AGENDA

Meeting Type:	WORKSHOP
Date:	04/07/1997

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory *Mayor Pro Tem Al Rousso*

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

Council Agenda

CITY COUNCIL WORKSHOP

Monday, April 7, 1997

	Dinner
5.00 - 5.30 pm	Fire Organization Study
5·30 - 6.00 pm	Emergency Medical Service
6 00 - 6·45 pm	Economic Development Action Steps
6 45 - 8 00 pm	Discussion of Coliseum Options

ECONOMIC DEVELOPMENT DIRECTIONS

Charting Short-Term Priorities:

CHARLOTTE CITY COUNCIL WORKSHOP

APRIL 7, 1997

This paper is a background document for the April 7 workshop (It has been revised slightly from the first draft given in March)

It outlines some possible choices for short-term priorities in the Economic Development Focus Area It will be used as a starting point for discussion at the workshop

Focus Area Goal

I. BUSINESS SUPPORT

Customer Service • Workforce Development • Partnerships • Industry Training • Business Incentives • Public Safety

BACKGROUND ISSUES / TRENDS (from Council Workshops, Panel Discussion, and Stuart Report)

- *Overflow Trend* -- loss of population, business, and tax base, adjoining counties offer cheaper land sites and growing suburban labor pool
- *Commuting* -- The net number of daily commuters coming into Mecklenburg jumped from 45,000 to 103,000 in just ten years (1980-1990), but edge development in other counties may now siphon some
- *Workforce Development* -- quality of work force and lack of inner city employment opportunities
- *Existing Businesses* -- focus on sustainment and retention of businesses, rather than recruitment
- *Internationalization* -- Charlotte is now the U S headquarters city for 160 foreign firms
- *Regulations* -- perception of Charlotte-Mecklenburg as a strenuous regulatory environment
- *Community Safety* -- perception of violent and youth crime, and substance abuse

PRIORITY AREAS

1) **Business Retention Strategy and Action Plan** -- Develop a plan which spells out the City's policy, strategies, and action steps for retaining and expanding local businesses

2) **Business Incentives Policy** -- Develop City policy, strategies, and criteria for providing incentives to aid in retaining and recruiting business

3) **Business Relations** -- Maintain positive relations with local businesses and organizations to identify and address service/infrastructure needs

4) **Public Safety** -- Develop strategies using police to support neighborhood business stability, and link police resources to neighborhood economic development issues

5) **Workforce Development** -- Establish partnerships to improve the Charlotte-Mecklenburg school system and develop post-graduate and research programs at UNC-C

OTHER ACTION AREAS

- Public Safety -- develop problem-specific action plans as needed
- Coordinate with other local economic partners for training and employment resources
- Develop ways to measure results of economic development efforts
- Enhance code enforcement for commercial property
- Continue re-engineering government processes and regulations
- Address education and transportation needs of under- and unemployed residents
- Work with homebuilders/realtors to develop and market housing to middle-income workers
- Develop international economic strategies for the Mayor's International Cabinet
- Cultivate job opportunities in sports, cultural, entertainment, and hospitality industries

Focus Area Goal

II. STRATEGIC INVESTMENTS

Capital Investment • Transportation • Water and Sewer • Airport Development • Asset Management • Joint Use

BACKGROUND ISSUES / TRENDS (from Council Workshops, Panel Discussion, and Stuart Report)

- *Infrastructure* -- address needs, priorities, and financing
- *Transportation* -- increased congestion, role of transit, expansion of aviation, maintaining livability
- *Fiscal Conditions* -- cost of government, and the cost of regulations, infrastructure, and land
- *Population* -- regional population is up from 1 1 to over 1 4 million since 1980, Mecklenburg County's share (now 40%) has been increasing
- *Suburban and Regional Growth* -- 71% of the region's fastest growing areas are located on the outer edges of Mecklenburg County or across adjacent county lines
- *Information-Based Economy* -- Charlotte office space is up from 5 to 24 million sq ft since 1972
- *Regional Building Boom* -- $2 2 billion in permits for non-residential projects were issued between 1990 and 1995 in this nine-county region, Mecklenburg had 62% of that total value, and led in commercial and institutional building, but Iredell had more value in industrial permits

PRIORITY AREAS

1) **Airport** -- complete the 21st century development program prepare and adopt a master plan to accommodate business development, and adopt a land use plan for the airport area
2) **Transportation** -- adopt and implement the five-year *2001 Transportation Plan*
3) **Capital Facilities Investments** -- continue to identify and support capital investment projects which achieve the City's economic development and balanced growth goals
4) **Convention Center Support** -- develop City strategies to support parking, hotel development, and facility expansion plans
5) **Coliseum** -- assess the options, i e do nothing, sell or remodel the Coliseum, or participate in a new uptown arena

OTHER ACTION AREAS

- Plan and implement CIP investments to support economic development in fragile areas
- Strengthen management of the City's capital assets
- Adopt internal policies to seek joint use opportunities
- Lobby for State and Federal funds and investments
- Airport -- recruit additional airlines
- Utilities -- continue efforts to develop regional water and sewer capacity

Focus Area Goal

III. URBAN INITIATIVES

Uptown • City-Within-A-City • Neighborhood Economic Development • Business Corridor Revitalization • City West

BACKGROUND ISSUES / TRENDS (from Council Workshops, Panel Discussion, and Stuart Report)

- *Quality of Life* -- maintaining healthy physical environment and community amenities
- *Outer Belt* -- likely to benefit surrounding counties more than Mecklenburg because it improves accessibility and creates intervening opportunities for former in-commuters from other counties
- *Sprawl* -- the outlook is for continuing sprawl, with more shopping and services following middle-income housing to suburban areas, and attracting larger developments like Kings Grant in Cabarrus
- *Central City* -- Charlotte's core is not likely to decline but simply become less dominant of the region
- *Sustainability* -- Shift the emphasis away from new growth and toward ensuring the continued sustainability of the regional core -- giving more attention to business retention, labor force training, and taking care that central city workers are not left stranded by the continued suburbanization of jobs

PRIORITY AREAS

1) **Neighborhood Economic Development** -- Continue to support economic development activities for distressed business corridors and neighborhood retail markets
2) **Westside Strategy** -- Identify issues affecting growth and development on the Westside, and propose strategies for addressing those issues
3) **First Ward Plan** -- Adopt a land use plan and set priorities for infrastructure and other City services to support redevelopment of the community
4) **CWAC Business Park Development** -- Develop a partnership with the Chamber and private developers to find ways to create a business park in the City-Within-A-City area, to provide job opportunities for inner-city workers
5) **Uptown Retail/Entertainment** -- Work with public and private interests to identify and assess options for retail and/or entertainment development in the Uptown area

OTHER ACTION AREAS

- Continue support of CWAC business growth and development
- Develop area-specific strategies, when needed, to assure that the mix of business development does not have a negative effect on the quality of life in neighborhoods
- Review and evaluate City loans for economic development
- Explore options for expanding the busway/trolley route as an economic development asset for the corridor connecting South End and First Ward
- Complete economic studies of and develop strategies for North Tryon and Wilkinson Boulevard corridors
- Undertake an economic study of the Central Avenue corridor
- Undertake a brownfield site initiative
- Review and address business service and infrastructure needs in the University, Eastland Mall, and SouthPark areas

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Implementation of the MMA Organizational Study

COUNCIL FOCUS AREA: Public Safety

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

- The recommendations of the MMA Organizational Study of the Fire Department focus on staffing, emergency communications, and organizational structure

- Many recommendations were administrative issues that are being addressed internally Others reaffirmed the Department's current practices and required no action

- The most significant recommendations, with operational impact, were evaluated by employee teams and administration All concurred with the following recommendations
  - Maintaining minimum staffing on fire apparatus
  - Increasing emergency communications staffing
  - Reestablishing full staffing of the Battalion Chief rank

- The recommendations will be considered in the FY98-99 budget and are tied to critical departmental goals, objectives and community expectations for maintaining a safe, efficient and effective fire service

- Consolidation of emergency communications centers is the other recommendation that would have significant budget impact The Fire Department is in favor of consolidation, but only if Mecklenburg County participates in the process We are evaluating this recommendation and will be back on the issue

- Attached is a summary highlighting these significant recommendations and the Department's response

OPTIONS: None

COUNCIL DECISION OR DIRECTION REQUESTED: None, this is provided for information

ATTACHMENTS: Status of Study Recommendations as of March 24, 1997
Recommendation Table

MMA Organizational Study

Status of Recommendations

as of April 2, 1997

- One hundred five recommendations have been dealt with as follows·

Category	*Number*
Completed	105
Accepted	92
No change	13
Not Addressed	39

- Fifty four of these recommendations were studied by employee teams

- Attached is a summary of the most significant recommendations for the organization with supporting documentation

The following are recommended for review during budget discussion

1 Staffing in the Operations Division
2 Staffing in the Communications Center
3 Relief Battalion Chiefs
4 Public Information Officer

The following are not recommended.

1 Creating position of Assistant Chief of Operations
2 Creating position of Fire Lieutenant/reduction of number of Fire Captains
3 Eliminating position of Firefighter/Engineer and consolidating it with position of Firefighter II

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Decisions*	*Costs*
MMA Recommendation 2-5: **#1 PRIORITY** Cease placing fire companies "out of service ' when stafffing falls below the four person minimum	**MMA Recommendation 2-5.** **Team Recommendation** The team concurs A minimum staffing of 183 positions (plus 5 battalion chief positions) is recommended to accomplish this recommendation Justification for the minimum engine or ladder company staffing of four persons per company is based upon the following information OSHA requirements mandate a "2 in 2 out" rule in performing rescue functions The industry standard recommended staffing for an engine company is five persons with a minimum of four persons	We recommend overhiring 12 firefighters in order to maintain minimum staffing Since the reorganization required by rightsizing the operations division has had difficulty in meeting its staffing benchmarks The department has attempted to address this problem by placing fire companies ' out of service ' on a rotating basis We do not consider this to be an acceptable alternative	Service level change	FY98 $171,748

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Decisions*	*Costs*
MMA Recommendation 7-1. **#2 PRIORITY** **Communications Division** Current staffing should be improved Six additional telecommunicators are needed	**MMA Recommendation 7-1:** **Team Recommendation** The Emergency Communications Team concurs These six positions are necessary to maintain a true minimum manning level of two Telecommunicator I's and one Telecommunicator II per shift, 24 hours per day, seven days per week, 365 days a year	Fire Department Administration agrees with this recommendation Over the past five fiscal years, dispatched incidents have increased 74% and E-911 calls received have shown a 65% increase, with no staff increase in the division These two major staffing factors coupled with projected increases in population served, square miles served federally mandated information processed, stored and retrieved, makes this staffing increase critical in order to effectively handle the workload and provide the service expected by the division		FY98 $159,789 (offset by overtime decrease) to $130,552

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Decisions*	*Costs*
MMA Proposal 3-5 **#3 PRIORITY** Reestablish the rank of "relief" Battalion Chief This position is needed to keep five Battalion Chief positions filled **Background** Although there are five Battalion Chiefs assigned to each shift, typically, because of vacation and sick leave, there are only four on duty the majority of the time It is impossible to staff either a multiple alarm or simultaneous working alarms with safety officers and incident commanders with only four Battalion Chiefs This position is needed to keep five Battalion Chief positions filled, which preserves appropriate chain of command and authority in emergency situations	**MMA Proposal 3-5** **Team Recommendation** The Team concurs for the following ■ Provide necessary lines of authority ■ Maintain continuity of rank ■ Facilitate communication between and among battalions ■ Provide significant training opportunities for Captains being considered for promotion to Battalion Chief	We support this recommendation As part of the rightsizing effort in 1992, the Charlotte Fire Department has eliminated relief battalion chiefs Experience has shown that this was a mistake Battalion chiefs are responsible for managing fire protection resources in a fifth of the city and for commanding emergency mitigation efforts at serious incidents With their seniority and vacation accrual rates, at least one must be off each day to ensure that they do not lose vacation If another is off for a legitimate reason, which is not an unusual occurrence, two-fifths of the city does not have adequate supervision of fire protection services		FY98 $192 758

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Decisions*	*Costs*
MMA Proposal 3-2 Establish the position of Public Information Officer as a permanent position The mission and goals of a public safety agency, so dependent on appropriate citizen behavior, require full-time communication management to and from the citizens Additionally, internal communication channels will be strengthened by video programs, newsletters, etc	**MMA Proposal 3-2:** **Team Recommendation.** The Team concurs based on the following ■ Facilitating/improving internal and external communication aids service delivery ■ Helping citizens understand the fire department's services (emergency & non-emergency) and how to access is a key goal of the city's corporate strategic communication plan ■ Increasing departmental emphasis on loss and injury prevention requires an active citizen information/education program	**MMA Proposal 3-2:** **Background.** The Fire Department Administration agrees with this recommendation Charlotte City Government has adopted community based service delivery and a city-wide communication plan, which require individual key business communication plans both of which involve substantial outreach and citizen education The Fire Department also has on-going responsibility to work with the media who require information about emergency situations and fire department services No position is currently allocated to provide communication support A firefighter is temporarily assigned to work with media relations, which creates difficulty in maintaining minimum staffing levels		FY98 $71,698

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Comments/Decision*
MMA Proposal 3-44 & 3-45 Eventually create the position of fire lieutenant/shift supervisor (110 positions including 24 relief lieutenants) and compensate at the Firefighter-Engineer level Eventually reduce the number of Fire Captains by 110 positions	**MMA Proposal 3-44 & 3-45:** **Team Recommendation** The Team disagrees with the MMA recommendation to create the position of Fire Lieutenant/Shift Supervisor and reducing the number of Fire Captains Problems MMA identified such as lack of consistency, poor communication and lack of responsibility would not be necessarily solved by this structural change Additionally, adding another layer of management is inconsistent with the City's expectations for creating a "flatter" organization The Team recommends addressing these problems by implementing these suggestions Increase use of E Mail for station mail Implement department's strategic communication plan, coordinated with other City departments	MMA is suggesting a structural solution to problems related to lines of authority, accountability and responsibility at each fire station Battalion Chiefs already have the authority to appoint, if they determine it is necessary , one captain to be in charge of dual company stations Fire Department Administration does not support creating the rank of lieutenant	

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Decisions*	*Costs*
MMA Proposal 3-46: Eventually eliminate the position of firefighter engineer (137 positions) and consolidate these duties and salary at a firefighter II level	**MMA Proposal 3-46:** **Team Recommendation** The team disagrees for the following reasons 1 The recommendation does not acknowledge the specialized, technical nature of the engineer position 2 A firefighter II does not possess the required driving and pumping experience and familiarity with the apparatus to perform the job at an acceptable and consistent level and this would not be achieved by establishing a rotation schedule involving multiple drivers 3 Increasing the number of people able to function as the engineer does not increase the efficiency of the operation instead, it dilutes the ability any one person has to be responsible for the proper maintenance and functioning of the fire apparatus	Charlotte Fire Department Administration does not agree with this recommendation The position of Firefighter II is a critical transitional position in our department's career development plan We require an extensive amount of training for Firefighter I's to qualify for this position which requires advanced firefighting and driving/pump operation skills Firefighter II's have the opportunity to fine tune these skills on the job making them viable candidates for either Firefighter Engineer or Fire Captain at a later time Elimination of this rank would severely hamper our departmental career development and training efforts **Note:** The rank of Firefighter II was developed around 1983 to parallel the Police Department's Special Police Officer Program Our Firefighter II program is as important to us as the SPO program is to the Police Department		

Consultant	*Fire Department Committee*	*Fire Department Administration*	*Comments/Decision*
MMA Recommendation 3-1. Maintain the existing organizational structure but establish a position of assistant chief for operations, who would work Monday through Friday with three shift deputy chief positions reporting		The schedule of the deputy chiefs has been changed from a shift schedule to a Monday through Friday schedule This allows more time for staff interaction and improves continuity among the deputies and their assigned support divisions Deputy chiefs share the major incident response duty on a rotating basis after business hours and weekends	

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Status of Pre-hospital Emergency Medical Services

COUNCIL FOCUS AREA: Public Safety

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

- The Agency, created by the partnership of Carolinas Medical Center (CMC) and Presbyterian Hospital to manage pre-hospital care, has been in place for six months The Iterim Director is Jay Fitch with Fitch and Associates, the consulting firm Mecklenburg County retained to assist with the decision-making process on reorganizing the system

- The Medical Control Board has been established as recommended by the Blue Ribbon Committee Dr John Baker of CMC is chair

- The Charlotte Fire Department is renegotiating the first responder contract with the Agency, the new contract is revised based on actual costs and proposes an increase from $415,155 in FY96 to $1,008,000 in FY98 This may be a major budget issue

- The Department has a new lease agreement with the Agency to house ambulances in fire stations, currently, there are ambulances in fourteen stations A new lease has been revised based on actual costs and increased 20 percent

- The Fire Department's goal is to provide first responder service at the paramedic level Seven Charlotte firefighters has completed CMC's paramedic program, bringing the total to fifteen paramedics in the Fire Department However, they are not allowed to practice at the paramedic level

- The Fire Department is currently training all firefighters to use defibrillators and will have defibrillator equipment on all first responder companies by August 1st

OPTIONS: None

COUNCIL DECISION OR DIRECTION REQUESTED: None, this is for information

ATTACHMENTS: None

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Economic Development Strategic Plan

COUNCIL FOCUS AREA: Economic Development

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

- This is the latest in a series of Council Workshops on Economic Development Previous workshops included the following
  1 Staff overview of key issues and priorities
  2 Council discussion of City's interest and role in economic development
  3 Private sector views of the City's role from a panel of Dr John Connaughton, Carroll Gray, Tommy Norman and Jim Lovell
  4 Report from Dr Al Stuart on "Suburban Sprawl in the Charlotte Region"

- This workshop provides time for Council to review and discuss the attached "Economic Development Directions" report This report brings together previous discussions and information into three themes
  -Business Support
  -Strategic Investments
  -Urban Initiatives

- Under each theme, staff has suggested priority areas Once Council discusses, modifies and approves these priority areas, staff will be accountable for bringing the appropriate action steps to accomplish each priority area

OPTIONS: Not Applicable

COUNCIL DECISION OR DIRECTION REQUESTED:

- Discuss and modify the background issues/trends under each theme Did we miss anything?
- Discuss and modify the priority areas under each theme Are these the high priority areas for staff work during the next two years?

- Discuss and modify the other action areas under each theme Did we miss any areas for lower priority staff work during the next two years? Are there any areas here that Council thinks should have a higher priority?

- Staff will rework the "Economic Development Directions" based on Council comments and directions We will then place the "Economic Development Directions" on a regular City Council meeting for approval

ATTACHMENTS:

"Economic Development Directions"

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Coliseum/Hornets

COUNCIL FOCUS AREA: Economic Development

KEY POINTS (Issues, Cost, Change in Policy): Review status of current Coliseum in light of the Hornets situation

- Coliseum Land - development, acreage, ownership, values
- Coliseum Financing - debt, refinancing, amortization schedules, pay-off issues, local government commission role
- Coliseum Sale - legal issues, legislative issues, offers
- Coliseum Operations - history of Authority managed facilities
- Process to move forward

OPTIONS: Do Nothing, Renovate, Sell

COUNCIL DECISION OR DIRECTION REQUESTED: Need for additional information/Council questions, Discuss process

ATTACHMENTS: None