

AGENDA

Meeting Type:	WORKSHOP
Date:	02/05/1996

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory Mayor Pro Tem Al Rousso

Charles Baker	Don Reid
Patrick Cannon	Ella Scarborough
Malachi Greene	Tim Sellers
Mike Jackson	Sara Spencer
Nasif Rashad Majeed	Lynn Wheeler

CITY COUNCIL WORKSHOP

Monday, February 5, 1996

Agenda

- 5:00 p.m. Restructuring Government: Revenue Committee Report
Street Maintenance/Storms
- 5:45 p.m. ~~Cemetery Rates~~
- 6:00 p.m. Dinner
- 6:00 p.m. Community Safety: Fire Department Proposal for Emergency
Medical Services
- 7:00 p.m. Transportation: Feasibility Study of Busways
- 7:45 p.m. Children's Services Network Update
- 8:00 p.m. City Manager Selection Process
- 8:30 p.m. Adjourn

SUMMARY REPORT OF WINTER STORM FEBRUARY 2, 3, AND 4, 1996

The Charlotte-Mecklenburg Emergency Management Office acted as the coordinating organization for City and County operations for winter storm activity over the weekend. The information below outlines the primary actions by local government.

Weather conditions were monitored at the first projections of severe weather on February 2, 1996, to decide possible impact on Charlotte/Mecklenburg.

As conditions worsened on February 2 and 3, the communication centers were called and asked to assess conditions and to start a plan of action for our community.

Several meetings were held over the weekend with emergency service departments and other departments of the City and County to obtain updates on conditions. Communication links were established and are still in place with the following organizations.

- National Weather Service
- Department of Social Services
- American Red Cross - Charlotte Chapter
- North Carolina Division of Emergency Management
- Medic
- Charlotte Fire Department
- Charlotte-Mecklenburg Police Department
- Department of Transportation
- Parks and Recreation Department
- PS&I - City
- PS&I - County
- City Manager's Office
- County Manager's Office
- Duke Power Company

Two shelters were opened and will remain open until they are no longer needed. The shelters are:

- Metro Center
- Cornelius Elementary School

Requests for state resources consisted of the following:

- 2 – Emergency generators
- 200 – Cots and blankets for shelter operations

Power outages for Charlotte-Mecklenburg went as high as 50,000. System wide for Duke Power an estimated 340,000 people were without power.

Governor Hunt has requested a State of Disaster for all 100 counties and for the Eastern Band of Cherokee Indians. FEMA will collect information so the President can make a decision.

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Report from City Manager Capital Revenue Committee

COUNCIL FOCUS AREA: Restructuring Government

KEY POINTS (Issues, Cost, Change in Policy):

- As part of the budget process each year the Finance Director presents to Council revised estimates of the City's General Government debt capacity.
- The future financial capacity of the Debt Service Fund is influenced by four factors:
 - . The level of dedicated revenues
 - . The timing in which future debt is issued
 - . The amount of cash used to fund capital projects; and
 - . The assumptions used in forecasting all these components
- Based on information submitted to Council on January 26 in preparation for Council's upcoming retreat, more positive revenue assumptions will result in a projected increase in general government debt capacity of \$11 million. Also, the unwinding of the police tax equity agreement could add an estimated \$19 million in capacity.
- In order to verify the calculations relative to the current financial debt capacity of the Debt Service Fund, the Manager formed an independent Capital Revenue Committee. This committee was chaired by Mr. James (Jim) W. Thompson, Vice Chairman of NationsBank Corp. The specific charge to the committee is to review financing strategies for the City and make recommendations on alternative approaches. The committee's work included:
 - . Review of current policies on dedicated revenues
 - . Review of current debt policies
 - . Evaluation of pay-as-you-go financing Vs. debt service funding
 - . Evaluation of existing revenue sources
 - . Review of current policies relative to long term financing

- The work of the committee has been separated into two phases. Phase I will be presented at the February 5 workshop and will focus on Council policies, the dedication of specific revenues to the Debt Service Fund and the underlying assumptions used in forecasting future debt capacity.
- Under Phase II the Revenue Committee will focus on ways to create debt capacity such as Council policies for pay-as-you-go funding, evaluation of existing revenue sources and current debt policies.

COUNCIL DECISION OR DIRECTION REQUESTED: The information that will be presented to Council can be used as input into FY97-2001 Capital Investment Plan and operating budgets for the next two years.

ATTACHMENTS: The Phase I of the Revenue Committee's report will be passed out at the workshop; Phase II will be presented later.

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Cemetery Rates

COUNCIL FOCUS AREA: Restructuring Government

KEY POINTS (Issues, Cost, Change in Policy):

- On January 29, 1996, Council approved amending the City Code allowing the City Engineer to establish the rates for services provided within the City cemeteries. The City Manager or his designee had this responsibility prior to the January 29 action following the formula outlined in the City Code. Previously, the formula in the City Code restricted how much the City could charge at the City cemeteries. Rates will be adjusted annually to address several issues:
 - Perpetual Care Trust Fund - roll the interest earned back into the principal ensuring growth of the principal. This is necessary to create a self-sustaining, perpetual care fund for future maintenance of the cemeteries. It is projected to take about 15 years for this to happen.
 - Operating Budget - increase revenues to recover the relinquished interest earnings from the Perpetual Care Trust Fund currently used to supplement the operating budget for cemeteries, and
 - Capital Development Fund - use additional revenues to start a capital development program for the cemeteries. This will be used to open new sections in the cemeteries and for improvements and repairs. Capital needs have previously been funded from the General Fund.

These changes will also ensure that no General Fund dollars are used to supplement the cemetery budget. As part of the annual review, staff will survey the private cemeteries' rates. The proposed rates for the next year are about 90% of market. Staff's intent is to stay below 100% of market as long as the three issues listed above are being met.

- Council voted 6-5 to have the current and proposed cemetery rates brought back to Council for review.
- Mayor McCrory vetoed the Council action. According to Council's Rules of Procedure, vetoed items automatically appear on the next Council agenda and require seven affirmative votes to pass.

- The attached chart presents the current rates and proposed rates for services provided within the City Cemeteries. This information has been provided to Council previously as follows:
 - Public Services Committee staff report for the December 4, 1995 meeting,
 - City Council agenda information for the January 16, 1996 dinner meeting, and
 - City Council agenda package for the January 29, 1996 meeting.

COUNCIL DECISION OR DIRECTION REQUESTED: As required by the Council's Rules, Council is asked to reconsider the action of January 29 about reviewing the proposed rate structure for City cemeteries.

ATTACHMENTS: Chart showing the Current and Proposed Rates for the City Cemeteries

**Cemetery Rates and Charges for Services
Current and Recommended**

<u>Service Description</u>	<u>Current Rate</u>	<u>Current Rates Revenue Estimate</u>	<u>Proposed Rate</u>	<u>Recommended Rates Revenue Estimate</u>
<u>Sales, Grave Spaces</u>				
Evergreen/Elmwood/Adult	\$673	\$137,292	\$800	\$163,200
Oaklawn/Pinewoods/Adult	\$438	\$78,840	\$450	\$81,000
Cremain Space	\$337	\$8,425	\$400	\$10,000
Infant/Child Burial Evg/Elmw	\$72	\$432	\$300	\$1,800
Infant Child Burial Oak/Pinew	\$46	\$276	\$225	\$1,350
Indigent/Charity Space (Oaklawn)	\$85	<u>\$850</u>	\$85	<u>\$850</u>
Subtotal Spaces		\$226,115		\$258,200
<u>Interment Services</u>				
Evergreen/Elmwood	\$208	\$44,928	\$500	\$108,000
Oaklawn/Pinewoods	\$208	\$30,160	\$300	\$43,500
Cremain Burials/Evergreen&Elmw	\$104	\$1,560	\$250	\$3,750
Cremain Burials/Adult/Oakl&Pnw	\$104	\$1,560	\$100	\$1,500
Charity Burials	\$0	\$0	\$300	\$3,000
Infant/Child Burials/Evg&Elmw	\$94	\$564	\$200	\$1,200
Infant/Child Burials/Oakl&Pinwd	\$87	<u>\$522</u>	\$175	<u>\$1,050</u>
Subtotal Interments		\$79,294		\$162,000
<u>Special Requests</u>				
Disinterment/Reinterment	\$208	\$1,248	\$800	\$4,800
Double Depth	\$416	\$832	\$800	\$1,600
<u>After Hr Inter/Holidays</u>				
Evergreen/Elmwood	\$312	\$11,232	\$750	\$27,000
Oaklawn/Pinewoods	\$312	<u>\$11,232</u>	\$450	<u>\$16,200</u>
Subtotal Spec/After Hours		\$24,544		\$49,600
<u>*Installation of Amenities</u>				
Marker Installation	\$76	\$26,600	\$101	\$35,280
Monument Installation	\$91	\$3,276	\$269	\$9,677
Charge Non-Perm Container	\$50	\$6,000	\$175	\$21,000
Vase Installation/Monu Com	\$16	\$320	\$30	\$600
City Vase Sales/Install	\$20	<u>\$400</u>	\$50	<u>\$1,000</u>
Subtotal Amenities		<u>\$36,596</u>		<u>\$67,557</u>
* Less: 25% to Perpetual Care		(\$9,149)		\$0
TOTAL REVENUE		\$357,400		\$537,357

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Fire Department Proposal for Emergency Medical Services

COUNCIL FOCUS AREA: Community Safety

KEY POINTS (Issues, Cost, Change in Policy):

- Charlotte firefighters are the first responders to medical emergencies and provide basic life support. County paramedics (MEDIC) are dispatched to the scene to provide advanced life support and transport patients to the hospital if necessary.
- This system has been in place since 1978. Since that time, the population of the County has increased greatly and has placed extreme demands on the ability to provide services at an acceptable level. There are significant problems with MEDIC's excessive response times, inadequate resources and quality of medical care.
- MEDIC has fourteen ambulances to cover the County and handles 48,000 calls per year. They reach 90 percent of their calls in sixteen minutes. In contrast, the Charlotte Fire Department reaches 90 percent of its medical calls in six minutes and six seconds. For effectively treating cardiac patients, the American Heart Association recommends an eight minute response time.
- Last summer, the Fire Department began to develop a plan to improve emergency medical services. Staff asked all agencies and individuals involved in the current system to be a part of developing this plan. Representatives from the County declined to participate.
- In November 1995, the County Commission has appointed a panel of citizens to examine emergency medical services. They are in the process of reviewing several options for service delivery and will be making recommendations to the Commission in April.
- At the Workshop, Fire Chief Luther Fincher will present to Council the Fire Department's proposal for improving emergency medical services. The proposal recommends consolidating MEDIC with the Fire Department.
- Chief Fincher will be presenting this option to the County citizens' panel on February 28.

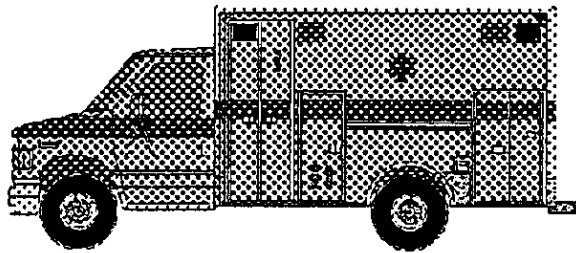
OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: Council is asked to 1) approve the proposal to consolidate Fire and MEDIC services for further consideration and analysis; and 2) authorize the Fire Chief to work with the County to further develop the proposal. We will keep Council advised of the study of emergency medical services and come back to Council with recommended actions when necessary.

ATTACHMENTS: Plan presentation

Functional Consolidation

MEDIC



and

Charlotte Fire Department



February 5, 1996

Emergency Medical Services Delivery Comparison

<i>Current</i>	<i>Proposed</i>
14 Advanced life support units (Ambulances)	47 Advanced life support units (Ambulances and fire companies)
43 Basic life support units (Fire companies)	10 Basic life support units (Fire companies)
2 Communications centers Time to transfer calls between centers adds 45 seconds to 2 minutes to first responder response	1 Communication center No transfer time. All units on one channel. Better, quicker communication.
No ambulances for peak demand or mass casualty incidents	5 ambulances for peak demand or mass casualty incidents
Limited career paths for employees	Dual career paths for all employees
Proposed improvements add employees	Proposed improvements do not require additional employees. All those in place will be used.
Expensive to add resources	Cost-effective to add resources

Introduction

My purpose today is to inform you about the status of the proposed functional consolidation of the Charlotte Fire Department and MEDIC. Last summer, the Fire Department began to develop a plan to improve emergency medical response in our community. We asked all the agencies and people who are part of the current system to work with us. Unfortunately, no one from MEDIC administration or County Management decided to participate. We went ahead and developed our plan. It has inherent weaknesses from the lack of vital information about MEDIC's current operations and financial status. When we include this information, we will improve our projections and strengthen our proposal.

My goal in pursuing this consolidation is to substantially improve the delivery of advanced life support medical services in Charlotte-Mecklenburg. The current system has served us well, but rapid growth and advances in medical technology have rendered it less than adequate. Customers, firefighters, and paramedics have been frustrated by the system's flaws and inconsistencies. Firefighters and paramedics came forward to ask that we work to improve the system. They are to be commended for their willingness to take on new responsibilities. Their concerns and my responsibilities to the citizens of Charlotte as Fire Chief have lead me to seek functional consolidation of these two vital emergency services.

Mecklenburg County administrators have examined the system and identified the same concerns I have raised. They are response time, over utilization of resources, and quality of medical care. To address these concerns, the County Commissioners have given MEDIC emergency allocations for additional personnel and equipment. They have also appointed a blue ribbon committee to study the current system and make recommendations on improving it. My sole contact with the committee will be one presentation at the end of February.

Obstacles to Consolidation

Before I discuss the plan itself, let us consider several major obstacles to functional consolidation. First and foremost is that consolidation is viewed by some as a forced, hostile takeover. I understand and empathize with this concern. No employees will be terminated; positions will be attritioned out if

needed. In both organizations, employees will grapple with major organizational change, including compensation issues, seniority and career path issues, training, and day-to-day operations.

Second, I am not empire-building. I will show you how the changes I propose will radically improve emergency medical service delivery. What I propose is not a new concept. Fire-based emergency medical systems are common and highly successful in communities throughout the United States. Nine of the ten largest metro areas in the country have fire based emergency medical systems.

These include Phoenix, Houston, Chicago, Los Angeles City, Los Angeles County, Philadelphia, Metro Dade, Seattle and Detroit. The nation's largest city, New York, is in transition to a fire based system. Fire-based EMS is not a new idea for Charlotte-Mecklenburg. It was recommended in two Chamber of Commerce studies, in 1978 and 1980. This is the third time we have visited this issue in 17 years. Fire-based EMS is a sensible, cost-effective method of using available resources to best benefit a community.

Another objection is that medical service delivery might be subservient in the Fire Department's priorities for organizational focus, equipment purchasing, and promotional processes. That is simply not so. The fire service's mission has evolved to include response to many hazards. The Charlotte Fire Department currently provides seven major services, of which fire suppression is only one. Emergency medical calls are over half the emergency workload.

The Department is involved with and responsible for hazardous materials mitigation, rescue, accident prevention, and emergency management, among others. Emergency management is a joint City/County effort already under the Fire Department.

Concerns have also been raised about firefighters' abilities to certify as paramedics. All Charlotte firefighters are currently required to be emergency medical technicians. This will not change. Paramedic certification requires a commitment to a significantly higher level of training and skills. Not all firefighters will want or be able to achieve this level. On the other hand, not all paramedics will want or be able to achieve firefighter certification. We anticipate needing about a quarter of the combined workforce to have the dual certifications of firefighter and paramedic. The rest will be firefighter/emergency medical technicians or paramedics. Firefighters have the dedication, talent, and commitment to achieve paramedic certification.

There is concern about the role of the medical director. This physician is responsible for assuring that the quality of medical care provided by paramedics meets acceptable standards. Under my proposal, the medical director's role will be expanded to include all pre-hospital emergency care. He will be the final authority to implement all protocols and evaluate performance for emergency medical response.

Problem Definition

Before presenting my proposal, I must elaborate on the state of emergency medical service in Charlotte-Mecklenburg. Currently, firefighter/emergency medical technicians act as first responders to medical emergencies. Emergency medical technicians are qualified to assess patients, treat shock, and perform CPR. They also treat wounds, fractures, strokes, and childbirth. This level of service is called basic life support. When MEDIC calls the Fire Department, fire companies respond quickly to initiate care and stabilize patients until an advanced life support unit arrives. Paramedics are certified to perform cardiac life support, intravenous and drug therapy, and advanced airway management. This level of service is called advanced life support. In Mecklenburg County, all advanced life support units are ambulances capable of transporting patients. Advanced life support ambulances are dispatched to all medical calls, whether or not they are needed. For example, at many automobile accidents people are treated at the scene and not transported. There are many other calls where an ambulance is not needed at all.

When the current system was implemented in 1978, the premise was that earlier intervention with basic life support could be more critical in saving lives than later intervention with advanced life support. That has been absolutely true.

However, our system is now a victim of its own success.

The basic problem is that MEDIC does not have the resources to reach patients needing advanced life support in time for effective intervention. They reach 90 percent of their calls in sixteen minutes. In contrast, the Charlotte Fire Department reaches 90 percent of its medical calls in six minutes and six seconds.

With fourteen ambulances covering all of Mecklenburg County, except Mint Hill, and a call volume greater than 48,000 calls per year, MEDIC is stretched

thin. Some ambulance crews respond to 12 to 15 incidents per day; this translates to an emergency workload of 4,000 to 5,000 calls per year. As a result of this demanding workload, MEDIC employees are experiencing stress and burnout. MEDIC has an annual turnover rate greater than ten percent. Losing experienced paramedics at this rate adversely affects service delivery. Paramedics are to be commended for their dedication and excellent work within the constraints of the current system. However, the time has come to take the system to a higher level.

Plan Details

Advanced life support services do not have to be provided solely by ambulances with transport capabilities. As we have seen, there are many times when proper treatment does not include transport to a hospital. A fire-based emergency medical system uses existing resources efficiently by cross-training firefighters to provide advanced life support. With firefighter/paramedics responding quickly to incidents and assessing transport needs, ambulances will not be tied up responding where they are not needed. These premises underlie my proposal.

My proposal more than triples the number of advanced life support response units in Mecklenburg County by staffing 33 fire companies with firefighter/paramedics. This will increase the number of advanced life support units from fourteen to 47. These 33 fire companies include all the Charlotte Fire Department's engines, one ladder, and two heavy rescue squads. There will be at least one advanced life support unit in each of our 30 fire stations. Fire stations are strategically located to reduce response time, so it is logical and efficient to use them for advanced level emergency medical service delivery.

Having 33 paramedic fire companies and 14 ambulances providing advanced life support will allow us to realign resources for better utilization. This realignment will result in response times more consistent with the American Heart Association's recommended standard of eight minutes for effective intervention.

The Charlotte Fire Department proposes consolidating its communications center with Central Emergency Medical Dispatching. Thus, time now spent

transferring calls between the two centers will be eliminated. This will reduce overall response time an estimated 45 seconds to two minutes. By integrating the two centers, all units assigned to an incident will be able to immediately communicate on one radio channel. Communication of vital information will be more timely, and the possibility of misinformation will be lowered.

My plan is to house ambulances staffed with firefighter/paramedics in fire stations in the city and to house ambulances with two paramedics in strategic locations in the county. Two ambulances are already in stations and three others will be placed in stations shortly. My staff has assessed workload, road accessibility, and other relevant factors in deciding where ambulances will be best located. We will work with the volunteer first responders to design the system to best meet County needs. This will include placing single-role ambulances in the parts of the county where response times are excessive. The Fire Department also proposes to purchase five reserve ambulances from existing apparatus funds and place them strategically for staffing only at times of peak demand or mass casualty incidents.

To ensure that the quality of medical care meets acceptable standards, the Fire Department will implement a quality assurance program which will investigate and solve problems with pre-hospital medical care. Medical battalion chiefs will be responsible for quality assurance. They will report to a deputy chief of our Medical Division and will be directly accountable to the medical director and me. The Training Division will ensure that quality assurance issues are dealt with through in-service training.

MEDIC operations employees will have the opportunity to cross-train as firefighters. Our firefighters will also have the opportunity to cross-train as paramedics. All training will be done voluntarily off-duty. Classes will be taught through the community college system, as now occurs. There will be places for those who choose not to cross-train.

I anticipate that full implementation of this plan will take five years. At that time, all thirty fire engines, one ladder, and two heavy rescue squads will be staffed with at least one paramedic around the clock. Each unit will be used to provide advanced life support services.

The cost of providing this quantum leap in service is actually minimal. At full

implementation, we anticipate needing one and a half to two percent above the Fire Department's current budget. Our additional cost will be about \$600,000 annually. This is a small amount in a \$39 million budget. It is also considerably less than the \$800,000 in emergency funding the County Commissioners gave MEDIC for six months. While we cannot project firm costs, it is clear that adding ambulances to bring response time to recommended standards will be prohibitively expensive. In contrast, the additional funding needed for the service in the Fire Department will not necessarily require raising the tax rate.

I will recommend contracting out bill collection so that revenues from ambulance transports can be maximized. Economies of scale will result from integrating communications and logistics operations. There will be significant cost avoidance in not building MEDIC administrative offices and two proposed stations. We can combine administrative offices with current Fire Department space in the Charlotte-Mecklenburg Government Center and existing fire stations. Funding to modify fire stations to house ambulances is included in our cost estimates.

Summary

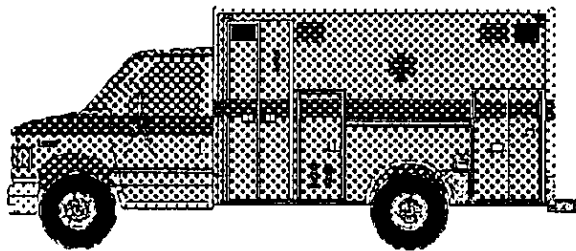
My plan recognizes the substantial investment the shareholders of this community already have in fire stations and other emergency response infrastructure. Consolidation of the Fire Department and MEDIC will allow fire stations to become multi-use facilities, avoiding major capital outlay. It will also allow the highly trained and dedicated personnel of both organizations to provide a higher level of service with minimal additional cost.

My goal in proposing this functional consolidation is to significantly improve delivery of emergency medical services. I believe that my plan is a cost-effective and customer-oriented solution to the problems we face. Our workforce, both the Fire Department's and MEDIC's, is talented and dedicated to the welfare of the people we serve. They need and deserve for us to improve the system so that they can be as successful as possible. Eighty percent of Mecklenburg County's population resides in Charlotte. This proposal gives us an opportunity for the City and County to work together to provide quality emergency medical services. There is an obvious need for us to continue to work and develop conversation on cooperating in this venture. I

hope you will join the City Manager in supporting our efforts and approve the concept for a fire-based emergency medical response system in Charlotte-Mecklenburg.

Functional Consolidation

MEDIC



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Charlotte Fire Department



February 5, 1996

Father's Comments

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FIRE PREV; FIRE INVESTI

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transferring calls between the two centers will be eliminated. This will reduce overall response time an estimated 45 seconds to two minutes. By integrating the two centers, all units assigned to an incident will be able to immediately communicate on one radio channel. Communication of vital information will be more timely, and the possibility of misinformation will be lowered.

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My plan is to house ambulances staffed with firefighter/paramedics in fire stations in the city and to house ambulances with two paramedics in strategic locations in the county. ~~Two~~ ambulances are already in stations and three others will be placed in stations shortly. My staff has assessed workload, road accessibility, and other relevant factors in deciding where ambulances will be best located. We will work with the volunteer first responders to design the system to best meet County needs. This will include placing single-role ambulances in the parts of the county where response times are excessive. The Fire Department also proposes to purchase five reserve ambulances from existing apparatus funds and place them strategically for staffing only at times of peak demand or mass casualty incidents.

To ensure that the quality of medical care meets acceptable standards, the Fire Department will implement a quality assurance program which will investigate and solve problems with pre-hospital medical care. Medical battalion chiefs will be responsible for quality assurance. They will report to a deputy chief of our Medical Division and will be directly accountable to the medical director and me. The Training Division will ensure that quality assurance issues are dealt with through in-service training.

MEDIC operations employees will have the opportunity to cross-train as firefighters. Our firefighters will also have the opportunity to cross-train as paramedics. All training will be done voluntarily off-duty. Classes will be taught through the community college system, as now occurs. There will be places for those who choose not to cross-train.

I anticipate that full implementation of this plan will take five years. At that time, all thirty fire engines, one ladder, and two heavy rescue squads will be staffed with at least one paramedic around the clock. Each unit will be used to provide advanced life support services.

The cost of providing this quantum leap in service is actually minimal. At full

implementation, we anticipate needing one and a half to two percent above the Fire Department's current budget. Our additional cost will be about \$600,000 annually. This is a small amount in a \$39 million budget. It is also considerably less than the \$800,000 in emergency funding the County Commissioners gave MEDIC for six months. While we cannot project firm costs, it is clear that adding ambulances to bring response time to recommended standards will be prohibitively expensive. In contrast, the additional funding needed for the service in the Fire Department will not necessarily require raising the tax rate.

I will recommend contracting out bill collection so that revenues from ambulance transports can be maximized. Economies of scale will result from integrating communications and logistics operations. There will be significant cost avoidance in not building MEDIC administrative offices and two proposed stations. We can combine administrative offices with current Fire Department space in the Charlotte-Mecklenburg Government Center and existing fire stations. Funding to modify fire stations to house ambulances is included in our cost estimates.

Summary

My plan recognizes the substantial investment the shareholders of this community already have in fire stations and other emergency response infrastructure. Consolidation of the Fire Department and MEDIC will allow fire stations to become multi-use facilities, avoiding major capital outlay. It will also allow the highly trained and dedicated personnel of both organizations to provide a higher level of service with minimal additional cost.

My goal in proposing this functional consolidation is to significantly improve delivery of emergency medical services. I believe that my plan is a cost-effective and customer-oriented solution to the problems we face. Our workforce, both the Fire Department's and MEDIC's, is talented and dedicated to the welfare of the people we serve. They need and deserve for us to improve the system so that they can be as successful as possible. Eighty percent of Mecklenburg County's population resides in Charlotte. This proposal gives us an opportunity for the City and County to work together to provide quality emergency medical services. There is an obvious need for us to continue to work and develop conversation on cooperating in this venture. I

hope you will join the City Manager in supporting our efforts and approve the
concept for a fire-based emergency medical response system in Charlotte-
Mecklenburg.

Emergency Medical Services Delivery Comparison

Current

14 Advanced life support units
(Ambulances)

43 Basic life support units
(Fire companies)

2 Communications centers
Time to transfer calls between
centers adds 45 seconds to 2
minutes to first responder
response

No ambulances for peak demand
or mass casualty incidents

Limited career paths for
employees

Proposed improvements add
employees

Expensive to add resources

Proposed

47 Advanced life support units
(Ambulances and fire
companies)

10 Basic life support units
(Fire companies)

1 Communication center
No transfer time. All units on
one channel. Better, quicker
communication.

5 ambulances for peak demand
or mass casualty incidents

Dual career paths for all
employees

Proposed improvements do not
require additional employees. All
those in place will be used.

Cost-effective to add resources

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Feasibility Study of Busways

COUNCIL FOCUS AREA: Transportation

KEY POINTS (Issues, Cost, Change in Policy):

- In October 1995, a group of City representatives from Planning, Transportation, Airport, and City Manager's Office visited Ottawa, Canada to inspect that city's busway system. Ottawa's transitway network appeared to have potential for Charlotte.
- On November 27, 1995, City staff discussed the Ottawa busway system at Council's dinner. Council approved a \$25,000 contract with McCormick Rankin International, the consultant most responsible for Ottawa's system, to assess the suitability of busways for Charlotte.
- McCormick Rankin will describe the Ottawa busway concept and how Charlotte could begin to implement that system here.

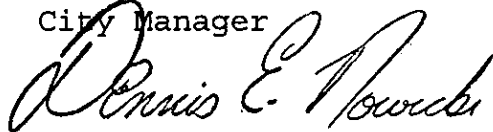
OPTIONS: Not applicable. Report is for information only.

COUNCIL DECISION OR DIRECTION REQUESTED: None at this time. Council will discuss at the February retreat how this concept fits into the transportation vision for Charlotte. The discussion will occur as part of the review of the Transportation Focus Area.

ATTACHMENTS: None

February 5, 1996

TO: O. Wendell White
City Manager



FROM: Dennis E. Nowicki
Chief of Police

SUBJECT: Response to Commissioner Schrader's Memorandum
Regarding Park Security

I agree with Commissioner Schrader that the issue of park security has reached an unnecessary level of controversy. However, the correct issue is not the current or past security in the parks. The basic issues are what are the necessary resources to adequately provide an environment that is both safe, and perceived to be safe, at all park facilities and who will pay for these resources. Who should fund these resources is appropriately decided by the City Council and the County Commission. Before I address the issue, I would like to briefly review the salient events that brought us to the present dilemma.

In 1992, when the City and County Parks Departments merged, the County assumed the responsibility for providing police services to the Park and Recreation facilities. At that time, the County determined that thirty-four(34) allocated Park Ranger positions were necessary to provide police services to the park facilities. The County Park Ranger Services budgets reflect an adopted \$1.7 million for 1993, \$1.6 million for 1994, and \$1.3 million in 1995. By the County Commission's action of appropriating these funds, we can assume that the allocation of these resources was appropriate to meet the needs of the parks. During this time, Parks and Recreation did not fill all of the vacancies that occurred in Ranger Services. The attrition in Park Rangers continued and reached the level of seventeen(17) Park Rangers when the County chose to disband Ranger Services completely in July 1995.

The Park and Recreation staff has stated that the attrition in Park Rangers significantly reduced their capability to deliver appropriate police services. Obviously, the reduction of a work force by 50% during a time of natural growth(i.e. expanded park facilities, increases in population, and increased demands on park facilities) would create a void that would subsequently place demands on the Charlotte-Mecklenburg Police Department, because we are the only law enforcement alternative. The impact of these demands is difficult to measure because of the rate of

attrition over time and the limitations of past data collection concerning the park facilities. The park generated work level demands are not always captured by park address which limits our ability to accurately identify all the calls for service that are park related. We have taken some steps to upgrade the data base and improve the data collection. Even with the data limitations, our data bases indicate that we have responded to 1381 calls for service in the parks from August 1995 through January 1996. It should be noted that the upgraded data base was not in place during some of the spring and summer months when park usage and calls for service are the highest. The 911 calls also do not reflect all of the other activities, including the self-initiated patrols by officers, that are not normally captured in the data bases. We have provided subjective estimates of needs, made by the District Captains, which indicate that police service needs are significant without the Park Rangers being in place. The addition of the Park Watch force of eleven(11) employees will not substantially offset the security needs of the Parks and Recreation facilities.

As stated before, the reduction by attrition of the Park Rangers created a gradually increasing void that naturally places increasing demands on the Charlotte-Mecklenburg Police Department. Logically, it can be assumed that the personnel impact would be equivalent to the number of unfilled Park Ranger positions. Thus, we can estimate that the current system impact would be thirty-four(34) police officer positions in the Charlotte-Mecklenburg Police Department. These are thirty-four(34) officers that are taken away from addressing neighborhood problems in order to address problems that stem from the parks.

The staffing of the Charlotte-Mecklenburg Police Department should be at a level that duplicates the past budgeted personnel levels of the Park Rangers(34 positions) with natural increases to meet increased demands generated by an expanding park system. Providing adequate police resources to the parks will only increase the comfort level of the citizens. Experience and research refutes the notion that citizen fear of crime increases with higher visibility of police officers. The success of community policing in Charlotte-Mecklenburg, with the increased citizen interaction with police officers, supports this theory.

It is important to point out that the Charlotte-Mecklenburg Police Department is not overlooking the parks while the debate goes on over who is to fund the police resources. We are responding to calls for service and are attempting to provide some police presence in the parks. However, the resources to handle this workload are currently being drawn from the neighborhoods in areas surrounding the parks. We continue to strive to provide a safe environment in all areas of Mecklenburg County.

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Children's Services Network Update

KEY POINTS (Issues, Cost, Change in Policy):

- The City is one of five sponsors of the Children's Services Network. The other four sponsors are the County, School District, United Way and Chamber.
- One of the Network's priorities for this year is the development of a "Decision Support Database" for services provided to children. The City Council endorsed the project last February.
- Many different public, private and non-profit agencies serve children. There is no one source of information about the types and extent of services any one child is given. Not being able to track services to children makes it difficult to evaluate the effectiveness and efficiency of any of the services.
- Reporting would be based on aggregate cases, and not on individual children, to maintain confidentiality.
- The Network obtained a \$50,000 private grant and hired a computer consultant to assist with the project. The Network Coordinating Council, composed of staff from each sponsor, is providing guidance about the questions to be addressed in the pilot project and technical assistance in data collection.
- At the Workshop, CSN Board Chair Rod Autrey and Frank Spencer will brief the Council on 1) the status of developing the database and 2) the anticipated benefits of having this information to analyze the efficiency and effectiveness of children's services in the community.
- Also, Council will be briefed on the status of recruiting and hiring a new Executive Director for the Network.

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: This briefing is for Council information only. No action is required.

ATTACHMENTS: Status Report from Children's Services Network.

Children's Services Network

301 S. Brevard Street, Suite 303

Charlotte, NC 28202

Phone (704) 334-4004

Fax (704) 334-8222

Directors

Rod Autrey, Chair
Doug Booth
Susan Burgess
George Higgins
Hoyie Martin
Pat McCrory
T. Edmund Root
James Richardson
William Rikard
Ann Thomas

Executive Director

Frank Spencer

Memo

to: CSN Coordinating Council
from: Reed Adams and Gregg Miller
re: Decision Support Database Progress
date: January 25, 1996



The Decision Support Database is a project of the CSN's supporting organizations. It will provide information on how services are delivered and the use of resources in the Charlotte Mecklenburg community. This new tool has no identical model from which we may estimate effects. Thus, a pilot run is being done. This will demonstrate the feasibility of the project, determine the system specification for permanent installation and produce one or more analyses of how government service works. This is a report on the progress to date. Important action completed is summarized below:

- Preliminary planning completed and funding secured.
- A Technical Team and a Research Team have been established. A computer consulting firm has been contracted to handle the establishment of the computer operations. UNCC's Urban Institute has agreed to house the database after it is completed.
- The Coordinating Council has developed a set of pilot questions. The questions are designed so that the measures from the database are indicators of agency outcomes.
- Computer software has been purchased to merge the files from various agencies while maintaining confidentiality. The software is being tailored to the needs of this project. The computer consultant has met with numerous agency personnel to identify measures that can be used to show the outcomes of the programs.
- Deadlines for major objectives established; completion of the pilot project and initiation of the complete database is set for May, 1996.



MECKLENBURG COUNTY
Board of County Commissioners

MEMORANDUM

TO: Board of County Commissioners
FROM: Ann Schrader, Chairman
DATE: February 1, 1996
RE: Parks Security

There has been security in the parks, there is security in the parks, and there will continue to be security in the parks. Regrettably, the issue of security in the parks has reached a level of unnecessary controversy.

The parks are safe, according to Chief of Police Dennis Nowicki, who is the community's foremost expert on crime. The dispute between the County and the City stems from three issues: 1) whether the County is obligated to provide parks security; 2) whether park security must be provided with park rangers, and 3) whether the issue of park security is a park issue governed by the Parks Consolidation Agreement or a law enforcement issue governed by the Police Consolidation Agreement.

Whether the City or the County is right is irrelevant. The only right answer to the issue of park security is what is best for the park patrons and for the taxpayers. It is the position of the City that the County is obliged to provide park security and that the County has somehow reneged on this obligation. The County has not reneged and the County does, indeed, provide park security.

Mecklenburg County has chosen to provide park security in a new, innovative way that is used successfully in other jurisdictions, through park employees, through volunteers, and through off-duty law enforcement officers. Additionally, the County requires contractors sponsoring special events to pay for security at those events. This system is working. The parks are safe, according to Chief of Police Dennis Nowicki. The County chose to provide park security in a manner different from that which was formerly provided by the City with its free-standing park security force but more similar to that which was being provided by the County in its park system.

PEOPLE • PRIDE • PROGRESS

Board of County Commissioners
February 1, 1996
Page Two

With the former park security force, at any given time, five to seven armed law enforcement officers were charged with the responsibility of patrolling all 120 park properties. As you will recall, with so few officers assigned to park security, the officers spent most of the time in their cars traveling between parks.

The current system being used by the County is not only more cost effective for the taxpayers, but it also provides the park patrons with stronger and more efficient protection.

The proposal submitted by the Charlotte-Mecklenburg Police Department for the County to pay \$3 million annually would provide a police presence in all parks. There may be no need for the police to patrol parks on a constant basis. The level of crime in the parks does not support such taxpayers' expense. The parks are safe, according to Chief Nowicki. Additionally, even with such a strong police presence, there would be no guarantee, nor could there ever be, that crime would be completely eradicated from the parks. In my opinion, such a strong law enforcement presence creates the perception that the parks are not safe and could cause our citizens to not use the parks; the reverse effect of what we are trying to achieve.

The current method of providing park security through employees, volunteers and off-duty law enforcement officers is proving to be a more effective deterrent than the former system of park rangers. Additionally, the Charlotte-Mecklenburg Police Department has been very responsive to park problems when the officers are called upon to assist as problems arise. If there is a need, and such a need has not been demonstrated, to provide additional armed off-duty officers in the park, I propose that we increase the Park and Recreation Department's budget for security from \$75,000 to \$100,000 for the purpose of giving park management the flexibility to provide additional security if, where and when needed, and not to pay the maximum price for a solution when no problem exists.

Again, the County has not reneged on providing park security. Effective park security is being provided by the County.

The parks are safe, according to Chief of Police Dennis Nowicki.

We are grateful for the excellent policing that the Charlotte-Mecklenburg Police Department has provided to the citizens of Mecklenburg County, including park sites. We expect that the City Council, City Manager and Police Chief will at least continue this same level of excellence, nothing less, nothing more.

I hope this puts to rest this unnecessary controversy. We are making no further request of the police. According to Nowicki, the parks are safe.

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: City Manager Selection Process

KEY POINTS (Issues, Cost, Change in Policy):

- At the January 29 meeting, Council discussed several options for a selection process for a new City Manager.
- Council asked that the process be placed on the workshop agenda to allow more time to consider the options and make a decision on how to proceed.
- At the workshop, Bill Wilder, Human Resources Key Business Executive, will briefly review options for the process and answer questions Councilmembers may have.

OPTIONS: Three options were presented to Council at the dinner discussion on January 29. Additional information will be sent to Council in the Friday, February 2, Council-Manager memo.

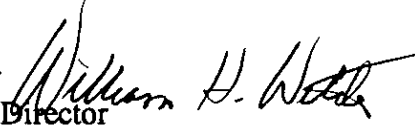
COUNCIL DECISION OR DIRECTION REQUESTED: Council is asked to consider options for moving ahead with selecting a new City Manager and make a decision about the process.

ATTACHMENTS: None. Additional information will be sent to Council on Friday.

CITY OF CHARLOTTE
HUMAN RESOURCES DEPARTMENT
MEMORANDUM

DATE: February 2, 1996

TO: Mayor and Councilmembers

FROM: William H. Wilder 
Human Resources Director

SUBJECT: Search Process For The Position of City Manager

During the January 29, 1996 Council meeting, Council voted to continue to discuss the search process during the February 5, 1996 Workshop.

Enclosed is some additional information which may be of help to you in your decision making process. During the discussion at last Monday's dinner, I reviewed with you three scenarios for the search process. As a result of your discussion, I developed the enclosed "Scenario 4," which reflects the search being managed by a search firm with suggested assistance for some action steps from the Human Resources staff.

Also enclosed are examples of two employment profiles developed as part of the search process for the City Manager's position in Berkeley, California and Denton, Texas. I also thought you might be interested in how the search process for the Charlotte-Mecklenburg School Superintendent has been handled thus far.

Please let me know if you have questions about the information I have provided. Also, I will be glad to assist you in the search process. My telephone number is 336-5703.

WHW:pbd

Enclosures

CITY MANAGER RECRUITMENT PROCESS (NATIONWIDE SEARCH)

SCENARIO 4: Process managed by an Executive Search Firm with assistance from the Human Resources staff.

- Council would develop the employment profile and the Search Firm would assist Council in the process. Input to be received from meetings facilitated with community and neighborhood leaders, City management staff, and employees. Council input would be received and Council would approve final profile. Human Resources staff would assist by scheduling and attending the meetings.
- Search Firm would prepare recruitment advertisements and begin advertising.
- Search Firm and Human Resources would jointly develop selection criteria and interview questions.
- The Search Firm would identify additional candidates as needed to ensure an adequate candidate pool.
- Search Firm would review applications.
- Search Firm would screen applications to number to be determined and review these with Human Resources staff.
- Search Firm and Human Resources staff would assist Council in reducing applicant pool to smaller number. (Those to be interviewed)
- Search Firm would conduct background checks on top candidates.
- Human Resources staff would schedule interviews.
- Search Firm representatives and Human Resources staff would attend interviews of top candidates.
- Search Firm and Human Resources staff would assist Council in determining salary and benefits to be offered the person selected.

CITY MANAGER RECRUITMENT PROCESS (NATIONWIDE SEARCH)

SCENARIO 1: Process facilitated by City's Human Resources Director with limited assistance of an Executive Search Firm.

HUMAN RESOURCES DIRECTOR WOULD:

- Develop proposed action plan and project communications process.
- Develop employment profile. Input to be received from meetings facilitated with community and neighborhood leaders, City management staff, and employees. Council input would be received and Council would approve final profile.
- Prepare recruitment advertisements and begin advertising.
- Develop selection criteria and interview questions.
- Review applications.
- Screen applications to number to be determined.
- Assist Council in reducing applicant pool to number smaller. (Those to be interviewed)
- Schedule interviews.
- Attend interviews of top candidates.
- Assist Council in determining salary and benefits to be offered the person selected.

Note: An Executive Search Firm could be used to conduct background checks on top candidates.

CITY MANAGER RECRUITMENT PROCESS (NATIONWIDE SEARCH)

SCENARIO 2: Process managed by an Executive Search Firm with minimal if any involvement of the City's Human Resources Staff.

SEARCH FIRM WOULD:

- Develop employment profile. To receive input, they would facilitate meetings of community and neighborhood leaders, City management staff, and City employees. They would also receive input from Council. Council to approve final profile.
- Prepare recruitment advertisements and begin advertising.
- Develop selection criteria and interview questions.
- Review applications.
- Screen applications to number to be determined.
- Assist Council in reducing applicant pool to small number. (Those to be interviewed)
- Conduct background checks on top candidates.
- Schedule interviews.
- Attend interviews of top candidates.
- Assist Council in determining salary and benefits to be offered the person selected.

Note: Human Resources could develop Request For Proposals to be sent to search firms.

CITY MANAGER RECRUITMENT PROCESS (NATIONWIDE SEARCH)

SCENARIO 3: Process facilitated by City's Human Resources Director with assistance from an Executive Search Firm on several action steps.

- Human Resources Director would develop proposed action plan and project communications process.
- Human Resources Director would develop employment profile. Input to be received from meetings facilitated with community and neighborhood leaders, City management staff, and employees. Council input would be received and Council would approve final profile. Executive Search Firm would be asked for input to "draft" document prior to Council approval.
- Human Resources Director would prepare recruitment advertisements and begin advertising.
- Human Resources Director and Search Firm would develop selection criteria and interview questions.
- If needed ask the Executive Search Firm to identify additional candidates.
- Search Firm would review applications.
- Search Firm would screen applications to number to be determined and review these with Human Resources Director.
- Human Resources Director would assist Council in reducing applicant pool to number smaller. (Those to be interviewed)
- Human Resources Director would schedule interviews.
- Human Resources Director and Search Firm representatives would attend interviews of top candidates.
- Human Resources Director would assist Council in determining salary and benefits to be offered the person selected.

Note: An Executive Search Firm could be used to conduct background checks on top candidates.

CITY OF BERKELEY, CA



CITY MANAGER

Send resumes or nominations by December 1, 1995 to:

Norman C. Roberts, President
NORMAN ROBERTS & ASSOCIATES, INC.
1800 Century Park East, Suite 430
Los Angeles, CA 90067-1507
Telephone: (310) 552-1112
Facsimile: (310) 552-1113
E-mail: NRAssoc@aol.com

AN EQUAL OPPORTUNITY/ADA EMPLOYER

NORMAN ROBERTS & ASSOCIATES, INC.

NORMAN ROBERTS & ASSOCIATES, INC.

RECRUITMENT PROFILE

I. THE CITY OF BERKELEY, CA

- Berkeley covers approximately 10 square miles and has a population of about 103,000 residents. The population is generally heterogeneous, highly educated and ethnically, economically, socially and politically diverse. Although politically diverse, the vocal residents of Berkeley tend toward liberal positions and political activism.
- From the beginning, Berkeley was a college town, with all the amenities, curiosity and exploration that influence a place of learning. In May 1866, the trustees of the College of California gathered on a hillside overlooking the bay and the port settlement of Ocean View, surrounded by 200,000 acres of land that would someday become the University of California. Recalling a poem by Bishop George Berkeley, "Westward the course of the empire takes its way," the trustees agreed to name their town-to-be after the bishop.
- Francis Kittredge Shattuck was one of the first businessmen to recognize Berkeley's potential, and today the busy downtown intersection which bears his names is an example of his foresight. Ocean View, incorporated as part of Berkeley in 1878, is now home to the Fourth Street area of shops and restaurants. Solano Avenue, where the old Key Line train used to run, is the place to visit if you're in search of unique restaurants and retail shops. Berkeley is also home to the University of California and the Lawrence Berkeley National Laboratory.

Antiques can be found in South Berkeley's historic Lorin District near Ashby Avenue and Adeline Street. North Shattuck Avenue, once farmland, now offers some of the freshest food in California at its restaurant and specialty stores. In the Elmwood district, you can window-shop along College Avenue. You may also choose to stroll along the Waterfront or visit one of Berkeley's numerous bookstores. While the City has changed greatly in the past century, it has retained much of its small-town charm.

- Sheltered by rolling hills and bordered by San Francisco Bay, Berkeley enjoys a mild climate year-round. Acres of open space, neighborhood parks and City bike lanes offer numerous opportunities to explore the outdoors. And the mild coastal climate allows you to enjoy Berkeley's good nature whatever the season.
- In the Berkeley hills, Tilden Regional Park offers plenty of places to picnic and more than 30 miles of hiking and horse trails, an 18-hole public golf course, swimming at Lake Anza (open year-round), and for children there is a small farm, pony ride, steam train ride and an impressive carousel built in 1906 by craftsman Herschel Spillman—one of the few left in the U.S.

- Berkeley is just a short 12-mile drive from the entertainment, shops and restaurants of San Francisco. Getting to San Francisco is an easy trip by car or on the Bay Area Rapid Transit (BART) system. You can also get there by ferry. The ferry terminal at Oakland's Jack London Square is easily accessible from Berkeley. It is also easy to get around Berkeley, on foot, by taxi or on public transportation. The City is served by three BART stations, a network of buses and a campus shuttle.
- Berkeley has a wealth of cultural life. Within the City's few square miles, you can hear the music of the Andes, see a world-premiere play, enjoy an outdoor circus, cheer a quarterback or absorb the cadence of poetry read aloud. The award-winning Berkeley Repertory Theatre offers an annual season of classic and newly-commissioned plays at its small, artfully-designed downtown theater. In south Berkeley, the Black Repertory Group is known for its zesty community productions. Berkeley also has its own opera company, a nationally-celebrated symphony, a ballet company and several small theater companies.

Zellerbach Hall, on the University of California campus, offers international touring groups in a stellar program of dance, theater, jazz, symphonic and folkloric performances. Dozens of small nightclubs cater to jazz, folk, blues and rock-and-roll fans, and the lively Latin American flavor of La Peña Cultural Center is reflected in a solid program of film lectures, music and performance.

The University Art Museum contains an impressive permanent collection of modern art, new galleries for Asian art, and a year-round schedule of touring exhibitions. Other cultural centers include the Phoebe Apperson Hearst Museum of Anthropology, the Judah Magnes Museum, and the City-owned Berkeley Art Center.

II. BERKELEY CITY GOVERNMENT

- Berkeley was incorporated as the Town of Berkeley on April 4, 1878. It became a Charter City under California law in 1909 and adopted the Council-Manager form of government in 1923. It is a full-service City.
- The Mayor is elected directly and the eight Council Members are elected by district for staggered terms. Currently, the terms of office are transitioning from two to four-year terms. The Mayor serves as Chair of the Council, presides at all meetings of the Council, votes equally, and has no veto power.
- The City Auditor and members of the Rent Stabilization Board are also elected. The City Council appoints the City Manager, Board of Library Trustees, and members of various boards, commissions and committees. The City fosters and encourages citizen participation in government and has 41 functioning advisory boards, commissions and committees.
- The City Manager appoints department heads, including: City Attorney, City Clerk, Office of Special Community Services, Personnel, Management & Administrative Services (including Finance), Health & Human Services, Housing, Planning & Development, Public Works, Parks & Waterfront, Police, and Fire & Emergency Services. These appointments become effective upon an affirmative vote of at least five members of the City Council. Appointed department heads are "at will" employees and are exempt from civil service protection. City employees are represented by recognized labor organizations for the purpose of collective bargaining.

- An organization chart for the City is attached.
- The City's FY 1995-96 total budget is just over \$187 million. This includes the current year's portion of the five-year Capital Improvement Budget, which is almost \$39 million. A long-range CIP contains estimates of a total capital need of almost \$133 million. There are 1,565 FTE staff.

III. ISSUES/CHALLENGES FACING THE CITY OF BERKELEY (Not Prioritized)

- Strengthen the financial condition of the City through the enhancement of revenues and cost containment. Directly address "right-sizing" of government. Work with the Mayor's Budget Task Force on restructuring the budget process and on developing better mechanisms to evaluate services and establish priorities.
- Increase staff productivity and maintain constructive relationships with labor in an environment of declining resources.
- Manage the City effectively and efficiently with limited resources. As is the case with most urban California cities faced with limited resources, due in part to Proposition 13 taking effect in 1978, the City has had to seek entrepreneurial methods for enhancing revenue to meet continually increasing demands for municipal services.
- Expedite the completion of capital projects (over \$900 million of identified needs).
- Improve the delivery of services of the Public Works Department and ensure that the work product enhances Berkeley's urban and natural environments.
- Ensure that economic development is environmentally sensitive.
- Revitalize the downtown area, University Avenue, other neighborhood and commercial districts, and Berkeley's Waterfront and Marina.
- Restore South Berkeley's commercial and residential neighborhoods.
- Deal evenhandedly in the delivery of services to neighborhoods.
- Monitor and respond to federal and state legislative changes insofar as they may impact municipal services, and recommend appropriate action.
- Balance economic development with citizens' desires to preserve their neighborhoods.
- Respond to citizens' concerns about crime and problematic street behavior.
- Work collaboratively with the University and the Berkeley Unified School District.
- Oversee major planning efforts such as the Master Plan, the Mayor's proposed new Housing Policy, the Civic Center Plan, the Arts and Theater District and the One-Stop Permit Center.
- Improve overall customer service.

IV. THE POSITION OF CITY MANAGER

- Under policy direction of the City Council, the City Manager plans, organizes, coordinates and administers through management staff all City functions and activities. He/She provides policy guidance and coordinates the activities of department heads and staff support; fosters cooperative working relationships with civic groups, inter-governmental agencies and City staff; and performs related work as assigned.
- The City Manager has overall responsibility for policy development, program planning, fiscal management, administration and operation of all City functions, programs and activities. He/She is responsible for accomplishing Council/City goals and objectives and for ensuring that the community is provided with desired and mandated services in an effective, cost efficient manner.
- Duties of the position include:
 - Plans, organizes, coordinates and directs, through City offices, department directors, Assistant City Managers and support staff, the work of the City;
 - Develops and directs the implementation of goals, objectives, policies, procedures and work standards for the City;
 - Works closely with the Mayor, City Council, boards and commissions, a variety of public and private organizations, and citizen groups in implementing programs and projects to solve identified problems; advises the City Council on issues and programs;
 - Prepares and recommends long-range plans for City services and programs; develops specific proposals for action on current and future City needs;
 - Makes final interpretations of City regulations and various ordinances, codes and applicable laws to ensure compliance;
 - Directs the preparation and administration of the annual budget for the City;
 - Represents the City in contacts with various governmental agencies, community groups, and various business, professional and other organizations directly or through subordinate staff;
 - Coordinates the preparation of a wide variety of reports or presentations to the City Council or outside agencies;
 - Directs the appointment, supervision, discipline and the work evaluation of City staff; monitors and directs City-wide employee relations, staff development and grievance procedures;
 - Directs the development and implementation of management systems, procedures and the application of standards for program evaluation on a City-wide basis; and
 - Performs related duties as assigned.

V. THE CANDIDATE

■ Education and Experience

- Candidates should have the equivalent of a bachelor's degree, from an accredited college or university. An appropriate advanced degree is also desired.
- Candidates should also have at least eight years of management and administrative experience in a municipal government or similar public agency setting, including at least four years at a department head level. Most Council Members believe experience as a City Manager, or equivalent position, in a full-service city is important.
- Experience working with citizen organizations and having worked in a diverse, urban community would be a plus, as would experience in a liberal community and/or a university town.
- Dealing with public services (e.g., economic development, environmental issues and public works) is important.
- A tenure of at least five years is envisioned. Job stability is important.
- Candidates from all geographic areas will be considered.

■ Knowledge and Skills

Candidates should possess knowledge of:

- Administrative principles and methods, including goal setting, program and budget development and implementation, and employee supervision;
- Principles, practices and programs areas related to the management of City functions;
- Applicable legal guidelines and standards affecting City administration;
- Principles and practices of budget development and administration;
- Funding sources impacting program and service development;
- Social, political and environmental issues influencing program administration; and
- Principles and practices of contract administration and evaluation.

In addition, candidates should have skill in:

- Planning, organizing, administering and coordinating a variety of large and complex City services and programs;
- Selecting, motivating and evaluating staff and providing for their training and professional development;

- Developing and implementing goals, objectives, policies, procedures, work standards and internal controls;
- Analyzing complex technical and administrative health safety and social services problems, evaluating alternative solutions and adopting effective courses of action;
- Preparing clear and concise reports, correspondence and other written materials, as well as possessing strong verbal communication skills;
- Establishing and maintaining cooperative working relationships with the City Council, and a variety of citizens, public and private organizations, boards and commissions, and City staff (i.e., excellent interpersonal skills); and
- Exercising sound, independent judgment within general policy guidelines.

■ **Management Style and Abilities**

The ideal candidate should have/be:

- Proactive;
- Willing to make recommendations, but implement Council decisions even if different from his/her own;
- Someone who gets out of the office; and
- A strong belief in a public process.

In addition, he/she should be able to:

- Motivate staff;
- Work with a highly diverse population;
- Follow-through;
- Take a long-range view; and
- See the "big picture."

■ **Personal Traits**

Candidates should have/be:

- A leader;
- Creative;
- Direct and concise;

- Vision;
- Compassionate;
- Bright;
- Energetic;
- Willing to listen; and
- Able to handle stressful situations.

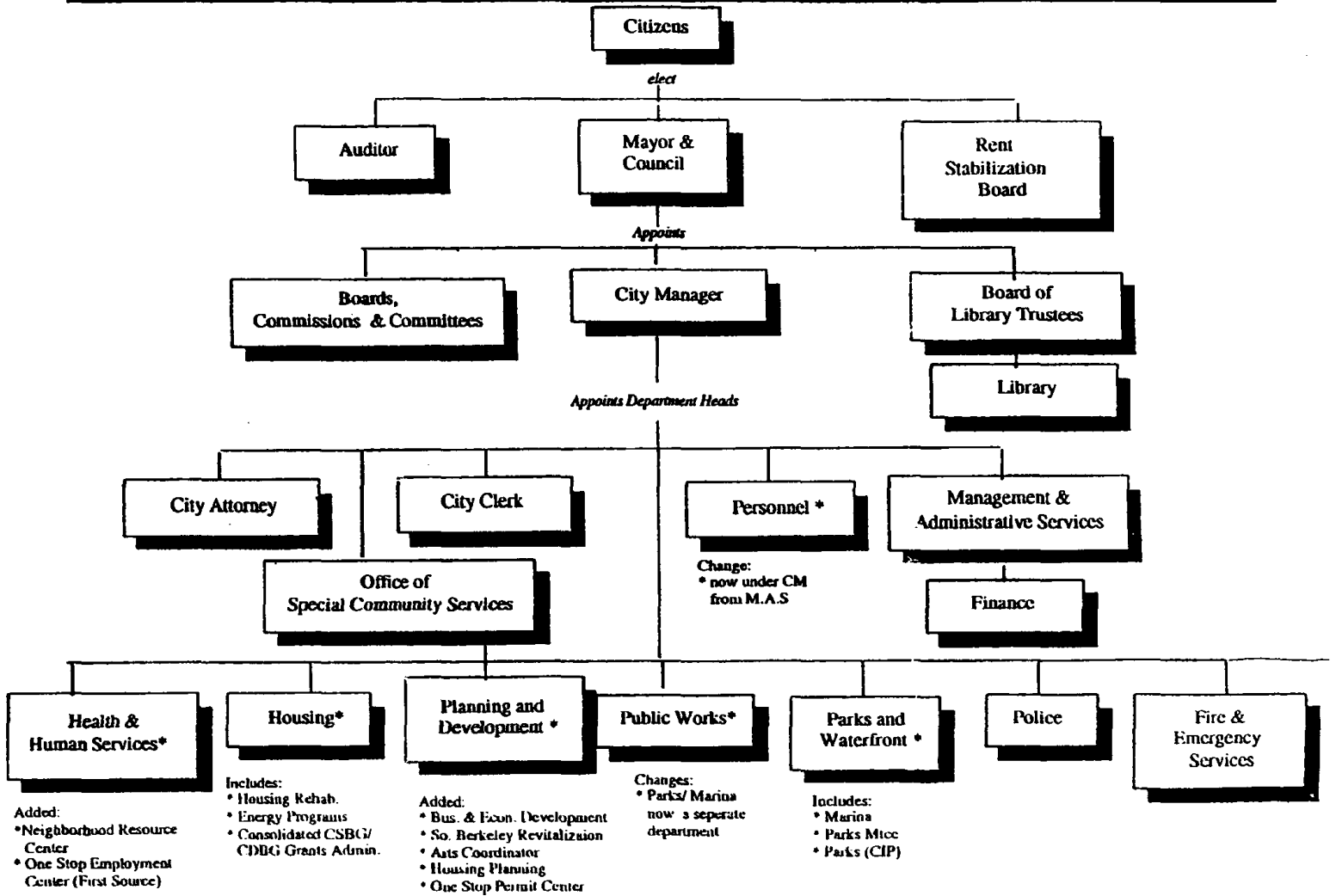
VI. MANAGEMENT COMPENSATION AND BENEFITS

The salary for the position is open, depending upon qualifications and experience. In addition, benefits include: holidays, vacation, sick leave and other types of leave; medical, dental, life and disability insurance; PERS retirement plan (City pays employees' portion); supplemental retirement and income plan; deferred compensation; and employee assistance program.

10/20/95

City of Berkeley Organization Chart

* Reorganization Changes





THE CITY OF DENTON SEEKS A DYNAMIC MUNICIPAL MANAGER TO GUIDE THE COMMUNITY DURING A PERIOD OF EXTENSIVE QUALITY GROWTH AND ECONOMIC DIVERSIFICATION.



Denton, a city which blends old and new—dedicated to quality service.



THE COMMUNITY

The City of Denton was established in 1857 by a cooperative land venture of several citizens who donated land for the public good. That same spirit prevails today with the belief that "citizens should shape their city" which is the principle of Denton's current visioning process. "It is through their (citizen) actions that a city's soul takes form and then soars to new heights." The City's boundaries now place it at the tip of the Metroplex's Golden Triangle approximately thirty-five minutes north of both Dallas and Ft. Worth. Situated at the junction of

Interstate 35W and 35E, Denton is in the path of substantial growth and blends the advantages of home town, independent living environments with all of the advantages of being close to major metropolitan amenities.

The City is the County Seat for Denton County and home to two well recognized graduate and research universities, The University of North Texas (26,000 students) and Texas Woman's University (10,000 students). Denton County was the fastest growing area in the State of Texas during the decade of the 80s and is again poised for substantial industrial, commercial and

residential growth. Alliance Airport, located midway between Denton and Ft. Worth, is home to American Airlines' maintenance base and distribution point for a number of large industrial corporations. The new Texas Motor Speedway (NASCAR) is being built at the edge of Denton's city limits and is expected to bring substantial retail and commercial growth.

Denton is also home to a number of nationally known corporations such as Acme Brick, Boeing Electronics, Josten's, Morrison Milling, Peterbilt Motors, Tetra Pak, Trinity Industries, Union Camp, and Victor Equipment.

The Golden Triangle Mall and Exposition Mills Factory Outlet Stores provide regional attraction for residents from Southern Oklahoma and the North Texas areas. Recreational facilities are outstanding with nearby Lake Ray Roberts and Lewisville Lake providing additional outdoors activities. Cultural amenities are found in the University of North Texas' renown symphony orchestra and jazz bands and Denton's own vibrant arts groups; Dallas and Ft. Worth offer world class museums, symphonies, operas, theatre, professional sports teams and other recreational opportunities. Whether watching local college sports events, traveling to the "Big D" or participating in local festivals, fairs or cultural events, Denton offers "the best of both worlds".

Denton (population 70,000) is a diverse community which is concerned with the welfare of all of its residents. Workforce and community diversity programs are a major ongoing focus for the city. In response to community efforts, the city government has developed award winning public safety (Community Oriented Policing Services), parks and recreation and community involvement programs. Ten After School Action Sites are among many programs provided for the City's youth in cooperation with the Denton Independent School District (DISD). Senior Citizen and community centers serve African American, Hispanic and student populations. The City has also joined in partnership with the Chamber of Commerce, universities and business groups to establish an Economic Development Commission. The Freeport Exemption area, two Enterprise Zones and a multilevel tax abatement program are designed to help attract business and industry to the community. In 1993, Denton County was the fifth fastest growing county in the United States. Historic preservation and downtown revitalization are important issues for the

City. Civic pride is reflected by awards received from federal and state governments for "Keep Denton Beautiful" and "Tree City USA" activities. The City Council meetings are broadcast live on public cable television and municipal information is distributed on the World Wide Web network. Denton is committed to high quality growth and is a "Community of Excellence for Living, Working, Learning and Playing".

CITY GOVERNMENT

The City of Denton is administered under the Council-Manager form of government. The City Manager reports to the Mayor and a six-member City Council. Four Council members are elected by District and two, plus the Mayor, are elected at large for two year alternating terms. A maximum of three terms for officials has been established. The City Manager administers day-to-day operations through a Deputy City Manager and four Executive Directors (Utilities; Emergency Services & Public Safety; Municipal Services & Economic Development; and Finance). The City's Police and Fire Departments are operated under Section #143 of the Texas Civil Service Code. No formal collective bargaining units exist in Denton.

Denton is a full service community with its own general aviation airport and electric, water, waste-water and solid waste utilities. The City of Denton employs 928 full time personnel and has a total operating budget of \$153 million (\$32 million General Fund). Local government and private enterprise have formed strong, cooperative partnerships to ensure that Denton will continue to enjoy a sound and balanced approach to economic growth. Denton's leaders seek to promote commercial and industrial development while at the same time preserving the charm and aesthetics of the community. The City, Denton Chamber of Commerce and Office of

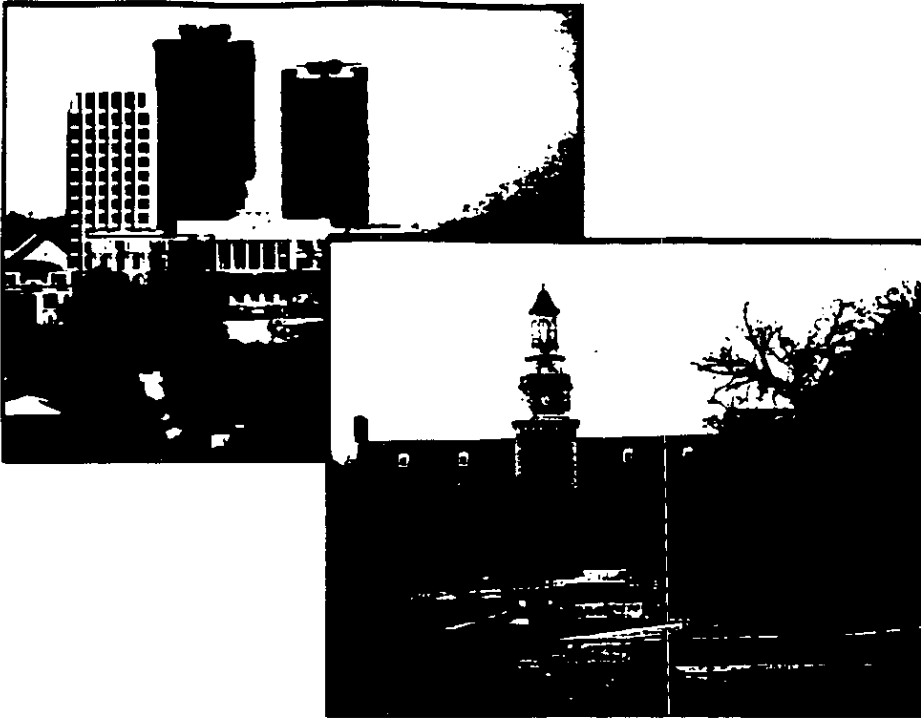
Economic Development have combined to lead strategic visioning, community diversity and economic development initiatives which are strong focal points for the citizens.

The City of Denton has been managed conservatively from a fiscal operations standpoint and enjoys a sound financial position. Citizen responsiveness to sales tax initiatives and bond issues have allowed moderate or no increases in property taxes over the last few years and the budget processes are based on openness and citizen participation.

POSITION OVERVIEW

The City Manager is responsible for providing ongoing leadership and management to the municipal staff in the areas of strategic and financial planning, revenue development, human resources, systems development, economic promotion and marketing, and public, community and intergovernmental relations. The City Manager serves as a principal advisor for the City Council providing administrative, budget and operational advice to the governing body. The City Manager is appointed by and serves at the pleasure of the City Council; he/she ensures that the policy direction of the City Council is carried out in an expeditious and cost effective manner. The City Manager will establish annual goals and objectives as well as long range plans to be submitted to the Council for their concurrence. Periodic evaluation and reports on the status of the approved goals will be made to the Mayor and City Council.

The new City Manager will be expected to maintain and improve upon the existing strong relationship established with citizens and business groups, surrounding municipal governments and a variety of regulatory agencies both state and federal. A primary focus will be continued dialogue with representatives of Denton County. North



Denton is home to two major Universities

Texas and Texas Woman's Universities, the Chamber of Commerce and Denton Independent School District. Additional emphasis will be placed on solidifying relationships with minority communities, development related businesses and agencies serving the welfare of citizens. The City Manager is expected to become a catalyst for interagency cooperation and bring together divergent viewpoints and groups into common purpose.

The City Manager is expected to guide and maintain the development of a strong customer and internal service ethic with specific emphasis on promoting Denton and the surrounding area as a primary business center and high quality residential community. The new City Manager will be called upon to foster an open style of leadership with staff and encourage communication with every facet of the workforce. Participative management and team building approaches which promote high quality customer service, employee empowerment, principles of leadership and Total Quality Management (TQM) concepts

will be encouraged. The City Manager will formally be required to:

- Develop objectives, plans, programs, and policies for approval of the City Council.
- Prepare annual budgets and revenue estimates while ensuring the financial integrity of the City of Denton. Monitor and report on the financial condition of the City to allow for the effective management of its fiscal resources.
- Manage the City with consideration, not only for fiscal soundness, but for the economic vitality and impacts to the general community while preserving Denton as a unique working and living environment.
- Delegate to key executives the responsibility for attaining their portion of major objectives and for implementing Council programs. Review and approve recommendations by the management team reporting to the City Manager. Coordinate the work of these executives and settle any points of difference that may arise.
- Establish contact with appropriate county, state and federal agen-

cies/ representatives to ensure that Denton's legislative positions are represented and maintained.

- Foster and encourage a positive working environment with respect to labor and employee relations whereby Denton's employees are treated fairly, equally and consistently at all levels of the workforce.

- Hire, train and regularly monitor and evaluate the performance of department directors and members of the Executive Management Team against established objectives; review results with responsible parties and take or direct corrective action as necessary.

- Ensure that the City of Denton is operated in compliance with state and federal law and appropriate rules, regulations and statutes. Perform other duties as directed by the Mayor and City Council.

This activity represents a replacement search for a City Manager who served for a ten year period and continued to improve the City's financial well being. The Denton staff is considered to be a stable, high quality performance group with considerable longevity in many of the key positions. Planning for future organizational needs, developing Covey's Seven Principles of Effective Leadership to the fullest potential and streamlining of organizational process will be focal points for the new City Manager.

CURRENT ISSUES

The following issues are representative of the types of programs and projects currently being managed by the City of Denton. They were developed after discussions with City Council members, the Acting City Manager and executive management team. The issues do not represent a comprehensive list of programs facing the City of Denton, nor are they intended to establish fixed priorities, but reflect items that will likely confront the new City Manager in his/her first six to twelve months of employment.

ECONOMIC DEVELOPMENT INITIATIVES

In 1995, the City and Chamber of Commerce began a joint effort to create an Economic Development Commission (EDC) which will be responsible for coordinating Denton's business attraction, retention and overall marketing programs in the highly competitive environment of the Metroplex. By mid 1995, an Economic Development Transition Committee (EDTC) was formed with representatives of the City and Chamber of Commerce. The current focus of the Transition Committee is to develop a successful 1/2¢ sales tax measure for an August referendum which, if passed, will yield over \$3 million annually for EDC operations. The new City Manager will be expected to carry forward with the City's progressive agendas regarding economic development and actively assist in marketing Denton's full potential through the EDC and other programs. Cooperative programs will continue to be stressed. The City Manager, in coordination with the EDC's Executive Director, will become an active force at the State Legislature, with regional interests and the development community to promote efficiency in business development, permitting/land use and related processes. The City Manager will be called upon to pursue the recommendations contained in the recent PHH FANTUS study which pointed out several areas in which cooperative efforts could benefit Denton and its citizens.

STRATEGIC & CAPITAL PLANNING

A variety of far reaching programs are in progress in the City of Denton including completion of the City's Vision 2000 (Vision Denton) effort. A new Strategic Plan and resulting revision of critical master planning elements are now taking place. The City Manager will arrive at a point where new

Capital Improvement, Management Information Services, Solid Waste Master Plans and rewrites/changes to the Zoning Ordinance and Subdivision Regulations are all under way. Incumbent on the new Manager will be the ability to bring the various initiatives together in a way that will allow for smooth transitions and clarity of explanation to the City Council, citizens and those interested in Denton's progress.

The Capital Improvements Planning Committee has recommended almost \$32 million in projects to be funded by \$26 million in General Obligation and Revenue Bonds plus \$6 million in Certificates of Obligation (CO's do not require public referendum), which are designed for infrastructure and management systems improvements. Approximately \$6 million will be devoted to Management Information Systems upgrades for public safety, utility billing and Geographic Information Systems (GIS) upgrades. CIP Blue Ribbon Committees have carefully studied the City's capital needs to coordinate with recommendations from the visioning and strategic planning processes. The City Manager is expected to provide the expert guidance, enthusiasm and directed energy "to make these programs happen". A bond election will be held at the end of February, 1996, and the new City Manager will begin implementation of programs immediately.

COMMUNITY DIVERSITY

The make-up of Denton as a community is changing rapidly as metropolitan growth reaches outlying communities. While the City of Denton has valued diversity in its citizen make up and created workforce diversity programs (sensitivity/cultural training programs and Affirmative Action initiatives), it is generally agreed that additional efforts are necessary. The City Manager will be called upon to establish stronger relationships with

minority communities and citizens in general, actively promote diversity based programs within the city staff, and ensure the continued education of the workforce. In addition, the City Manager will be expected to resolve issues that might serve to impede progress in diversity enhancement, e.g., reform of Civil Service practices that will allow stronger opportunities for women and minorities in public safety positions, and the establishment of vocational training programs that will ensure a greater pool of qualified applicants. Recent creation of a Diversity Task Force and consideration of other citizen based oversight committees have been viewed as positive steps in promoting workplace and community diversity.

PUBLIC SAFETY PROGRAMS

As in most communities, public safety issues surface as major concerns in preserving the quality of life and character of the City of Denton. The recent reorganization of the public safety area under a single Director underscores the importance of this issue for Denton. The new City Manager is expected to oversee the effective hiring and training of at least 12 new fire fighters in 1996, provide guidance on a new fire station location and service study that will be communicated to the general public, and plan for Denton's future growth. Denton currently has five operational stations with an additional station to reopen in 1996). Similarly the opening of a new "City Hall in the Mall" that will be principally staffed by members of the Denton Police Department then other city departments will facilitate two other "storefront or community locations" established by the Denton Police Department as part of its Community Oriented Policing Services (COPS) program. Related citizen based programs such as Neighborhoods Improving Community Environment (NICE)

should be strengthened/enhanced. The City Manager will be asked to closely monitor other technology enhancements in public safety such as the upgrades and installation of a new Computer Aided Dispatch (CAD) and Records Management Systems (RMS) at a cost of \$1.5 million and future improvements to police technology systems, projected to cost another \$2 million.

A variety of other issues is expected to make this assignment both challenging and interesting. Review of the City's Pay Plan, which was adopted four years ago, and new insurance programs/cost saving issues will call for significant employee and management participation; deregulation of the utilities industry over the next five to ten years by the State Legislature and the results on local government must be closely studied along with strategic alternatives; renewed emphasis on community and intergovernmental relations as well as access by the public will also be points of focus for a new City Manager.

CANDIDATE PROFILE

The requirements of this position call for substantial experience in the public sector at a senior level capacity directing a complex, large operation or government unit. The City Manager enjoys a highly visible position in the community dealing with corporations, key governmental officials, and a cross section of business and community leaders. The position will require a person who has strong communication and management skills with emphasis on budgetary and organizational analysis. The individual should have well developed skills in community relations, conflict resolution, organizational restructuring and professional development. He/She must be able to clearly distinguish the authority and responsibilities of elected officials and the role of administrative staff.



Denton celebrates its diversity

Candidates must have management and leadership presence, well developed decision making and follow up abilities and be able to function in a team oriented environment. As an advocate for Denton and the surrounding area, the candidate will be able to move easily in political and business circles without becoming associated with particular group interests. Because of multiple interest groups involved in the City's mission, the City Manager must value the sharing of power and authority with a wide variety of groups. The selected person must have the commitment to work in a fast paced, leading edge environment.

EDUCATION & EXPERIENCE

A Masters of Public or Business Administration, Government, Political Science or closely related fields is preferred. A minimum of a bachelor's degree plus seven to ten years of senior/executive municipal management experience in dynamic, growth oriented communities is required. Advanced education in specialized municipal/governmental studies, management innovation, Total Quality Management

(TQM) and team building is preferred. Significant exposure to large scale marketing, economic development and redevelopment experiences must be evident in his/her background as well as a proven record in strategic and long range planning efforts. Extensive involvement in high level public information, community visioning and participation processes must be part of the selected candidate's experience base.

Preferred candidates will have served as City Manager in community of 50,000 or larger or as an Assistant/Deputy City Manager in a community of at least 70,000 residents, preferably within a major metropolitan area. A strong background dealing with effective community and intergovernmental relations programs must be demonstrated. Candidates should also demonstrate the capacity to deal effectively with citizen participation and activism as well a diverse population base (Denton's census shows 9% African American, 6% Hispanic and 4% Asian/other populations). Experience in communities where high degrees of social consciousness exist is needed. Prior experience working for Boards/

Commissions or Councils of elected officials is needed. Candidates should be familiar with capital improvement funding mechanisms, tax abatement and developer incentives and innovative government financing mechanisms. Experience in a university oriented community is desirable but not mandatory.

MANAGEMENT PROFILE

Candidates for the position must be dynamic, visionary managers who have developed skills in growth oriented organizations. The new City Manager will have both strong people management and personal communications skills. They should have worked in organizations where delegation of authority, participative management concepts and strong customer service ethics prevail. He/She must have a record as a proven manager with a functionally diverse staff and be able to recognize the benefits of involving a broad cross-section of the community in decision making. Candidates should have the strongest organizational and personal commitments to Total Quality Management and modern leadership techniques and principles. A sensitivity to the role of the elected official, political and public process must be evident. The City Manager will have excellent listening skills and an objective approach when dealing with complex community issues.

Patience, clarity of thought and the ability to resolve conflict or reach compromise are necessary attributes. The City Manager will possess a balance between assertiveness and diplomacy while being able to articulate complex issues in a "plain language" manner. The City Manager will be both an advocate and salesperson for the City Council. The new City Manager should be a mature individual capable of withstanding pressure from competing interests. A high energy level coupled with the willingness and stamina to work unusual or long hours

is necessary. The City Manager should be a self-motivated person who has the capacity to work independently but one who will seek and can accept consensus decision. The ability to work in a team environment with the Executive Staff is essential.

A long term commitment to the city and region is highly desirable. He/She must display a willingness to meet with community leaders, residents, and interests groups in an open and constructive manner. He/She must be open to change and innovation and be able to encourage/motivate a highly skilled professional staff toward achievement of excellence and mutually agreed upon goals. The City Manager must be able to make poised presentations in a clear and credible manner before diverse audiences. Flexibility and ability to respond to pressure and deadlines is imperative. The City Manager must establish his/her position as an objective facilitator able to listen and incorporate a wide range of vision into the decision making process. The City

Manager occupies a position of public trust and there can be no question with regard to personal integrity, ethics or conduct. The selected candidate will have an unwavering commitment to promoting diversity in the community and workplace as well as demonstrating that commitment to employees, citizens and business associates in Denton. Equality and consistency of treatment must serve as a cornerstone of any City Manager's administration.

COMPENSATION AND BENEFITS

The City of Denton has established a starting salary range to the low \$100s (Dependent on Experience) with car and ICMA-RC benefits available. An outstanding total compensation package exists and accompanies the opportunity of working in a community poised for extensive growth and professional challenge. Texas does not have a state income tax. Working conditions are outstanding with Denton's environmental and geographical advantages being positive points for consideration.

For additional information regarding this position, contact Jerry Oldani.

JENSEN, OLDANI & COOPER

411 108th Avenue Northeast / Suite 250
One Bellevue Center / Bellevue, WA 98004
(206) 451-3938 / (206) 453-6786 FAX

The final filing date is February 16, 1996. To be considered for the position, please submit a resume and current salary information to Jensen, Oldani & Cooper. Following the filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews by the Consultant. Interviews will be followed by reference checks after receiving the candidates' permission. A final interview process will then be scheduled for the selected candidates and an eligibility list will be established in late March, 1996.

Texas Public Disclosure laws may allow for release of candidate names at any stage of the process; we will endeavor to maintain confidentiality. The City of Denton is an Affirmative Action/Equal Opportunity Employer and values diversity at all levels of its workforce. Candidates wishing to establish Veteran's Preference or need for accommodation under the Americans With Disabilities Act (1990) must make their status known to Jensen, Oldani & Cooper, Inc.

**PROCESS FOLLOWED BY THE
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION
IN SELECTING AN EXECUTIVE SEARCH FIRM
TO ASSIST IN EMPLOYING THE NEW SUPERINTENDENT**

1. The Board approved the search process. (12/12/95)
2. A committee of three Board members was appointed to identify a "short list" of search firms to be considered by the entire Board.
3. The chair of the subcommittee asked the staff person who is the Executive Assistant to the Superintendent and Liaison to the Board to prepare a recommended list of search firms to whom letters would be sent seeking proposals to conduct the search.
4. The list was reviewed by the subcommittee chair and letters seeking proposals were sent to over 100 search firms (nationwide).
5. The subcommittee reviewed the responses received from the search firms and identified four firms which would be asked to make presentations to the entire Board.
6. The entire Board heard proposals of the four firms and then selected Sockwell and Associates, a Charlotte firm to conduct the search.
7. The timetable approved by the Board reflects that the announcement of the new Superintendent will occur in May 1996.
8. The Executive Assistant to the Superintendent and Liaison to the Board has provided logistical support to the subcommittee and Board.

Note: The Board has begun to identify "traits" they would like to see in a new Superintendent. During their retreat this week, Board members and six key staff members participated in a process which resulted in the traits being initially identified. The first step was to have each person provide their input on an individual basis using a personal computer. The individual input was then compiled for the entire group (Board members and staff). The next step was to segregate the information for the two groups. District meetings with the public will be scheduled to obtain additional input regarding desired traits.

The above information was obtained from Susan Burgess, Chair of the School Board and Jim Clark, Executive Assistant to the Superintendent and Liaison to the Board.

Prepared by Bill Wilder
February 2, 1996