<table>
<thead>
<tr>
<th>Meeting Type:</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>01-28-1992</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>JOINT MEETING</td>
</tr>
</tbody>
</table>

City of Charlotte, City Clerk's Office
Council Briefing

Mayoress
Campbell
Cloffeler
Hammond
McCrory
Majeed
Mangum
Martin
Patterson
Reid
Scarborough
Wheeler

5:25

Veiroot
White
Clark, Reading

Presentation for
Carmel Ltd.

Mangum
Dick Williams
McCrory
Williams
Hammond
Williams
Mangum
Clodfelter  
White  
Clodfelter - put on the next agenda
McCree
Vinroot - 22B -  
Clodfelter - put on March workday
Vinroot  
Clodfelter  
Martin -  
White  
Clodfelter - add to end of tonight's agenda
Vinroot - report on trip to Minneapolis
McCree
Vinroot  
McCree
Vinroot
Mangum
Martin
Vinroot

Adjourn 6:20
Council Meeting 1/22/92

Mayor
Campbell
Clodfelter
Hammond
McCrory
Majeed
Mangum
Martin
Patterson
Reid
Scarborough
Wheeler

6:30

Vinroot
Marcia Reeder Norman
Vinroot
Karen Mosteller
Vin
Mosteller
Martin
Mosteller
Martin
Mosteller
Clodfelter
Winroost
Sarah Dunlap
Jim Price
Jim Smallridge
McCready Martin - put on agenda

Fred Mauney
Louise Sellers
Winroost
Patterson
Winroost
James Moore
Winroost
Moore

7:10 p.m.
7:10 p.m.

2nd Clod / Wheeler. Approve Minutes.

#3

Vinroot


#14A McCrory / Wheeler. App rest. UNAN. 

#14B

Martin 
White 
Martin 
Scarborough 
Vinroot 

#15 

Martin 
Vinroot.

#14B, C + D
Clodfelter
Hammond/Scarborough, Etc.
McCrae/Albee
Approve -unan.

#18
Martin
Syfert
Martin
McCrae/Patterson App -unan

#22B
Martin
Syfert
Martin
Reid
Syfert
Reid
Syfert
Martin
Reid

Reid/Martin: Defers purchase.
Clodfelter
White
Coadfelter
Subst. Coadfelter/Mangum Proceed
McCray - Bring back 2 weeks or
Reid - Go-Ok some definite date
Coadfelter
McCray Call in questions before so we don’t
Reid
Coadfelter - Precisely what we have done.
Hammond
White - 2/10 Mid-Year?
Hammond
Vinceot
VOTE - Subst. FAILED 6-4
YES, Mangum, Coadfelter, Hammond

Patterson
VOTE ORIGINAL -PASSED 1-1 - REID - No.
Vinceot
Majeeed
Vinceot

#23 (2)
Coadfelter/Mangum - esp.
White
#4 Cloudfelter/Wheeler - 91-80-app

#5 No McCrory, Reid

91-81

Cloudfelter/Wheeler - Deney 3 parcels

McCrory

VOTE - Unan. (McCrory changed back to yes after meeting)

#6 Cloudfelter/Wheeler

Vearst

Martini

McCrory

VOTE - Unan.

#7 Wheeler/

Scarborough 12-5 Mi 8-5 Sat.

Mangun - move to Sat. & Sun.

McCrory

Scarborough

Mangum

McCrory

Mangum

Reid

Patt. Vin.

Wheeler
Reid / Patterson  
No 2nd

McCreary / Clodfelter  
1/2 Fri/ All Day Sat
8 - 2 (No Mangum, Reid)

McCreary
Hammond
Reid / Mangum

Mangum / Clodfelter
Clodfelter

# 8 Mangum / Blaster - tenan.

Clodfelter
Vinroot

# 9

White
Vinroot
Marvin Wilson
David Holland
Bill Easley
Barry Beamer

Patterson / Mangum / Approve the
adjustment in the pay plan
of 2.5% - Reserve 2.5%

one time payment & Pos. Bank

Hammond to 2/10/92 mid-year review
Patterson
Clodfelter
Majied
Mangum
Alexander
Clodfelter
Alexander
Mangum
McCrary
White
McCrary
Scarborough
Hammond
Reid
Wheeler
Martin

Subst. Martin /
Majied
White
Venroo
Reid
Subst. Reid / Martin deferred 2/10

McCrory, Ste
Patterson

Vote - Orig.
Yes Martin, Reid

No Martin, Reid
Patterson / Clodfelter
Alexander
Patterson
Alexander
Reid
Alexander
McCrary
Patterson
Alexander
Martin
Alexander
Martin
Alexander
Martin
Alexander
Clodfelter
Hammond
Reid

Reid / Scarborough defer position
Hammond

VOTE NO - Clodfelter

Reid

Reduce Council Pay

NO SECOND
#10
Vincost
Patterson - STEP 4 - OPTION B
Steger
Hammond / Scarborough

Approve STEPS 1, 2, 3, 4 B

Majael
Clodfelter
Steger
Clodfelter
Martin
Steger
Martin
Steger
Martin
Steger
Scarborough
Steger
Scarborough
Morgan
Reid
Steger
Reid
Steger
McCrosy
McCrory
Underhill
McCrory
Underhill
McCrory
Steger

McCrory - Vote on Step 4 Separately

Martin
Steger
Martin

Vote Steps 1, 2 & 3
Opt. B - No, McCrory, Wheeler

Hammond - Screening be timed right after fence is in place.

Endwell

Funding Option -

White -

Patterson - Mall Money?

Alexander
White -
Patterson
Alexander
Clodfelter/Reid
Magnum
sub. McCrory

Scarborough
Reid
McCrory
Hemmond
Reid
sub. Hemmond

Opt. 2
No 2nd

Opt. 1
No 2nd

Hold on options
til Feb 10th
mid-year

#42,100.

Subst. City assure.
SUBST: YES FAILED 6-4

VOTE: MANG, MARTIN, CLODFELTER, REID

ORIG VOTE: No, Reid, Martin
McGreg
Mangan

ADDITION

#11A CLODFELTER/SCARBOROUGH

Supplement from sick Leave Policy for
Officer Smallridge

Unan.

#12 APPOINTMENTS

CLODFELTER - Corrections to ballots.

128.1 BOXING Comm.

Albert Mandell appointed

12-A - TRANSIT STUDENT - LAVONDA MOBLEY - Hammond/

128.2 Certified Dev. Corp.

1st Ballot: Potter & Knox

2nd Ballot: Long, Potter -6 Reid, Patt

MENGUM, CLODFELTER, MARTIN,
SCARBOROUGH
12B-3 Citizens Oversight Committee—Cable TV

1st Ballot: Wooten, Cayer, Johnson, Sahlie

2nd Ballot: Cayer, Johnson, Sahlie, Wooten

3rd Ballot: Cayer, Sahlie

12B-4 Parade Permit Committee:

David Liles - 7
Rita Vinson - 6

Planning Committee:

Clodfelter

Reid, Majed, McCreary

Johnson

Heard - 6

Transport

Alley - 5

Vineroot - 6

Diller

Anderson - 5
Tree
Wilson - 6
Brodtt

Sear
Mugum
Adjourn 9:40 p.m.
Cannot require a contractor to award a subcontract bid to anyone that does not submit the low bid.

Barclay

Doug Spencer, Purchasing Director
1984 position for full-time
M/WBE Director approved

5. Primary Objectives

1.

2.

3.

4. Provide monitoring

5.

Liz Mills, M/WBE Program Director
Now 15-70 - 58% are local
Since 1984 - those who went to bid have found the city responding.
These firms depend on public projects

Barclay

Barry Beamer, CMUD
Benny Aldridge
Borgsdorf
Barbara Freeman, Chairperson
M/WBE Advisory Committee
1. Centralize Administrative
2. Centralize authority for monitoring compliance
3. Conduct a review and update Disparity Study

Strengthen the Program,
Borgsdorf
Jerry Lee
2 distinct programs
FAA will not approve City Program 1978 - started program with 15%
Participation has been 15.4%

Borgsdorf
Scarborough Patterson - Executive June
Tinerost
Underhill
Tinerost
VOTE - UNANIMOUS
Reconvene 7:25 Campbell's Gone
Hammond, McCrory - Award Original Fire Station 29 Bide

Vi Alexander
City has 191 Storage Tanks

Martin
Vi
McCoy
Vi
Reid
Vi
Reid
White
Scarborough
Reid
White
Reid
White
Reid
McCrory
Vi
Clodefitus
Leid
Cluffet
Hammond
Cluffet
Patterson
White

Vinisot Ella Aft 7:40
Vi - Burn Bildy. Vs Houses to Ban
Nature Museum
Wheeler - Consolidation of Police?
Vi

Marten
Vi

CIP -
Slow down road construction
Road bond savings
Park capital

Mengan
Vi 4 1/2 mil park bonds
Majeed
Vi
Mengan $4 1/2 mil - told no money other
Vi talking about Shaw Golf Club
Reid
Vi
Vincent
Colfeltin
Vi
Colfeltin - run on debt model when they make presentation in April.

White
Vincent

White - Air Cargo Facility
Larry Rosenstrauch - year since idea came to be.
Proposals due on 4/17 - Need "go ahead" from Council.
In May or June.

Margum
Rosenstrauch - FAA - no commitment on how much funding from them

Hammond
White
Hammond
White
Hammond
White -
Mr. White has reservations about
success of this scheme,
no reservations about our
airport + its operation.

White
Martin

Dear
Clodfelt.

Dear - handling half in NC now
at our airport

Clodfelt

Majic

Dear
Patterson

Dear - behind Atlanta, Atlanta,

Patterson

Dear
Patterson

Dear
Patterson

Dear
Patterson
Martín

Patterson

0. Greenfield site
1. Military Airport
2. Existing Airport

White

McCroshey

White

Wheeler/McCroshey - Move forward with application

Vincoot

Reid

VOTE: Clodfelter - No

White

Alexander - FY 93 operating budget

CMUD Example

Vincoot

Snyder

Vincoot

Joe Stowe

Martin

Stowe
Morgan Stowe
Reid
Stowe - $10 Mil Reserve
Reid
Stowe
Alexander McCrory
Stowe
McCrory
Stowe
McCrory - Candidate
Stowe
Vinroot - Joel Seagle - Homeless Shelter
Reid
Vinroot
Reid
Morgan White
Majied
Vinroot

Adjourn 8:35 p.m.
Joint Meeting  
City Council - County Commission  

January 28, 1992  

AGENDA  

I. Overview and Status of Consolidation Implementation  
(David Cooke)  

II. Blue Ribbon Citizens' Committee Report  
(Jim Sheridan)  

III. Parks and Recreation Consolidation  
(Jerry Fox, Wanda Towler, Julie Burch)  

IV. Police Consolidation  
(Wendell White, Don Steger, Ed Chapin)  

V. Pre-Trial/Work Release Site Master Plan Presentation
MEMORANDUM

TO: Gerald G Fox, County Manager
FROM: Edwin H. Chapin, Assistant County Manager
DATE: January 21, 1992
RE: Agenda Item for January 28, 1992
    Board of County Commissioners' Luncheon

Little & Associates and HOK Architects along with Barry Wyatt and Ron Tuttle plan to make a presentation at the January 28th luncheon in regards to the Pre-trial, Work Release site master plan. We felt that this would be a unique opportunity to meet with both the Board of Commissioners and the City Council to brief them, especially the City with their interest in the use of the Law Enforcement Center and their general interest in Criminal Justice. I hope this permits for a good overview with discussion by the elected bodies.

EHC/alm
City-County Consolidation

January 28, 1992

I. Consolidation Status Overview

II. Parks and Recreation Consolidation

III. Police Consolidation

ATTACHMENTS:

Attachment #1: Consolidation Principles
Approved September 10, 1991

Attachment #2: Blue Ribbon Citizens' Committee Status Report

Attachment #3: Parks and Recreation Stakeholders' Task Force Report

Attachment #4: Police Stakeholders' Task Force Report

Attachment #5: Mecklenburg County Police Department Services and Cost Information
CITY-COUNTY CONSOLIDATION

Background

May 21, 1991: City Council and County Commission vote to combine Police Departments under City Government and Parks and Recreation Departments (and Arts) under County Government to be effective July 1, 1992.

July 30, 1991: City Council and County Commission meet jointly to discuss consolidation. Consolidation efforts are put on-hold pending resolution of two Police consolidation issues:

1. Joint decision making between two governing bodies to ensure adequate representation for citizens outside of Charlotte.
2. How to equitably distribute costs for Police Services.

September 10, 1991: City Council and County Commission vote to proceed to consolidate the Police Departments and the Parks and Recreation Departments. Arts consolidation is removed from consideration. The two elected bodies approve consolidation "principles" and a process for consolidation. Attachment #1 includes the consolidation principles and process. Among other issues, the two bodies agree that:

1. Officials elected by citizens in unincorporated areas will approve and/or participate in the approval of police service levels in those areas and have an active role in monitoring the performance of the consolidated Police Department.
2. The Police Departments will be completely merged at least by the time the new Law Enforcement Center is completed.
3. The Parks and Recreation Departments will be merged by September 1992.

December 16, 1991: County Commissioners discuss and approve an implementation plan proposal which puts County Police under City Government effective July 1, 1992, and that:

1. The "joint" police standing committee be appointed and further defined that one of the County representatives be a district representative whose constituents reside predominantly outside the City of Charlotte (i.e., District 1 at present).

2. The Management Task Force (now including the two Chiefs, Assistant City Manager and facilitator) be expanded to include City and County Managers and Assistant County Manager and further be charged with defining the base level of service along with its cost as first priorities in their consolidation phasing plan recommendations.
Citizen Input

The process approved by the City Council and County Commission called for soliciting input from the community (including each of the towns in Mecklenburg County). The following citizens' groups were formed and are currently working on the consolidations:

- A Blue Ribbon Citizens' Committee
- Police Stakeholders' Task Force
- Parks and Recreation Stakeholders' Task Force

These citizen groups began meeting in December and are working with staff in identifying issues, voicing concerns and recommending solutions to issues.

Attachment #2 is a status report from the Blue Ribbon Citizens' Committee.

Attachment #3 is a status report from the Parks and Recreation Stakeholders' Task Force.

Attachment #4 is a status report from the Police Stakeholders' Task Force.

Resolution of Consolidation Issues and Process From Here

City and County staff continue to work on the numerous personnel, financial, legal and logistical issues. The consolidation plan includes the following timetable:

- Resolution of personnel pay and benefit issues May 1992
- Funding options/tax equity strategies (and police service levels) for City Council-County Commission approval March 1992
- Development of Interlocal Agreement April-May 1992
- Approval of Interlocal Agreement June 1992
Effective Date

City and County staff are working towards a target date of July 1, 1992 as the effective date for Parks and Recreation consolidation.

We have already started to change the reporting relationships of some City personnel in order to facilitate this consolidation. We plan to continue this process and in the next several months transfer the Park Rangers and Recreation staff under the supervision of the Mecklenburg County Parks and Recreation Director. Until July 1, these employees will continue to be paid by the City and covered under the City's benefit program.

Implementation Framework

One of the key issues in the Parks and Recreation consolidation has been the identification of City Parks and Recreation functions/responsibilities which should become part of the consolidated department and which should remain with the City. City and County staff, the Parks and Recreation Stakeholders' Task Force, and the Blue Ribbon Citizens' Committee have reviewed, discussed and recommended the functions and responsibilities of the consolidated department and those functions which should remain with the City.

The chart on the next page illustrates the recommendations.

The basis for the division of responsibility between the City and County follows these principles:

* The consolidated Parks and Recreation Department should be responsible for maintenance of all open spaces and facilities which relate to the provision of recreational or leisure activities.

* Activities which relate to urban beautification, uptown festivals, and/or grounds maintenance of City-owned (non-park) property should remain with the City.

With approval of the division of responsibilities, staff will finalize details related to number of personnel and equipment which will transfer to the County. This will enable staff to finalize budget and tax rate information.

Funding Options

Staff has discussed two options for funding the Parks and Recreation services which will come under County government on July 1, 1992. These options were presented to the Blue Ribbon Citizens' Committee at the January 8 meeting.
# PARKS AND RECREATION CONSOLIDATION

## ORGANIZATIONAL RESPONSIBILITIES

<table>
<thead>
<tr>
<th><strong>CONSOLIDATED DEPARTMENT</strong></th>
<th><strong>REMAIN WITH CITY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Courses</td>
<td>Cemeteries</td>
</tr>
<tr>
<td>District Parks</td>
<td>Vacant Land</td>
</tr>
<tr>
<td>Community Parks</td>
<td>Street Right-of-Ways</td>
</tr>
<tr>
<td>Nature Preserves</td>
<td>Median Maintenance</td>
</tr>
<tr>
<td>School-based Parks</td>
<td>Streetscape and Trees</td>
</tr>
<tr>
<td>Neighborhood Parks</td>
<td>McGill Rose Garden</td>
</tr>
<tr>
<td>Recreation Centers</td>
<td>Tryon Street Mall and Uptown</td>
</tr>
<tr>
<td>St Mary's Chapel</td>
<td>Greenspaces including</td>
</tr>
<tr>
<td>Grady Cole Center</td>
<td>Polk Park</td>
</tr>
<tr>
<td>Memorial Stadium</td>
<td>Marshall Park</td>
</tr>
<tr>
<td>Fireman's Hall</td>
<td>Fourth Ward Park</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>Arequipa Park</td>
</tr>
<tr>
<td>Park Rangers</td>
<td>Old Settlers Cemetery</td>
</tr>
</tbody>
</table>

## PROGRAM/OTHER RESPONSIBILITIES

(event responsibilities relate to *who* is responsible for LOCATION of event)

<table>
<thead>
<tr>
<th><strong>CONSOLIDATED DEPARTMENT</strong></th>
<th><strong>REMAIN WITH CITY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Skyshow</td>
<td>Afro-American Cultural Center</td>
</tr>
<tr>
<td>Earthday</td>
<td>Springfest</td>
</tr>
<tr>
<td>Summer Pops</td>
<td>Jazzfest</td>
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<tr>
<td>Dilworth Jubilee</td>
<td></td>
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<tr>
<td>Festival In the Park</td>
<td></td>
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<tr>
<td>Etc</td>
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</table>
The options are described below:

Option #1

Phase-in County funding of the additional Parks and Recreation costs over four years (i.e., 25% first year, 50% second year,....., 100% fourth year).

All other things held constant, this provides for a gradual increase in the Mecklenburg County tax rate and a gradual decrease in the City of Charlotte tax rate.

Option #2:

Implement 100% County funding upon consolidation (July 1, 1992).

All other things held constant, this may require a larger increase in the Mecklenburg County tax rate in FY93, as compared to Option #1.

In developing the two options, staff was guided by what had been done in prior consolidations and the consolidation principles approved by the County Commission and City Council in September.

Precedent - When Building Standards was consolidated into the County, the City and the County agreed to phase-in total County funding over several years.

Tax Equity - One of the City Council and County Commission's objectives in implementing these consolidations is "equitable distribution of costs."

The Blue Ribbon Citizens' Committee recommends Option #2. Budget and funding decisions will be requested at a joint meeting of the City Council and County Commission in March.

Issues Being Addressed

City and County staff, the Stakeholders' Task Force, and the Blue Ribbon Citizens' Committee continue to work on several consolidation issues which will require policy review and approval. Issues we are addressing include:

- New Citizen Parks and Recreation Advisory Committee Composition
- User Fee Policies
- Ownership of Property and Equipment
- Contracts and Agreements
POLICE CONSOLIDATION

Effective Date

City and County staff are working towards a target date of July 1, 1992 as the effective date for Police consolidation.

The effective date relates to the date when all police officers come under one organization. Many organizational issues will remain after July 1 as we consolidate the functions within the two departments.

Implementation Framework

The plan for police consolidation includes moving the County Police Department "in total" under City Government effective July 1, 1992. "In total" means that there will be initially two Police divisions, Urban (Charlotte Police Department) and Suburban (Mecklenburg County Police Department). Both Police Chiefs will report to the City Manager. The command structures of both divisions would initially remain intact and then gradually be integrated through the consolidation of support services, promotions, transfers, etc. Finally, Patrol would be integrated no later than the opening of the new Law Enforcement Center.

The figure on the next page illustrates the implementation plan.

On December 16, 1991, the Board of County Commissioners discussed this proposed implementation plan. Both Police Chiefs expressed that if consolidation is to take place that it should be done as quickly as possible to avoid morale problems and not become a long drawn out process. Advantages of this consolidation plan include:

- The County force retains identity as support services are consolidated.

- One organization is in place to foster transfers and promotions of police officers and civilian employees.

- Minimal negative impact is expected on the patrol functions while support services are consolidated.

- Personnel and police "certification" issues are handled at one time.

To assist in the phase-in consolidation of the Police functions, we plan to keep in place the Joint Management Team which now includes the City Manager and County Manager, and the Assistant City and County Managers. The City Council and the County Commission will also be asked to establish the Joint Police Committee no later than July 1.
POLICE CONSOLIDATION PLAN

EFFECTIVE JULY 1, 1992

CHARLOTTE CITY GOVERNMENT

URBAN (CITY) SUBURBAN (COUNTY)

SCHOOL RESOURCE OFFICERS, CANINE, POLICE ATTORNEY, DARE, VICE, RECRUITMENT & TRAINING, . . .

INVESTIGATIONS, RECORDS, SPECIAL SERVICES, . . .

COMMUNICATIONS, PATROL, . . .

CONSOLIDATION COMPLETED BY OPENING OF NEW LAW ENFORCEMENT CENTER
Representation: Joint Police Committee

On September 10, 1992, the City Council and County Commissioners approved the establishment of a joint standing committee of the two elected bodies to:

- Monitor the performance of the consolidated Police Department.
- Advise the City Council and County Commission on Police issues.
- Mediate "unresolved" complaints/requests for service from citizens.
- Evaluate and recommend changes in the Interlocal Agreement.
- Review the annual workplan and proposed budget for Police services.

As approved in September, the five-member committee will be composed of two Council members and two Commissioners with the Committee Chair alternating annually between the Chair of County Commission and the Mayor.

On December 16, 1991, the County Commission approved a motion to further define the Joint Police Committee membership as follows:

"that one of the County representatives be a district representative whose constituents reside predominantly outside the City of Charlotte (i.e., District 1 at present)."

The Police Stakeholders' Task Force recommends that the City and County consider adding one representative of the northern towns and one representative of the southern towns on the joint committee. This was voted unanimously by the Task Force at their February 21 meeting.

Representation: Civil Service Board

Upon consolidation, all County Police officers will become City employees and come under the City's Civil Service Board.

As currently structured, the City's Civil Service Board includes only City of Charlotte residents. This requirement is stated in the City Charter. The Police Stakeholders' Task Force has expressed concern that the City should change the composition of the Civil Service Board as expeditiously as possible in order to include non-Charlotte residents. A change in the City Charter will require an act of the General Assembly. With City Council and County Commission approval, it is our intent to seek legislation to change the composition of the City Civil Service Board when the General Assembly next meets in full session.
Tax Equity: Service Delivery Costs and Funding

On September 10, 1991, the City Council and County Commission approved a tax equity strategy that calls for:

1. A County-wide tax (levied by the Board of County Commissioners) for police services equal to the support provided within unincorporated areas of Mecklenburg County.

2. Funds collected by the County but generated by municipal assessed values will be returned to the municipalities in proportion to their assessed values.

3. Each municipality can use the funds to buy police services from the consolidated Police Department.

Current staff efforts are concentrated on defining the costs for Mecklenburg County Police services which are provided in the unincorporated areas and to the six towns. Information which describes the current services of the Mecklenburg County Police Department and who receives those services is included as Attachment #5. This information was presented to the Police Stakeholders' Task Force on January 21.

This issue is of significant interest to the Mayors of the six towns. They are concerned about the availability of and the future cost for services currently received from the Mecklenburg County Police Department. After consolidation, we plan to continue to make available to the towns the same "menu" of services currently provided and to recover the associated costs through the financing strategy mentioned above.

Once we finalize the services and cost information, we will be in a position to articulate the tax equity impact on citizens in the unincorporated areas, in the towns, and in Charlotte.

Budget and funding options will be presented to the City Council and County Commission in March.
CITY-COUNTY CONSOLIDATION
PLANNING
(as approved September 10, 1991)

Consolidation Principles

ACCOUNTABILITY

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

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

ORGANIZATIONAL CONTEXT

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

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

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

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

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

* An objective during the implementation of the consolidation is that Parks and Recreation employees will not be laid-off nor negatively impacted with respect to pay. Cost savings will be achieved through attrition.

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

* Some functions of the City Parks and Recreation Department may not be consolidated with the County (i.e., trees, median maintenance, cemeteries).
A unified Police Department will be established to operate as a department within Charlotte City Government. The principles of the consolidation include:

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

* Officials elected by citizens in the unincorporated areas will approve and/or participate in the approval of police service levels in those areas and have an active role in monitoring the performance of the consolidated Police Department.

* In implementing the consolidation, equitable distribution of costs, operational effectiveness, and cost savings are objectives. Equitable distribution of costs for police services will be achieved when residents of municipalities and unincorporated areas in Mecklenburg County contribute funding in proportion to the level of service provided.

* The Police Departments will be completely merged at least by the time the new Law Enforcement Center is completed. The Police Departments will begin to consolidate support functions prior to that date.

* An objective during the implementation of the consolidation is that Police Department employees will not be laid-off nor negatively impacted with respect to pay. Cost savings will be achieved through attrition.

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

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

**STAFF/CITIZEN INPUT**

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

The process for consolidation will include the establishment of:

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

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

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

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

PROCESS AND TIMELINE

The effective target date for the Parks and Recreation consolidation is September, 1992; the effective target date for the Police consolidation is no later than the date when the new Law Enforcement Center opens. Both the City and County will begin working together on operational and implementation issues in each of the areas prior to the implementation date.

The consolidation process is outlined on page 13.

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

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

INTERLOCAL AGREEMENT AND IMPLEMENTATION

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

### CITY-COUNTY CONSOLIDATION PLAN

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

CITY COUNTY COUNCIL COMMISSION

MGMT STEERING COMMITTEE

"BLUE RIBBON" CITIZENS COMMITTEE

STAKEHOLDERS' TASK FORCES

STAFF TASK FORCES
January 27, 1992

TO: Mecklenburg County Commission
    Charlotte City Council

FROM: Crowder Falls, Chairman
      Blue Ribbon Consolidation Committee

SUBJECT: Status Report

The Blue Ribbon Consolidation Committee has met twice since its inception in December to discuss the consolidation of the City and County Police Departments and the City and County Park and Recreation Departments.

The Committee has taken the following actions:

PARK AND RECREATION CONSOLIDATION:

- Concur with the recommendation of the Park and Recreation Stakeholders Task Force on the park and recreation functions to be consolidated and those to remain with the City of Charlotte, with further review on where the remaining functions would be housed.

- Recommends that the County assume 100% funding of the consolidated Park and Recreation Department upon consolidation, rather than phasing in the funding over a period of years. The Committee felt that the governing body responsible for expenditures of the department should also be responsible for funding it; and that this more equitably spreads the cost of the department over the entire user population. The Committee also felt this action should result in a comparable reduction in city taxes upon consolidation under the County.

POLICE CONSOLIDATION:

- Recommends that the City and County proceed to consolidate the Police Departments under the City on July 1, 1992 rather than over a period of years. This recommendation is based on our belief that by prolonging the consolidation, both employee morale and service delivery would be negatively impacted.

The Committee will continue to address the various issues of consolidating these major public functions over the next few months.

Membership of the committee: Dick Bevier, Rennie Cuthbertson, Frank Emory, Mac Everett, Madine Falls, Art Fields, Lea Harkins, Robert Humphreys Jr., Bernie Johnson, Gary Knox, Warren Owen, Judith Perry, Jim Sheridan, Loy Thompson, Billy Wiesman, Bill Wood, Zack Zapack, and Humphrey Cummings
January 23, 1992

Memo

To: Gerald G. Fox
    O. Wendell White

From: Humphrey S. Cummings, Chairman
       Park and Recreation Stakeholders Task Force

Subject: Status Report

The Park and Recreation Stakeholders Task Force has made much progress since our initial meeting in December. The interest and involvement of our members have been positive and strong.

Actions taken by the Task Force to date include the following:

-The Task Force reviewed the various functions and programs of the Charlotte Park and Recreation Department and is recommending those functions to be combined in a consolidated department and those functions to remain with the city. Attached is a list of the functions and related programs. We will be receiving information concerning where functions remaining with the city will be placed.

-The Task Force has considered options for creating a new Park and Recreation advisory body. It recommends a new body composed of 13 members. Seven appointees would come from each of the seven planning districts, 1 from the northern towns, 1 from the southern towns, and 4 at large. Initially, for purposes of continuity and a smooth transition, the Task Force recommends that the new body be composed of 5 members from the current Mecklenburg County Park and Recreation Commission, 5 members from the current Charlotte Park Advisory Committee, and 3 new members. The appointments should be made to ensure representation from the 7 planning districts.

The Task Force is currently reviewing City and County user fees for parks and recreation facilities and will recommend ways to reconcile any differences in policies.

Future tasks include:

-Considering various property issues (i.e., ownership, commitment of bond funds, rehabilitation funding)

-Review of major contracts

We anticipate that the Task Force will be completing its charge by mid-spring.
PARKS AND RECREATION CONSOLIDATION

ORGANIZATIONAL RESPONSIBILITIES

<table>
<thead>
<tr>
<th>CONSOLIDATED DEPARTMENT</th>
<th>REMAIN WITH CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Courses</td>
<td>Cemeteries</td>
</tr>
<tr>
<td>Distinct Parks</td>
<td>Vacant Land</td>
</tr>
<tr>
<td>Community Parks</td>
<td>Street Right-of-Ways</td>
</tr>
<tr>
<td>Nature Preserves</td>
<td>Median Maintenance</td>
</tr>
<tr>
<td>School-based Parks</td>
<td>Streetscape and Trees</td>
</tr>
<tr>
<td>Neighborhood Parks</td>
<td>McGill Rose Garden</td>
</tr>
<tr>
<td>Recreation Centers</td>
<td>Tryon Street Mall and Uptown</td>
</tr>
<tr>
<td>St Mary's Chapel</td>
<td>Greenspaces including</td>
</tr>
<tr>
<td>Grady Cole Center</td>
<td>Polk Park</td>
</tr>
<tr>
<td>Memorial Stadium</td>
<td>Marshall Park</td>
</tr>
<tr>
<td>Fireman's Hall</td>
<td>Fourth Ward Park</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>Arequipa Park</td>
</tr>
<tr>
<td>Park Rangers</td>
<td>Old Settlers Cemetery</td>
</tr>
</tbody>
</table>

PROGRAM/OTHER RESPONSIBILITIES
(event responsibilities relate to "who" is responsible for LOCATION of event)

<table>
<thead>
<tr>
<th>CONSOLIDATED DEPARTMENT</th>
<th>REMAIN WITH CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skyshow</td>
<td>Afro-American Cultural Center</td>
</tr>
<tr>
<td>Earthday</td>
<td>Springfest</td>
</tr>
<tr>
<td>Summer Pops</td>
<td>Jazzfest</td>
</tr>
<tr>
<td>Dilworth Jubilee</td>
<td></td>
</tr>
<tr>
<td>Festival in the Park</td>
<td></td>
</tr>
<tr>
<td>Etc</td>
<td></td>
</tr>
</tbody>
</table>

17
January 23, 1992

Memo

To: Gerald G. Fox
   O. Wendell White

From: Zack Zapack, Chairman
       Police Stakeholders Task Force

Subject: Status Report

In December, the Police Stakeholders Task Force was appointed and charged with providing citizen input and advice on organizational, programmatic and financial issues and to recommend solutions which facilitate consolidation.

During its three meetings the Task Force has reviewed the consolidation plan and process and raised issues of concern as outlined below:

-Legal Issues: The Task Force met with the City and County Attorneys to discuss legal issues of consolidation. While there were differing legal opinions of the membership there was general consensus on the following:

  -The City and County should ensure the legality of proceeding with the consolidation under the existing legislation.

  -Future legislation should be sought at the next regular session of the General Assembly to ensure representation on the City's Civil Service Board by citizens living outside of the City of Charlotte.

-Representation: The Task Force reviewed the adopted strategy of an interlocal agreement and a joint standing committee of the City Council and the County Commission to monitor the performance of the consolidated department. The Task Force voted unanimously to "request the City and County to consider including one representative of the northern towns and one representative of the southern towns" on the joint standing committee.

-Northern Towns Proposal: The Task Force received a position paper from Mayor Harold Little of Cornelius proposing the Northern Towns provide police services in their spheres of influence. An opinion by the County Attorney has been given that this cannot not be accomplished without special legislation.

-Service Level: The Task Force has received initial information on services currently provided by the Mecklenburg County Police Department and associated costs. The next major focus of the Task Force will be to review the current level of services, their costs
and the tax implication of consolidation on the unincorporated areas, the towns and the City of Charlotte.

Other issues to be discussed by the Task Force are:

- Menu of Services available to the Towns
- Take-home care
- Status of satellite facilities
- Impact of consolidation on the communications system

Membership of the Stakeholders Task Force: Mayor W. F. Blankenship, Mr. Warren Drye, Mayor Joe Hamilton, Dr. Patricia Holleman, Mr. Pat Hunter, Mayor Russell Knox, Mayor Harold Little, Mr. Robin Lumberis, Mr. George Malpomian, Mr. Regan Miller, Mayor Lee Myers, Mayor Bobbie Ross, Dr. Robert Ruth, Mr. Harrison Shannon, Mr. Sam Smith, Mr. Cullie Tarleton, Ms. Eleanor Washington, Mr. John Wyatt

cc: Police Stakeholders Task Force
    Mr. Crowder Falls
MECKLENBURG COUNTY POLICE

Patrol

Mecklenburg County Police provide routine patrol services to unincorporated Mecklenburg County and Mint Hill. Police services are provided upon request to Davidson, Cornelius, Huntersville, Pineville, and Matthews.

Current staffing levels for patrol include:

- 77 Police Officers/Investigators
- 14 Sergeants
- 5 Captains

Response to police services in Mecklenburg County is provided by five patrol squads operating in ten-hour shifts. The goal of this deployment is to have 15 units operating on each shift with a minimum coverage of no less than eight units on patrol. During a 24-hour period, there will be six hours of overlapping coverage in which two patrol squads will be operating in a "shift overlap". This "shift overlap" has been scheduled during police service peak activity times.

Officers are generally deployed by patrol zones (corresponding to Federal Census Tracts), but are subject to adjustment based on the volume and nature of calls for service in a specific geographic area.

The average response time to a basic call for service in 1990 was 15 minutes. Response to emergency calls was significantly less. The philosophy of the County Police Department is to send an officer to every call. During 1990, MCPD averaged approximately 144 calls for service per day.

Current shift staffing ratios:

<table>
<thead>
<tr>
<th>Patrol Staffing*</th>
<th>Service Area Population**</th>
<th>Service Area Sq. Miles**</th>
<th>Staff/1,000 pop.</th>
<th>Sq. Mile/ Patrol Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>68,000</td>
<td>310</td>
<td>1.34</td>
<td>22.1</td>
</tr>
</tbody>
</table>

* Includes Police Officer/Investigators and Sergeants on one shift.

** Includes unincorporated area of County and Mint Hill only.
**Lakes Enforcement**

The Lakes Enforcement Unit is an element of the overall patrol function with a stated purpose of reducing crime and promoting a safe recreational and residential environment via a high visibility patrol along the county's 600 miles of shoreline. This unit patrols and responds to calls for service on Lake Norman, Lake Wylie, and Mountain Island Lake. Current staffing for this unit is:

10 Police Officers/Investigators
2 Sergeants

During the summer months, staffing for the unit is increased once the D.A.R.E. and School Resource Officers are available for assignment. The unit operates seasonal schedules and is equipped with two boats and two off-road vehicles.

**Crime Scene Search**

Crime Scene Search provides services within the unincorporated areas and to all municipalities, except Charlotte and Matthews. The unit is staffed with five Police Officer/Investigators and one Sergeant. Five mobile units are equipped and provide coverage 24 hours a day, seven days a week.

**Felony Investigations**

Felony investigations are provided for all cases which originate in unincorporated Mecklenburg County and Mint Hill. Investigative services are provided to other towns upon request.

Felony Investigation is staffed with 10 Police Officer/Investigators, two Sergeants, and a Commander. Staffing is based on the number of cases requiring investigations.

In addition, officers assigned to patrol can perform investigative functions and cases can be returned to the initial officer for further investigation.

Mecklenburg County Police Department's clearance rate for Part I Crimes (homicide, rape, robbery, aggravated assault, burglary, larceny, and auto theft) for calendar year 1990 was 20 percent.

**Staffing Ratios:**

<table>
<thead>
<tr>
<th>Investigators</th>
<th>Part I Crimes 1990*</th>
<th>Part I Crimes per Investigator</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>5,056</td>
<td>505</td>
</tr>
</tbody>
</table>

* Does not include Matthews or Charlotte
Youth Investigations

Two Police Officer/Investigators are assigned to youth crime cases which originate in unincorporated Mecklenburg County and Mint Hill. Investigations to youth crimes which originate in Davidson, Cornelius, Huntersville, or Pineville are available upon request.

Vice/Drug/Intelligence Units

Ten Police Officer/Investigators and two Sergeants are assigned to this unit. Several are assigned to various task forces working with City, State, and Federal agencies. These investigators work primarily on drug cases which originate from crimes in unincorporated Mecklenburg County and Mint Hill. Investigative leads developed on cases originating in the County may take these personnel into Charlotte and Matthews, as well as other municipalities.

K-9 Unit

The Mecklenburg County Police Department K-9 Unit has five Police Officer/Investigators and six dogs. (Charlotte and Matthews Police Departments also have canine units.)

This unit supplements Patrol, Vice, and Investigations by providing building searches, drug searches, and tracking of suspects for unincorporated Mecklenburg County and Mint Hill. The unit has been requested, at times, by all municipalities in the County.

School Resource Officers and D.A.R.E.

Four School Resource Officers are assigned to 14 elementary schools, three junior high schools, and four senior high schools. During the 1990-91 school year, they presented 1,252 programs, investigated 712 offenses, and made 530 arrests.

The D.A.R.E. program was initiated by the department on August 24, 1988. Three D.A.R.E. officers were assigned to 12 elementary schools. During 1990-91 they presented 703 programs to 42 sixth grade classes.

Building Security

The Mecklenburg County Police Department has a Building Security Section which provides security coverage for all County-owned property and facilities. The cost of building security is charged-back to the county agencies requiring the service. The section is staffed by 11 Security Officers and two supervisors.
Crime Prevention

The Mecklenburg County Police Department has one Police Officer/Investigator assigned as Crime Prevention Coordinator. This officer serves as a facilitator of requests for crime prevention programs and serves as an advisor/liaison to the Mecklenburg County Crime Prevention Association. This association is composed of representatives of neighborhoods throughout Mecklenburg County, inclusive of all municipalities.

All sworn personnel receive training and present programs on various crime prevention topics. These officers address civic and church groups throughout the County, as requested.

Communications/Dispatch/Radio

All Enhanced 911 (E911) calls which originate in Mecklenburg County or the municipalities, except Charlotte, are routed to the Mecklenburg County Emergency Communications Center. This center, staffed by 32 Telecommunicators, one Data Systems Coordinator, and one Police Captain, provides public safety dispatching for all of Mecklenburg County including:

- Mecklenburg County Police
- Police services for all municipalities except Charlotte and Matthews
- Fire services for all municipalities except Charlotte
- Fire Services for the unincorporated areas
- Emergency Medical Services (EMS) throughout Mecklenburg County, including Charlotte

Also, all mobile (cellular) calls are received by the County's ECC.

Approximately 50 percent of the calls received by the Communications Center are for Medic or the 21 volunteer fire departments. Medic operates throughout Mecklenburg County, including the municipalities.

Mecklenburg County has provided the infrastructure for County-wide governmental and public safety communications through the 800 MHz trunking system. All municipalities, except Matthews, utilize this system for radio communications. Charlotte provides and maintains their own radios and equipment that is linked to the county's system. The towns either contract with the County for radio maintenance or maintain their own.

The ECC serves as the County's State Warning Point for major emergencies, disasters, and nuclear facility incidents. This center provides a central operational point for evaluation of areas surrounding the areas two nuclear facilities.
Central Intake Facility

This facility, staffed by 32 personnel, provides the initial point of entry for a person entering the County's Criminal Justice System. All persons arrested in Mecklenburg County, including the municipalities, must enter this facility for arrest processing. Vital information regarding each arrestee is entered into the County's MCCJIS system. This automated system tracks an individual from arrest until disposition. Positive Identification Technicians ensure, through fingerprint examination, that each individual is positively identified and that his or her criminal records are linked to their current activity.

District Attorney Support

Three Police Officer/Investigators are assigned in support of the District Attorney's Office. These Officer/Investigators are available to work on any criminal case originated by the Mecklenburg County Police Department or the Charlotte Police Department.

Court Liaison

One Police Officer/Investigator is assigned as the Court liaison for cases which are originated by the Mecklenburg County Police Department.

Property/Evidence Control

Two sworn positions provide property and evidence control for the Mecklenburg County Police Department and to the towns upon request.
<table>
<thead>
<tr>
<th>SERVICE/ACTIVITY</th>
<th>SERVICE AREA</th>
<th>POSITIONS</th>
<th>COSTS</th>
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<tbody>
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<td></td>
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<td># SWORN</td>
<td># NON-SWORN</td>
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<td>DIRECT</td>
<td>INDIRECT</td>
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<td>PATROL</td>
<td>Unincorporated Mecklenburg County and Mint Hill Back up support provided to</td>
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<td>1</td>
<td>97</td>
<td>4,317,252</td>
<td>918,445</td>
<td>5,235,697</td>
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<td></td>
<td>Davidson, Cornelius, Huntersville, and Pineville upon request</td>
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<td>CRIME SCENE SEARCH</td>
<td>Unincorporated Mecklenburg County and Mint Hill Service to Davidson,</td>
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<td>6</td>
<td>295,716</td>
<td>62,910</td>
<td>358,626</td>
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<td>Cornelius, Huntersville, and Pineville upon request</td>
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<td>FELONY INVESTIGATIONS</td>
<td>Cases originating in unincorporated Mecklenburg County and Mint Hill Service</td>
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<td>13</td>
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<td>176,005</td>
<td>1,003,334</td>
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<td>to Davidson, Cornelius, Huntersville, and Pineville upon request</td>
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<td>JUVENILE INVESTIGATIONS</td>
<td>Cases originating in unincorporated Mecklenburg County and Mint Hill Service</td>
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<td>109,509</td>
<td>23,297</td>
<td>132,806</td>
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<tr>
<td>VICE/DRUGS/INTELLIGENCE</td>
<td>Cases originating in unincorporated Mecklenburg County and Mint Hill</td>
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<td>2</td>
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<td>127,724</td>
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<td>K-9 UNITS</td>
<td>Unincorporated Mecklenburg County and Mint Hill Back up support to all</td>
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<td>5</td>
<td>246,609</td>
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<td>299,072</td>
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<td>municipalities upon request</td>
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<tr>
<td>INTAKE CENTER</td>
<td>All Mecklenburg County</td>
<td>0</td>
<td>32</td>
<td>32</td>
<td>890,959</td>
<td>189,541</td>
<td>1,080,500</td>
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<td>DISTRICT ATTORNEY SUPPORT</td>
<td>All Mecklenburg County</td>
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<td>123,140</td>
<td>26,197</td>
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<td>COURT LIAISON</td>
<td>Cases originating in unincorporated Mecklenburg County and Mint Hill</td>
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<td>52,122</td>
<td>11,088</td>
<td>63,210</td>
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<td># NON-SWORN</td>
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<td>DIRECT COSTS</td>
<td>INDIRECT COSTS</td>
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<tr>
<td>SCHOOL RESOURCE OFFICERS AND D A.R.E</td>
<td>Schools outside City of Charlotte except Matthews Elementary</td>
<td>7</td>
<td>0</td>
<td>7</td>
<td>426,980</td>
<td>90,835</td>
<td>517,815</td>
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<td>CRIME PREVENTION</td>
<td>Unincorporated Mecklenburg County and Mint Hill Includes some neighborhoods in Charlotte and other towns</td>
<td>1</td>
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<td>1</td>
<td>87,885</td>
<td>18,696</td>
<td>106,581</td>
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<tr>
<td>LAKES PATROL</td>
<td>Lake Wylie, Lake Norman, and Mountain Island Lake</td>
<td>12</td>
<td>0</td>
<td>12</td>
<td>606,790</td>
<td>129,087</td>
<td>735,877</td>
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<tr>
<td>BUILDING SECURITY</td>
<td>Mecklenburg County Government buildings and property</td>
<td>13</td>
<td>0</td>
<td>13</td>
<td>377,702</td>
<td>80,352</td>
<td>458,054</td>
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<tr>
<td>PROPERTY/EVIDENCE CONTROL</td>
<td>Cases originating in unincorporated Mecklenburg County and Mint Hill Service to Davidson, Cornelius, Huntersville, and Pineville upon request</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>100,943</td>
<td>21,474</td>
<td>122,417</td>
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<tr>
<td>COMMUNICATIONS/ DISPATCH</td>
<td>All calls for Police services originating outside Charlotte, all EMS calls for Mecklenburg County, calls for volunteer fire departments</td>
<td>1</td>
<td>33</td>
<td>34</td>
<td>1,474,480</td>
<td>313,678</td>
<td>1,788,158</td>
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<td><strong>SUB-TOTALS</strong></td>
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<td>174</td>
<td>68</td>
<td>242</td>
<td>10,537,796</td>
<td>2,241,792</td>
<td>12,779,588</td>
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<tr>
<td><strong>INDIRECT COSTS (21% of direct costs)</strong></td>
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<td>4</td>
<td>13</td>
<td>17</td>
<td>2,241,792</td>
<td>0</td>
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<tr>
<td>CHIEF'S OFFICE</td>
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<td>ADMINISTRATIVE SERVICES</td>
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<tr>
<td>INTERNAL AFFAIRS</td>
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<td>RECORDS</td>
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<td>TRAINING</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>178</td>
<td>81</td>
<td>259</td>
<td>10,537,796</td>
<td>2,241,792</td>
<td>12,779,588</td>
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</table>
### MECKLENBURG COUNTY POLICE
#### FY91 COSTS

<table>
<thead>
<tr>
<th>Services Provided to</th>
<th>DIRECT COSTS</th>
<th>INDIRECT COSTS</th>
<th>TOTAL COSTS</th>
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</thead>
<tbody>
<tr>
<td>All County Property Owners</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>- Intake Center</td>
<td>890,959</td>
<td>189,541</td>
<td>1,080,500</td>
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<tr>
<td>- DA Support</td>
<td>123,140</td>
<td>26,147</td>
<td>149,337</td>
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<tr>
<td>- Communications EMS (48%)</td>
<td>707,750</td>
<td>150,565</td>
<td>858,316</td>
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<tr>
<td>- Building Security</td>
<td>377,702</td>
<td>80,352</td>
<td>458,054</td>
</tr>
<tr>
<td>- Lakes Patrol</td>
<td>606,790</td>
<td>129,087</td>
<td>735,877</td>
</tr>
<tr>
<td>- School Resource Officers/DARE</td>
<td>426,980</td>
<td>90,835</td>
<td>517,815</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>3,133,321</td>
<td>666,577</td>
<td>3,799,899</td>
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<tr>
<td>Services Provided in the Unincorporated Areas, Mint Hill, and to other municipalities</td>
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<tr>
<td>- Patrol</td>
<td>4,317,252</td>
<td>918,445</td>
<td>5,235,697</td>
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<tr>
<td>- Communications Police/Fire (52%)</td>
<td>766,730</td>
<td>163,113</td>
<td>929,842</td>
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<tr>
<td>- Investigations (Felony and Juvenile)</td>
<td>936,838</td>
<td>199,302</td>
<td>1,136,140</td>
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<tr>
<td>- K-9</td>
<td>246,609</td>
<td>52,463</td>
<td>299,072</td>
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<tr>
<td>- Vice/Narcotics/Intelligence</td>
<td>600,380</td>
<td>127,724</td>
<td>728,104</td>
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<tr>
<td>- Court Liaison</td>
<td>52,122</td>
<td>11,088</td>
<td>63,210</td>
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<tr>
<td>- Property/Evidence Control</td>
<td>100,943</td>
<td>21,474</td>
<td>122,417</td>
</tr>
<tr>
<td>- Crime Prevention</td>
<td>87,885</td>
<td>18,696</td>
<td>106,581</td>
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<tr>
<td>- Crime Scene Search</td>
<td>295,716</td>
<td>62,910</td>
<td>358,626</td>
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<tr>
<td>Sub-Total</td>
<td>7,404,475</td>
<td>1,575,215</td>
<td>8,979,689</td>
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**TOTAL POLICE BUDGET**

10,537,796          2,241,792          12,779,588
MECKLENBURG COUNTY POLICE DEPARTMENT
$12.78 million

SERVICES PROVIDED TO ALL COUNTY RESIDENTS
$3.80 million

SERVICES PROVIDED TO THE TOWNS AND UNINCORPORATED AREAS
$8.98 million
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<thead>
<tr>
<th></th>
<th>PATROL</th>
<th>INVESTIGATIONS</th>
<th>COMMUNICATIONS</th>
<th>K-9</th>
<th>VICE/ NARCOTICS</th>
<th>COURT LIAISON</th>
<th>PROPERTY/EVIDENCE CONTROL</th>
<th>CRIME PREVENTION</th>
<th>CRIME SCENE SEARCH</th>
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<td>Charlotte</td>
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<td>X</td>
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<tr>
<td>Cornelius</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Davidson</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Huntersville</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Mint Hill</td>
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<tr>
<td>Pineville</td>
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<tr>
<td>Mecklenburg Co.</td>
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<td>X</td>
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## MECKLENBURG COUNTY POLICE DEPARTMENT

### Services to Municipalities

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>MUNICIPALITY</th>
<th>FREQUENCY</th>
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<tbody>
<tr>
<td><strong>Routine Patrol</strong></td>
<td>Mint Hill</td>
<td>Continuous</td>
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<tr>
<td><strong>Back-up Patrol</strong></td>
<td>Davidson</td>
<td>Upon Request--Infrequent</td>
</tr>
<tr>
<td></td>
<td>Cornelius</td>
<td>Upon Request--Infrequent</td>
</tr>
<tr>
<td></td>
<td>Huntersville</td>
<td>Upon Request--Infrequent</td>
</tr>
<tr>
<td></td>
<td>Pineville</td>
<td>Upon Request--Infrequent</td>
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<td>Matthews</td>
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<td><strong>Investigations</strong></td>
<td>Mint Hill</td>
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<td>Matthews</td>
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<td><strong>Crime Scene Search</strong></td>
<td>County Buildings (within City of Charlotte)</td>
<td>143</td>
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<td>Mint Hill</td>
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<td>Davidson and Davidson College</td>
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