clean up and maintain outdoor areas	Police grounds and empty trash
		Rake grounds
		Blow–clean paved areas
		Sweep paved areas
		Lake shore policing
		Blow–clean pathways
		Blow–clean grounds
		Clean drain ditches
		Remove debris
		Clear wooded area
		Spread gravel
		Smooth and grade existing gravel
		Clean barbecue grills
		Relocate picnic tables
		Clean picnic shelters
		Clean band shell
		Inspect fencing
		Inspect drinking fountains
		Inspect shelters water and electricity
		Major and minor clean–up fountains, reflecting pools
	Maintain irrigation systems	Operate irrigation systems (manual and automatic)
		Repair irrigation systems
		Perform manual irrigation
	Paint parks facilities	Paint picnic tables
		Paint playground equipment
		Strip roadways and parking lots
		Paint picnic benches

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
	Maintain turf	Mow grass (push mower, riding mower tractor)
		Edge by hand or chemical
		Edge with tractor
		Apply fertilizer to flower beds shrub beds, bermuda fields
		Test soil
		Lime soil
		Weed
		Verticut/aerify
		Spot seed
		Top dress turf
		Overseed turf
		Control weeds
	Perform light construction	Repair chainlink fence
		Install and repair perimeter posts
		Install split rail fence
		Install signs
		Repair retaining wall
		Install cross ties
		Repair picnic benches and tables
	Set up and clean up special events	Set up stage
		Set up recreation equipment
		Set up tables and chairs
		Transfer equipment for special event
	Mow right-of-ways	Mow shoulder
		Edge shoulder
		Remove city property trash
		Mow city property
		Police city property
		Mow city projects with special equipment
		Mow State right-of-way
	Maintain medians	Mow medians with 52" mower
		Mow and trim median with 21" mower
		Edge median with tractor
		Mulch median trees
		Sucker and prune median trees
		Police median
		Prune median shrubs
		Chemically edge beds
		Mulch medians
	Maintain community areas	Mow with self propelled mower
		Weed
		Mow with tractor
		Pick up trash
	Spray chemicals	Spray pesticide
		Perform preventative maintenance on equipment
		Water
		Edge right of way
		Edge medians
		Spray cracks and crevices
	Maintain playground equipment	Perform preventative maintenance on playground equipment
		Install and remove equipment
		Inspect playground equipment
		Perform emergency repair on playground equipment
		Assist others in welding needs

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
		Repair fences
	Perform landscaping	Install new plants
		Grass ballfields
		Overseed
		Spot grass
		Grass new parks
		Plant trees
		Water (tank truck/hydro)
		Remove large pieces of wood
		Off load trees
		Mulch trees
		Repair drainage
		Stake trees
		Wrap trees
	Administer Urban Forestry	Review and comment on City capital projects
		Inspect and approve City capital projects
		Provide technical assistance to other City departments
		Develop and implement Urban Forest Management Plan
		Develop and implement policies and procedures
		Analyze costs and provide accounting for Urban Forestry
		Analyze and administer privatization contracts
		Review new products and technology
		Prepare for and testify in court cases
		Review and oversee in-house tree planting
		Review and oversee tree maintenance operations
		Research and select tree species
		Investigate and review species survival
		Administer cooperative tree planting program
		Inventory street tree planting and maintenance needs
		Survey and mark for street tree planting
		Develop and initiate safety education in tree maintenance
		Administer Arbor Day and Tree Appreciation Weeks Programs
		Administer inventory control on tree purchases and payments
		Inventory small tools and equipment
		Review and inspect requests for service in tree maintenance and planting
		Inspect and implement tree maintenance and planting needs in parks
		Administer emergency program for tree maintenance
		Investigate and bill for tree damages due to car accidents
		Administer and enforce public property section of Tree Ordinance
	Maintain buildings	Perform building preventative maintenance
		Perform minor HVAC repairs
		Perform minor plumbing repairs
		Repair and maintain game equipment
		Perform minor electrical repairs
		Distribute supplies to recreation centers
		Obtain supplies and parts from vendors
		Replace and repair glass
	Perform carpentry work	Repair lock and jam hardware
		Build partitions
		Repair game equipment and frames
		Perform recreation center carpentry repairs construction
		Perform park related carpentry repairs construction
		Repair roofs
		Build picnic shelters and gazebos
		Replace and repair glass
		Replace and repair floor tile
		Repair carpentry

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
		Cut signs
		Repair cabinets, bookcases, counter tops
	Paint	Paint swimming pools
		Provide stenciling
		Paint signs
		Paint walls, ceilings, trim in offices
		Refinish floors
		Stripe parking lots, roadway
		Paint booth spraying
		Portable spraying
		Paint exteriors of buildings, concessions dug outs, shelters
		Paint fences, handrails
		Paint gym area
	Provide HVAC and Plumbing services	Perform HVAC repairs
		Perform plumbing repairs and installation
		Perform HVAC preventative maintenance
		Perform plumbing preventative maintenance
		Install plumbing fixtures
		Install and repair pumps and motors
		Perform minor electrical repairs
		Obtain supplies and parts
		Fabricate plumbing equipment parts
	Provide electrical services	Install and repair coin meters
		Maintain tennis and ballfield lights
		Repair pumps motors and u/w lights
		Provide preventative maintenance on tennis and ball field lights
		Repair score clocks
		Install and repair time clocks
		Perform electrical repairs
	Provide Cemetery services	Perform internment/disinternment
		Perform entombments/disentombments
		Mow grounds
		Collect trash
		Adjust markers
		Open/close mausoleum
		Wash walkways and streets
		Repair plumbing
		Remove floral arrangements
		Weed
		Install markers
		Elevate sod or settle graves
		Install monuments
	Provide construction landscaping for CIP projects	Install and repair irrigation
		Install repair and replace fencing
		Construct new parks
		Renovate infields
		Install and repair rockwalls
		Repair brick and block
		Renovate ballfields
		Maintain pools
		Set playground equipment
		Control creekbank erosion
		Plant large trees
		Overseed
		Install plant material
		Install entranceway bollard

Parks & Recreation

DIVISION	SERVICE	ACTIVITY
		Clear sites Provide general maintenance Haul gravel Maintain pathways Construct new trails Build bridges Build beds Plant trees Construct tie walls Construct concrete flumes Construct catch basins Install playground equipment Install park benches Build picnic shelters Build baseball/softball fields Construct picnic tables Install litter receptacles
	Provide landscape beautification of City facilities and right of ways	Design development and project coordination with involved public and private groups Procure plant material and landscape construction Review projects and comment for CIP projects.
	Provide flower planting program for City facilities and right of ways	Provide design and plant selection Provide bed preparation and installation
	Inform and educate about horticultural presentations	Plan, develop and conduct programs on various landscape topics as they relate to the City of Charlotte, provide to public and private groups Provide internal horticultural consulting for City departments
Park Rangers	Park Patrol	Direct traffic at parks Answer calls for service Secure gates and buildings Make arrests Issue citations and warnings Contact wrecker service when necessary Document case dispositions
	Administer Park Watch program	Present information at schools Provide individual consultations Present to neighborhood and civic groups
	Administer Trout Fishing Program	Monitor participants
	Support Summer Day Camp	Present playground safety programs

Transportation

DIVISION	SERVICE	ACTIVITY
Engineering	*Administer Safety Program*	Develop, monitor, and enforce CDOT employee safety policy Serve on Division Accident Review Board as representative of Dept Head Investigate accidents involving employees *Monitor Commercial Drivers License program* Develop Safety Recognition Award program
	Monitor and support safety programs affecting other departments and agencies	Monitor city departments, contractors, and public utilities working in streets and city rights–of–way Ensure compliance with federal and state regulations of other agencies Provide training assistance to other city depts & private contractors Provide support in reducing public exposure to unsafe streets
	Ensure compliance with Federal and State employee safety regulations	Monitor and help develop new legislation, then revise Dept safety policies accordingly Provide support to Division in compliance *with current & revised regulations* Act as liaison between Department and Federal OSHA & NC OSHA
	Develop Safety Program Training	Develop and obtain outside funding for training videos and workbooks Act as Department Train–The–Trainer representative Provide training to low literacy level employees Develop training programs to meet requirements of new regulations
	Facilitate Wheelchair Ramp Program	Review list of locations to have *wheelchair ramps constructed for* conflicts with other proposed improvements Investigate field conditions of locations Mark ramp locations in field Note any utility conflicts and other conditions which may affect contracts Transmit results to TPD and Contracts Division
	Prepare plans for traffic control improvement projects	Review history of request if necessary Check volumes *accident data, existing conditions* past improvements Prepare preliminary plans and alternatives if necessary Review plans with appropriate staff Prepare final plans and transmit for implementation
	Specify and monitor construction traffic control on contract work	Review project traffic control plans for efficiency and compliance with local, state and federal regulations and standards Monitor work zones during construction to ensure compliance with the *traffic control provisions of the project.* Assist contractors, NCDOT, and other city departments with placement of traffic control when unforeseen conditions arise on roadway construction projects Prepare revisions to traffic control plans as necessary
	Prepare instructions for installation and maintenance of traffic control devices	Review plans prepared by Design Section for compliance with current standards and procedures *Investigate existing* conditions to determine exactly what work is required Prepare work orders and mark–up plans of work to be done Conduct regular (weekly) pre–construction meetings with field supervisors to discuss work to be done Monitor installations as necessary Prepare as–built drawings after installations are complete
	Monitor and review street resurfacing	Review list of streets to be resurfaced under city state contracts Notify appropriate agency of any current or planned projects in the areas to be resurfaced Recommend any improvements which should be made prior to resurfacing of a street Identify pavement marking needs on streets scheduled to be resurfaced Prepare plans and coordinate installation of markings as necessary Monitor the project traffic control for safety and efficiency Assist contractor with any unexpected problems
	Facilitate the installation relocation and upgrade of conduit systems and utilities for traffic control devices	Identify utility needs (utility poles down guys conduit etc) associated with the installation of new or relocated traffic signal equipment coordinate installations with *Duke Power and/or Southern Bell* Coordinate with Duke Power the installation or relocation of underground

Transportation

DIVISION	SERVICE	ACTIVITY
		conduit for interconnect cable in the CBD and other underground areas Prepare necessary documents for the installation of electrical service at all new traffic signal installations
	Review land development plans Rezoning Petitions Special Use Permits Subdivision Plans *Multi–Family Plans* UMUD Plans Driveway Permit/Building Permit Plans	Provide field review Review plans Review/approve Traffic Impact Studies Evaluate traffic impacts and recommend roadway/intersection improvements Determine thoroughfare requirements Review imminent roadway/intersection projects in the vicinity of the site (City CIP and NCDOT TIP projects) Negotiate public/private *joint venture projects* Approve driveway permits Review/approve auxiliary lane construction, pavement markings and traffic control plans
	Review land *development ordinances* Zoning Ordinance Subdivision Ordinance Driveway Regulations	Provide technical review of revisions/text amendments Prepare Departmental response
	Direct Right–of–Way Lease Program (Use exceeding 30 days)	Provide field review Review plans Provide City Departmental Review Prepare/execute lease agreement Prepare Request for Council Action Prepare RQS s for street and lane closures Notify news media, CTS CPD and CFD of street and lane closures Monitor right–of–way use/traffic control plan Collect fee and release bond at end of lease period
	Direct Right–of–Way Encroachment Program	Provide program information/requirements Provide encroachment agreement submittal review Collect fee Provide field review *Review plans* Provide City Departmental Review Execute/file Encroachment Agreement Monitor installation/traffic control plan Maintain tracking/listing–by–street system
	Direct Right–of–Way Abandonment Program	Provide program information/requirements Abandonment submittal review *Collect fee* Provide field review Provide City Departmental, private utility company adjacent property owner and neighborhood association review Resolve issues resulting from reviews Prepare Request for Council Action for Resolution of Intent and set a public hearing Notify interested parties of public hearing by certified mail Prepare Request for Council Action for public hearing Notify appropriate City Departments of Council approval Record executed abandonment petition with Register of Deeds Maintain abandonment petition *files and record keeping system*
	Design and review special projects	CIP Projects (eg. Convention Center, Law Enforcement Center) Plan review and departmental approval Liaison between CDOT and the City s project team Other City Projects (eg. CMGC Parking Deck Spratt Street Parking/ Lighting improvements) Provide field review Prepare concept plans Direct work by other Divisions and Departments Other Projects (eg. Montaldo's turn–out lane Nevins Center WTVI walkway) Provide field review Prepare concept plans

Transportation

DIVISION	SERVICE	ACTIVITY
		Prepare RQS's Direct work by other Divisions and Departments
	Review City property transactions Sale of City Property Lease of City Property Purchase of Property	Provide site plan review Review imminent roadway/intersection projects affecting property (City CIP and NCDOT TIP projects) Determine thoroughfare requirements Prepare Departmental response
	Direct Uptown On–Street Parking Program	Maintain inventory of curb lane and adjacent land uses Recommend additions/deletions to on–street parking locations that do not have a major impact to traffic flow, safety or to transit operations Prepare RQS's for signing revisions Maintain/update map of on–street parking locations
	Review engineering studies/standards	Field investigate Inventory existing conditions Evaluate conformance with existing standards Prepare RQS s or take other measures to correct deficiencies Develop new procedures/policies as necessary
	Implement Fence/Wall Certificate Program	Review application/submittal requirements Review plans Review imminent roadway/intersection projects affecting fence/wall location (City CIP or NCDOT TIP projects) Approve application
	Provide support for City s Parade Permit Committee	Review permit application/route for Conflicts with other scheduled events Conflicts with scheduled roadway/intersection improvements Impacts to CTS operations Impacts to access to properties along the parade route Safety Parade ordinance requirements Distribute parade permit applications to Parade Committee members for review/approval Resolve conflicts with parade permit applicant Distribute approved permit applications to Parade Committee members appropriate City/County agencies/departments and to emergency services Conduct Quarterly and Special meetings of the Parade Committee and prepare/distribute meeting minutes Maintain accurate parade files/correspondence and committee member attendance/voting records
	Prepare Reimbursement Agreements	Review and prepare Municipal and Utility Agreements for City Council approval for all transportation improvement projects on State maintained streets in Charlotte Prepare Quarterly Reports for Schedule A (Signs) and B (pavement markings) work items on State maintained streets that are completed by SMD/TOD and eligible for reimbursement through Powell Bill funds
	Provide graphics support services	Prepare bus route schedules, bus shelter graphics Rider s Reports and promotional graphics for CTS Prepare promotional graphics for STS Draft engineering drawings Prepare/update other maps/drawings Produce brochures pamphlets and publications distributed by the Dept Prepare, execute, and monitor the annual aerial photography contract Prepare graphics for Council meetings public meetings (business groups neighborhood associations civic organizations) PS&I (on request)
	Provide engineering technical support services for Public Service Division	Provide field review Evaluate sight distance requirements/policies Evaluate/review multi–way stop sign installations Evaluate/review signing/pavement marking installations

Transportation

DIVISION	SERVICE	ACTIVITY
	Prepare new traffic signal designs	Conduct field inventories of existing conditions Prepare preliminary plans for review and approval Prepare final design Obtain NCDOT approval Finalize as built plans
	Prepare temporary signal plans and signal revisions due to construction	Review construction traffic control plans to determine the need for temporary traffic signals and/or revisions to existing traffic signal plans Prepare signal plans in conjunction with project construction phasing Obtain NCDOT approval on State projects Prepare cost estimates Revise Utility Plans for the construction project
	Design upgrades of existing traffic signals	Phase additions to existing traffic signal designs Upgrade signal displays Add pedestrian actuation Design new and/or upgraded vehicle loop detection Prepare designs for upgrading traffic signal controllers Review and approval of signal revisions with NCDOT Secure NCDOT funding when possible
	Prepare special traffic control signal plans	Design new or upgraded School Zone Flashers Design new School Crossing Signals Design new or upgraded Intersection Warning Flashers Design Multi–Way Stop Flashers Plans Design new and/or upgraded Emergency Signals Design steel pole/mast Arm and steel strain pole utility plans Design Special Signal Operations Plans for NCDOT's Incident Mgmt System
	Design new signing and pavement marking	Provide signing and marking designs for new non–capital projects Marking revisions resulting from new land development Revise marking plans for resurfaced streets Operational changes requiring signing and marking revisions
	Develop new and revised design standards	Develop traffic signal display standards Develop standards for phase/stage diagrams Develop standards for signal sequence charts Develop standards for detector connection charts Develop standards for clearance interval calculations Develop handicap ramp standards
	Direct the thoroughfare street lighting program	Request development of new thoroughfare street lighting plans Review and approve all thoroughfare street lighting plans Authorize installation of all new thoroughfare street lights Prepare thoroughfare street lighting program budget Prepare and maintain the thoroughfare street lighting program status report Provide cost estimates for decorative street light systems
	Review Road Projects Plans State Projects City Projects –Consultant Plans –In–House Plans –Developer s Plans Plan Types Major Roadway Minor Roadway Widening Major Intersections Minor Intersections Transit Radius Bridge/Culvert Add–A–Lane Landscape Plans Business Corridor Plans Railroad Crossings	Review general information (location project type/scope) Review design data (design speed traffic volumes percent trucks and buses design year) Review horizontal/vertical alignment Review cross section Review intersection geometrics Review utilities Review pavement markings Review traffic control plans Review sight distance Review signing Review safety features Review guardrail needs Review driveways Review drainage Review traffic signal modifications Review sidewalks

Transportation

DIVISION	SERVICE	ACTIVITY
	Design roadway improvements	Review medians Review median openings Review tapers Review lane width Review grading limits Review radius returns Review wheelchair ramps Review street lighting Design concept plans (major roadway, minor road widening, major/minor intersections, transit radius add-a-lane railroad crossings) Design pavement marking plans Design traffic control plans Design signing plans Design safety improvements (guardrail, pavement widening, channelization)
	Investigate safety hazards and recommend solutions to improve safety	Investigate sight obstructions roadside hazards (slopes, culvert ends poles trees, bollards monuments, bridge abutments, fences) lane drops, weaving sections curves bridges
	Perform CDOT project management functions	Review contracts Review cost estimates Review project budgets Maintain project files Review specifications Review shop drawings Review payment requests Inspect construction
	Develop new and revised policies procedures and standards	Develop sight distance policy Develop guardrail standards Develop plan review procedures Develop traffic control standards
Administration	Administer and monitor activities for revenue recovery	Maintain and develop data to recover Section 15 revenue Maintain and develop data to cover grant revenue Maintain and develop data to recover insurance revenue Maintain and develop data to recover municipal agreement revenue Maintain and develop data to recover user fees Calculate CTS Revenue Projections
Planning	Re-evaluate the long-range transportation plan and revise as conditions change from earlier projections	Tabulate land use, population and socioeconomic data Perform traffic counts at screen line stations internal stations and key intersections Perform comprehensive travel time surveys Evaluate travel simulation models Provide for citizen participation by staffing advisory committees holding public meetings etc Project future travel patterns Analyze capacity deficiencies along corridors and for individual facilities Determine the need for highway and transit improvements to meet projected travel demand Assess the plan's environmental impacts Prioritize plan recommendations estimate cost of improvements Obtain plan approval from governments within the transportation planning area
	Perform surveillance of transportation system usage and traffic growth	Perform manual and automatic traffic counts Perform automatic traffic counts for planning needs of NCDOT Conduct vehicle occupancy studies Conduct studies to monitor travel time Prepare traffic count summaries and maps for public information Calculate vehicle miles of travel
	Maintain transportation system inventories	Maintain signalized intersection inventory Maintain Uptown Charlotte parking inventories in cooperation with Uptown Transportation Council (UTC) distribute annual parking

Transportation

DIVISION	SERVICE	ACTIVITY
		report to UTC and parking operators Maintain inventory of street system characteristics Maintain inventory of sidewalks along thoroughfares
	Identify short range actions which address transportation problem areas	Perform short range transit planning Prepare annual traffic operations plan Analyze the need for new terminal facilities Identify need for sidewalks along thoroughfares and prepare a prioritized list for construction Identify curb-cuts to improve disabled accessibility by working with Advocacy Council for Persons with Disabilities (ACPD) Identify rail/street crossings which need improvements Plan transit services for the disabled to comply with the Americans with Disabilities Act with input from ACPD
	Perform corridor and sub-area studies	Evaluate alternative alignments or widening concepts for road improvements in a corridor incorporating public input Evaluate transit alternatives, including fixed guideway congested corridors coordinate citizen participation Identify short-term improvements in congested corridors using a combination of modes (comprehensive Transportation System Mgmt studies) Project future traffic volumes transit ridership etc for major development proposals or subareas
	Perform transportation-related air quality planning	Provide data on person-travel to Mecklenburg County Dept of Environmental Protection (MCDEP) Document compliance of transportation plan and projects with Clean Air Act Amendments of 1990
	Request funding for improvements recommended in transportation plan and transportation planning activities	Submit transportation projects for inclusion in Ten-Year Capital Needs Assessment and Capital Improvement Program Submit transportation projects for inclusion in Charlotte-Mecklenburg Transportation Improvement Program Submit applications for Federal and State funding of transit capital improvements Submit planning activities for inclusion in urban area's Planning Work Program (the basis for obtaining Federal planning funds for the dept)
	Perform traffic engineering surveys	Perform radar speed checks Conduct school surveys Perform vehicle classification surveys Perform license tag surveys Perform vehicle delay studies
	Respond to internal/external requests for information on transportation plans and projects	Respond to citizen inquiries Prepare requests for Council action Prepare issue papers for Council workshops, briefings etc Present information to neighborhood organizations, civic clubs, etc Serve on steering committees and task forces for major projects Hold public workshops for major projects such as US 74 improvements
	Provide technical support to transportation related committees	Provide staff assistance to Transit Advisory Committee (TAC) Prepare reports for UTC Research and present information to Mass Transit Partnership (MTP) Participate in activities of the Technical Coordinating Committee (TCC), the technical advisory group to the Charlotte-Mecklenburg Metropolitan Planning Organization (CMMPO) Serve on the Mecklenburg County Transportation Development Plan Coordination Team
	Perform special studies as requested by Council City Manager s office etc	Prepare studies (i e , Trolley Implementation study Uptown Transportation Center Feasibility Study Gastonia to Charlotte Commuter Rail Study) Review and update transportation related ordinances (i e ,truck route ord)
	Participate on the multi-department project team for funded roadway and intersection projects	Provide technical support and review of traffic studies and benefit/cost analysis prepared by consultants Attend public hearings and respond to citizen questions regarding

Transportation

DIVISION	SERVICE	ACTIVITY
		Departmental policies Respond to citizen inquiries regarding city funded roadway and intersection projects
	Participate on special projects like the NFL Stadium Convention Center Law Enforcement Center	Represent the Department on the City's project team Prepare contracts for consultant services associated with – Traffic – Parking Needs (Stadium and Convention Center) – Light Rail (Stadium and Convention Ctr) – Financial Feasibility Study for proposed NFL parking deck Prepare Municipal Agreements with NCDOT for construction of roadway improvements Prepare Requests for Council Action
	Respond to citizen concerns about neighborhood cut through traffic	Prepare traffic studies to analyze neighborhood impacts of cut–through traffic
	Identify short range actions which address transportation problem areas	Prepare the annual list of highly congested intersections for inclusion in the Traffic Operations Plan Prepare concept plans for inclusion in the Traffic Operations Plan showing improvements that address congestion
	Evaluate the impacts of proposed bridge and road closures (i e Five Points Closure, Birchwood Bridge Replacement Woodward Ave Bridge Replacement Herrin Ave Bridge Closure)	Prepare special studies determining the impacts on the area roadway network of closing bridges and/or roads Attend public meetings, present study results and answer questions
	Review proposed land development actions that may impact current or proposed Transportation projects	Review proposed rezonings Review proposed right–of–way abandonment requests Review traffic impact studies Review requests for historic designation Review proposed sale of land to/from the City
Public Service	Process Abandonment of Right–of–Way Petitions	Receive requests, evaluate and prepare Request for Council Action Direct removal of traffic controls and street lighting
	Issue street use permits for block party/ street closings	Evaluate petitions from special events sponsors and individual citizens Notify PS&I Emergency Services and other public agencies
	Issue street use permits for contractor use of right–of–way	Receive requests to use right–of–way Evaluate, issue permits/leases Monitor permits/leases
	Remove hazards on right–of–way	Inspect 300 problem intersections yearly Receive complaints of hazards Contact property owners and provide enforcement Schedule removal with Parks & Recreation and Street Maintenance
	Issue horse carriage permits	Monitor compliance with Council Memorandum of Understanding
	Identify hazardous mailboxes	Remove non–collapsible mailboxes from right–of–way
	Conduct neighborhood traffic studies	Receive complaints about through/speeding traffic Meet with neighborhoods Evaluate neighborhood traffic patterns Recommend neighborhood traffic controls Evaluate petitions/direct implementation
	Issue off–duty officer permits	Receive and evaluate requests for off–duty officer to direct traffic
	Regulate parking in neighborhoods	Evaluate citizen/agency requests for parking controls Direct installation of signs
	Issue parking permits	Review and issue permits in approved neighborhoods for restricted parking

Transportation

DIVISION	SERVICE	ACTIVITY
		Monitor compliance with permits Evaluate new neighborhoods for permitting
	Evaluate uptown on–street parking	Review requests for additional parking Work with uptown business groups to review policy
	Monitor railroad crossing safety	Respond to citizen concerns about crossing safety Work with railroads on blockages
	Monitor school zone safety	Respond to concerns about school area safety Evaluate need for school crossing zones Maintain inventory/listing of school zones Provide school flasher timings to electronic system section
	Implement sidewalk repair program	Respond to citizen concerns Evaluate condition of sidewalks Schedule repair between property owner and Street Maintenance
	Prohibit soliciting on right–of–way	Receive citizen complaints Schedule removal of solicitors
	Evaluate 25 MPH speed limit requests	Receive citizen requests for lowered speed limit Perform engineering evaluation Validate petition Draft signing plan and issue work order
	Establish speed limits for thoroughfares	Receive staff requests Review for appropriateness Prepare Council action Draft signing plan and issue work orders
	Implement new residential sidewalk	Receive requests Evaluate and prioritize requests Prepare sidewalk plans Hold neighborhood meetings Evaluate petitions Authorize construction
	Remove sight obstructions	Evaluate each complaint Contact adjacent property owners Direct enforcement Schedule removal of obstruction with owner Street Maintenance
	Process neighborhood street lighting requests	Receive citizen requests Prepare neighborhood plans Validate petitions Authorize installation Field adjust plans with Duke Power
	Monitor thoroughfare street lighting requests	Review citizen concerns with TED Design Section
	Report street lighting outages	Report outages to Duke Power Coordinate problem repairs with Duke Power
	Request street name marker maintenance	Order repair or replacement of downed markers Provide block numbers for changed markers
	Implement street name changes	Review requests for street name changes Coordinate street name changes required as part of construction projects Coordinate annexation area name changes Seek name changes on discontinuous streets
	Monitor traffic signal problems	Receive complaints and direct to other divisions for evaluation
	Evaluate traffic signal requests	Accept citizen requests for traffic signals and direct requests to other divisions for response

Transportation

DIVISION	SERVICE	ACTIVITY
	Evaluate traffic sign requests	Accept and evaluate citizen requests for signage and prepare work orders
	Remove trees dirt shrubs and debris on sidewalk	Accept citizen complaints, field check concern order property owner to provide clearance Schedule clearance with Street Maintenance Division
	Monitor trucks in neighborhoods	Accept citizen complaints about trucks in neighborhoods Evaluate concern Issue signage work orders, if necessary Contact trucking companies if necessary
	Approve Tryon Mall closing	Approve requests to close Tryon Street for special events Develop traffic detour plans Notify emergency services of event closing Assist groups, such as SpringFest to actually close street Monitor event
	Ensure work area traffic control safety	Monitor contractors and public utilities working in right-of-way to make sure traffic controls are appropriate and in compliance
	Address legal claims	Respond to Div of Insurance & Risk Mgmt inquiries on claims Respond to requests for information regarding signal operation signage accident frequency Assist City lawyers preparing defenses regarding lawsuits against City
	Implement basketball goal removal	Contact citizen and coordinate removal of basketball goals on right-of-way
	Review accident reports	Evaluate accident reports pulled by Transportation Planning Division for damaged signage/traffic control replacement forward to Financial Management Section for insurance claims Review reports of major accidents for remedial action & liability exposure
	Provide emergency response	Represent CDOT at Emergency Operation Center (EOC) Represent CDOT on Local Emergency Preparedness Committee (LEPC) Represent CDOT at nuclear and major disaster drills Respond to Emergency Preparedness inquiries
	Respond to Manager/Council inquiries about public service issues	Respond to inquiries Track inquiries and maintain status Respond to Public Service Division-related inquiries
Street Maintenance	Administer Safety Program	Plan safety program for Street Maintenance Investigate accidents Maintain records of unsafe incidents Inspect areas for unsafe conditions
	Maintain storeroom and supplies	Issue, maintain and inventory small tools and materials
	Maintain buildings and grounds	Provide janitorial service and clean grounds creek of debris
	Maintain Tryon Street Mall and specialty maintenance	Replace damaged paver and curb & gutter, Tryon St Mall Remove and replace pavers kiosks, benches etc , for utility companies to work on utilities in sidewalk Maintain specialty sidewalks located throughout city (i e 4th Ward brick sidewalks) Maintain an inventory of specialty items such as concrete pavers granite pavers granite curb brick pavers
	Resurface streets in-house	Resurface acceleration and deceleration lanes associated with new construction Install bituminous surface seal on newly graded streets accepted for maintenance Install bituminous surface seal on particular streets identified for resurfacing Resurface small sections of streets and minor intersection improvements

Transportation

DIVISION	SERVICE	ACTIVITY
		Resurface miscellaneous parking lots for other City departments Resurface Add-a-lanes
	Street Grading	Widen streets Perform add-a-lane construction Grade gravel and dirt streets. Grade for acceleration and deceleration lanes associated with new construction Grade streets with large amounts of base failure Grade, haul, and clean stock yards and dump sites
	Resurface streets under contract	Survey streets Maintain Street Condition Inventory Prepare resurfacing contract Eliminate problems associated with resurfacing not covered in contract Consult with citizens and contractor involving complaints with resurfacing
	Repair base failure	Repair base failure identified in all asphalt streets Remove site obstructions from the right-of-way
	Street patching	Patch potholes Skin patch Base failure (small dig out repair) Install roll curbs Install asphalt spillways Patch back to new curb & gutter Patch to new or rebuilt catch basins Maintain edge of streets and shoulder Patch over new drain lines Patch to raised structures (manhole rings etc) Patch from resurfaced streets to driveways (ramp) Patch to railroad crossings Patch broken sidewalks with asphalt Pour cracks in streets
	Restore utility cuts	Patch utility cuts Inspect and maintain utility cuts
	Concrete utility restoration	Repair concrete streets driveways, sidewalks curb & gutter related to utility installation or maintenance
	Reconstruct sidewalks	Replace and repair sidewalk under sidewalk repair policy
	Maintain curb and gutter	Replace damaged or substandard curb
	Provide storm drainage construction	Construct mainlines Construct catch basins and manholes
	Maintain storm drainage system	Clean storm drainage lines Clean out catch basins Clean culverts Maintain roadside ditches and channels Repair and replace storm drainage systems
	Maintain shoulders	Repair shoulders
	Maintain bridges	Provide minor bridge repairs
	Investigate complaints	Locate and solve problems
	Conduct ice control and snow removal program	Remove ice and snow
	Conduct emergency response program	Provide 24 hour availability for inclement weather or street hazards

Transportation

DIVISION	SERVICE	ACTIVITY
Transportation Operations	Fabricate signs	Fabricate standard traffic control signs Fabricate special signs for other agencies
	Maintain equipment for sign fabrication	Repair all equipment not maintained by other departments
	Provide fabrication/maintenance of traffic signals and aerial signs	Provide in-shop construction and maintenance of traffic signals and aerial signs
	Perform aerial/construction field implementation/maintenance	Repair/maintain sleeves in concrete median Install/remove electrical traffic devices Maintain all electrical traffic control devices Provide on-call emergency service Provide construction support work Provide bus shelter/bench maintenance
	Perform pavement marking	Install new markings Maintain all pavement markings within the City Upgrade markings in newly annexed areas
	Install signs	Install new traffic control signs Maintain existing signs and provide emergency response for stop/yield signs during normal working hours Provide on-call emergency service
	Administer Safety Program	Plan Safety Program hold meetings investigate accidents and maintain records
	Maintain storeroom and supplies	Issue maintain and inventory small tools and materials
	Maintain buildings and grounds	Provide janitorial service and mow grass
Special Transportation	Provide Paratransit Service for the Disabled (PRIMARY FUNCTION FOR STS DIVISION)	Provide door-to-door driver assisted transportation service for eligible citizens who can't board and ride the Charlotte Transit Process STS Certification Approvals Develop implement and administer work rules, operating procedures and policies governing STS paratransit operations Receive service requests via telephone Schedule demand/response reservations Research and schedule subscription requests (ongoing travel arrangements) Prepare weekly schedules Prepare daily driver assignment sheets Retrieve/enter data in computer system Provide information to customers Maintain a standby list for same-day and/or next day service when driver schedules are full Fill requests from the standby listing as cancellations of scheduled service are received from other customers Verify address locations to ensure service is delivered within authorized coverage area only Manually review scheduled subscription routes for each driver to determine available open time slots Match openings with requests for service from the waiting list or from new requests for service Provide 2-Way radio contact with Equipment Operators in field Route incoming phone calls as appropriate (in conjunction with an automated, menu-driven telephone system) Investigate problems with service delivery Maintain and update maps charts reports waiting list client suspensions list, service cancellations, frequent destinations list
	Provide operations support	Provide driver training through certified instructors (STS supervisors) i e passenger assistance techniques vehicle operations wheelchair securements seat belt securements, fire extinguishers use of 2-way radio Arrange and ensure special sensitivity training for all drivers on how to assist the blind/visually-impaired rider through the Metrolina Association for the Blind (MAB) Assign demand/response trips to drivers (These are daily one-time trips

DIVISION	SERVICE	ACTIVITY
		taken by STS patrons) Monitor work of the Scheduling Task Force
	Provide fleet maintenance and support	Ensure that preventive maintenance schedules are maintained Verify work orders Prepare mileage reports Maintain equipment breakdown reports Conduct vehicle readiness inspections Conduct annual van roadeo Perform interior and exterior cleaning of vehicle fleet Perform minor vehicle repairs
	Administer Safety Program	Train and certify drivers as Passenger Assistance Technicians Plan safety programs and training for drivers and street supervisors Investigate accidents/injuries/property damage incidents Maintain records of unsafe incidents Inspect areas for unsafe conditions, i e vehicles, residential environment for receiving disabled riders commercial/business environment for receiving or alighting disabled passengers (travel destinations) Investigate other problems with service delivery as it pertains to safe operations Conduct spot checks trail checks and on-board monitoring of equipment operators in the field, customer home-visits STS Divisional Safety Committee Initiate, verify and authorize requests for STS ticket refunds as requested by customers and/or their family member(s) Monitor rider "No Show" activity to determine necessity of suspending client services (policy matter)
	Monitor revenues	Verify fares collected and/or logged by drivers as received from STS passengers (Yellow Tickets purchased by disabled customers CTS Monthly Express Pass purchased by disabled subscription riders and Pink Tickets received from low-income clients referred by NCD)
	Provide transportation support for Neighborhood Centers Department (NCD)	Provide door-to-door driver assisted transportation service for disabled NCD clients to social service and medical appointments No Fare to low income clients Provide free door-to-door limited individual client service transportation for eligible NCD clients who live more than 1/4 mile from CTS bus stop, or live in an area that has only peak hour CTS bus service (No fare to low-income clients) Process NCD referral approvals Provide group transportation service for NCD programs and activities
	Provide transportation support for other City departments/services	Provide group transportation for Police Athletic League Provide group transportation for Johnson C Smith University s Summer Youth Sports Program for underprivileged youth Provide transportation for other special groups by request if resources are available
	Respond to internal/external requests for information	Prepare monthly statistical reports, periodic budget reports objectives report, monthly waiting list reports periodic driver productivity report Prepare periodic special/analytical reports governing STS operations Respond to customer requests for information Promote educational awareness about STS programs (e g. to groups & organizations, fairs etc) Maintain inventories of vehicle equipment, office supplies, janitorial supplies, bus cleaning supplies tools, other miscellaneous equipment and/or supplies Prepare invoices/billing reports for NCD client services
Systems	Operate and monitor Central Business District signal system	Operate and monitor CBD Computer System (approximately 140 signals and map for proper signal timing from 6.30 a.m to 6.30 p m) Make operational changes to respond to traffic demand Report failures
	Operate and monitor interconnected arterial	Operate and monitor 18 arterial systems by telephone dial-up modems

Transportation

DIVISION	SERVICE	ACTIVITY
	traffic signal systems	and field observation Check for proper timing patterns and communications Make operational changes to respond to traffic demands
	Operate and monitor "timebased" signal systems and isolated intersections	Operate and monitor "timebased" systems and isolated intersections by field survey Check for proper timing
	Operate and monitor special systems	Maintain software and reversible lane systems on 7th St and on Plaza/ Parkwood for proper operation Maintain software and Tyvola Rd reversible land & variable message signs for proper operation Install scheduled messages on variable message signs to respond to events Maintain software that controls reversible lane and variable message systems Design and implement modifications as necessary
	Monitor and adjust timing at isolated intersections	Review volume counts and capacity analyses Conduct field observation
	Install new signalized intersections and upgrade existing intersections	Establish proper signal operation based on traffic demand and safety Review signal designs for proper signal operation, loop configuration and signal orientation
	Maintain inventory of signalized intersections	Maintain data bases for all CBD Arterial and lane control systems
	Install vehicle loop detectors and evaluate damaged loops	Establish standard for different types of loop configurations left turn phase, main street pulse, stretch delay, etc Revise standard to more efficiently move traffic making changes as new devices come on the market or new options are created Recommend types of loops for new installations & replacement of damaged loops to respond to the loop failure reports
	Analyze intersection data to recommend signalization signal removal modification of phasing, detection or intersection design	Perform signal warrant studies Perform left turn warrant studies for protected phases Perform capacity analysis studies
	Develop evaluate and implement signal timing in the CBD, Arterial systems and time-based arterial systems	Run computer programs such as Passer or Transyt to create progressive timing patterns Create time-space diagrams to design or evaluate progressive timing patterns Install patterns in the proper computers to be downloaded to the field or install directly in the field if time-based Monitor and evaluate for proper progression and operation in the field making adjustments as necessary to respond to changes in traffic flow
	Evaluate identify and recommend new arterial systems or expansion of existing systems	Evaluate data to recommend arterial systems Design and implement systems and associated databases
	Respond to citizen inquiries	Respond with necessary information as needed by citizen inside established deadlines Evaluate inquiries, recommend operational changes and implement modifications as necessary Conduct field observation of traffic signals
	Improve traffic safety and reduce liability	Collect accident data Maintain computerized traffic accident database Summarize and analyze accident data Conduct accident studies-High Accident Location (HAL) Report Identify hazardous locations - HAL list Check site history Construct collision diagrams Determine safety and operational deficiencies

Transportation

DIVISION	SERVICE	ACTIVITY
		Select appropriate safety improvements Evaluate implemented improvements for effectiveness and benefit/cost (before and after studies)
	Provide traffic accident data	Respond to request from citizens and law agencies via Manager's office and Public Service Respond to request from Private Consulting and public agencies such as NCDOT, AAA Respond to in-house requests and provide technical support to Transportation Planning and Engineering Divisions, trucking organizations
	Provide public safety research	Participate and provide data safety to the National Safety Council for national safety projects and research
	Maintain traffic signal control equipment	Respond to emergency and non-emergency calls associated with signal malfunctions (short timing, hung-up, signals dark, etc) Provide minor repair Provide bench repair Provide preventative maintenance program (semi-annually)
	Maintain School Zone flashers	Provide preventative maintenance program (semi-annually) Respond to malfunctions Repair equipment
	Maintain Fire flashers	Provide maintenance Repair as needed
	Provide technical support to other divisions working on projects associated with traffic control equipment	Provide on-site direction Make on-site decisions Perform on-site checks and testing
	Install new signals and upgrade signal installations	Provide input for concept development Review designs Wire cabinet and install associated equipment Provide inspection for proper operation Install and maintain railroad and emergency vehicle pre-emption at any intersection as needed
	Design and implement special projects	Collect data Evaluate equipment Implement safety features Test equipment Install equipment
	Maintain other specialized traffic systems	Maintain arterial signal systems (19 systems 180 intersections) reversible lane, signs for Tyvola Rd & 7th St , variable message signs (Tyvola & Parkwood), CBD signal system (140 signalized intersections) bus pre-emption systems
	Maintain signal system communication circuits and related equipment	Make up all splices in interconnect cables Provide technical support for all cameras
	Design build and/or maintain other electronic equipment	Microprocessor based traffic counters Overheight vehicle warning devices Fire signal controllers
Transportation Alternatives	Provide CTS/STS Passes/Tickets	Sell passes to public Develop specs and order passes Maintain inventory Shred old unused passes Consign passes to outlets Deliver passes to outlets Make daily revenue deposits Inspect businesses requesting to be outlets
	Provide CTS schedules/maps	Distribute CTS schedules and maps throughout City Maintain inventory

Transportation

DIVISION	SERVICE	ACTIVITY
		Update schedules as necessary Update mall schedule graphics as necessary Maintain correct schedule information in shelters Develop specs for schedules, order Respond to public requests for bulk information
	Administer bus stops benches, shelter programs	Respond to citizen requests regarding stops, benches, shelter installation and removal Install temporary bus stops or bus relocation signs during uptown events or detours Initiate requests for bus stops signs, benches, etc Request concrete benches as needed Develop specifications for benches, shelters Determine locations for information cubes Update information in these cubes. Identify shelters that need wheelchair ramps Investigate problems at bus stops Initiate and monitor Adopt-A-Shelter program
	Administer Park 'N Ride program	Locate possible park and ride lots Negotiate with owners Arrange installation of signs benches or shelters Monitor participation
	Provide transportation information	Develop brochures, pamphlets regarding How to Ride the Bus accessible bus services Vanpooling Carpooling programs alternative services CDOT services/programs in accessible formats Monitor information services Department-wide for accuracy professionalism courtesy etc Develop press releases as necessary to submit to PS&I Produce notices for bus riders regarding changes in service etc Produce fare information Work with agency to develop marketing campaign monitor media Coordinate design and production of information racks Locate information racks throughout the city Prepare articles for media about new road construction intersection improvements, signalization changes Assist NCDOT in determining appropriate media/message and distribute materials for State roadway projects Develop and monitor 336-RIDE.
	Administer vanpool programs	Coordinate van maintenance Make revenue deposits monthly Produce newsletter as workload permits Work with new groups to form vanpools Respond to 336-RIDE requests. Make presentations to employers Monitor costs
	Administer carpool matching programs	Enter data. Mail match/no-match response Respond to 336-RIDE requests. Purge database
	Provide bike route information	Develop and update brochures Distribute brochures
	Administer federal & state grants	Develop grants annually File applications Monitor compliance with Federal regulations Monitor expenses. Close out.
	Administer advertising/marketing programs	Develop request for proposals for advertising agency Develop request for proposals for annual alternatives market research Monitor Make presentations to corporations schools

Transportation

DIVISION	SERVICE	ACTIVITY
		Plan special events and promotions Prepare articles for national media. Coordinate with Uptown Transportation Council/Charlotte Uptown Development Corporation Write scripts for audio–visual projects Produce copy for portable displays for CDOT divisions Develop campaigns Appear on local talk shows tv, radio cable

Communications & Information Systems

DIVISION	SERVICE	ACTIVITY
Cable/Contracts	Track & evaluate Operator Reports and Franchise Fees	Establish schedules for reports due Implement tracking for reports/fees received Initiate follow-up action for delinquent reports/fees Review/evaluate reports and fees for adherence to required operator reporting and/or performance standards
	Negotiate Policies & Agreements	Draft and negotiate cable agreements Negotiate resolution of disputed issues as pertains to agreements ordinances services to public facilities
	Monitor Complaints	Contact operators on citizen complaints within 1 business day Follow up to ensure resolution within 3 business days on health/safety hazards and 15 business days on other complaints
	Provide cable consultation to internal and external customers	Identify sites to be interconnected to all cable networks Follow up to ensure installation of cable services Provide information/research Communicate industry/operator information to users
	Provide staff support to Citizens Cable Oversight Committee	Prepare and mail agendas notifications packets Conduct necessary research for committee Attend committee meetings Act as television production co-producer for annual public hearing Complete follow-up on public hearing comments/questions
Technical Support	Schedule and prepare jobs for computer processing	Set up production jobs for City users through established operating procedures Prioritize on-demand and special request jobs Prioritize and maintain report distribution Establish and update Data Control procedures daily Prepare work schedule of jobs Maintain data disk file of all changes to work schedule Update all production parameters as required Check all JCL listings for accuracy and acceptable condition codes
	Operate computer systems	Operate and monitor all equipment (IBM 4381 AS400 3270 PC Workstations) Resolve any problems that occur with systems Install new versions of system software communications software Schedule daily workloads Update production schedules Update and maintain production operating instructions Obtain information from and provide information to users as needed Schedule system down-times with other departments as required Answer phone calls concerning computer run requests
	Create and update system recovery plan	Backup system weekly Maintain tape library Insure that all data backups ran successfully Update the Volume Master File
	Operate forms-processing equipment (non-computer)	Use burster to separate all continuous forms Apply official signatures to checks and other official documents Use decollator to sort forms
	Distribute microfiche	Separate and distribute microfiche Solve microfiche error problems
	Maintain and repair user equipment	Respond to user calls Provide replacement equipment Repair inhouse or contract repairs Report equipment problems to outside vendors as required (IBM Memorex)
	Maintain inventory of computer supplies	Maintain stock of computer tapes and cartridges Maintain stock of forms Dispense computer paper to City departments

Communications & Information Systems

DIVISION	SERVICE	ACTIVITY
		Reorder supplies as needed Track usage of high expense items
	Provide computing capability to programmers and users (mainframe, AS400)	Update and modify software for user-specific needs Update and maintain communications software for remote sites Update and maintain communications software to link platforms (Mainframe to AS400 to LAN) Place new programs into production Provide programming to automate submission of batch jobs/queries on predetermined schedule Provide backup and recovery support Resolve programmer and user problems that are system/software related Train programmers and users on new system software Monitor operating speed, memory disk space daily to identify bottlenecks Rearrange files, processing, etc , to eliminate bottlenecks Recommend new equipment as needs develop
	Provide database support	Define and implement new databases Evaluate and implement modifications to existing databases Resolve user problems with databases
	Evaluate new technology	Investigate and test new hardware and software Install software in test environment for user evaluation Establish and maintain database backup and recovery routines Evaluate and satisfy database disk storage requirements Provide database documentation to programmers operations, etc
	Implement security systems	Assign user codes and passwords Monitor usage Define specific users to appropriate systems (limited access)
	Provide capacity planning	Monitor system to identify bottlenecks Plan for new and additional equipment needs
Systems Support Service	Assist users in buying equipment	Determine level of need Investigate equipment options Determine pricing Develop RFP specifications Make recommendations
	Assist users in buying software	Conduct formal feasibility study Investigate software options Make recommendations Develop RFP specifications
	Install Equipment (PC's LAN)	Determine location for equipment Assemble parts Install equipment Test equipment
	Train users	Determine level of need Develop curriculum Teach classes Evaluate instruction methods
	Maintain computer systems	Install current version or write code to update systems Test updates Implement updates Educate users on update Develop efficiencies in processing Troubleshoot problems
	Develop links between platforms	Determine need Develop programs Test programs Implement links

Communications & Information Systems

DIVISION	SERVICE	ACTIVITY
	Maintain existing files	Develop database edits Monitor database size (PC) Develop regular purge routines
	Publish user newsletter	Determine audience Develop ideas Research articles Write articles Publish and distribute newsletter
	Respond to user requests	Resolve requests Follow up on requests
	Install/maintain software	Read documentation Test new software Implement new software
	Maintain LAN System Security	Develop security procedures Assign passwords to users Monitor system security Investigate attempted breaches
	Develop new systems	Conduct feasibility study Define functional requirements Design specifications Develop specifications Test system Install system Train users
	Investigate new technology	Review publications Attend seminars Network with with other professionals Make recommendations Test new ideas
Operations & Maintenance	Provide radio communications capability	Install all radio equipment Perform emergency repair on all city radio equipment Perform preventative maintenance on radios MDT's microwave transmitter viewer, base stations Perform necessary repairs and adjustments to microwave systems (frequency alignment, data/voice path allocations) Design/redesign/implement systems as requested by users Maintain inventory of components and specialized parts for radio systems
	Provide support to Data Division for RAN radio system	Repair and frequency adjust RAN radio system Do frequency studies and analysis Pull and install cable install mounting hardware for antenna system
	Install other equipment to city vehicles	Install MDT's Install light bars Install sirens
	Install auxiliary equipment and services in City facilities	Install and maintain closed circuit TV Install and maintain fire alarms Install and maintain automatic light and door systems Install and maintain public address systems
	Design and install network and backbone systems for users	Install and maintain RAN Maintain Fiber optic loops Install and maintain LAN

Communications & Information Systems

DIVISION	SERVICE	ACTIVITY
	Install maintain and repair computing devices	Install computing devices Perform on-site diagnostics for all computing devices Perform on-site repair when possible Arrange maintenance contracts and outsourcing agreements when in-house maintenance is not possible or cost effective Relocate computing devices as necessary
	Provide telephone communications capability	Install all telecommunications equipment Perform maintenance on all City owned telecommunications equipment Process service orders, contact outside vendors when necessary Conduct needs assessment of users Provide hardware configurations for new installations and relocations Develop equipment specifications for special applications (i.e., Voice Mail) Bill users for services Make corrections to billings and refund users as required Audit equipment Collect pay-phone commissions Provide training to users Maintain and update equipment inventory database
	Oversee telecommunication contracts for City depts	Oversee vendor performance
	Provide users with centralized assistance (Help Desk)	Answer user calls Route to appropriate area for resolution
Administration	Administer Charge-back system	Prepare 135 line item appropriation Prepare monthly 135 line item statement and journal voucher Respond to inquiries regarding user charges

General Services

DIVISION	SERVICE	ACTIVITY
Administration	Staff Advisory Energy Commission	Attend Committee Meetings Prepare agendas, minutes, Act as a liasion between Council, City Clerk's office, PS&I and AEC
	Oversee CMGC Restaurant Committee	Call & attend meetings to review restaurant's performance Resolve users' complaints Prepare RCA as needed Monitor contract
Central Services	Painting	Inspect City facilities and related equipment and evaluate painting needs Select proper application procedure and select proper inventory of material Prepare and perform minor repairs to areas or surfaces to receive paints or wallcoverings Repair and refinish furniture Layout and stripe parking lots and decks Maintain color coding files and schedules Paint walls surfaces and equipment
	Custodial	Monitor compliance to custodial contracts and in-house cleanliness standards Respond to complaints and emergency cleaning requests and correct custodial deficiencies. Order and maintain inventory on custodial supplies Pressure clean exterior surfaces
	HVAC Repair and Maintenance	Install inspect service, and maintain heating, ventilation and air conditioning equip & controls Prepare replacement planning and life cycle analysis on existing and proposed systems Work with other trade areas to complete projects and tasks Maintain Direct Digital (Remote) Control (DDC) network
	Plumbing Repair and Maintenance	Install inspect service, and maintain plumbing equipment and related controls Prepare replacement planning and life cycle analysis on existing and proposed systems Work with other trade areas to complete projects and tasks Maintain fountains
	Electrical Repair and Maintenance	Install, inspect service and maintain electrical equipment and related controls Prepare replacement planning and life cycle analysis on existing and proposed systems Work with other trade areas to complete projects and tasks Perform energy management and cost containment analysis
	Facility Maintenance	Perform as needed and scheduled repairs and replacements of building hardware masonry and structural components Perform repair and/or replacement of floor tile carpet base accoustical ceilings doors door locks and closers glass roof, ceramic tile Clean and maintain gutters and down spouts Perform fire extinguisher checks Preventive maintenance (PMs)
	Construction – Renovation	Renovation of existing facilities or additions

General Services

DIVISION	SERVICE	ACTIVITY
	Cabinet and Woodworking	Construction of furniture and specialty items Laminating
	Locksmithing	Rekey, repin, set up new keying systems
	Welding	Provide welding for specialty items emergency needs for repairs and maintenance of equipment
	Emergency Services	Provide necessary security measures to facilities resulting from after-hours break-ins
	Special Events Activities	Provide support set-up services and assistance for special events by other depts carpentry stage setups and breakdowns, chair setups, electrical and podium needs
	Security	Monitor for contractual compliance security contractors at City Hall and CMGC Patrol and man security stations and building control room Maintain and monitor electronic security Investigate, refer or resolve security infractions Provide property protection and security surveillance Provide consulting services to facility tenants on security matters
	Fire Safety for Facilities	Monitor alarms Inspect and maintain fire equipment Investigate, refer or resolve safety infractions Provide consulting services to facility tenants on safety matters Conduct periodic fire/evacuation drills
	Dispatch	Relay request for service to field staff personnel for required action Answer after-hour calls for service from other departments and refer them appropriately
	Hazardous Conditions Duty	Removal of snow, ice and debris to provide easy access and safety around designated facilities
	Paper Chase	Collect recycleable paper for pickup by Mecklenburg County
	Contract Encumbrance/Payments	Set aside funds through Finance Dept to cover cost of executed service and project contracts Monitor expenditures and ensure timely processing of payment requests.
	Building Services (City Hall CMGC & Spratt St Facilities)	Man loading dock shipping and receiving Coordinate tenant moves Match resources with demands for service, i e , juggling schedules, space and equipment to accommodate meetings Conduct pre and post renovation evaluations to satisfy needs Provide service needs analysis (evaluation and monitoring) Evaluate and assess space planning needs Meet special service needs of Mayor and Manager's Office prepare for and service to City Council and County Commissioners meetings, i e name plates coffee tea, water sodas, condiments writing material

General Services

DIVISION	SERVICE	ACTIVITY
	Reservations for Meeting Rooms & Space in the CMGC	Receive and post requests for room reservations Coordinate requirements with set-up personnel using a weekly schedule Coordinate development of annual calendar for use of CMGC by City Council County Commission and appointed subcommittees Liaison for all state and outside agencies requesting reservations Set up areas to requestor's specifications
	Mail Courier Services	Receive, sort, and distribute incoming and outgoing mail and materials to City departments Meter and prepare U.S mail and UPS parcels for mailing. Record and reconcile daily and monthly accounts to charge user departments back. Handle special courier requests -- errands within City facilities or between satellite City locations Such services include delivering City Council agendas delivery of water bills to General Mail facility delivery of Purchasing Depts RFP ads Provide postal information and assist departments with problems or questions about mail or related services
	Parking	Monitor contract operator of three multi-level parking decks for compliance with contract requirements Evaluate annual audit of operation Maintain structural and foundation integrity of three decks
	Facility Accessibility	Modify facilities
	Bidding for Construction Projects	Conduct field work for preparation of plans and specifications Advertise and conduct pre-bid conferences and bid openings Prepare documents for Council action
	Contract Administration for Construction Projects and Services	Negotiate proposal, prepare contract and coordinate execution between City and contractor Administer contract to ensure compliance with scope of work and to issue payment approval
	Construction Project Management	Schedule and coordinate construction activities Conduct daily site inspections, pre-construction conference progress meetings and final inspections to ensure compliance with specifications Liaison among City, user and contractor
	Roof Management Program	Perform analysis and evaluation on 140 roofs for preparation of five-year CIP projection Coordinate and conduct annual roof survey on 140 facilities maintained by Central Services and Parks & Recreation to determine course of action based on needs Evaluate, coordinate and schedule roof replacements and/or remedial repairs for work implementation based on survey findings Provide emergency response and investigate roof leaks to evaluate problem and determine course of action on warranted roofs and contractual work. Roof Maintenance -- perform routine repairs and maintenance to roofs to correct leaks

General Services

DIVISION	SERVICE	ACTIVITY
	Engineering Dept Project Participation	Provide technical support on roofing, HVAC, and facility maintenance during new construction design development
	Special Project Assignments	Perform cost analysis and evaluations of old City facilities for potential occupancy
Equipment Services	Tire Service	Light vehicle tire repair Heavy truck tire repair Construction equipment tire repair Tire balancing Tire rotation Tire inspections Tire replacement Monitor cart tire repair service
	Road Service	Minor roadside repairs on light vehicles and heavy trucks Minor to intermediate repairs on construction equipment Roadside tire repair
	Preventative Maintenance Service	Perform preventative maintenance inspection/lubrication service on Light vehicles Heavy vehicles Construction equipment Small engine equipment
	State safety/emission inspections	Inspect light vehicles and heavy trucks for compliance to State/Federal safety/emission regulations
	Non-scheduled maintenance	Provide maintenance and repair service on a "Demand" basis for Light vehicles Heavy trucks Construction equipment Small engine equipment Provide "Drive-Thru" maintenance service for light vehicles and heavy trucks
	New vehicle preparation	Inspect vehicle for compliance with specifications Inspect vehicle for defects Modify/install special equipment per user requirements
	Auction preparation	Remove special equipment Remove decals Clean vehicle interior Clean special bodies Perform minor repairs
	Special projects	Modification and fabrication projects to meet special user needs
	Welding	Welding repairs to equipment Special equipment fabrication Special projects such as bridge and pipe repairs
	Parts support	Issue parts from stock to mechanics Receive parts to stock Order and issue non-stock parts Coordinate rebuilding of parts Review new products for suitability Maintain parts manuals Take periodic and annual inventories

General Services

DIVISION	SERVICE	ACTIVITY
		Inventory, usage and failure reports and recordkeeping
		Pick up parts from vendors
		Deliver parts to vendors and shops
		Make regular price check with other vendors to assure we are receiving the lowest price
		Warranty claims
		Order fuel/monitor delivery
	Clerical Administrative and Operational	Maintain automatic fueling system and input of manual fuel issues
		Receive service customers and initiate shop work orders
		Update, enter labor and close shop work orders
	Fleet Administration	Prepare annual equipment fleet replacement recommendation and administer ongoing changes
		Prepare Central Fleet Program cost analysis, activity reports and billing reports
		Prepare specifications for the City's Equipment Fleet
		Review bids for fleet equipment and prepare recommendations for purchasing
		Prepare and administer contracts for fleet related commodities such as tires, batteries fuel lubricants etc
		Provide around-the-clock control and data processing service for the Fleet Management Information System

Public Service & Information

DIVISION	SERVICE	ACTIVITY
Action Line	Respond to citizens' telephone requests for service & information	Provide answers to citizens' questions Provide information on how citizens can obtain desired information Process complaints from the public, route to appropriate department Assist Action Line Plus to obtain productivity ideas enter into LAN system Update information on computer database
	Respond to citizen in-person requests for service or information	Provide directions to meeting rooms and other government facilities Provide answers to citizens' questions
Video	Broadcast City Council and County Commission meetings live over Channel 32	Provide necessary technical support Hire support staff of free-lance camera operators Re-broadcast meetings at later times Provide audio-visual support for meetings Provide engineering necessary to broadcast meetings Provide live feed to all TV stations
	Originate public affairs programs for Channel 32	Produce "Agenda. Charlotte" call-in talk show Produce "City Beat" City issues show Produce "Safewise" on public safety/crime & drug issues Produce "CIP Update" on the City's capital projects Produce "CHA Forum" on housing issues Maintain and provide engineering necessary to produce programs Provide scheduling and publicity for programs
	Assist with other public affairs programs	Assist WTVI in production of "Ask the Mayor" call-in talk show Provide satellite downlink for live call-in shows ("State to State", "Open Net") Produce or assist others (i e , school systems television stations) to produce issue-oriented shows Provide engineering necessary to produce other public affairs shows Assist in promotion and scheduling of public affairs shows produced by others Provide broadcast outlet for "Charlotte Issues Forum" public affairs show
	Provide bulletin board information on Channel 32	Design format for bulletin board
	Provide additional programs for Channel 32	Research & secure programs from other government sources Produce documentaries on historical cultural and regional issues Produce periodic shows on exhibits featured at City facilities Produce "Fireline", an employee show for the Fire Dept Provide satellite downlink for pre-produced programs and teleconferences Provide I-Net links that interconnect other public facilities for on-site programming and origination
	Provide video training for City employees	Produce programs for and schedule training on Channel 22 Operate training bulletin board Produce training videos for entire City staff on policies or instructional subjects Provide training seminars or workshops for City Departments on operation of video and audio-visual equipment Provide satellite downlink for programs & teleconferences Provide I-NET to interconnect facilities for training
	Provide engineering support	Provide engineering and maintenance for equipment critical to produce programs and run downlink and I-Net Support external TV stations with in-building equipment installation Provide engineering for pass-through for Cable Channels 30 and 33 (Public & Education Access) Provide audio-visual specifications to departments and external groups for City facilities
	Provide support to building for meetings	Operate lights, sound and audio-visual equipment in Meeting Chamber and Conference Center Back-up audio recording for City Clerk at public meetings Set up video and audiovisual equipment in Government Center conference rooms as needed Provide engineering and maintenance on in-place equipment

Public Service & Information

DIVISION	SERVICE	ACTIVITY
	Operate video and audio–visual equipment loaner program	Provide check–in/out service of video, overhead and slide equipment Provide engineering maintenance on video, overhead and slide loaner equipment
	Provide news clipping service	Record local newscasts Find and dub specific newscasts as requested Provide maintenance and engineering of recording equipment Provide training and resources to dub and edit newsclips
Graphics/Type	Provide design graphic support and type for print, slide photos and presentations	Design and produce finished art and print (city–wide departmental requests etc) Provide photographic service to departments (black/white and color transparencies) Prepare materials for presentations (charts, slides, etc) Design and produce signs banners and presentation displays for departments and major events Design comprehensive graphic programs with logos and companion pieces (i.e , Adopt–a–Park, CityLife etc) Design produce, place and coordinate advertising for departments Design and produce recruitment materials for fire and police departments Hand–letter certificates Design and produce brochures and books for departments public information etc Create illustrations for print pieces as needed Hold graphic workshops for departments Maintain equipment and order supplies Maintain and update files of art
	Coordinate printing	Write bid specifications Research printing services available Review bids Make recommendations
	Update community bulletin board for video	Enter data to system
Public Information	Take calls from public	Route calls to appropriate personnel Answer or direct customer calls
	Maintain contact with media	Prepare monthly meetings calendar and special meeting notices Notify media of meetings and special events Prepare news releases media notes public service announcements Answer requests from media Set up interviews Initiate calls to media when necessary Set up news conferences
	Produce programs for training and Cable Channel 32	Research and write information for bulletin board Write scripts and produce public affairs programs and training videos Provide on–camera and voice talent for both video and audio/visual presentations
	Assist in administration of advertising account for Charlotte Transit	Review agency's media plans Review research analysis Review agency charges (invoices fees)
	Market City Services	Solicit and write stories on City departments for trade publications Develop and produce ads in selected publications as needed Coordinate City involvement with uptown and City agencies which market Charlotte (i.e , Carolina's Partnership, CUDC CCVB) Arrange and conduct tours of Government Center Provide public information on speakers who are knowledgeable of city topics (Speakers' Bureau)
	Provide public information counsel to departments	Prepare communications plans for events programs products etc

Public Service & Information

DIVISION	SERVICE	ACTIVITY
	Provide crisis management assistance	Assist departments/manager's office during media crisis Act as spokesperson for City when necessary Provide media contact during event crisis Develop plan of action to prevent crisis in sensitive situations
	Technical writing	Produce copy for city publications (i e , "Around City Hall") brochures, news releases, audio/visual shows etc
	Review copy	Evaluate and critique copy for citizens publications written by others
Administrative	Respond to requests for information	Answer incoming calls from citizens and departments Answer requests from walk-in customers Prepare news releases, calendars, etc for mailing Coordinate logistics for special events
Printing/Copy Center	Provide printing service to City & County departments	Provide preliminary estimates on printing/copying jobs Prepare negatives Prepare halftones Strip negatives and halftones Select paper and ink Operate offset printing press Provide blue line proofs
	Provide technical printing assistance to users	Provide vendor selection for special services Package finished product Collate off line Bind reports Sequentially number products Cut products to size Provide routine paste-ups
	Provide high-speed duplicating services	Program Xerox machine for copies Prepare work for selected bindery
	Administer copier program	Inventory all copy machines Record all usage totals on monthly basis Provide technical assistance to all copiers Process bills for payment Order supplies for all copiers Staff City Copier Committee
	Prepare chargeback to users for services	Account for costs and bill users Handle routine requests for service and/or problems
	Maintain equipment	Provide routine maintenance on equipment Train employees on operation and maintenance of equipment
	Search for new products	Research technology to keep up with latest equipment

Administrative Services

(This listing includes services/activities which are common to most departments They deal primarily with the "administrative support and clerical" that is needed to carry out the services to the departments customers)

SERVICE	ACTIVITY
Provides department secretarial/clerical support	Maintains records & files Types correspondence/reports Answers incoming telephone calls Updates the Electronic Calendars Prints, files distributes Dept Electronic Mail
Provides Human Resource Function	Approve sign and route paperwork to interview/hire/terminate Communicate benefit information & updates to employees Respond to Employee Grievances/EEOC/Dept of Labor requests for information Approve, sign, route and monitor performance appraisal system for departmental consistency Receive Affirmative Action Reports – Compare/determine department s needs & notify divisions Receive the department s Work Force Utilization Reports – Determine needs & notify divisions Request assistance from Human Resources (recruitment) as needed Implement/monitor Personnel Policy take action as needed
Prepares department s budgets	Prepare Administrative division s reports Analyze each division s reports Consolidates divisional reports into the Department's response Prepare Sub Allotment Transfers and Change in Capital Outlay as needed Coordinate & compile Department's Capital Improvement Plan Budget Develop objectives Review & then compile the divisions objectives into a departmental response Prepare Service Level Changes Review divisions Service Level Changes make recommendations to director
Review Purchasing/expenditure activities	Authorize expenditures Develop RFPs Review contract specifications Approve contracts Review/Approve all Travel Requests Review/Approve Annual Physical Inventory Approve & sign Petty Cash Funds Reports (Sign FN–59 & FN–60 forms) & route to Finance Investigate & resolve any inconsistencies as needed
Respond to internal/external requests for information	Prepare &/or review Department's Requests for Council Action Approve/handle computer systems needs Meet with CIS determine needs acquire funding write "request for processing", sign and send to CIS Follow up as needed Review Draft policies & make recommendations to requesting department Respond to customer requests for information
Administer specialized departmental programs	Administer Recognition Award Program Review Recogn Award Requests for consistency Route Award Request to Finance & Performance Mgmt Prepare Certificate for Director s Presentation Monitor dept 's yearly funding and produce summary reports for divisions Handle Dept Employee Suggestion Program Review each request for policy requirements Forward to City s Review Committee or respond to employee if suggestion does not meet policy requirement

Administrative Services

SERVICE	ACTIVITY
Handle special projects for dept & conduct special studies	Coordinate dept's role in/for for special events (i e , for General Services NCLM, Springfest, ICMA) Represent Department on steering committees teams, task forces, etc in order to facilitate all requests/needs
Develop the department s mission/ long range plan/policy	Write performance objectives that tie in with City Manager s objectives Review policies yearly or as needed to check for relevance & pertinence Work with other depts on City policies (i e Auto Policy) Use the City's Mission Statement & core values to implement changes in the department
Evaluate Divisions Operations, Programs and Operational Needs	Performance/workload review and evaluations Evaluate staffing needs and requests for manpower Establish and recommend efficiency goals/standards
Coordinate employee training	Survey training needs of new employees Maintain inventory of basic training requirements for each position Administer and compile annual employee training needs assessment for planning and budgeting purposes Produce lists of computer, general and technical training courses requested by individual by division by priority Serve as liaison with CIS in scheduling all CIS and in-house computer courses including contacting class participants and follow up with rescheduling as necessary Provide course listings and reports as requested Update computer records when classes are completed
Coordinte CIS support activities	Serve as departmental liaison to CIS on all computer-related activities including providing information and updates for weekly coordination meetings Monitor requests for CIS assistance to ensure timely completion maintain request files and follow-up information Monitor CIS staffing levels to ensure availability of needed support Assist in assigning CIS staff to departmental projects Develop budget for departmental CIS needs including long-range computer and communications needs

Budget & Evaluation

SERVICE	ACTIVITY
Develop Operating Budget	Write instructions forms and materials for departments Arrange and conduct budget kick-off meetings with department heads and key budget staff Conduct training for departments on budget preparation process Read through requests from departments verify numbers, check for compliance with City policies, investigate and research justifications Read through requests from City/County shared departments verify numbers investigate unusual increases Make corrections to line-items for errors insufficient justification etc Conduct departmental budget hearings to review requests with dept heads Run computerized salary projection data, verify and correct position allocations vacancy hire dates, pay ranges and benefit costs Review pay and benefit options prepared by Human Resources review recommendations with City Manager; adjust salary and benefit costs to coincide with recommendations Prepare data and enter into budget system With Finance Department jointly determine fees and charges Meet with Manager and Assistants to review final recommendations Make final decisions, balancing expenditures and revenues Work with Departments to identify program areas break out positions and costs by program areas Write and print program budget. Produce preliminary line-item budget Produce final line-item budget
Monitor/Amend Operating Budget	Use on line funds availability computer system to verify funds available in in accounts when departments request project expenditures compare requested expenses to plan and explain variances Investigate and approve/deny transfer of funds (sub-allotments) as needed Investigate and approve/deny requests for Change in Capital Outlay Make recommendations on requests for auto allowance/take home vehicle assignments Study department or organizational structure and suggest changes review and make recommendations on proposed reorganizations as requested by departments Write instructions forms and materials for quarterly budget status reports Read and verify data submitted by departments Request and verify revenue data received from Finance determine reasons for significant variances from budget Prepare quarterly budget status report, including identified problem areas and recommended solutions Write and submit for Council approval the Mid-year and Year-end budget ordinances
Develop/Monitor Objectives	As part of annual budget process read and discuss objectives with each department for appropriateness of objectives and coverage of department mission Negotiate revisions with departments Assist departments in developing new effectiveness and efficiency measures Send out notices for mid-year and year-end objectives reports Read and evaluate objectives reports sent in by departments Prepare summary reports for inclusion in Status Reports Prepare graphics for selected objectives Distribute report twice a year to Manager Departments and City Council Library
Position Control System	Run automated salary projections system and verify that the current payroll and authorized positions match research and explain variances Process system changes regarding allocated positions (add,delete overhire,freeze)

Budget & Evaluation

SERVICE	ACTIVITY
	Perform data entry of system changes Consult with CIS on changes to system including creating new reports
Outside Agency Contracts (non-departmentals)	Prepare budget request forms and procedures for non-departmental agencies Read through requests from non-departmental agencies verify numbers, investigate and research justifications Act as liaison between the City and the agencies concerning requests for funding or any questions that arise regarding the budget Research and write program reviews of the various agencies for Council review Execute contracts between the City and the agencies Process requests for payment from the agencies and insure that the agencies receive their funds quickly Coordinate with other departments which fund outside agencies to insure consistent handling of the process
Develop Capital Improvement Program (CIP)	Review and provide comments on capital "NEEDS" request instructions Attend Capital Needs meetings and provide input to Planning staff and departments Review "Manager s Edition" of the "Needs" book and prepare notes for Budget Director Coordinate revisions to "Needs" book during the CIP process Develop instructions and forms for departmental and outside agency use in requesting capital projects Meet with departments and discuss capital project requests -Research individually requested projects and provide notes for the budget director's use prior to departmental meetings Evaluate capital project requests in terms of justification and recommend funding status -Review community plans to determine where and if the project is included in a Council adopted plan -Develop alternatives to address the problem that the capital project would solve -Conduct site visits Ascertain revenues available for the 5-year plan -Write memos to Finance for debt service projects and 5-year Pay-As-You-Go funding -Meet with Finance to discuss bond fund availability -Verbally request revenue estimates from Finance for DARF, Storm Water and others Match revenues with the existing plan and modify as needed to accommodate revised revenue estimates and new programs Prepare preliminary CIP document. Prepare final CIP document
Monitor/Amend Capital Improvement Program	Write instructions prepare forms and materials for quarterly CIP Status Report Review and analyze information verify accuracy Compile information, prepare report and distribute to City Manager Council Library and departments Verify funds available in CIP accounts when departments present request for project expenditure compare requested expense to plan and explain variances Review and approve transfer of funds within CIP as requested by departments Attend meetings to review projects with architects and/or consultants -Discuss alternative designs and cost estimates, encourage value engineering. Attend departmental meetings on capital projects and keep budget director informed Research capital project information for Manager's Capital Project Group Attend Engineering Department project status meetings

Budget & Evaluation

SERVICE	ACTIVITY
	Request and evaluate status updates on specific capital projects Serve as a City representative in the discussion and selection of consultants for CIP work.
Support to City Council	AGENDA Write and/or edit Requests for Council Action Read and edit draft agenda. Research sources of funding for specific items identify funding options Compile backup material for agenda items, *including relevant historical* information, budget cost versus actual cost, etc Follow-up on Council questions and provide written response RETREAT Prepare budget status information for Council retreat. Write strategies and action steps based on Council retreat discussions Write "FOCUS" booklet to summarize actions from Council retreat, arrange printing and distribution Request reports from appropriate departments on status of achievement of action steps based on Council s Focus areas Prepare periodic status reports on achievement of action steps *BUDGET* Prepare council budget presentation Coordinate budget workshops for council discussion of budget issues Schedule budget public hearing for citizens input Research and write responses to questions and answers for Council workshops based on prior workshop discussions Prepare annual budget ordinance based on Council discussions WORKSHOPS AND COMMITTEES Research write reports and present information to Council on budget related topics (examples comparable cities objectives budget policies etc) Provide staff support to Council Finance Committee Make presentations to other Council committees OTHER Meet with individual Councilmembers concerning specific questions regarding City budget Provide information to individual Councilmembers in response to specific requests
Support to City Manager	Research and write responses to answer Manager's questions Prepare summary of major work efforts, issues, problems and questions through manager's monthly report Research and write information for City Manager meetings with departments individual councilmembers, outside organizations, media, etc Attend Manager staff meetings to provide budget input on issues and topics *of discussions* Help develop and direct work programs for various city departments and divisions through participating in advisory and steering committees (examples Mission Statement Advisory Committee Internal Consulting Steering Committee CIS Steering Committee and Capital Project Group) Represent City on various non-profit and community oriented boards (example *Arts and Science Council United Way*)
Research Surveys and Evaluations	Contact other cities to determine whether Charlotte services expenses etc are similar to other comparable cities, (example police per capita, PS&I services downsizing experiences) Conduct cost-benefit studies of proposed program changes to determine

Budget & Evaluation

SERVICE	ACTIVITY
	most effective and efficient way to perform desired function (example take–home police cars, privatization studies i.e parking deck management) Develop or modify and monitor administrative policies to set reasonable standards for employees (example auto policy, budget monitoring policy, work rules review) Prepare RFP and solicit proposals for services needed by city government which can be effectively handled by the private sector (example travel agency services, evaluation studies) Perform historical research on budget trends as all or part of larger report or study (example economic analysis of Charlotte various issue papers) Conduct or participate in program evaluations and/or organizational studies to improve operations of various city functions (example Special Transportation Service DOT organization) Investigate and report on alternative revenue options as part of recommen–dations regarding funding of various projects or programs (example occupancy tax versus seat tax analysis, cultural action plan)
Revenue/Funding Sources	Review methodology used to calculate user fees verify accuracy of calculations Review requests to institute new user fees advise on methodology to calculate fees. Explore new revenue options and write reports for City Manager and City Council Research and write reports on historical revenue sources and amounts (example Federal revenue report) Research and keep abreast of State legislative actions which impact local revenues Research and keep abreast of revenue trends during the year coordinate with Finance on significant variations from budget
Budget Reduction/Rightsizing	Meet with City Manager, make recommendations and participate in planning various budget reduction strategies Assist in developing city–wide policies for reducing payroll expenses in City government (example lay–off policy, rightsizing) Work with Finance and City Manager to implement cost saving measures (example position freeze, position "bank", expenditure cut–offs or freezes)
City–Wide Management	Read monthly travel reports and verify consistency with City travel policy Participate in development and direction of Performance Management and MBR program Coordinate development of city–wide Customer Service focus Participate on city–wide management committees (example Mission Statement action teams CityLife Committee, Copier Committee City Within A City, Policy Review Committee, Employee Suggestion Award Program etc) Research and/or provide background material and data to media to insure accuracy of story and comprehension of information being sent out give interviews; participate in media briefings conduct budget briefing for media. Work with PS&I to disseminate public information concerning budget issues
Special Projects	Provide budget perspective on various special projects either as a stand alone project or part of task force report (example annexation Mint Museum privatization cultural facilities report) Review and approve/deny departmental grant applications to insure appro–priateness of program and availability of local matching funds as needed

City Clerk

SERVICE	ACTIVITY
Record Council Meetings	Record meetings (permanent records) Transcribe minutes of meetings Calculate and record total meeting time
Maintain permanent records of Council meetings	File & index all meeting minutes Process index & microfilm all supporting documentation for meetings Dispense and file disclosure forms Provide copies when requested
Process Annexation Petitions	Receive petitions Deposit filing fees Forward information to Legal Department Record annexations with Register of Deeds & Secretary of State
Maintain Appointment Records (Boards Committees etc)	Dispense application forms Place nominations and appointments on agenda Write Council letters to appointees Swear in appointees Notify committees of members inadequate attendance Coordinate & distribute periodic reviews to Council
Place City Advertisements	Prepare and submit ads (e g. zoning petitions street/alleyway closings bonds)
Fill requests for City Code	Send copies to requestors Deposit monies received
Record Ordinances amendments to Code	
Record Civil Service Board Meetings & Hearings	Prepare agenda Prepare correspondence Reserve meeting rooms Type minutes Swear in police officers
Dispense "Going Out of Business" Licenses	Collect bond Maintain license inventory
Dispense Parade Permit applications	Collect and deposit fees Forward application to CDOT
Dispense Application for Monuments on Public property	Place on Council agenda
Process Storm Drainage Repair requests	Assign a number Send copies of documents to Tax Dept.
Administer Oaths of Office	Swear in Council Mayor special officers

City Manager's Office

DIVISION	SERVICE	ACTIVITY
Manager/Mayor	Provide management direction to the City organization	Develop policies and programs for City-wide administration Provide direction, consultation and input for departments Review & make decisions on employee grievances both informally and through formal process Provide strategic direction to the City organization
	Provide management and administrative support to Mayor & Council	Develop policies and programs for City Council consideration Direct and provide assistance to Council committees Respond to individual Mayor and Council member inquiries and requests for service & information Plan and direct Council retreats and presentations Support the Mayor by scheduling appointments preparing correspondence *and tracking committee appointments*
	Respond to citizen requests for information, *complaints*	Refer callers and walk-ins to appropriate resources Generate service requests Track citizen requests/complaints to ensure satisfactory resolution Write letters and reports in response to citizen requests and complaints
	Prepare Council agenda and Council memo	Review and edit proposed agenda items to ensure clarity provision of necessary information and appropriate options Tyep and distribute documents
	Direct and coordinate special projects (Convention Center NFL Stadium etc)	Form teams for projects consisting of department heads and key staff Make assignments for project completion *Review reports* Track project progress Intervene when disputes occur; negotiate compromises
	Provide linkage to community, private and non-profit organizations	Represent City Manager with outside organizations & agencies Serve as member of outside agencies Advise the Manager on results from meetings and potential recommendations
	Provide liaison to federal and state elected and appointed officials	Coordinate intergovernmental programs Requests special assistance for unique local problems Lobby NC legislature for passage of local bills
Performance Management	Revise the City s performance management system	*Establish clear and measureable* objectives and/or performance indicators for employees Develop an evaluation process for performance management Assist developing performance incentive programs Support departments in implementation and management
	Administer Employee Recognition Program	Assist departments in development implementation and modification of programs Maintain inventory of gift certificates Track departmental usage of program and certificates Prepare reports and distribute
Internal Consulting	Provide recommmendations for improvements in productivity & efficiency	Conduct studies as requested by City Manager/City departments *Make recommendations for change* Follow up on implementation
	Coordinate rightsizing process	Assist Manager's Office with planning and implementation Answer departmental questions regarding the process Provide reference material to departments Facilitate team meetings Prepare reports for Council

City Manager's Office

DIVISION	SERVICE	ACTIVITY
	Coordinate functional consolidation process	Assist Manager's Office with planning and implementation Facilitate committee meetings Prepare reports for committees and Council
	Coordinate Action Line Plus	Distribute suggestions to appropriate department Mail acknowledgement letters to callers Investigate suggestions assigned to Internal Consulting Follow up with departments to ensure timely and appropriate response Prepare and mail closing letters to callers

Economic Development

SERVICE	ACTIVITY
Provide festivals/special events coordination	Provide single point of City contact for community customers to explain City policies coordinate City services/departments Work to orient fledgling events Assist in event planning Analyze safety Serve as Field Marshall during events Evaluate/wrap-up events
Assist business development	Brief potential business investors/recruitment prospects Provide up-to-date economic development packages of materials Refer inquiries to Chamber Work with private sector on business and industrial retention and expansion strategies Serve as ombudsman/troubleshoot barriers to business
Assist neighborhood economic development	Provide staff support to City Manager's Office for City Within A City including production of communication material budget coordination and seeking new partnerships Develop foundation and other granting relationships Provide point of contact for merchant associations and Community Development Corporations
Manage Public/Private Partnerships	Recommend development strategy Coordinate negotiations for City Draft and/or review contracts Obtain Council approvals Manage contracts Pursue strategies for use of City's real estate assets
Administer special projects/economic development management	Manage special assignments including uptown coordination Provide media briefings and interviews on economic development Propose capital projects that support urban and neighborhood revitalization Produce policy papers/presentations Track key local state and national actions that affect Charlotte's economic development

Finance

DIVISION	SERVICE	ACTIVITY
Administration	Offer general financial expertise to the City Manager Deputy City Manager Assistant City Managers	Provide financial management advice, guidance, and expertise to the City Manager's Office
	Offer technical, financial advice and assistance in support of City s economic development program	Provide technical, financial analysis and advice
Administration/ Internal Audit	Perform internal control reviews	Evaluate City financial controls
	Perform cash/inventory audits	Verify cash funds and inventories
	Perform system development audits	Assess development process and review controls
	Perform grant agency and contractor audits	Determine compliance with contract/grant terms
	Perform annexation audits	Determine impact by auditing sanitation companies volunteer fire depts
	Handle special requests from managers	Respond to management requests (e g. disaster coordination)
Treasury	Manage debt	Wire interest payments on outstanding debt Plan future bond issues using modeling techniques to forecast bond issues impact Conduct bond referenda and sales Monitor debt issues comply with various bond orders and 1986 Tax Reform Act Manage proceeds of new bonds sales
	Analyze and forecast economic conditions	Prepare revenue estimates for budget Analyze/assess impact of new legal requirements, policies programs
	Manage cash	Manage City s investment portfolio Plan cash flow requirements Manage A/P check disbursements Formally evaluate banking service agreements every 2 years
Accounting	Disburse money – Payroll	Pay City employees Meet bank s Automated Clearing House direct deposit guidelines Prepare reports and remit voluntary and court ordered payroll deductions File state and federal tax reports and mandated retirement reports
	Disburse money – Accounts Payable	Receive invoices Match invoices to purchase orders Pay vendors for goods and services provided Certify contracts Pay for contractual services or loans File state and federal tax reports
	Receive payments – Accounts Receivable	Monitor Mecklenburg County property tax collection transfers Bill individuals and organizations for amounts due to the City Service community development loans (principal interest, property taxes and insurance) Bill in accordance with contractual agreements File state and local tax reports
	Manage General Accounting/reporting	Properly record City's revenues and expenses Safeguard assets Maintain budgetary compliance records Prepare annual financial report and monthly interim financial reports Provide financial status reports budgetary compliance reports and cost analyses for City management/departments

Finance

DIVISION	SERVICE	ACTIVITY
Revenue	Bill for services and refund contracts	Maintain utility billing system Mail bills for basic Water/Sewer service Bill for industrial waste, services and penalties hydrant and truck meters, special discharge permits Refund utility contracts
	Collect revenue and check credit	Process water mail payments Process water payments in person Process citation/fine payments and parking, general revenue (including animal tags, bus passes, fire) Backbill and terminate delinquent water/sewer accounts Receive and deposit cash receipts Report receipts to Treasury, Accounting Collect for returned checks owed to the City Establish and monitor pay plans Monitor accounts receivable and send past due notices Monitor contracts payable to the City Monitor Community Development loans Answer questions resolve problems for non-water revenue collections Identify and recommend the write-off of uncollectible accounts Refer uncollectibles to outside agency for collection Conduct credit investigations
	Provide Utility customer service	Process water service turn-ons turn-offs transfers Answer questions resolve complaints by telephone in person and by mail Order and review inspections
Systems	Manage financial systems	Operate all systems necessary to protect and process data efficiently and cost effectively Report the City's financial operations in adherence to Federal State and Local government requirements Provide management with timely accurate financial reports in order to aid in the decision-making process Meet management s financial systems objectives in a dynamic technological environment to increase productivity
	Develop systems	Develop systems to solve business problems provide "state of the art" technology, increase productivity by eliminating labor intensive manual tasks Conceptualize and define all specifications before presenting package to CIS
	Monitor optimize and maintain existing financial systems	Research and/or correct all financial system malfunctions on a 24-hour per day basis Conduct financial systems integrity audits daily (includes current and historical data) Maintain "Blue prints" of all files and reports
	Consult with users and provide user support	Analyze financial systems user needs and establish priorities for new reporting requirements Interact with users to understand their needs Consult with other departments and encourage database sharing Economize data collection and streamline reporting to improve customer service
	Produce financial reports	Produce Core Financial Management reports for the City Council City Management and required Federal and State governmental agencies -Report analysis planning, and design -Report logic and layouts (most effective format) -Report coding

Finance

DIVISION	SERVICE	ACTIVITY
		–File building –JCL (Run jobs daily to initiate writing checks, allow purchases, budgetary control) –Reporting structures (hierarchical management reporting) –Monitor total budget appropriations and expenditures –Edit and correct data before update to general ledger and management reports
	Train and document	Conduct user training and "sell" new concepts to the users Explain functions and utility of the systems/changes and measure user comprehension Maintain up–to–date financial systems documentation
	Maintain online realtime systems security	Maintain systems security for all interactive financial systems by application by screen Allow access to systems and data only to those with appropriate need and authorization
	Analyze and test vendor software and in–house systems	Provide thorough evaluations of all vendor software Test all vendor software and in–house source code changes to financial packages Implement major software upgrades and bulletins
	Maintain a systems library	Provide for a centralized approach to maintaining up–to–date Charts–of–Accounts and distribute to all City departments Process all Finance Department activity relative to Request for Data Processing Services Maintain systems library which includes all financial system documentation
DIRM	Analyze and manage risk	Determine risks and evaluate whether to self–insure the City or purchase insurance policies Purchase and monitor insurance policies premiums
	Process automobile general liability claims	Accept property claims – written reports from departments and police reports with damage estimates to buildings cars Accept reports in writing from third party claimants with "what when how" of damages Investigate claims through departments Log in (record only) any vehicle property damage to track and report back to departments Pay/deny claims negotiate settlements take court action Maintain files on prior cases for research purposes Monitor claims sent to third party administrator and go to office quarterly to audit
	Process Workers Compensation claims	Take statements on employee accidents injuries File with NC Workers Compensation Department Coordinate through Employee Medical Services the Industrial Commission, and Payroll for payment for lost time Contact Departments, doctors as followup Handle employees questions about entitlements
	Manage the finances of insurance	Pay claims Collect for damages owed to the City
	Administer the Safety Program	Teach and promote security Teach and promote fire prevention Teach and promote auto protection Teach and promote environmental safety Teach and promote emergency preparedness File OSHA reports

Human Resources

DIVISION	SERVICE	ACTIVITY
Administration	Consult and advise City Manager's Office, City departments and City Employees	Work directly with the Manager's Office, City departments and employees to provide guidance and advice on human resource management issues Review staff recommendations Provide direction, guidance and oversight as necessary Assure coordination of human resource program efforts
	Manage projects	Conduct studies of special/sensitive/confidential issues
Compensation & Appraisal	Administer the City's compensation system – Ensure City positions are competitive in the market and monitor changes in the local, regional and national markets – Ensure internal equity among positions across the organization	Develop and revise the compensation system as necessary Conduct annual and special salary surveys Monitor changes in economic conditions Monitor changes made by major local companies and regional/national cities of comparable size Review job descriptions as submitted on job requisitions and for new and trade–off positions Initiate position and class studies Respond to requrests from departments to review single positions and multi–positions Respond to changes in job responsibilities due to reorganizations
	Review/coordinate the personnel transactions process	Review and approve pay, classification and related personnel transactions Make corrections Ensure related policies and practices are applied consistently Track positions in the organization Maintain employee files Maintain activity logs Meet payroll deadlines
	Respond to questions, inquiries and requests for information	Provide guidance and suggestions by telephone or through meetings/visits Conduct special and/or periodic training sessions Contact other agencies to obtain information Prepare reports
	Ensure compliance with Fair Labor Standards Act guidelines	Respond to questions Provide training as needed Stay abreast of changes in the law Survey practices of other jurisdictions
	Administer the Unemployment Claims Process	Gather background information Complete required forms Coach supervisors Attend hearings Prepare appeals
	Participate in the City's Performance Appraisal Program	Review performance appraisal forms Track and enter appraisal dates Keep abreast of appraisal practices Participate in some level of development and administration of a new appraisal system
	Respond to requests from other cities	Participate in organization studies Answer telephone inquiries Participate in reciprocal surveys Attend meetings
	Ensure resource materials are up–to–date	Develop and revise personnel rules and regulations Develop and revise job specifications and dimensions

Human Resources

DIVISION	SERVICE	ACTIVITY
Recruitment and Employment	Prepare position vacancy listing announcement	Review requisitions from departments and revise as necessary
	Advertise vacancies to the public and to City employees	Place advertisements in newspapers journals, etc Make vacancy recording for vacancy telephone line Distribute final copy of vacancy listing to departments & agencies
	Receive applications from the public and from city employees for advertised vacancies	Date stamp applications Sort applications by job title
	Maintain computerized applicant flow system	Enter specified data on all applicants Verify accuracy of data Develop reports
	Respond to questions/complaints from citizens and employees	Locate complaintant information in applicant flow system Refer to appropriate job file for additional information Make contact with appropriate department for additional information or applicant status
	Review and/or refer applications to City departments	Screen applicants for appropriate knowledge skills and abilities
	Coordinate promotional processes for the Police and Fire departments	Develop promotional announcements to employees Create assessment exercises Administer written test Compute and compile test results Develop promotion eligibility listing
	Administer clerical tests for departments	Schedule test date/time Administer tests Convey results
	Provide temporary support personnel to departments	Test temporary applicants for skills Make contact with applicants
	Review hiring recommendations from departments	Review recommendations Respond to recommendations in accordance with required knowledge skills and abilities and the City's affirmative action plan Indicate problem areas
	Coordinate special projects related to recruitment	Meet and/or confer with departments Devise strategy for meeting needs of departments Monitor activity
	Administer the City s Affirmative Action Employment Program	Distribute underutilization reports to departments Work to generate applicant flow for job groups in which underutilization exists Receive hiring/promotion recommendations from departments and review for consistency with affirmative action underutilization
Employee Relations	Resolve employee grievances/complaints	Receive investigate and resolve grievances/complaints/conflicts on an informal basis
	Administer grievance process	Facilitate and coordinate the formal employee grievance process Advise departments and employees and assist in investigations Advise hearing officers Revise grievance process as needed
	Equal Employment Opportunity Commission (EEOC) charges of employment discrimination	Act as City representative in case processing Receive and investigate charges Coordinate and/or develop responses and on-site visits bu EEOC

DIVISION	SERVICE	ACTIVITY
		representatives Negotiate settlements in the best interest of the City
	Staff assistance	Assist departments/employees in resolving questions/concerns regarding disciplinary actions, attendance problems, conflict management supervisory techniques, etc Interpret, clarify and explain policies/procedures/practices and coach and advise how to apply policies Make referrals as necessary
	Special investigations	Respond to requests from departments Manager s Office and individuals by conducting interviews, on-site visits and attitude surveys regarding employee and management concerns and/or problems
	Policy development and compliance	Develop City-wide policies and compliance efforts on relevant work-place issues Assist departments in development of departmental policies/work rules
	Training	Provide on-going Drug Free Workplace Policy training Provide informal supervisory training regarding EEOC case preparation employee discipline, grievance prevention and preparation
	Employee Assistance Program (EAP)	Act as liaison between EAP contractor and City departments Monitor utilization Coordinate on-going supervisory training and employee orientation sessions Review effectiveness of program and negotiate contract Correspond with the EAP representatives regarding special programs or individual cases
Benefits	Administer employee group insurance program	Respond to telephone calls daily Respond in writing to inquiries for information as requested Monitor utilization patterns keep abreast and study current trends cost containment programs Coordinate annual renewal process and develop renewal recommendations Communicate plan changes and information as necessary to employees Counsel with retiring employees to explain life and medical insurance coverage and complete associated paperwork Adminster COBRA for terminating employees (Federal Law) Coordinate monthly insurance billing for actives with Finance Dept and insurance carrier Coordinate retiree insurance billing with N C Retirement System Handle daily data entry and verification of insurance eligibility system Comply with other legislative mandates as required
	Administer retirement program	Counsel with employees planning to retire about their benefits Process enrollment, withdrawal and beneficiary/name change forms for all employees Handle all requests to purchase retirement service credits Communicate plan changes to employees Respond to day-to-day calls from employees, retirees Retirement System and outside agencies as requested Prepare written correspondence/reports as necessary and requested Coordinate and distribute annual retirement statements
	Administer Deferred Compensation Plan and 401(K) Plan	Coordinate monthly meetings of investment carriers for 457 & 401(K) plan Process all transactions for 457 deferred compensation plan Coordinate meetings and process information for all hardship withdrawal cases of the 457 plan Counsel with retiring/terminating employees regarding withdrawal

Human Resources

DIVISION	SERVICE	ACTIVITY
		options and process related paperwork Respond to day-to-day inquiries/calls from employees with information regarding the 457 and 401(K) plan
	Administer Flexible Benefits Program	Process reimbursement transactions bi-weekly for Flexible Spending Account. (Approximately 160 bi-weekly) Generate reports and verify for accuracy prior to transaction release for payment Counsel with employees as requested about the plan and answer daily inquiries Communicate plan changes to participants Coordinate and conduct annual open enrollment, including conducting employee meetings and processing all enrollment forms for new participants and changes Coordinate and distribute account balance letters to participants
	Conduct annual benefits survey	Develop survey questions Distribute survey to selecte participants Compile survey results and distribute to participants
	Coordinate Service Award Program	Prepare eligibility list Order pins Distribute pins to departments Coordinate quarterly meetings and related correspondence for employees with over 25 years of service who are receiving pins
	Retiree Recognition Program	Order retiree recognition pins and service certificates Coordinate preparation of certificates and coordinate distribution of certificates and pins to departments
	Employee of The Year Award	Draft nomination forms and distribute to employees Prepare information sheets on all nominees Coordinate meeting with Chamber and participate in election process Communicate results to PS&I
	Annual Benefits Statements	Order statements Provide update information to CIS Verify test run and coordinate distribution of statements
	Longevity	Coordinate longevity allowance eligibility Distribute information to departments for verification and coordinate with payroll
	Participate in training sessions	Participate in pre-retirement planning classes, QUEST program and orientation Conduct individual training sessions with payroll clerks on benefits procedures
Employee Medical Services	Health Counseling	Discuss individual health concerns with employees
	Provide pre-employment physical exams	Monitor scheduling and follow-up of exams administered by Pro-Med Conduct pre-employment physicals for Police Fire Airport Safety Officers and Park Rangers Review patient history Check vision Check hearing Collect blood/urine samples (Police Fire Airport Safety Officers, Park Rangers)

Human Resources

DIVISION	SERVICE	ACTIVITY
		Send samples to lab for testing Verify reports and file Refer for doctor exam and/or follow-up Review all exams for standards compliance Consult with EMS medical director regarding questionable situations Notify departments of status Approve lab/x-ray pulmonary functions and physicians' bills for payment
	Treat job-related injuries	Interview patient for description of injury Provide initial evaluation of injuries Provide treatment by RN's Provide treatment by doctor or refer to physician for treatment Provide follow-up treatment and consultation Prepare and forward NC Industrial Commission Initial Report of Injury forms to insurance adjustor Prepare and forward to insurance adjustor, payroll and department forms regarding work status Record injuries on OSHA log Prepare annual OSHA report
	Provide Health Educational Services	Train departments on as needed basis (first aid heat stress hypertension smoking, excercise etc)
	Coordinate Hearing Evaluation Program	Identify employees exposed to hazardous noise levels and/or employees with hearing loss Schedule hearing tests with Charlotte Speech and Hearing Center Review audiograms and consult with audiologist regarding results Counsel individuals regarding problems and on proper use of protective hearing apparatus Fit individuals for ear plugs Check calibration of audiometer in EMS Update computer for tracking of dates due Refer employees to physician
	Conduct pre-employment hearing examinations	Evaluate hearing of applicants for Police Dispatcher positions Collect medical history Examine ears Test hearing and/or refer to physician Evaluate results and counsel individuals Report results to department Send copies of baseline exams to outside agency and enter into computer for tracking
	Provide miscellaneous health services (off-the-job/personal)	Evaluate employee s complaints of illness Provide treatment and/or refer to physician Provide immunizations
	Coordinate Workers Compensation activity for on-the-job injuries	Provide initial evaluation and treatment Refer patients to physicians Provide follow-up care and monitoring through "maximum improvement" Process insurance forms Report compensation treatment and provide account of lost time Provide reports to departments on status of injuries Complete daily log of activity Review doctor s notes daily on worker s compensation cases Consult with physicians other medical professionals and insurance adjustors to coordinate care of employees with long-term workers compensation injuries Consult with in-house physician and evaluate follow-up on current worker s compensation cases Consult with supervisors regarding needs of injured employees returning

Human Resources

DIVISION	SERVICE	ACTIVITY
		to work Consult with other staff and outside agencies to explore other employment or vocational training opportunities Verify with payroll lost-time for worker's compensation
	Maintain medical files and office procedures/practices	Keep information current on all city employees Write standing orders operating instructions for clinic operation Order and maintain medical and office supplies Clean autoclave equipment Receive phone calls regarding medical inquiries/appointments Send letters to employees regarding missing paperwork Transcribe doctor's notes Consult by phone/send letters/memos to departments coordinating activities for individual/group Meet with departments to establish procedures for OSHA requirements
Training	City-wide training in organizational development issues	Assess needs Design program (objectives, scope sequence and logistics) Develop curriculum (lesson plan materials and visuals) Teach class Evaluate
	Supervisory training (QUEST)	Schedule and notify participants Assess group needs Redesign curriculum, if needed Prepare materials Teach class Coordinate graduation activities Evaluate
	Orientation	Assess needs Redesign program Develop selected curriculum Coordinate guest instructors Prepare materials Teach selected modules Schedule and notify participants
	Literacy training	Continue monthly tutorial support meetings Continue to design, develop and teach supplemental classes as requested Assess literacy levels of large population Research available programs Coordinate additional programs Research/implement a reward/recognition incentive
	Special request training programs	Assess needs Design program (objectives, scope, sequence and logistics) Develop curriculum (lesson plan materials and visuals) Teach class Evaluate Provide consulting services
	Experienced supervisory training	Assess needs Design program (objectives, scope, sequence and logistics) Develop curriculum (lesson plan materials and visuals) Teach class Evaluate
	Resource center	Research available resources Purchase, log and advertise to departments

Human Resources

DIVISION	SERVICE	ACTIVITY
		Maintain and update
	Workshops/retreats for top management	Assist in design and development Coordinate facilities, materials and equipment Facilitate as requested
	"Public" seminars	Interview and evaluate available consultants Manage contracts and payment Schedule and notify participants Coordinate facilities, equipment and materials Teach as needed
	Educational Reimbursement Policy	Revise Train Monitor
	Managerial core training	Assess needs Design program (objectives, scope sequence and logistics) Develop curriculum (lesson plan materials and visuals) Teach class Evaluate

Legal

SERVICE	ACTIVITY
Legal advisor to Mayor and City Council	Attends all City Council meetings and responds to questions and renders legal advice Provides oral and written opinions to Mayor and City Council on request or on own initiative when needed Attends Council committee meetings when requested Conducts or supervises investigations of a sensitive nature Provides information to City Council on litigation involving the City; makes recommendations regarding litigation strategy; makes recommendations concerning settlements Represents Mayor/council members when sued over official actions (See Litigation – City as Defendant)
Provide legal advice to Manager/all City departments and approximately 30 City related agencies	Draft/review documents for action by Council/Manager/other City staff Consult appropriate City staff/others to determine all relevant information concerns needs Research to determine/verify existence of/limits on authority If request warrants, draft a written response and consult staff for adequacy of response Advise on own initiative, appropriate City staff of recent legal developments
Act as chief spokesperson for City on all legal issues	Responds to citizen inquiries and news media for requests for information regarding legal matters Appears before various outside groups such as the County legislative delegation to present City's position on legal matters
Supervise and coordinate legal matters affecting major projects such as Performing Arts Center NFL Stadium Convention Center and Independence Arena	Attends meetings prepare, review or obtain needed documents answer questions facilitate or lead negotiations
Prepares City legislative package annually and lobby for adoption by General Assembly	Consult with Council/Manager/other City staff on concerns needs and obtain relevant information Research to determine/verify the extent of existing authority and best drafting approach Review matters for inclusion in legislative package with Council/Manager/ Legislative Delegation Draft legislation Meet with members of Legislative Delegation/General Assembly/others to encourage favorable consideration Coordinate efforts with Mecklenburg County League of Municipalities others Revise draft of legislation where necessary Advise Council/Manager/City staff of status of legislative package
Legal advisor to Civil Service Board	Provide legal advice to Board Attend Board meetings when requested Attend hearing conducted by Board and advise Board on all legal issues Represent Board in appeals from Board decision on disciplinary matters Represent Board in other litigation against Board and/or members
Litigation Services – City as plaintiff to obtain damages/money due/contract compliance	Consult City staff, records, others to determine all relevant information concerns needs Research relevant issues Review any prior efforts to resolve dispute Undertake negotiations to resolve dispute File Complaint if dispute not resolved Review Answer Defenses Counterclaims, Crossclaims Consult City staff, records, others on Answer, etc Draft discovery – interrogatories requests for admissions production of documents etc Respond to discovery by opposing party Depose/interview prospective witnesses, adverse party others with information Prepare City staff for depositions Draft motions briefs jury issues instructions correspondence Evaluate City concerns/interest, cost of trial potential liability and undertake settlement negotiations Trial preparation – interview witnesses draft/outline questions prepare/ oversee exhibit preparation identify tangible evidence

Legal

SERVICE	ACTIVITY
	Represent City in hearings and/or trial Evaluate outcome, advise Council/Manager/City staff of outcome and any action required of City Collect money awarded City Draft and file request for execution if defendent fails to pay Assist Sheriff in locating assets for seizure and sale if defendant fails to pay
Litigation – City as Defendent/Third Party	Review Complaint/Crossclaim Consult City staff records, others to determine potential for liability, relevant information, concerns, needs Research Evaluate possible claim against plaintiff and/or third party and defenses Consider advisability of early settlement and if so, undertake negotiations Draft Answer, defenses, counterclaim crossclaim Draft discovery – interrogatories, requests for admissions production of documents, etc Respond to discovery by opposing party Depose/interview prospective witnesses, adverse party, others with information Prepare City staff for depositions Draft motion briefs, jury issues instructions correspondence Evaluate City concerns/interest cost of trial potential liability and undertake settlement negotiations Trial preparation – interview witnesses draft/outline questions, prepare/ oversee exhibit preparations identify tangible evidence Represent City in hearings/trials Evaluate outcome, advise Council/Manager/City staff of outcome and any action required of City
Litigation – Code enforcement	Consult City staff records, others to determine all relevant information concerns needs Research relevant issues Review any prior efforts to resolve dispute Undertake negotiations to resolve dispute Draft demand letter/Complaint File Complaint if dispute not resolved Review Answer, Defenses, Counterclaims Crossclaims Consult City staff, records, others on Answer etc Draft discovery – interrogatories, requests for admissions, production of documents, etc Respond to discovery by opposing party Depose/interview prospective witnesses, adverse party others with information Prepare City staff for depositions Draft motions, briefs, jury issues instructions correspondence Trial preparation – interview witnesses draft/outline questions prepare/ oversee exhibit preparation, identify tangible evidence Represent City in hearings and/or trial Evaluate outcome, advise Council/Manager/City staff of outcome and any action required by City Collect money awarded City If defendent fails to pay Draft and file request for execution Assist Sheriff in locating assets for seizure and sale
Appeal	City as appealing party Evaluate trial court result adverse to City; City concerns/interests, effect of adverse results, likelihood of success on appeal Initiate appeal/recommend appeal Identify issues to be addressed on appeal Research Prepare record on appeal City is not appealing party Review opposing party s suggested record on appeal Revise record on appeal as necessary to reach agreement on record or seek judicial resolution of record Draft brief Prepare oral arguments if necessary Argue case orally before appellate court if necessary

Legal

SERVICE	ACTIVITY
	If opinion is adverse to City, evaluate opinion as stated above Initiate/recommend further appellate review, if appropriate Draft petition for further review If opposing party initiates further appellate review, evaluate and respond to petition for further review If further review allowed, Draft additional brief if needed Prepare additional oral argument Argue case orally Evaluate final opinion advise Council/Manager/City staff of decision and any action required of the City
Provide legal services for annexation	Advise affected staff of annexation requirements Review information gathered on development of annexation areas Review/revise report of plans for services Draft resolution of intent Review information gathered on VFD s, garbage haulers Attend public hearings Negotiate with VFD s requesting contracts Draft VFD contracts Draft resolution to pay economic loss to garbage haulers or negotiate contract with garbage haulers, if directed by Council and draft contract with garbage haulers if directed by Council Draft resolution to amend plans for services to reflect contract(s) with VFD's and/or garbage haulers, boundary changes Draft annexation ordinance Draft debt agreements for approval by VFD's and Local Government Commission Secure approval of VFD's and Local Government Commission Draft release for approval by garbage haulers, if economic loss is to be paid Secure approval of release of garbage haulers Represent City in any litigation challenging annexation (detailed in Litigation with City as Defendant) Evaluate outcome advise Council/Manager/City staff of outcome and any action required of City
Supervise/provide legal services for property acquisitions/dispositions	Receive/review all requests to acquire property valued at $5 000 or more Assign requests to private attorneys to conduct title examinations and to close if property to be purchased If property to be condemned, proceed with condemnation Receive/review all requests to sell or transfer City property Draft/review deed other necessary documents Conduct closing for property dispositions review execution of documents Secure title examinations from private attorneys on all requests for property acquisitions from Real Estate Review/forward title reports to Real Estate Update title examinations for property to be condemned Secure any additional information needed to serve property owners with condemnation complaint Secure revised property descriptions/plats as needed
Condemnation (acquire fee simple easements)	Review request for condemnation Consult City staff, records for any additional relevant information Draft condemnation resolution Draft, file Complaint, Memorandum of Action Establish representative/guardian for minor or unknown parties Serve Complaint Review answer Consult City staff appraiser for additional information, if necessary Review appraisal, require any revisions Inspect condemned property Review City offer to purchase undertake settlement negotiations If tentative settlement reached recommend settlement approval by City Attorney/Manager/Council Respond to discovery Draft discovery – interrogatories request for admissions production of documents, etc Depose/interview prospective witnesses, property owners others with information

Legal

SERVICE	ACTIVITY
	Prepare City staff for depositions Draft motions, briefs, jury issues, instructions, correspondence Preparation for Commissioner's hearing and/or trial, interview witnesses, draft/outline questions, prepare/oversee exhibit preparation Represent City in hearings and/or trial Draft judgment, deposit any additional funds required with court
Evaluate zoning protest petitions	Verify/determine ownership of property associated with protest petition Evaluate petition and make recommendations to City Attorney on sufficiency of petition Report findings to City Clerk
Legal services related to request for water/sewer service under indigent/senior/citizen-in-need policy	Review real estate/tax records to verify property ownership of applicant(s) Prepare note deed of trust, loan agreement for CMUD to secure signature

Purchasing

SERVICE	ACTIVITY
Procure products and services for City and County Depts	Write and review specifications Develop vendor bid list Receive/review/process requisitions Develop legal notices for formal bids Maintain bid/quote files Prepare/issue bid solicitation Conduct pre-bid conferences Review bids with user departments Prepare bid tabulation Recommend contract awards to council Print purchase orders Investigate and research new and alternate products Coordinate product/vendor demonstrations Report project status to management Conduct vendor site visits Monitor market trends to obtain lowest possible cost Train departments to use computerized requisition requests
Implement MWBE program (City only)	Respond to requests for information from City staff Conduct workshops for MWBE suppliers Receive/review applications for MWBE certification/ recertification Visit applicants site Compile/maintain MWBE vendors by classification Report dollars and percentages awarded to MWBE s Attend MWBE forums
Operate Materials Management Distribution Center	Maintain inventory Process department orders for stock deliver Inspect items received File claims for damaged/missing items Process paperwork to pay vendors Conduct an annual audit Survey new products Add/delete products from inventory as demanded
Dispose of Surplus Inventories (City and County)	Coordinate and conduct auctions (vehicle, equipment, surplus furniture etc.) Collect/store surplus inventory at various locations Compile list of items to be auctioned Prepare and administer contracts
Coordinate Recycling Activities	Coordinate sale of scrap metals Prepare and administer contracts Develop markets and new items for recycling programs

Non–Departmental Funding

SERVICE	ACTIVITY
Provide funding to Community Agencies	Charlotte–Mecklenburg Libraries (maintenance costs) United Family Services (victim assistance, rape crisis program) Youth Involvement Council
Provide funding for Cultural Action Plan	Afro–American Cultural Center (operating expenses) Arts & Science Council Mint Museum Performing Arts Center Science Museums Inc./Nature Museum
Contribute to County–administered programs	Criminal Justice Coordinator (contract incidentals) Elections Office (operating expenses) Stream Pollution Abatement (maintain clean streams) Tax Collections (operating costs) Tax Listings Administration (operating expenses) Veteran Service Office (operating costs)
Provide funding to other non–departmental operations	Annual Audit Carolinas Partnership Centralina Council of Governments (membership) Charity Burials Charlotte–Mecklenburg Government Center Parking (utilities, maintenance) City Within A City City Youth Summer Jobs Program Convention & Visitor s Bureau (operating expenses) Federal Program Representative General Insurance (casualty fire public liability etc) Independence Plaza Parking (ground lease agreement) McDowell Street Parking (maintenance utilities) North Carolina League of Municipalities (convention) Reimbursable Accident Repairs Road Use Tax Street Lighting (operating expenses)

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
Customer Service	Residential meter reading	Read meters Make minor repairs Check out–of–range readings
	Industrial/commercial meter reading	Read meters Check out–of–range readings
	Process readings for billing	Manually review out–of–range readings Manually calculate industrial/commercial accounts with private meters
	Process service orders & respond to incoming calls	Dispatch service request to field personnel and respond to customer inquiries/requests Respond to request from field personnel
	Water service turned on/off	Turn on new service Turn off terminated service Turn off delinquent accounts
	Maintain Water Meters	Inspect zero consumption meters Investigate leaks (staffed 24 hrs/day) Repair leaks at meters Replace water meters per maintenance program Repair meters Service meters (routine inspection/PM) Inspect zero consumption meters
	Investigate Account Variations	Locate leaks from main to customer Identify potential problems on customer property
	Maintain Buildings & Grounds	Contract grounds–keeping Provide minor building repair, custodial services
Engineering Division	Prepare CIP and needs assessment	Review land use projections and documentation Receive and review community input Project needed facilities Perform cost estimates Compile descriptions and reports Review with Budget & Planning Establish project schedules
	Respond to customer inquiries (future projects availability of water/sewer location of existing mains)	Receive calls and visits from customers Discuss CIP projects/schedules Review maps for locations of water/sewer mains Conduct field investigations to determine how water/sewer service can be provided Prepare written studies cost estimates and policy summaries for customers advising them how to get water/sewer service
	Receive payment for service connections and/or main extensions and assign service numbers	Work directly with customers to establish new services Issue work orders for service installation Receive payment for services and extensions Process payments received for transmittal to Finance
	Design/survey/administer construction of water/sewer street main extensions	Determine locations of other underground utilities Determine customers needs Notify residents that project is underway

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
	Design/survey/administer construction of Capital facilities designed "in–house"	Conduct field survey to gather design information Design extension Prepare construction plan/profile Determine if project is to be constructed by City forces or by contractor Issue work order to City forces Assign project to continuing services contract Inspect construction Perform testing of new installations Conduct compaction testing of trenches Activate new facilities Mark plans to reflect "as–built" information
		Review CIP to determine project scope and requirements Determine locations of other underground utilities Notify residents that project is underway Conduct field survey to gather design information Design extension Prepare construction plan/profile Prepare right–of–way maps Assist Real Estate Division in right–of–way negotiations Prepare project for bidding Inspect construction Review/approve materials for project Review/approve requests for payment from contractor Perform testing of new installations Activate new facilities Mark plans to reflect "as–built" information
	Manage projects assigned to consultants	Select consultant using City's selection process Negotiate scope of services and professional services contract Conduct/attend project meetings Review/approve project design criteria Review/approve consultant s work products Review/approve consultant s requests for payment Respond to inquiries from the public, other agencies etc
	Maintain record maps of systems	Transfer as–built information from field plans to originals Add new facilities to system maps Distribute copies of updated maps to other divisions and departments File original drawings in map vault
	Analyze system performance	Use computer models to simulate conditions in water and sewer systems Interpret results Recommend solutions to system problems Provide support to design of new facilities Conduct flow and pressure measurements to use with modeling or to test results Prepare report of analysis
	Respond to water pressure complaints	Receive calls from customers Conduct field pressure test at customer's location Conduct hydrant flow testing Issue response to customer Issue work order if repairs are needed to City system
	Manage water/sewer construction within new subdivisions	Discuss policy issues concerning water/sewer in new development Review and approve construction plans for water/sewer in new subdivisions Issue contract to developer for subdivision water/sewer Issue construction specifications for each project Inspect construction of water/sewer Conduct compaction testing of water/sewer trenches

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
		Test water/sewer system with contractor Monitor disinfection of new water mains Conduct final inspection Issue final acceptance letter Prepare service applications for each lot in new development Enter service information into computer for billing information Review as–built plans and right–of–way transfer maps submitted by developer Review project with NCDOT or other involved agencies to assure satis–factory completion
	Manage utility relocations within CDOT, NCDOT, and other non–CMUD projects	Review preliminary plans to identify conflicts between the roadway project and CMUD facilities Design and/or coordinate design of required relocations with roadway agency Prepare construction specifications for water/sewer relocations Inspect construction Coordinate connections service outages etc with roadway agency and contractor Coordinate payment to contractor for CMUD work
	Administer MWBE program for CMUD	Review each project to be bid by CMUD for subcontracting opportunities *Identify MWBE contractors who have capabilities needed on specific projects* Establish project goals for MBE anbd WBE participation Contact MWBE contractors to inform them of project opportunities Assist MWBE contractors with plan reviews and preparation of sub–contract quantity estimates Review MWBE submittal/proposals by bidders Approve all subcontractors Monitor and document MWBE participation on all construction and professional services contracts
	Develop and maintain up–to–date construction and material specifications	Receive new product information Discuss construction materials and methods with manufacturers vendors contractors and engineers Participate in the CMUD Methods & Materials Committee Make additions/revisions to specifications when appropriate
	Obtain NPDES permits, NC DEHNR permits, Environmental Assessments, Wetland delineations COE 401/404 permits highway and/or railroad encroachment agreements for projects	Prepare checklist for NCDEM and application to obtain NPDES permits for each sewer main extension Prepare application for NC DEHNR permits for water main extensions Prepare and submit applications for highway encroachment and railroad encroachment agreements Obtain environmental consultant to complete wetland delineation and environmental assessments Determine need and apply for 401/404 permits, FONSI s etc Monitor status of all requested permits and encroachments
	Prepare construction and/or professional services contracts for award by Council	Receive public bids for construction projects Review accuracy of bids and required documentation Prepare Request for Council Action to award contract Notify successful bidder of award and subsequent actions required
	Conduct safety meetings and other training sessions	Conduct monthly safety meetings with all employees Conduct additional safety training sessions for specific needs Participate in LEAP training
	Monitor and track status of all projects underway	Enter and update project status data Generate reports of project status, right–of–way status permit and encroachment status

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
		Assign project numbers and job status codes Conduct and participate in periodic project status meeting with CMUD staff and other departments such as Real Estate and Engineering
	Administer Backflow Prevention Program	Review all new service applications for backflow preventer requirements Respond to new customers concerning backflow prevention requirements Certify backflow prevention device testers and installers Review backflow prevention devices for approval by CMUD Develop retrofit requirements for existing industries Conduct field verification of testing and installation
	Provide engineering support to other CMUD divisions	Respond to requests for survey data and property boundary information Assist with bidding initiated by other divisions Serve in advisory capacity to minor construction projects at treatment plants or other divisions Provide information on system performance Provide mapping and system data
	Serve as liaison between CMUD and the development and construction industry	Participate on the Subdivision Steering Committee Participate and co–chair the CMUD–Developer Liaison Committee Participate with the CMUD Advisory Committee Communicate with AGC and other contractor organizations
Water Distribution	Install water service	Install up to 1" water meters (small installations) Install greater than 1" water meters (large inst) Install fire lines
	Construct Water Main Extensions	Install water mains Chlorinate & pressure–test water mains
	Repair and replace water services/water leaks	Repair/replace small customer svc Repair/replace large customer svc Repair/replace hydrants Operate and service valves Inspect all water storage tank facilities each quarter Assemble large meters
	Respond to low pressure complaints	Inspect/test
	Operate warehouse/storeroom	Procure account for and issue supplies and material
	Provide service locations	Locate lines and service valves
Water Plants (3)	Control water distribution process 24 hours/day 7 days/week	Monitor and adjust tank levels
	Monitor treatment process 24 hrs/day 7 days/week	Collect and analyze samples Add chemicals Analyze samples of new lines/customers
	Maintain plant and facilities	Provide preventative maintenance Repair equipment as needed
	Maintain buildings and grounds	
	Install and maintain all instrumentation for w/w plants	Calibrate instrumentation Perform monthly preventative maintenance check
	Maintain standby generators	Provide preventative maintenance Start up generators

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
Wastewater Collection	Provide system construction	Construct laterals Construct mainlines
	Maintain wastewater collection system	Cleanout sewer lines Remove obstructions in city lines Repair and replace sewer lines Maintain right–of–way (along creeks,etc) Respond to customer calls Repair/replace laterals Inspect sewer lines
	Maintain buildings and grounds	Mow rights–of–way and grounds
	Operate storeroom	Procure account for and issue supplies and material
	Maintain low pressure system	Repair and inspect low pressure system
	Answer and respond to customers	Answer customer calls Dispatch crews Respond to emergency calls (rapid response team)
	Provide repair support to other divisions	Repair treatment plants Repair water systems
	Maintain customer service records complaint histories, PM schedules	Enter data into management information system
Lift Stations	Maintain lift stations	Inspect service and repair
Wastewater Treatment Plants (5 plants)	Provide odor control	Add chemicals to system as needed Investigate complaints
	Operate treatment plants	Monitor wastewater treatment process Adjust equipment Collect and analyze samples Remove sludge from drying beds Operate filter press/centrifuge Handle and dispose of residuals
	Maintain treatment plants	Provide preventative maintenance Paint as needed Repair equipment Provide electrical service Maintain feed points
	Maintain grounds at plants	Mow grass Paint facilities
Industrial Waste	Monitor and regulate non–domestic discharges	Collect and analyze samples Issue permits Conduct inspections Review construction plans Take enforcement action (fines) Assist State and Federal agencies in criminal investigation Provide reports to State
	Coordinate stormwater regulation requirements with sewer requirements	Coordination and planning, enforcement
	Communicate with Fire Dept for hazardous waste blockages/discharges	Advise and assist w/ Hazardous waste

Charlotte–Mecklenburg Utility Department

DIVISION	SERVICE	ACTIVITY
	Educate public, industrial users	Public and private meetings and presentations
	Provide information for economic development inquiries	Provide information on sewerage regulations/ requirements
	Administer Backflow Prevention Program	Provide information Inspect Enforce ordinance
Administration/Finance	Administer Safety Program	Plan/direct safety program for CMUD Investigate accidents Maintain records of unsafe incidents Inspect areas for unsafe conditions
	Maintain buildings and grounds	Supervise & provide contract or in–house services
	Staff CMUD Advisory Committee	Attend Committee meetings Prepare agenda, minutes Prepare/present reports
	Plan/carry out public education program	Provide educational programs (schools fairs etc)
	Provide Engineering inspection of plant construction	Inspect construction
Sludge Management	Administer Sludge Disposal Program	Monitor contract performance Educate public on program Coordinate program with state/local govt

Aviation

DIVISION	SERVICE	ACTIVITY
Operations	Airport Security and Law Enforcement	Respond to requests for assistance Patrol airport property and structures Control access to airfield Make arrests as needed Provide first responder medical service in passenger terminal Direct traffic on airport entrance roadways Hold "lost & found" property for airport Investigate motor vehicle accidents Staff and operate 24-hour control center Provide FAA security training Provide identification badging
	Operate Airport Facility	*Inspect runways taxiways and ramps* Escort contractors/vendors on airfield Eliminate debris and animals on airfield Conduct environmental inspections on fuel de-icing fluids waste oil, and other FCH materials Inspect Fueling vendors equipment
	Maintain Airport Facility	Maintain lighting and signage on airfield Maintain all mechanical systems in airport buildings Paint airport facilities Maintain ceiling tile Repair carpets Perform minor construction projects *Assist in completion of major Airport construction projects*
	Provide landscaping services	Mow grass Plant and maintain trees shrubs and seasonal flowers Maintain all indoor plant material
	Maintain outdoor facilities	Clean up parking lots parking deck roadways medians aircraft ramps and airfields Paint striping for runways taxiways ramp areas parking lots and all roadways Maintain and repair holes & cracks in all paved areas Handle minor and major earth-moving requirements in all Airport projects
	Maintain vehicles	Provide preventative maintenance Provide repair service Clean buses and vehicles as required
	Operate Parking Facilities	Accept payments at toll booths Provide shuttle transportation to and from main terminal and public lots Assist customers with dead batteries flat tires lost car keys etc
	Oversee operation of Commercial Lane and Public Transportation	Develop policies and procedures for use of commercial lane Monitor use of commercial lane
	Provide Public Information	*Staff Terminal Information Booths with trained personnel* Provide Airport tours three days per week
	Provide housekeeping services	Provide routine cleaning in Airport facilities Remove garbage from Airport
Development	Coordinate Airport projects	Solicit bids for all airport development and construction projects Meet M/WBE business objectives Inspect and monitor all projects for adherence to codes Prepare plans for projects

Aviation

DIVISION	SERVICE	ACTIVITY
		Apply for and distribute funding through Federal and State grant programs
	Administer Community Programs	Implement the Aviation Department's Airport Master Plan Land Acquisition and FAR Part 150 Study programs Respond to user and neighborhood complaints Meet regularly with community groups
	Finance and Property Management	Establish policy on the formulation of rates charged to tenants Coordinate negotiation of lease agreements with Airport tenants and other parties

Community Development

DIVISION	SERVICE	ACTIVITY
Neighborhood Preservation	Enforce the City s Housing Code	Investigate tenant complaints about code violations Evaluate neighborhood petitions on code violations Conduct VA/FHA inspections Conduct fire inspections Conduct field observations of houses and abandoned buildings (including all census tracts within the City Within A City area) Conduct Section 8 inspections Conduct inspections of commercial structures in neighborhoods Refer housing to Acquisitions or initiate condemnation/in rem proceedings Correct dangerous violations or relocate tenants
	Administer the housing rehabilitation program	Develop work specifications for each rehab unit Develop cost estimates for rehab/replacement Analyze whether to rehabilitate or replace units Develop handicap retrofit specifications Oversee contracted rehab work by inspecting for accuracy and workmanlike manner Conduct annual inspections of rental rehab units Conduct rehab inspections and develop work writeups for non-profit housing on rehab and new construction projects Provide below-market financing for housing rehabilitation by owner-occupants and investor-owners
Fiscal & Program Management	Administer loans and program income	Track loan and program income and prepare financial and governmental reports -Community Development Block Grant -HOME Funds -Emergency Shelter Grant -Rental Rehabilitation Grant -General Fund -Program Income Fund Monitor revolving funds -Innovative Housing Fund -Rent Subsidy -Code Mediation -Development and Revitalization Fund -Economic Development Revolving Loan Fund -Rental Rehab Fund Provide financial oversight of the Charlotte Housing Authority Administer management oversight of City financed apartment units and public/private financed units
	Administer grants/programs	Write grant applications attend grant application hearings provide notice to the public etc Prepare grant and MWBE reports Negotiate administer, and monitor contracts
	Ensure program compliance	Oversee the Community Development Block Grant HOME Funds the Emergency Shelter Grant and Rental Rehabilitation Funds Ensure compliance with State and Local regulations Oversee file completeness and security
	Evaluate contracts and programs	Oversee contracts and programs to evaluate performance Ensure client satisfaction
	Administer and service loans	Take loan applications Verify loan information Process the loan for approval by Loan Officer or Loan Committee Draw up the legal documents working through an outside attorney Close the loan Service the loan -Homeowners to repair owner-occupied units -Investors and non-profits to repair or build low income housing

Community Development

DIVISION	SERVICE	ACTIVITY
		–Home purchase –Code mediation –Handicap retrofits –Energy efficiency Administer loans through data entry to RAMS computer system Renegotiate, rework delinquent loans to lower past due status Collect loan payments and track accounts receivable Monitor borrower's compliance with the loan agreement
Neighborhood Development	Create jobs for low/moderate income residents, revitalize commercial areas and provide amenities	Provide below–market financing to small businesses for job creation Package loans for the Development and Revitalization Fund the Economic Development Revolving Loan Fund and the equity pool for City Within A City
	Address housing needs through non–profit organization programs	Assist with housing development through the Charlotte Mecklenburg Housing Partnership Administer contracts with the Charlotte Mecklenburg Housing Partnership, Neighborhood Housing Services, and Habitat for Humanity Provide technical assistance to the Belmont Community Development Corporation Reid Park Community Development Corporation the Northwest Corridor Community Development Corporation and other emerging non–profit housing developers Help identify appropriate funding sources for non–profits Refer clients to Family Housing Services self sufficiency program for home management consumer education and credit counseling Administer contract with Family Housing Services
	Address early education needs as an approach to eliminating future housing needs	Oversee the contract for remedial education for 5–12 year olds through Gethsemane and Bethlehem Center Enrichment
	Acquire housing for rehab and land for resale to low income families	Locate houses which can be repaired and converted to homeownership Identify potential purchase of housing units, land parcels Purchase vacant substandard or abandoned housing Sell to non–profits prior to rehab or to low/moderate income buyers after rehab
	Develop affordable housing for lower income families	Develop public/private partnerships with private developers to encourage investment in improving older neighborhoods and/or provide scattered site housing in accordance with the Housing Assistance Plan Provide demographic assistance to developers and real estate agents Monitor the progress of City–financed developments Update the Comprehensive Housing Affordability Strategy annually Coordinate with the NC Housing Finance Agency to obtain tax credits for housing production and rehab Coordinate the locational policy of the Housing Assistance Plan by updating demographics annually to include changes in income race, and where government assisted housing can be built Provide below–market financing and technical assistance to loan applicants
	Provide relocation assistance to eligible citizens living in substandard housing that cannot be repaired or citizens displaced by Capital Improvement Projects	Offer financial benefits to relocatees Secure housing resources for replacement housing Perform diagnostic analysis to determine client needs for replacement housing Offer rent option program to relocatees Oversee minor repair program Coordinate pre–occupancy, post–occupancy counseling Refer relocatees for employment and training Coordinate customer service agency referral for relocatees

Employment and Training

SERVICE	ACTIVITY
Determine eligibility of training applicants	Perform intake function for training applicants
Assess employability and educational needs	Develop Employability Development Plan with short and long term employability and educational goals Determine and prescribe appropriate services and agency referrals Administer and interpret a computerized vocational assessment of aptitudes, interests, and skills
Arrange for clients remediation/basic education training	Enroll clients for basic skills education at CPCC Sylvan Learning Centers to upgrade reading, writing and math levels
Arrange for clients occupational training	Enroll clients into classroom training 2-year Individual Referral Program at CPCC, 6-months Flexible Training through various local vendors Develop opportunities with private employers for On-the-Job training Write up contracts including a training plan and refer clients until a match is made
Develop public sector work opportunities for training clients (New FY93)	Place clients in public sector jobs (Co-op) in the last quarter of schooling to get job experience
Administer employability skills training (New FY93)	Contract with trainer for one-week classes to teach job seeking and retention skills handling conflict being a good employee
Develop job opportunities for classroom trainees and on-the-job training clients	Recruit private sector employees to provide jobs related to occupational skills training received by clients
Administer support services for clients	Offer personal and vocational counseling/case management (including referral to appropriate agencies) Implement action steps of Employability Development Plan Track progress in school, assist in course selection and enrollment monitor attendance and grades Refer clients for day care services Distribute bus passes to training program clients Administer flexible funds for emergency situations that would normally cause client to drop out/not participate (new FY93)
Coordinate and administer Youth Programs	Recruit employers to offer summer jobs Recruit middle school junior high youth Coordinate seminars in specific job training (lawn care babysitting, etc) Coordinate free seminars by volunteer agencies on sec education, AIDS crime, drugs, and safety Secure work permits, signatures other documentation Maintain schedules Match job orders and students Guide advise, and refer youths Coordinate work experience/job placement -Mayor s Private Sector Summer Program -City Special Youth Program -Hire-A-Kid Program - odd jobs for citizens -Summer Youth Employment Program - subsidize minimum wage jobs in non-profit agencies Contract with the school system to upgrade skills (academic remediation) Administer Year-Round Work Experience Program - continue work after school to extend summer experience (new FY93)
Contract for special population programs	Facilitate supported work employability skills training, job development and placement for handicapped citizens by contracting through Goodwill Industries or other providers Facilitate training, counseling and placement for workers over 55 years old (Older Workers Program) by contracting through Mecklenburg Senior Centers or other providers) Facilitate educational and placement assistance for workers who have lost jobs through plant closings and layoffs by contracting through the Employment Security Commission or other providers (Dislocated Workers Program)

Employment and Training

SERVICE	ACTIVITY
Staff the Private Industry Council	Determine what services are needed and how to best spend money to meet goals – (Program Development Committee) Market programs of the Private Industry Council (Public Relations Committee) Monitor and evaluate programs