

hood. Alderman Smith said that police may feel it is not their responsibility to enforce the barking dog ordinance, since Town has a dog warden. He asked that Board consider having the dog warden spend some of his time on the job at night to locate these dogs. Mayor Lee asked that police chief have the police officers develop a greater sensitivity to the problem of barking dogs.

Taxi Franchise--
Ken Pasour

Town Manager Kendzior said that a report has been distributed from Major Coy E. Durham of Chapel Hill

Police Department to the Board, regarding the inspection of the Tar Heel Cab Company and the items necessary to be completed before a franchise can be issued to the company. Alderman Smith asked whether the Police Department is setting up a regularly scheduled inspection of all taxicabs. Major Durham said that there is no regular schedule for inspections, but that one member of the police department is in charge of the inspections. Mayor Lee suggested that a three-month inspection sticker be placed on taxis, and that a system be worked out for a public safety officer to inspect taxis regularly. He asked whether police department can carry out systematic inspections. Police Chief Hilliard said that such inspections can be carried out. Alderman Gardner said that he was under the impression that such a program was going to be set up some time ago. Alderman Gardner moved, seconded by Alderman Marshall, that Board request Town Manager that a system of regular taxi inspection be recommended to Board, and that some format for carrying out the system be presented for Board's consideration. Said motion was unanimously carried. Alderman Welsh said that parking on public right-of-way is prohibited in Town, but that many taxis are doing this. She said that Board has asked police department to start tagging all motor vehicles in this violation. Mr. Pasour said that he has talked to his drivers about this; in some areas of town it is difficult to determine where the sidewalk is located. Mayor Lee said that Town will paint the sidewalks where this difficulty exists. Town Attorney Denny read a proposed Franchise Ordinance. Town Attorney Denny said that the current franchise of Tar Heel cabs is for 12 cabs, and this number was left in the franchise ordinance as read, although Mr. Pasour intends to work with five cabs at the present time. Alderman Smith said that Board intended that all twelve cabs be on the streets, and asked that the owner be aware of this. Mr. Pasour said that at the present time he has four taxis, but hopes to have twelve within one year. Alderman Welsh moved, seconded by Alderman Marshall that the Franchise Ordinance be adopted as read. Said motion was unanimously carried. Franchise ordinances have to be voted on twice, and will need to be revoted at next Board meeting.

Public Safety Services--
Classification Ordinances

The Town Manager's report of modified Police--Fire Public Safety Services has been distributed to Board mem

bers. Town Manager Kendzior said that the proposal is to budget the expansion of fifteen public safety officers. He said that \$47,000 has been placed in the contingency fund for this purpose; that implementation is scheduled to begin in October, so that the men will be trained by January 1976, at which time parity will be reached and reduced hours for the Fire Department officers will begin. Alderman Cohen asked whether there are enough funds budgeted for the raises to fire department personnel scheduled for January, 1976. Town Manager Kendzior said yes. He said that the parity system will permit internal promotion from one department into the other. He said that the public safety officers will have the option of either police or fire department retirement plans, and that they will be able to change from one to the other in case they switch from one department to the other through promotion. Alderman Gardner asked whether the proposal includes a foot patrol in CBD. Town Manager Kendzior said that this is not included specifically, but that police department can cover this through departmental assignments. Alderman Gardner asked whether the proposal means that no new fire department personnel will be needed in the next few years. Fire Chief Lloyd said that a need for increase in personnel is not anticipated until the new fire station is built. Alderman Smith asked how this proposal will affect the fire insurance rating. Fire Chief Lloyd said that the fire insurance rating will be improved, since the number of fire department personnel will be increased from 45 to 60. Alderman Smith asked how many men will be on duty at all stations. Fire Chief Lloyd said that the headquarters

will have five men with one rover; substations will have two men with one rover, as opposed to having three men stationed in each station now. Alderman Smith said that it takes three men to operate a fire truck, and asked whether all three will be available in case of an emergency. Fire Chief Lloyd said that he feels the roving officer will reach the scene of the fire faster than the fire truck 90% of the time. Mayor Lee said that he would like to express his gratitude to the police officer who probably saved the lives of a number of residents of an apartment complex recently, but that the police officer could probably have done even more if he had been trained as a public safety officer. Fire Chief Lloyd said that he agrees. He said that at the present time there is one roving fire department vehicle operating between 6 a.m. and 11 p.m.; under the new system three roving fire department vehicles will be operating. Mayor Lee asked whether the possibility of stationing a police officer from the central police department at each of the fire stations has been considered. Mr. Bill Blake, Assistant Town Manager for Public Safety, said that much of the living space in the fire departments will be freed and that some functions of the police department can be moved to the fire stations, freeing badly needed space at the police headquarters. He said that he was originally opposed to this proposal of public safety officers, but now is an enthusiastic supporter of the plan. Alderman Smith asked whether the roving officers will be in communication with the police department. Mayor Lee said that the central control communications will be located at the police station. Alderman Cohen asked what problems are foreseen regarding fire calls if the person assigned to respond cannot do so. Police Chief Hilliard said that in that case assignments will be made routinely to avoid possible friction; in most cases the officer assigned to respond will be able to do so. Alderman Cohen asked how the public safety officers will fit into the department. Police Chief Hilliard said that since about 92% of the calls are police calls, they will wear police uniforms. Fire Chief Lloyd said that the new persons hired will not have a bias toward either department, and they will be made to understand that they are expected to fill both jobs. He does not foresee any problems with these men working with the regular firemen. Alderman Welsh moved, seconded by Alderman Smith, that Board endorse in concept the Town Manager's report on Police--Fire Public Safety Services attached hereto and made a part of the minutes. Said motion was unanimously carried. Alderman Cohen moved, seconded by Alderman Welsh, that the following classification ordinance amendment be adopted:

MANAGER'S REPORT

Town of Chapel Hill, N. C.
July 14, 1975

Implementation of Modified Public Safety Services Chapel Hill, North Carolina

Introduction. The Town Board of Aldermen, following a summary report by the Town Manager concerning a public safety service department at the June 24, 1975 Budget work session, requested additional information about public safety service, particularly the implementation of 15 Public Safety Officers to form a modified Public Safety Department for the Town of Chapel Hill, to be effective January 1, 1976.

Reasons for the Modified Public Safety Service. Police and Fire (Public Safety) safety is a basic function of our Town operations and service. This safety service is not only necessary but an expensive cost of the many functions of our Town government. As such it is necessary to constantly scrutinize our public safety operations for better, and more efficient and less costly methods of operation.

These are factors that contribute to reviewing our public safety operations such as the tightening Town budget, demands by the public for better service, demands by employees for better wages and working conditions, and new Federal laws (FLSA) requiring reduction of hours for fire personnel, and additional compensation for police and fire officers, required to work in excess of the regular hours established by law.

Advantages of Public Safety for Chapel Hill. Advantages to the Town for implementing a modified Police-Fire Public Safety Department are as follows: (1) Establishment of a uniform work schedule for all police and fire personnel. This would reduce fire personnel hours from 60 hours per week to 42 hours per week. (2) Better utilization of fire personnel manpower. Productivity will increase for fire personnel working a 8-hour shift, as opposed to a 24-hour shift. (3) Improvement in working conditions for fire personnel and better facilities for Police personnel. Sleeping quarters now existing in the Fire stations can be converted into office and training space for both police and fire officers. (4) Provides for unification of non-specialist police-fire functions under one department. (5) Encourages development of neighborhood police service (fire stations utilized as neighborhood public safety centers). (6) Greater emphasis on training can be achieved. (7) Efficiency and economy of public safety service can be realized. (8) Both police and fire chiefs have more flexibility in scheduling personnel for vacations, sick leave, and court appearances. (9) Police and Fire strength will be increased. (10) Public Safety modification allows realignment of working hours and work distribution, utilizing each police and fire officer to their capacity. (11) Police and Fire Chiefs support the modified Public Safety concept. (12) Public Safety Service Cooperation represents a positive approach to better public safety service. (13) Provides a back-up of an additional 15 Fire Officers for all serious fires. (14) Modified public safety service makes it possible to deal more effectively with the unusual disaster. (15) Provides implementation of central communication concept to include police, fire, and other emergency services.

Proposed Implementation of the Modified Public Safety Program With Additional Personnel (15 PSO). The 15 additional personnel proposed for the implementation of the modified Public Safety Service would all be trained as Public Safety Officers (cross-trained in both police and fire functions). Our Police Chief, Sidney M. Hilliard reported the following information in selecting, hiring, and training the PSO; hopefully, implementing the plan by January 1, 1976.

Every new PSO officer personnel must undergo and pass certain requirements and examinations before he can be accepted as qualified and certified as a police officer under the North Carolina Minimum Standard Law. Basically these examinations are as follows:

1. Recruitment through available news media, advertise from July 1st through August 31st, 1975.
2. Processing of recruitment application requirements and background investigation(s).
 - (a) The N. C. Employment Security Commission Test required of all police officer applicants and fire officer applicant test. If applicant passes test with required score they are notified to come to the Police Department where they are given a Personal History Booklet to fill out in detail and returned. Applicant is also fingerprinted at this time. The Personal History Booklet is reviewed and if everything is in order and favorable this information is turned over to the Office conducting the background investigation.
 - (b) Background Investigation: This is conducted by an experienced investigator(s) through personal interviews, letter of inquiry, etc., estimated time for each background investigation is 16 to 20 hours for each applicant or 240 to 300 hours for 15. If the background investigation is favorable the applicant is advised to take an oral interview.
 - (c) Oral Interview: The oral interview for applicants is usually conducted by the Town personnel office, the head of the Police and Fire Departments ranking officers (2-3) of the department(s), the Police Attorney and the officer conducting the background investigation. If the applicant is given favorable approval by the oral interview board he then is given a physical examination.

(d) Physical Examination: This examination is conducted by a doctor on retainer by the city who conducts a thorough physical examination. If the physical examination is favorable the applicant is advised to proceed with the psychological examination.

- (e) Psychological Examination: This examination is conducted by a Psychologist. This examination is perhaps the second most important in the background investigation.

The next step after the above (a) through (e), if favorable, the applicant is then told to report to the office of the Chief of Police and Fire Chief for final interview before notification of employment date, hiring information and Swearing in.

This process while seemingly lengthy and burdensome to the applicant is, however, very necessary and of extreme importance in recruitment and selection process in order to assure the selection of qualified PSO applicants. At any step (a) through (e) if there is anything about the applicant that is derogatory the applicant is dropped.

The next phase - Training and Orientation. Within 12 months after hiring all PSO personnel, must, in order to be certified as police officers under the N. C. Minimum Standards requirements, successfully complete 160 hours (4 weeks) of certified and approved police training. Fire Department requirements are 6 weeks training and orientation which includes emergency medical service training. After a PSO successfully completes the above mentioned training he must undergo at least 4 to 6 weeks of orientation on-the-job-training. He is assigned to a qualified training officer(s) for this period for on-the-job training to familiarize him with the police and fire departments, SOP, rules and regulations, and general and special orders and a period of explain - demonstrate and perform training. This training is necessary and essential before the PSO can be cleared by his superior officers to work along - and then only under close supervision for an extended period of time.

In order to best utilize this additional manpower and to meet the immediate and long range needs of the Police and Fire Departments the distribution of the PSO will be as follows:

- (12) - 3 PSO assigned to each of the 4 police shaft platoons.
+(3) - These three PSO will be assigned to the areas of
=(15) greatest need on a training - rotation bases for all 15
i.e., the desk (base 3), radio relief, walking beat,
booking desk function, jail operators, inservice training,
relief for comps/time, holidays etc., etc..

Primary area of Assignment. Three to each of the four platoons to be assigned one (1) in each of the three (3) Fire Department's fire districts. These three districts do not conform to the same areas as the police patrol zones. However, this will present no problems as each of the fire zones overlaps the police zones and will complement each other.

Responsibilities of the PSO:

Primary:

To provide for the necessary and essential coverage of all assigned areas of Chapel Hill with police and fire protection, calls for service and police and fire preventative patrol functions and activities.

1st Priority - The PSO will be assigned, as near as possible, non-emergency type calls for service - in order that he may be readily available for a fire call if needed.

2nd Priority - The PSO will, if other regular police patrol officers are not readily available be assigned emergency type calls with cover or back-up provided if available.

The PSO will be charged with the full responsibilities of a police officer and fire officer in the performance of his duty. While his primary duty, estimated 92% +, is that of a police officer, he will perform the duties of a fire officer when he is ordered or receives a direct order from a superior officer or a call over the radio directing him to the scene of a fire. Upon receiving such an order or radio dispatch he immediately becomes a fire officer and subject to fire department S.O.P. and rules and regulations, or discovers a fire during his regular patrol duties.

When released of his assignment and duties by the fire officer in charge at the scene of a fire call he immediately reverts back to being a police officer. He in fact wears two hats and is responsible to two authorities - but only one at any given time. This would present no problems.

In service training for both Police and Fire Departments for the PSO will be worked out on a schedule basis so as to present the least hardship or disruption of the work schedules of the Police Department and Fire Department.

PSO will be scheduled for on duty assignment to allow for three men to be on duty at all times, 24 hours a day, 7 days a week, 365 days a year.

All PSO when off duty are subject to being called back to duty in case of a major fire or other emergency situations, by a ranking fire or police officer. They will be paid overtime pay when on called backed to duty.

Pension Benefits:

This matter has been referred to the City Attorney for study. All police officers now employed have elected to come under the Law Enforcement Officer's Benefit and Retirement Fund Pension Program (LEO) which provides greater benefits than the Municipal Government

Pension Program which the Fire officers are covered by. It is our understanding, however, that a PSO officer whose duties as a police officer constitutes the major part of his on duty time is covered under LEO. (Refer Attachment A).

Promotion:

It is recommended that a PSO be eligible for promotion in either the Police or Fire Department. If the PSO elected to take either a Police or Fire Promotion examination and was appointed he would become a Police or Fire officer not a PSO officer.

Advantage of Modified Public Safety Service to Fire Department. Reduction of the fire officers' work week from 60 to 42 hours per week results in several favorable advantages to the Town's operation of the Fire Service. These advantages are:

Fire Prevention. Additional time allocated (removal of sleeping hours) to Fire Officers permits the fire service to be more prevention oriented, rather than suppression oriented. Prevention requires active work, suppression involves a response at the time of a fire. More emphasis can be placed on prevention than suppression. More residential inspections can be made.

Training. Elimination of sleeping time increased time for more training. Training can now occur during the night, as well as in the day, during all kinds of weather. Fire personnel will now be trained under varied kinds of conditions that fire occurs (night or day). Time is provided to try to train for all fires that occur or train for possible contingencies.

Maintenance. Maintenance and care of facilities and equipment will be increased (sleeping hours eliminated) on a 24-hour shift basis. This will result both in a higher use of vehicle and a higher overall level of maintenance. Maintenance functions can be scheduled or performed during the non-peak hours of the graveyard shift (mid-night to 8:00 a.m.).

Fatigue. NO individual can be expected to work continuously for 24 hours. If alarms were spaced hourly over a 24-hour period, the response to the last alarm would probably be somewhat less than to the first alarm. Tired men are more prone to mistakes. This program provides for three fresh and rested crews daily.

Alert Personnel. One best feature of the Town plan is that fully alert and dressed personnel are available to respond to emergencies. The impact upon a fireman's heart when aroused from a sound sleep to a fast moving emergency may partially explain the high incidence of heart attacks among fire fighters.

Recall. In the event of a major fire, fire personnel will be much easier to recall. They will now do their sleeping at home and are much more likely to be found there during their off-duty hours.

Summary. To implement the Modified Public Safety Concept for the Town of Chapel Hill by January 1, 1976 it will require the following actions by the Town Board.

1. Amend the Department Organization that was approved October 21, 1974 which created new positions and aligned departmental services under two Assistant Town Managers. This will require placing the Fire Department under the Assistant Town Manager for Public Safety Services. The Assistant Town Manager for Public Safety Services would be in charge of the Police, Fire, Civil Preparedness, Emergency Service, Animal Control, and Planning for Protection to Persons and Property.
2. Revise the Budget ordinance to transfer and allocate necessary funds \$47,000 from the contingency fund reserved by the Town Board for the implementation of the modified public safety service.
3. Amend the personnel classification ordinance that would (a) maintain the fire and police departmental personnel as Fire Officers only, and Police Officers only; (b) create the position of Public Safety Officer (15) under the Chief of Police to become effective October 1, 1975; (c) reduce hours of Fire Officers from 60 hours per week to 42 hours per week as presently established for the Police Officers which is reflected in a work-period, and to become effective January 1, 1976; (d) establish salary parity for all police, fire and public safety officers to become effective January 1, 1976; (e) insure the modified public safety concept by maintaining the basic level of police and fire personnel by requiring any vacancies that occur in any existing police and fire position be staffed by either fire, police, public safety officer, or new applicants, but retained as either fire officer only, or police officer only; (f) addition of any new public safety centers will be staffed with a minimum of 2 fire officers and 1 PSO per 8-hour shift; (g) additional police and fire personnel requested above the current level of existing position will be hired and trained as a public safety officer.
4. Permit the Town Manager to implement the Modified Public Safety Service immediately (July) upon the adoption of the necessary ordinances to allow staff time to recruit, select, and train the 15 PSO to implement the program by January 1, 1976.

M E M O R A N D U M

TO: Chief Sidney M. Hilliard
FROM: Jean Boyles
RE: Retirement-Public Safety Officers

G.S. 143-166(m) defines "Law Enforcement Officers" as "All Officers employed by the State of North Carolina, or any political subdivision thereof, who are clothed with the full power of arrest and whose primary duty is that of enforcing on public property the criminal laws of the State and/or serving civil processes." The Public Safety Officer's "primary duty" will be law enforcement, therefore he will be eligible for LEO (Law Enforcement Officer's Benefit and

Retirement Fund) as well as the local Government Retirement System. Such election of membership in either plan must be made within six months after employment. The choice for any full-time career Law Enforcement Officer would normally be to join LEO, but Public Safety poses a problem in this choice concerning disability. In LEO, the Officer is covered after one year for disability for "line-duty" and after ten years for disability not in the line of duty, whereas in local government after five years, the Officer will be covered for disability regardless of cause. Therefore, if a Public Safety Officer is disabled while fighting a fire before he has been in the system for 10 years, he will be considered as far as LEO is concerned as disabled not in the line of duty. In Durham, most Public Safety Officers still choose LEO and carry personal disability Insurance; but there, Public Safety Officer's make 10% higher than regular law enforcement Officers. I would recommend that if the Tow is going to pay the Public Safety Officer's and Police Officer's the same salary that they consider a group disability policy to cover this "loop-hole" in LEO as far as fire-fighting is concerned. This should not require much expense, if any, since LEO is a little bit cheaper than local Government.

CLASSIFICATION ORDINANCE AMENDMENT

BE IT ORDAINED by the Board of Aldermen, Town of Chapel Hill, that the ordinance establishing salary ranges, position classifications, salaries, bonds of officials and certain benefits for the various salaried and hourly full-time employees, and salaries for the various part-time and non-permanent employees within the service of the Town of Chapel Hill, North Carolina, for the period July 1, 1975 to June 30, 1976, be amended as follows:

SECTION I

Under assignment of Classes and Ranges, by adding:

<u>Range</u>	<u>Position</u>
18	Public Safety Officer

SECTION II

Under Compensation for Full-Time Permanent Employees, Police, by adding:

<u>Position</u>	<u>No.</u>	<u>Hours</u>	<u>Range</u>
Public Safety Officer	15	42	18
Police Officer	21	42	18

SECTION III

The effective date of this ordinance shall be October 1, 1975.

SECTION IV

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 14th day of July, 1975.

Said motion was unanimously carried. Alderman Welsh moved, seconded by Alderman Smith, that the following classification ordinance amendment be adopted:

CLASSIFICATION ORDINANCE AMENDMENT

BE IT ORDAINED by the Board of Aldermen, Town of Chapel Hill, that the ordinance establishing salary ranges, position classifications, salaries, bonds of officials and certain benefits for the various salaried and hourly full-time employees, and salaries for the various part-time and non-permanent employees within the service of the Town of Chapel Hill, North Carolina, for the period July 1, 1975 to June 30, 1976, be amended as follows:

SECTION I

Under assignment of Classes and Ranges, by deleting:

<u>Range</u>	<u>Position</u>
17	Fire Officer
19	Fire Driver
22	Fire Mechanic
22	Fire Inspector
22	Fire Lieutenant
33	Fire Chief

and by adding:

<u>Range</u>	<u>Position</u>
18	Fire Officer
20	Fire Driver
23	Fire Inspector
23	Fire Mechanic
23	Fire Lietutenant
34	Fire Chief

SECTION II

Under Compensation for Full-Time Permanent Employees, Fire Department, by deleting:

<u>Position</u>	<u>No.</u>	<u>Hours</u>	<u>Range</u>
Fire Chief	1	40	33
Captain	2	60	25
Lieutenant	6	60	22
Fire Inspector	2	40	22
Mechanic	1	40	22
Fire Driver	10	60	19
Fire Officer	22	60	17

and by adding:

<u>Position</u>	<u>No.</u>	<u>Hours</u>	<u>Range</u>
Fire Chief	1	40	34
Captain	4	42	25
Lieutenant	8	42	23
Fire Inspector	2	40	23
Mechanic	1	40	23
Fire Driver	16	42	20
Fire Officer	12	42	18

SECTION III

Under Positions to be added on October 1, 1975, by deleting:

<u>Position</u>	<u>No.</u>	<u>Hours</u>	<u>Range</u>
Police-Patrol Police Officer	6	42	18

SECTION IV

By deleting the whole of Section III G., Reduction in Hours of Fire Department Personnel as of January 1, 1976.

SECTION V

The effective date of this ordinance shall be January 1, 1976.

SECTION VI

All ordinances and portions of ordinances in conflict herewith are hereby repealed.

This the 14th day of July, 1975.

CCB099