<u>AGENDA</u>

Meeting Type:	SPECIAL		
Date:	04/14/1994		
	BUDGET WORKSHOP		

City of Charlotte, City Clerk's Office

City of Charlotte FY95 Budget Workshop Operating Issues June 14, 1994 5:00 p.m.

5 00	Dinner	
5 15	Overview of Process and Schedule	V1 Alexander
5:30	Police Funding (See Attachment A1)	
	 Police Advisory Committee Community Safety Plan Project Options 	Pat McCrory Dennis Nowicki
5:45	Employee Pay Plans and Benefits Presentation	Bill Wılder
	Council Questions/Issues	
6.15	Questions/Issues Concerning Other Operating Issues for the Key Businesses	
	Police Fire Solid Waste Transportation Neighborhood Development Engineering & Property Management Planning Outside Agencies Water and Sewer Aviation	
	Amendments to Operating Budget (See Attachment A2)	Vi Alexander
8.00	Adjourn	

Attachment A1

Potential Community Safety Plan Changes

	Manager's	Proposed	Revised
Police Projects	Recommendation*	<u>Change</u>	Project Total
Community Policing	\$1,750,000	\$115,269	\$1,634,731
Violent Crimes Task Force	\$493,000	\$157,667	\$335,333
FIB	\$568,000	\$162,392	\$405,608
DARE	\$369,000	\$369,000	\$0
Serious Juvenile Crime Task Force	\$462,000	\$178,437	\$283,563
Drug Interdiction	\$1,101,069	\$991,723	\$109,346
Mandatory Training	\$1,243,153	\$940,629	\$302,524
Support Personnel	\$700,462	\$300,000	\$400,462
Sub-Total	\$6,686,684	\$3,215,117	\$3,471,567
	Manager's	Proposed	Revised
Other Projects	Manager's Recommendation*	<u>Change</u>	Project Total
Other Projects Street Beat			Project Total \$0
Street Beat	Recommendation*	<u>Change</u>	Project Total \$0 \$0
Street Beat Neighborhood Violations	Recommendation* \$43,900	<u>Change</u> \$43,900	Project Total \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign	Recommendation* \$43,900 \$43,750	Change \$43,900 \$43,750	Project Total \$0 \$0 \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign Conflict Management	Recommendation* \$43,900 \$43,750 \$20,000	Change \$43,900 \$43,750 \$20,000	Project Total \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign Conflict Management Youth Programs	Recommendation* \$43,900 \$43,750 \$20,000 \$39,400	Change \$43,900 \$43,750 \$20,000 \$39,400	Project Total \$0 \$0 \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign Conflict Management Youth Programs Drug Court	Recommendation* \$43,900 \$43,750 \$20,000 \$39,400 \$39,400	Change \$43,900 \$43,750 \$20,000 \$39,400 \$39,400	Project Total \$0 \$0 \$0 \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign Conflict Management Youth Programs	Recommendation* \$43,900 \$43,750 \$20,000 \$39,400 \$39,400 \$15,000	Change \$43,900 \$43,750 \$20,000 \$39,400 \$39,400 \$15,000	Project Total \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0
Street Beat Neighborhood Violations Gun Campaign Conflict Management Youth Programs Drug Court DA's Resource Study	Recommendation* \$43,900 \$43,750 \$20,000 \$39,400 \$39,400 \$15,000 \$15,000	Change \$43,900 \$43,750 \$20,000 \$39,400 \$39,400 \$15,000 \$15,000	Project Total \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0

Total Change

\$6,933,134

\$3,471,567

\$3,461,567

^{*} Some project costs have been amended since presentation of the Community Safety Plan as final budget costs were developed. The overall cost of the Plan remains \$8,999,450

Impact of Slowing Plan

- 1 Community Policing
 - Expansion into Charlie 3 is with 12 officers rather than 15
- 2 Violent Crimes Task Force
 - Would establish task force of 5 officers
 - Would retain Sergeant for supervision
- 3. Felony Investigations
 - Would add 7 new positions
- 4. DARE
 - Would delay expansion into the 7th grade
- 5. Serious Juvenile Crime Unit
 - Would establish task force of 4
 - Defers Investigative Technician and Office Assistant
- 6. Street Drug Interdiction
 - Would delay expansion into additional patrol districts
 - Retains the 2 Sergeants for supervision in the existing SDI Unit
- 7. Mandatory Training
 - Would add 8 additional officers in each Bureau
 - Hires new officers in January, 1995

Support Personnel

- Would add 16 new positions
- Chief to determine priority for 16 positions
- Assess consolidation efficiencies, such as Records
- The following projects would be deferred for evaluation in next year's budget
 - Street Beat
 - Neighborhood Violations (explore how to be done in a different way)
 - Gun Educational Campaign
 - Conflict Management
 - Public/Private Youth Programs
 - Drug Court Grant Match
 - DA's Resource Study
 - Evaluation

Attachment A2

Budget Amendments Since Presentation

Adds:

M/WBE Training (Attachment A2i) Training & Technical Assistance = \$100,000 Certification = \$50,000	\$150,000
Roll-Out Delay	\$128,077
Police Pay Equity for County Sergeants and Captains	\$47,000
Fire Pay Equity for Relief Captains and Firefighter II's (Attachment A2ii)	<u>\$26,700</u>
Sub-Total	\$351,777
ailable Funds:	
Cityfair Sale	\$325,000

TRAINING AND TECHNICAL ASSISTANCE

SMALL LOCAL BUSINESS COMPONENT

The City shall provide for the formal registration of any small local business which seeks to provide a commercially useful function or to provide products and services necessary for the conduct of business with the City or for services provided by its agencies. For purposes of this plan, Small Business must meet the following criteria:

- 1. Any business which has 25 or fewer employees and
- 2. Has an average annual gross of one (1) million dollars or less. The average shall be computed over the last three (3) years.
- 3. Any business duly organized, licensed, and qualified and located in Mecklenburg County

GENERAL TRAINING

The City shall provide technical assistance and training to assist all small local businesses in their development by:

- Providing Training Seminars to assist in the preparation of bid documents for City departments where bid opportunities are available
- Compiling and publishing a list of all training opportunities available through local and regional Federal/State Agencies
- Sponsoring and co-sponsoring Trade Fairs, Business Expos and other activities to introduce Small Businesses to broader contracting opportunities
- Consulting with local private sector agencies, such as Banks, Corporations, and industries to access the needs for improving Small Business participation in local projects
- Establishing a referral system to direct small business owners to appropriate resources in the community when City resources are non-applicable
- Publishing information describing services for Small Businesses available through other
 City services
- Utilizing the services of local agencies whose purposes include development of Small Businesses

Also, the City will provide training on a variety of topics which may be of benefit to MWBE's and Small Businesses. Some topics may include:

- How to do business with the City
- City payment procedures and forms
- Finance Seminars
- Bond Seminars
- Understanding the MWBE Business Development Program
- Marketing to the City and private sector
- Understanding City privatization and contract opportunities

Additional training modules may be developed.

PRIME CONTRACTOR CAREER PATH TRAINING

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The City may provide training and assistance series designed to develop MWBE and small businesses into Licensed and Bonded Contractors that can participate in City contracting opportunities as a Prime Bidder.

The series may include the following steps:

• General Contractor License Application Assistance

The application process is complicated and involved. Assistance would be provided in preparing and completing the application. Funding may be available through City Within A City or Economic Development funds.

• Preparation for the license exam

Provide classes on preparing for the exam.

• Obtain bonding

Provide assistance in obtaining bonding for the MWBE and small businesses through the SBA-guaranteed bonding and other programs

• Technical Training

Provide training on estimating, preparation and submittal of bids, and other areas necessary for the firm to become and stay a successful contractor

REQUIREMENTS OF THE MWBE AND SMALL BUSINESSES IN PRIME CONTRACTOR CAREER PATH -

Before funding would be provided for working capital or bonding capability the MWBE firms would have to make the following commitments:

- 1. Attend all classes designed as part of the career path.
- 2. Provide necessary financial data for preparation of the license application and bonding package.
- 3. Commit to submitting the license application and the bonding package application by a particular date.
- 4. Be responsive to requests for quotes from the City or Prime bidders during the training program.

INTERNAL STAFF TRAINING

The City will conduct training for its internal staff to educate them on the components of the MWBE Business Development Program and on their responsibilities as City staff. Training will also be conducted on purchasing for inclusion which heightens attention to all the small procurement and services contracts awarded.

The City will also provide for training to MWBE staff to heighten and maintain their expertise in MWBE Program Management.

ATTACHMENT A211

CITY COUNCIL PERSONNEL AND FINANCE COMMITTEE PENDING ISSUES - FY 95 PUBLIC SAFETY PAY PLAN JUNE 13, 1994

MERIT DATES

Employees in other City departments are eligible for an annual increase on the anniversary of their initial probationary increase or on their promotional probationary increase. Ment dates are not based on length of service. Some Police and Fire employees believe that the timing of ment increases should be based on seniority

Police Recommendation - Adjust merit dates for employees at maximum (top step)

- Change the merit dates of employees who have reached top step to January 4, 1995, maintain merit dates for other employees. Employees who are 5% (one step) from top pay will receive 2.5% on their merit date and move to the new top pay (2.5%) in January to prevent less senior employees from reaching top pay before employees with more seniority. Future market adjustments/changes to Public Safety Pay Plan rates would have a January implementation.
- This recommendation would result in employees who have reached top pay to receive their increases on the same date. This recommendation was developed by the Police Pay Committee and is supported by the Police Chief
- Fire Recommendation For FY 95, grant step increases on merit dates for FY 95 and review options for adjusting merit dates in future to better reflect years of service
- Comment Both Police and Fire Departments will review alternative approaches to merit dates and a recommendation will be made for FY 96.

PAY INEQUITY FOR PRIOR COUNTY SERGEANTS AND CAPTAINS

Pay equity was an issue that was considered prior to consolidation. The County pay system is not based on length of service (time-in-grade) and it was determined that time-in-grade should not be a factor when placing Police employees in the City's pay plan. This decision was reflected in the inter-local agreement which was signed by both governing bodies.

Option #1 - No change.

- Consolidation issues were researched and agreed upon, all employees were placed on the closest step after receiving a 4 5% increase. Some increases were sizable
- No change would result in prior County Sergeants moving to at least the new higher range minimum (increases will range from 5% to 10%) and would reach top pay two years from their FY 95 ment. Prior County Captains would move to the new higher range minimum (increases would range from 5% to 10%) and employees would reach top pay one year from their FY 95 ment.

- Option #2 Move prior County Sergeants and Captains to the new plan minimum in July, these employees would also be eligible for a step increase on their merit date. Sergeants with 5 or more years of service would be eligible for an additional step to bring them to top pay by the end of FY 95
 - This option will result in some Sergeants receiving a 15% increase in FY 95 AND may not please all County Sergeants
 - Additional cost of approximately \$40,200
 - This option is recommended by the Police Pay Committee and they believe it to be be fair to both prior County and City Sergeants and Captains, and is supported by the Police Chief
 - Time-in-grade issues may surface from prior County Police Officers who were not placed into the new pay plan based on years of service
 - The Fire Department is evaluating this option

FULL IMPLEMENTATION

The greatest impact of the new FY 95 Public Safety Pay Plan is the much higher minimum rates (in order to reduce or eliminate pay overlap between ranks). The proposed implementation plan provides large increases to employees near the beginning of their pay range to move them to the new higher minimums (for some employees there will be a two year implementation with increases of 7.5% this year and 7.5% next year)

Full implementation, however, is meant to mean that all employees would be placed into the new pay plan according to years of service (by rank). Resulting in many employees receiving more than two step increases (10%) and over 800 employees receiving four or more step increases (20% or greater).

- Full implementation in the Police Department would obviously please most employees Full implementation would be on merit date which could still result in the dissatisfaction of some employees
- The cost of full implementation on merit dates (Police Department only) would be \$1,100,000 plus the cost of benefits
- The cost of full implementation as of July 1st (Police Department) would be \$2,500,00 plus the cost of benefits
- The cost of full implementation on merit dates (Fire Department) is \$550,000 plus the cost of benefits
- Many other City employees would prefer a semiority based system, full implementation may be viewed as an inappropriate disparity

FY95 PAY RECOMMENDATION

PUBLIC SAFETY PAY PLAN

The Council Personnel and Finance Committee met on three (3) occasions to review and discuss the issues of the proposed Public Safety Pay Plan

The major issues and Committee recommendations are outlined below

PLAN DESIGN

- Proposed plan was developed by Police and Fire employee committees and Human Resources
- Plan meets City criteria and employee objectives, including a simplified structure, reduction or elimination of pay overlap between ranks, an increase to entry level pay rates, and a greater emphasis on performance

COMMITTEE RECOMMENDS APPROVAL

PLAN IMPLEMENTATION - MERIT DATES

Employees in other City departments are eligible for annual increases on individual anniversary dates that are not based on length of service. Many Police and Fire employees believe that the timing of merit increases should be based on seniority

- The Police Department prefers to adjust the merit dates for employees who have reached top pay to January 4, 1995. This would ensure greater consistency and prevent less senior employees from receiving their pay increases before employees with more seniority.
- The Fire Department had agreed to grant increases on merit dates during FY 95 and review options for adjusting merit dates for FY 96. However, they have now indicated that this issue is still unresolved. If new merit dates were developed for FY 95, they would ensure that there would be no additional cost. Note Human Resources was advised of this change by the Fire Department on 6/14.

COMMITTEE RECOMMENDS APPROVAL (The Committee is unaware that this issue remains unresolved in the Fire Department)

PAY INEQUITY FOR PRIOR COUNTY POLICE SERGEANTS AND CAPTAINS

Pay equity based on length of service was not a factor when prior County employees were consolidated into the Charlotte-Mecklenburg Police Department, as reflected in the inter-local agreement signed by both governing bodies. The issue, however, was reviewed by the Personnel and Finance Committee based on concerns expressed by some employees.

- The Police Department prefers to move prior County Police Sergeants and Captains to the new higher minimum salaries and grant a one or two additional step increase on employee merit dates to correct length of service inequities. This would result in additional cost of approximately \$47,000
- To maintain pay equity with the Police Department, the Fire Department prefers to bring Relief Fire Captains and Firefighter II's to the new plan minimums. This would result in additional cost of approximately \$37,000
- Additional costs can be accommodated within the funds allocated to the two departments

COMMITTEE RECOMMENDS APPROVAL

FULL IMPLEMENTATION

The implementation of the new Public Safety Pay Plan was costed using a phased-in approach. The Police and Fire Departments have also costed the amount necessary to fully implement the new plan based on time in grade (length of service within each rank).

- Full implementation in the Police Department, based on merit dates, would be an additional cost of approximately \$2,106,000 Full implementation as of July 6, 1994 would be approximately \$3,000,000
- Full implementation in the Fire Department, based on merit dates, would be an additional cost of approximately \$630,000 Full implementation as of July 6, 1994 has not been costed

COMMITTEE HAS DEFERRED RECOMMENDATION PENDING THE OUTCOME OF OTHER BUDGET DECISIONS

CITY COUNCIL MEMORANDUM

June 14, 1994

TO:

Don Reid

FROM:

M: Hoyle Martin + or Cen

SUBJECT: Elected Officials Riding in Police Vehicles

In neither my public or private life do I usually dignify by a response to comments or actions by others when, in my humble opinion, such deeds are lacking in good reasoning, fairness or a sense of integrity. However, I have been motivated to send you this memo because your June 9 letter to the City Manager is far removed from my stated values and your apparent excessive intent to reflect negatively on a fellow Councilmember for purely political reasons.

I have made the latter statement without reservation because Councilmember McCrory has frequently commented before City Council that he rides in police cars. I view this as a part of Pat's valued work and commitment to help reduce the City's crime rate. In this regard, I have never heard you express any concerns or reservations about Pat's rides. Thus, as a Councilmember who supposedly is so concerned about public safety and law enforcement, I have to wonder about your sincerity when you are critical of another Councilmember of the opposite political party for doing the same thing. In that sense, too, your presumed expertise in helicopter flight danger does not give you the right to be critical of someone else who choses to fly in the interest of public safety. Sincerity on your part would have led you to quietly tell Councilmember Scarborough of the dangers she is encountering and she could have just as easily told you about our current policy without fanfare.

Finally, a simple telephone call to the City Manager, City Attorney, or Police Chief would have revealed to you that our current policy requires non-police officers to sign release of liability forms when riding in police vehicles.

Let's stop playing petty politics so we can use our collective energies and talents to reduce violent crime and drug trafficking ın our cıty.

Mayor and City Council Wendell White Henry Underhill Chief Nowicki