

CITY OF CHARLOTTE, MICHIGAN  
REQUEST FOR PROPOSALS  
MANAGEMENT CONSULTING SERVICES  
JULY 24, 2020

**INTRODUCTION.** The Charlotte City Council is soliciting proposals from consultants qualified to provide a range of management consulting services; specifically, interim management staffing and/or services, department-level and organization-level site assessments and functional analyses, and fiscal review and analysis. A preliminary scope of work is outlined below. It is anticipated that services will be completed in phases beginning not later than October 1, 2020 with a goal of substantial completion of the entire scope of work not later than June 30, 2021.

**OVERVIEW.** Charlotte city government has reached a critical juncture in its history and is facing both significant challenges and significant opportunities. Council members, the majority of whom have been seated since the November 2019 election, are interested in capitalizing on the organization's strengths to address community needs identified in the recently completed Vision 2025 strategic plan. Current management vacancies and those that will occur over the next nine months provide a unique opportunity to restructure the administrative plan to create a management structure ideally suited to meet Council's goals and objectives.

Like many Michigan municipalities, Charlotte struggles to balance its budget in the face of revenue reductions from state sources and stagnant property values. The anticipated impact of the pandemic-related economic downturn has contributed an additional layer of uncertainty to the City's overall financial picture.

Of particular interest to Council is addressing a large unfunded accrued actuarial liability in its employee pension program. Although progress has been made over the last few years in tackling a backlog of capital improvement needs, additional funding, particularly for street reconstruction projects, is needed to move more swiftly in the direction that more of that infrastructure is in good condition. Finally, tight budgets prevent Council's making quality of life investments that would further enhance the attractiveness of the community for those seeking a mid-Michigan location for their homes or businesses.

This combination of Council desires, management vacancies and fiscal uncertainty have led Council to conclude that the review and recommendations from a qualified consultant will provide the best blueprint for helping the organization thrive during difficult times.

**GOVERNANCE STRUCTURE.** The City of Charlotte has operated as a council-manager government since the adoption of the current charter in 1962. The seven-member City Council is made up of a Mayor elected at large for a two-year term and six Council members elected for staggered four-year terms. Two members of the Council are elected at large; the remaining four

members are elected from the City's two districts. Just two of the seven members of the current Council served prior to November 2019. In that election, when four seats were to be filled, only one race was contested.

The City Council appoints members of boards and commissions, a city attorney and a city manager. The city attorney has served since 2003. The current manager joined the City in an interim capacity in September 2007 and was formally appointed to the position in February 2008.

As the City's organization chart reflects, the administrative structure is typical of most governments the size of Charlotte. The offices and departments and their functions are described more fully in Appendix 1. It is to be noted that payroll, accounting and information technology services are provided by independent contractors.

**SCOPE OF WORK.** This section of the request for proposals describes in general terms the services for which the City anticipates contracting. It is understood that a more detailed scope of work, including time frames, deliverables and associated fees, will be negotiated with the awardee and could vary from what is outlined herein.

*Interim management services.* Two key management positions – city clerk/treasurer and city manager – will become vacant in the next few months. The city clerk/treasurer is a 41-year employee who was promoted from deputy clerk to clerk in 2013. She is planning to retire this fall but a date has not been announced. The deputy clerk resigned her position on July 31, 2020; that position remains vacant. The city manager is expected to resign his position effective October 2. In addition, the position of Finance Director has been vacant since March 2018 with some duties absorbed by the clerk/treasurer, the city manager or by contract with Rehmann Robson, LLC.

The consultant awarded the consulting services contract will provide for continuity of administrative functions for the clerk/treasurer's office, the manager's office and for finance and treasury functions associated with the offices described in the preceding paragraph. It is expected that this continuity will be achieved through one or a combination of the following alternatives:

1. By assigning qualified staff of the consultant to perform duties required of those offices to ensure they function in accordance with the requirements of City Charter, City Code, Council policies and state laws and regulations. These duties are summarized in Appendix 1. It should be noted, however, that some finance-related and communications tasks currently performed by the manager and clerk-treasurer might be assigned to Rehmann Robson or to another current staff member. Those tasks are included among those outlined in Appendix 1 for illustrative purposes. It is estimated

that a minimum of 30 hours per week would be required to perform the duties of each of the offices of the manager and clerk-treasurer;

2. By employing individuals as independent contractors to perform duties as outlined in 1 above;
3. By contracting with one or more consultants, with the approval of the City Council, to perform the duties as outlined in 1 above.

It is expected that the consultant will provide these interim management services until such time as Council has appointed a city manager and he or she has taken office, which is expected to occur no later than July 1, 2021

*Organizational analysis and recommendations.* Simultaneous vacancies in key management positions provide a rare opportunity to restructure city government to meet current challenges and future opportunities.

It is anticipated that the analysis and recommendations will include the following:

1. A review of the current departmental and management structures and reporting relationships in light of present service obligations and new responsibilities associated with the implementation of the Vision 2025 strategic plan and the communications plan currently being developed. It is expected that the consultant's analysis will also take into consideration any emerging trends that might affect choices as to organizational structure;
2. An assessment of the structure and processes associated with the finance and accounting operations of the organization, including the payroll and property tax administration, that have been implemented since March 2018;
3. With the approval of the City Council, reviews of other departments or functional areas determined as necessary through work completed as a part of that done in 1 above. It is expected that a separate scope of work will be identified for any such additional reviews.

It is expected that the following reports will be prepared for City Council:

- Two printed copies and a digital file of the analysis and recommendations prepared pursuant to 1 and 2 above to be made available not later than October 31, 2020. This report will include: 1) a proposed administrative plan ordinance amendment consistent with the recommendations; and 2) detailed position descriptions for management and supervisory positions to be filled to effectuate the administrative plan that can be used to recruit candidates;

- Two printed copies and a digital file of analyses and recommendations prepared pursuant to 2 above to be made available at a date agreed upon in the scope of work for such analyses.

This listing of reports does not preclude the development of preliminary reports to be used in discussions with the City Council prior to the development of final reports.

*Fiscal review and analysis.* The City has faced budget challenges in some key areas that resulted in staff reductions and capital outlay deferrals since the Great Recession. Staff reductions have left the organization with insufficient administrative and operational depth to efficiently and effectively address additional objectives identified by Council.

These budget challenges have been exacerbated by increases in annual required contributions to the City's pension fund, which will double over the next twenty years. The pension corrective action plan submitted to the Department of Treasury by the City calls for developing an additional source of revenue to meet pension obligations.

At the same time, continuing investment in essential infrastructure is necessary particularly for the replacement of underground water and sewer lines, for regular upgrades to the wastewater treatment plant and for expansion of the City's street reconstruction and rehabilitation efforts. An asset management plan for the City's water utility has been submitted to the state. A similar plan for wastewater operations is in process. The director of public works is at the beginning stages of developing an asset management plan for transportation infrastructure.

Rates for the water and sewer utilities have been increased significantly over the last two budget cycles to pay for investments in these facilities, particularly with regard to the replacement of underground infrastructure in conjunction with street reconstruction projects and as the City begins mandatory replacement of lead and galvanized water service lines. A revenue bond issue for wastewater improvements, annual debt service for which is slightly more than \$500,000 annually will be retired in the 2023-24 fiscal year.

The City has dedicated additional funds received from increases in Act 51 revenues and its share of a County road millage to reconstruction and rehabilitation projects. Additional investments are required to adequately address continuing deterioration but proposals for funding have been rejected by voters.

It is expected that the following reports will be prepared for City Council:

1. A benchmarking study comparing Charlotte with other comparable mid-Michigan cities, particularly those that also serve as their county seats, identifying key revenue sources,

millage and utility rates, local tax burden per capita and expenditures per capita for key measures such as public safety, public works, parks and recreation and the like;

2. An analysis and recommendations regarding alternative means of meeting the City's annual required contributions for pension costs, including changes to benefits that might be pursued in labor contract negotiations that will occur in spring 2021;
3. An analysis of revenues, expenditures, fund balances or fund equity for the past decade to identify trends, particularly those that might suggest areas for revenue enhancement or spending reductions;
4. An analysis of current investments in infrastructure with a particular emphasis on streets including recommendations for ways to address means of financing street reconstruction and rehabilitation.

So that this information will be available to Council as it begins the FY21-22 budget cycle, it is anticipated that two printed copies and a digital file of the reports described above will be presented to Council on or before December 31, 2020.

**GOALS.** In entering into a contract for the scope of work outlined above, or such scope of work as is ultimately agreed upon, the City Council wishes to achieve the following goals:

1. To maintain short-term organizational stability and administrative competence through continuity of management during times of vacancies in key administrative positions;
2. To identify opportunities for long-term improvements in organizational effectiveness through an analysis of current staffing at all levels of the organization, through restructuring departmental structures, systems and processes and through changes to the administrative plan;
3. To achieve long-term fiscal stability by identifying structural financial deficiencies and developing a plan to overcome them, which plan will include addressing on-going investment in essential infrastructure;
4. To determine revenues needed to enable meeting goals and objectives related to service enhancements and quality of life improvements; and
5. To develop a strategy for addressing the pension unfunded actuarial liability, including the evaluation of alternative methods of financing the liability.

**DOCUMENTS.** The following documents are available on the RFP page of the City's website at [www.charlottemi.org/rfp/](http://www.charlottemi.org/rfp/).

- Organization chart
- Administrative Plan ordinance
- FY20-21 budget
- Comprehensive Annual Financial Report for the year ended June 30, 2019

- Pension Annual Actuarial Valuation as of December 31, 2019.
- Pension Corrective Action Plan
- OPEB Corrective Action Plan

**CONTENTS OF THE PROPOSAL.** In preparing a response to this request for proposals, consultants shall provide, in a format of their choosing, a document that includes, at a minimum, the following information:

- An overview of the consultant, its background, and a description of the types of work the consultant typically performs with an emphasis on any unique capabilities possessed by the consultant and its personnel;
- Brief resumes of principal members of the consultant, identifying those who are expected to be assigned to the City if awarded a contract;
- A list with brief descriptions of similar work performed by the consultant during the preceding five years that is similar to that outlined in this request for proposals, including client contact information;
- A description of the insurance coverage carried by the consultant, including errors and omissions coverage;
- For consultants that expect to subcontract portions of the scope of work to another consultant or consultants, responses to the items of above for each such consultant;
- An overview of the methods and procedures the consultant expects to employ in carrying out the scope of work contemplated in this request for proposals, including a description of the expected deliverables;
- A timeline for completion of those elements of the scope of work that the consultant is proposing to undertake;
- A schedule of the hourly rates the consultant typically charges for work of this nature;
- An estimate of the costs, in substantially the format as that of Appendix 2, for the various elements in the scope of work;
- A schedule of when the consultant would expect to invoice the City for various work elements;
- A statement by the consultant attesting to the following:
  - That the consultant will maintain at all times a sufficient number of trained, professional staff to provide expertise to perform the agreed upon scope of work within established time frames;
  - That the consultant has considerable prior experience serving Michigan municipalities in the provision of services comparable to those outlined in the scope of work;

- That the consultant is familiar with the statutes, regulations, policies and procedures typically applicable to Michigan municipalities; and
- That the consultant will provide proper training for and supervision over staff assigned to perform duties under the contract to be awarded.
- Such other additional information that the consultant feels is important to an understanding of the consultant, its methods and procedures and its approach to this particular scope of work;
- Any exceptions to or variances from the scope of work, descriptions of work, or proposed deliverables; and
- Any additions or alternatives to the scope of work that the consultant, based on its prior experiences, believes would be helpful in addressing the Council's goals for the proposed contract.

**PRE-PROPOSAL CONFERENCE.** Interested consultants will be expected to participate in a pre-proposal teleconference for the purpose of clarifying any aspect of the request for proposals. This conference will take place at 2:00 p.m. on Friday, July 31. The conference can be joined by calling 313-209-3070 and entering conference code 747690.

Consultants that expect to participate in the pre-proposal conference should notify the City of their intent to do by emailing a list of the names who will attend to City Manager Gregg Guetschow at [gguetschow@charlottemi.org](mailto:gguetschow@charlottemi.org) at least twenty-four hours before the conference.

**PROPOSAL SUBMISSION.** Consultants must submit ten printed copies of their proposal to: City Clerk Ginger Terpstra, 111 E. Lawrence Avenue, Charlotte, MI 48813. They must also submit one digital file of the proposal in pdf format to [gterpstra@charlottemi.org](mailto:gterpstra@charlottemi.org). Both the printed copies and the digital file must be received by the City Clerk no later than 4:00 p.m. on August 12 in order for the consultant to be considered for the contract.

**PROPOSAL PRESENTATIONS.** Consultants will be provided an opportunity to make oral presentations to the City Council at a special meeting to be held on Monday, August 17 beginning at 6:00 p.m. Details of the manner in which this meeting will be conducted will be supplied at a later date.

**BASIS OF AWARD OF CONTRACT.** The City Council has the authority to award a contract based on its determination as to which proposal is in the best interests of the City. In making such determination, it is anticipated that the Council will evaluate proposals based on the following factors:

- The prior experience of the consultant in performing work of a nature similar to that outlined in this request for proposals;

- The extent to which the proposal demonstrates a clear understanding of the Council’s goals for the work to be performed;
- The extent to which the methods and procedures for performing the work are likely to produce deliverables that meet Council’s objectives;
- The reputation of the consultant for the quality of its work with municipal clients; and
- The value expected to be realized from the award of a contract which will be a comparison of the cost to the deliverables.

**CONTRACT AND NOTICE TO PROCEED.** Following Council’s decision to award a contract, the City will enter into negotiations with the proposed awardee over the terms of a written contract which will include a specific, detailed scope of work and associated costs. If the City and the proposed awardee are unable to reach agreement on the terms of a contract and/or scope of work, the City reserves the right to reject the proposed awardee’s proposal and enter into negotiations with another consultant that has submitted a proposal.

Work pursuant to an approved contract will commence within ten days of receipt by the contractors of an emailed notice to proceed unless a later date is agreed upon by the parties.

**ADDITIONAL INFORMATION ABOUT THE REQUEST FOR PROPOSALS OR ADDENDA TO THE REQUEST FOR PROPOSALS.** Additional information necessary to respond to this request for proposals may be obtained after the pre-proposal conference by emailing City Manager Gregg Guetschow at [gguetschow@charlottemi.org](mailto:gguetschow@charlottemi.org). Such additional information will be supplied only in writing and emailed to all those consultants whose representatives attended the pre-proposal conference. If it is determined that addenda to this request for proposals are required, those addenda will be emailed to all those consultants whose representatives attended the pre-proposal conference and will be considered a part of the original request for proposals.

**APPENDIX 1**  
**STRUCTURE AND DUTIES OF OFFICES AND DEPARTMENTS**

**MANAGER’S OFFICE.** The City Manager is the chief administrative officer of the City who is hired by and reports to the City Council. His/her formal duties include:

- Supervising and coordinating the work of the various departments of the City;
- Preparing and submitting the annual budget;
- Overseeing the personnel practices of the City; and
- Providing City Council with information and recommendations about operational and policy matters.

The informal duties of the City Manager’s office are far broader and more varied. Over time, in response to various circumstances, considerable additional responsibilities have become associated with the office. These additional duties include:

- Primary responsibility for adding and maintaining content on the City’s website with the DPW secretary and Community Development Director also having rights to add and maintain content;
- Primary responsibility monitoring the webmaster email account with the Community Development Director acting as backup during absences;
- Sole responsibility for adding content to the City’s Facebook and Twitter accounts;
- Sole responsibility for posting video and audio files of meetings of the City Council and the Planning Commission to the City’s Vimeo page;
- Sole responsibility for administering the annual property tax levy, including:
  - Creating the database and preparing tax bills for printing;
  - Maintaining the database throughout the year;
  - Disbursing collected taxes to other taxing jurisdictions;
  - Sending requested information to the County Treasurer’s office;
  - Reviewing and correcting the County Treasurer’s office’s annual property tax settlement process;
  - Preparing the property tax reconciliation for the annual audit.
- Sole responsibility for adding journal entries for electronic funds transfers from the state for revenue sharing and Act 51 payments and the like;
- Sole responsibility for approving invoices for payment;
- Providing backup to the accounts payable clerk for initiating accounts payable entries in the clerk’s absence;
- Sole responsibility for maintaining a small special assessment role for street projects, including preparing invoices for mailing to property owners;

- Sole responsibility for backing up BS&A databases prior to monthly upgrades, except for Assessing, and for performing monthly upgrades, except for Assessing;
- Sole responsibility for administering tax base sharing agreements with two neighboring townships, including distribution of a portion of bi-monthly revenue sharing payments;
- Sole responsibility for distributing Payment in Lieu of Tax (PILOT) receipts to other taxing jurisdictions;
- Processing semi-annual bond payments;
- Assisting the clerk/treasurer in various banking duties primarily including the transmittal of account transfers and ACH uploads initiated by her;
- Assisting the clerk/treasurer with decisions regarding the investment of surplus cash;
- Assisting the clerk/treasurer in overseeing the accounting and payroll services contract;
- Reporting to the Council annually regarding investment returns;
- Acting as lead representative of the City, with labor counsel acting as spokesperson, during labor union negotiations and grievance processing;
- Overseeing the operations associated with the informational technology contract.
- Processing corporate credit card statements for payment; and
- Calculating account distributions for various payments.

The City Manager’s office includes the Community Development office which functions like a separate department and is described below. Apart from the Community Development Director, there are no other staff members assigned directly the City Manager’s office. Clerical and secretarial support is provided by the DPW secretary and, in a more limited way, by the Deputy Assessor.

A significant share of non-standard duties associated with the City Manager’s office accrued since 2018 when the City contracted for accounting and payroll services. This is addressed more fully in the Finance section below.

**CLERK-TREASURER.** The Clerk-Treasurer’s office was created in 2018 by adding to the then-existing Clerk’s office some of the duties associated with the Finance Director-Treasurer’s office. His/her formal duties include:

- Administering all aspects of local and state-wide elections including the recruitment, training and supervision of poll workers and the purchase of equipment and supplies;
- Maintaining the official records of the City, including the following:
  - Maintaining records of adopted ordinances and submitting them for codification;
  - Maintaining various records required for audit purposes
  - Serving as FOIA coordinator
  - Publishing official public notices

- Signing and filing various official documents;
- Keeping the minutes of the Council and other boards and commissions;
- Overseeing the human resources programs of the City including:
  - Publishing recruitment advertisements;
  - Receiving applications for employment;
  - Arranging for and participating in job interviews;
  - On-boarding new employees;
  - Maintaining personnel files;
  - Maintaining records of employee leave accruals;
  - Arranging immunizations for DPW employees;
  - Administering workers compensation and unemployment claims processes;
- Administering employee and retiree benefit programs including health, dental, vision, life and AD&D policies and pension programs;
- Overseeing general office operations, including cash receipting, permit issuance, and mail processing;
- Supervising utility billing operations;
- Overseeing banking activities including:
  - Preparing deposits and taking them to the bank
  - Initiating transfers between bank accounts and ACH uploads;
  - Initiating wire transfers;
  - Investing surplus cash;
  - Reviewing bank reconciliations.
- Coordinating purchasing efforts of the City including preparing bid files and notices and opening of bids;
- Supervising activities performed under the accounting and payroll services contract, including the following:
  - Overseeing bi-weekly payroll;
  - Keeping various accounting-related records such as bank statements, ICMA statements and MERS statements;
  - Processing weekly health reimbursement account claims statements, including preparing journal entries;
- Overseeing property and liability insurance matters including claims processing, policy renewals and additions/deletions of buildings, vehicles and other assets;
- Tracking civil infraction matters including dates for additional fines if not paid
- Overseeing OUIL invoices including forwarding unpaid invoices to collections;
- Tracking reservations for park pavilion and other facility rentals;
- Administering flag and grave marker matters for veterans;

- Maintaining lists of members of various boards and commissions and working with the mayor to fill vacancies;
- Serving as notary public; and
- Supervising subordinate employees.

The Clerk-Treasurer's office includes a full-time clerk-treasurer, an account customer service specialist primarily responsible for utility billing functions, a deputy city clerk, and, at times, a part-time clerk-secretary. The deputy city clerk position has been vacant due to pandemic-related furlough since March 24, 2020 and will be vacant due to resignation effective August 1, 2020.

**FINANCE.** Many of the finance-related duties that are now being performed by the clerk-treasurer, the city manager and under an accounting and payroll services contract with Rehmann Robson, LLC were formerly the responsibility of the Finance Director-Treasurer. When that officer separated from City employment in March 2018, the decision was made to temporarily restructure finance operations. Among the primary motivations for doing so was the desire to migrate to BS&A software products to modernize processes, create operational efficiencies, integrate with other BS&A applications then in use, and make available to administrators access to financial information. The final software application conversion was accomplished in early July 2020.

Duties performed by Rehmann Robson include the following:

- Processing bi-weekly payroll including changing pay rates, adjusting accrued leave balances, processing withholdings, and the like;
- Preparing for distribution to employees the annual W-2 statements;
- Performing accounting entries necessary to maintaining the general ledger;
- Preparing for and participating in the annual audit;
- Maintaining records of miscellaneous receivables necessary to prepare and track invoices mailed by the City; and
- Preparing bank account reconciliations for review by the clerk-treasurer.

The following are finance-related functions performed by the various City staff members and for which Rehmann Robson is not primarily involved except to the extent that it relates to their other accounting duties:

- Accounts payable processing;
- Utility billing;
- Property tax administration; and
- Cash receipting.

**ASSESSING.** The property tax assessment program is administered by the assessor, who is employed on a part-time basis as an independent contractor, and a deputy assessor who is a full-time employee. In addition to the common duties associated with assessing, including the regular field verification of properties, the Assessor's office is responsible for the following:

- Preparation of special assessment rolls;
- Maintaining records of and administering various aspects of tax abate programs;
- Preparing mailing labels for Planning Commission and Zoning Board of Appeals hearings.

**COMMUNITY DEVELOPMENT.** The Community Development office, often referred to as the Community Development department, is responsible for a wide range of community and economic development functions and initiatives. These include the following:

- Providing staff support for the Downtown Development Authority, Local Development Finance Authority, Brownfield Authority, Airport Advisory Board, Planning Commission and Zoning Board of Appeals;
- Overseeing Fitch H. Beach Airport including representing the City in meetings with the Department of Transportation;
- Representing the City in its coordination with organizations such as CharlotteRising, Charlotte Area Chamber of Commerce and Lansing Economic Development Partnership;
- Conferring with developers on residential, commercial and industrial development, redevelopment and expansion projects, including processing projects for site plan reviews and other zoning approvals;
- Processing zoning reviews of projects submitted for building permits;
- Overseeing grant-funded projects at the airport and those funded through state departments related to community and economic development, including housing rehabilitation projects;
- Maintaining records and submitting reports related to brownfield projects, including the capture and distribution of funds on tax capture projects;
- Processing code enforcement complaints either through referral to the Fire Department or by initiating zoning ordinance violation notices; and
- Administering the zoning ordinance.

The Community Development office is staffed by the Community Development Director. The city manager provides additional support as needed principally in areas involving administering the zoning ordinance and brownfield tax capture.

**INFORMATION TECHNOLOGY.** Information Technology services are provided by an independent contractor with whom the City has worked for many years. The contractor oversees the wide range of information technology resources including work stations, laptops,

tablets, servers, telephones, cell phones, printers and the like. In addition, the contractor is involved in software installation and upgrades, maintaining internet connections, overseeing the back end of the City's website, and other similar technology-related functions.

The contractor reports to the city manager.

**POLICE DEPARTMENT.** The Police Department is staffed by a chief, four sergeants, one detective, ten patrol officers and a secretary. The department provides a full-range of traditional patrol, complaint response, and crime prevention activities within the City's boundaries, including responses to incidents on I-69. In addition, the department handles requests for services common in small towns such as leading parades, participating in the County Fair, and providing security at home football games. One of the patrol officers is assigned during the school year as school resource officer and works primarily within school buildings.

Due to budget reductions, the department has seen its numbers shrink over the last few years. In addition, it has been difficult to fill vacancies in its ranks due to a declining pool of candidates. Within the last year, the department has begun sponsoring individuals to the police academy as a means of developing officers of the caliber that it seeks.

**FIRE DEPARTMENT.** The Charlotte Fire Department serves property owners within a 140 square mile area comprising the City and all or part of five surrounding townships. The department is overseen by a chief, a role filled until April 2021 by a retired Charlotte Fire Department chief who returned as an independent contractor. Six full-time firefighters work out of two stations and are assisted in their duties by a roster of thirty-two volunteers. Volunteers are paid a stipend based on the number of alarms to which they respond. A portion of that stipend is donated back to the Charlotte Volunteer Fire Department.

Services to the areas surrounding the City are provided pursuant to a contract with the Rural Fire Association, an organization formed through an intergovernmental agreement among the five townships. The Rural Fire Association reviews and authorizes the Fire Department budget and expenditures for the purchase of new fire trucks. The Association pays fifty-percent of the cost of those trucks and a share of fire-related operating expenses of the department. That share has historically varied from thirty-six to forty percent of those expenses.

The Charlotte Volunteer Fire Department is a quasi-independent association whose members are the department's volunteers. They elect a chief, assistant chief and secretary-treasurer. In addition to providing for the recruitment and vetting of prospective volunteers, the Volunteer Fire Department serves as the "bench" for prospective full-time fire fighters.

The Volunteer Fire Department organizes the annual Christmas Kiddies program, an activity with which it has been involved for more than 100 years. Each year on Christmas Eve, toys purchased with community donations are delivered to hundreds of children in the community by Santas riding the backs of fire trucks.

The Fire Department operates out of two stations with one full-time firefighter assigned to each station per shift. Volunteers are occasionally paid part-time wages to fill vacancies when full-time firefighters are unavailable.

The department provides traditional prevention and response activities. In addition, department personnel are engaged in the following activities:

- Fire code compliance inspections;
- Building plan reviews, building permit issuance and building inspections (but not plumbing, electrical and mechanical inspections);
- Property maintenance code violation enforcement;
- Burning permit issuance; and
- Station and vehicle maintenance and repair activities including assistance at City Hall with general building conditions and the operation of mechanical systems.

**DEPARTMENT OF PUBLIC WORKS.** The Department of Public Works comprises the following divisions:

- Administration division, responsible for the following:
  - General administration, including division supervision, hiring employees budgeting and financial management;
  - Oversight of contractual operations such as for park mowing;
  - Oversight of engineering contracts awarded for street reconstruction, parking lot reconstruction and similar public works projects;
  - Oversight of public works construction contracts; and
  - Preparation of reports to various state agencies.
- General division, responsible for the following:
  - Maintenance and repair of streets, alleys and parking lots, including snow removal, line striping and other related tasks;
  - Maintenance of park facilities;
  - Maintenance and repairs to underground water, sanitary sewer and storm sewer infrastructure;
  - Tree trimming and removal; and
  - Motor vehicle maintenance and repairs;
- Utilities division, responsible for the following:

- Operation and maintenance of the City's water production, treatment and storage systems;
- Operation and maintenance of the City's wastewater treatment plant;
- Oversight of industrial pretreatment and other environmental programs;
- Oversight of the cross-connection control program;
- Operation and maintenance of sanitary sewage lift stations; and
- Meter reading.
- Recycling Center, responsible for operation of a staffed collection site that operates twelve hours per week.

The following staff members are employees of the Department of Public Works:

- Administration division:
  - Director of Public Works
  - Public Works secretary (who also serves as accounts payable clerk)
- General Division:
  - Public Works Foreman
  - 7 laborers and equipment operators
  - 1 clerk
  - 1 mechanic
  - 2 seasonal park rangers
- Utilities Division
  - Utilities Superintendent
  - Utilities Assistant Superintendent and Environmental Coordinator
  - 5 wastewater operators
  - 2 water operators
- Recycling Center
  - Part-time Supervisor
  - 5 part-time laborers
  - Community volunteers

**APPENDIX 2  
ESTIMATE OF COSTS**

<b>Services</b>	<b>Description</b>	<b>Estimated Cost</b>	<b>Basis</b>
Interim Management			
	[position]		Per month
	[position]		Per month
	[position]		Per month
Organizational Analysis			
	Review of departmental and management structures		Lump Sum
	Review of finance and accounting operations		Lump Sum
Fiscal Review			
	Benchmarking study		Lump Sum
	Pension analysis		Lump Sum
	Budget analysis		Lump Sum
	Infrastructure investment analysis		Lump Sum