WANTED: Qualified Candidate for City Manager!

Overview
In this lesson, students will explore the role of the city manager through an interview simulation involving council members and department heads.

Grade
10

NC Essential Standards for Civics & Economics
- CE.C&G.2.1- Analyze the structures of national, state and local governments in terms of ways they are organized to maintain order, security, welfare of the public and the protection of citizens
- CE.C&G.2.2- Summarize the functions of North Carolina state and local governments within the federal system of government
- CE.C&G.2.6 Evaluate the authority federal, state and local governments have over individuals’ rights and privileges

Essential Questions
- What are the roles and responsibilities of local government officials such as city council members, department heads, and city managers? What impact do these government officials have on the community?
- What qualities must a city manager possess in order to work with both the city council and the departments during governmental operations?
- Why is consensus building important in selecting a city manager? Why would city council members want input from the department heads?
- How does a manager assist department heads in directing the policies of each department?

Materials
- Chapter 2 of Local Government in North Carolina by Gordon Whitaker or similar reading on NC municipal government.
  - The 3rd edition of Local Government in North Carolina is available online, for free, here: http://www.civics.unc.edu/nccma/educators/textbook.html
- Internet access, optional but recommended
- Description of manager’s office and associated responsibilities, attached
- Role Directions and Assignments for city council, department heads, and city manager candidates, attached
- City Manager Interview note sheets, attached
- Sample EOC questions and answer key, attached

Duration
One block period

Teacher Preparation
It is recommended that teachers base this activity on their own city or town. Thus, when students are assigned their role (city council member, department head, or city manager candidate), their research should be based on the person(s) in their city or town currently holding each position. Likewise, they should research their own city or town’s council goals, strategic direction, development, etc. If Internet access is not available for research, or if you feel your town/city is too small for students to be able to find enough substantial information, teachers may conduct this same activity using the information provided for the fictional city of Dogwood, NC.

Student Preparation

Have students complete a reading on North Carolina municipal government (including information on the council-manager form of government), such as chapter 2 of Whitaker’s Local Government in North Carolina.

Procedure

City Managers, City Council Members, and Department Heads

1. As students enter the room, have the following employment ad posted/projected where it is visible to all students:

   **Job Posting:**
   Seeking qualified candidates for the position of City Manager
   Starting salary: $147,000, plus excellent benefits

   All interested applicants should submit a resume and three references to:
   Dogwood City Clerk
   100 East Main Street
   Dogwood, NC 01776

In order to gauge prior knowledge and engage students in a discussion about the position and role of city manager, ask the following questions:

- What is a **city manager**?
- What are a city manager’s roles and responsibilities within a city’s government?
- Who hires a city manager and who does a city manager report to, or answer to?

2. Once students have had an opportunity to share what they know, explain:

   Under the **council-manager plan**, the manager is responsible for carrying out the council’s policies and for running city government. The city (or town) manager is responsible for hiring and firing municipal employees, coordinating their work, advising the council on policy issues, proposing a municipal budget, and reporting to the council on municipal activities. The manager serves at the pleasure of the council. That means the council can fire the manager whenever a majority of the council members decide they want a new manager. A manager must work closely with the council in developing policies for the city and with city employees in seeing that city policies are carried out.

3. Next, ask students to consider the following questions:

- Why do you think most cities in North Carolina operate under the **council-manager plan**?
(The council-manager form of government has a professional manager to oversee the day-to-day operations of the city. Typically, elected officials have careers outside the scope of their role as council members. As such, city council members might not have the time to be “on the ground” overseeing day-to-day operations of the city. The city manager, with the assistance of professional staff, oversees the day-to-day operations of the city. The city manager is also apolitical.)

- In what ways do a city manager and a city council work together? In what ways do a city manager and the various city department heads work together?
  (The city manager works closely with council to learn about their particular interests and perspectives. After hearing from staff, the manager makes recommendations to the council on which they can base their decisions. The city manager is the essentially the executive in charge of all the department heads. The department heads and their employees make up the professional city staff. The staff, responsible for a city’s service delivery, conducts much of the research and provides the expertise required for the manager to provide recommendations to council.)

- What skills do you think a city manager needs to possess based on the roles and responsibilities such a person would have?
  (Some examples include: the ability to work well with others, the ability to multi-task, organizational skills, being ethical, public speaking, leadership skills, etc.)

- Does being a city manager sound like something you might like to consider when you get older? Why or why not?

Seeking a City Manager!

4. Tell students that the current city manager of Dogwood City (or your own city) has announced his/her retirement and a replacement needs to be appointed by the council as soon as possible to ensure that city operations continue to run smoothly. Explain that students will be assuming the role of Dogwood City’s (or their own city’s) council members, department heads, or city manager candidates as they simulate the process for hiring a new city manager.

5. Distribute the attached direction sheets, role assignments, and appropriate note sheets. The number of students assigned to each role can vary depending on your class size. There can be any number of students assigned to work in the city council group (5 or 7 is recommended to allow for a tie-breaking vote if necessary), or as city manager candidates (approximately 5 is recommended). If your class is small, some of the department head roles can be eliminated. If your class is large, students can be paired up as a department head and assistant department head to represent the various departments. (As part of the simulation, department heads will meet as a group to determine the best interview questions to ask. If your class is large, you may want to divide the department heads into 2 or more groups and have each group determine the best 3 questions to ask.)

6. If you choose to have students research and represent local government officials in your own city you will not need to use the attached role assignments for Dogwood City. Instead, you will assign students their roles and have them research information on the internet about their own local government elected officials and staff. Be aware that specific departments and departmental responsibilities vary by municipality.

7. Once students have been assigned their roles, explain how the selection process for hiring a new city manager works:
Often, council members receive more than 100 applications to sift through. By reading cover letters, resumes, and applications, council members weed out candidates (usually with the assistance of the personnel department) until they reach a more manageable number of applications. (If resumes and applications do not sufficiently differentiate between candidates, council members sometimes conduct phone interviews to further narrow down the candidate list.) Once the applicant pool has been narrowed, around 3-7 candidates are invited to participate in in-person interviews before a panel of council members and department heads. Council members ask questions based on their particular interests in a candidate’s style of management and how the candidate’s vision for the City’s future corresponds with their own. Department heads, who have a particular interest in how a new city manager will impact the direction of their department, ask questions that focus on the candidate’s vision for organizational change and how it will affect their department’s work and priorities. (Remember that city managers have the authority to hire and fire department heads at will, and to give department heads more or less power with regard to decisions concerning departmental operations. Almost always, a new city manager means some sort of organizational change and power shifting.)

8. Ask students to silently read the directions for their role. Tell them that they will have 20 minutes to complete Part 1 of their note sheets using the information provided in their role assignments and using supplemental online research, if available. Explain that once you give the signal, they will have 10 minutes to complete Part 2. (If you choose to have students research their own city, you may want to give them an additional time for this portion of the lesson). Explain that once they have completed their research and met in groups to narrow down their interview questions, the class will simulate a panel interview and select a new city manager from the candidates.

Address any questions they may have about the assignment, review class expectations for group work, and instruct students to begin Part 1. After students have had ample time to complete Part I, give students the signal to move on to Part 2. Council members and department heads will meet in their respective groups to narrow down interview questions.

**Interviewing the Manager Candidates – Making the Best Selection**

9. With student assistance, arrange desks/tables so that the manager candidates can sit side-by-side at the front of the room. Explain that city council members will determine who to appoint based on the speeches of the candidates and the recommendations of the department heads. While the decision is ultimately that of the city council, it is important for them to listen to the department heads. The simulation should proceed as follows:

- Give each candidate 60 seconds to “make their case” to the city council and department heads;
- Allow city council members to introduce themselves and ask the top three questions they decided on as a group;
- Next, give each department head one minute to introduce themselves to the manager candidates. Based on their research, they should be able to explain the importance of their department, the impact it has on the city, and what they are looking for in a new manager. Once all department heads have introduced themselves, allow them to ask the top five questions they decided on as a group (or top three, depending on class size);
• Before allowing the city council to make their choice, explain that hiring decisions should be based on **merit** (qualifications) rather than on friendship or favoritism. Also, explain that they should remember that the interviewing and hiring process is very open and transparent and hiring based on something besides merit will likely not be viewed favorably by citizens;
• At the conclusion of the question and answer session, each department head will have an opportunity to stand and tell the city council his or her choice and briefly explain why he or she made this choice (the choice should be based on the interests of the department);
• Council members will then “adjourn” to discuss their choice. They will have five minutes to reach consensus on their selection. Explain that not everyone has to prefer the same candidate, but that majority will rule in the decision. Remind students that this is not a popularity contest and that the candidate with the best speech and responses to interview questions should be selected.
• As the council members are deliberating, the teacher will debrief the department heads and the candidates by having them predict who they think will earn the position. The students will write down their predictions and explain why they feel this person will be appointed.
• Finally, the council members will announce their decision and explain the reason they selected the candidate they chose.

10. Congratulate students on a job well done, and have them put desks back in their original positions. Debrief by leading a discussion that addresses the following questions:
• Why do you think it is important for department heads to provide input in the decision-making process?
• Why is it important for council members to agree on whom they appoint?
• How does this process further your understanding of the impact local government has on its citizens?
• How do the decisions of the city government, including the decision regarding which candidate to hire for city manager, affect you?

**What About Counties?**
11. Be sure to explain to students that a typical hiring process for a county manager is the same as for a city manager. The difference is that departments and departmental roles usually differ between cities and counties. For example, counties have responsibility for social services, public health services, mental health services, alcoholic beverage control, and usually, public school systems. As a result, the types of questions council members and department heads might ask will likely vary between cities and counties. Based on this explanation and the interview simulation, ask students who would most likely ask the following questions: a city or county official?
• What are some technology projects you might be interested in pursuing if you are selected as the new manager? (City, IT Department)
• Would you be willing to consider opening a new ABC store to accommodate new development in the northern portion of the jurisdiction? (County, ABC Board)
• What are your thoughts on the state of mental health care in the state? What would you do as manager to promote mental health services? (County, Mental Health Services)
• The police chief has expressed interest in changing the organization so that she has 2 deputy chiefs instead of one. She believes this will help the department run more efficiently. How would you feel about this? (City, Police Department (as opposed to Sheriff))
• In order to save money, the school board has considered ceasing bus service for any students that live within a mile and a half of a school building. Do you think this is a good idea? (County, Public School Board)

12. Optional: Assign the attached sample EOC questions for homework.

**Culminating Activity**

Arrange to have your local municipal or county manager speak to your class about their position, their responsibilities, and the pros and cons of the job. Have each student prepare a list of interview questions to ask the manager. Ask the manager to speak for about 20-30 minutes, then allow each student to ask one of their questions. As a wrap up to the lesson, have students write a brief paper about whether or not they would be interested in becoming a city or county manager that offers detailed explanations regarding their choice.

**Differentiation**

**Students with special needs**

- Ensure students are placed in mixed ability groups, giving all students accessibility.
- Assist students with development of interview questions. If students are not capable of interviewing, have them research requirements of city managers and various department heads online.
Direction Sheets:

Dogwood City Council Members

As you know, Dogwood City is currently seeking a new city manager. Since Dogwood City operates under the council-manager plan of government, part of your responsibility as a city council is appointing the new city manager. In order to make the best decision, you must:

Part 1:
- Research the general duties and responsibilities of a city manager.
- Research the qualifications for a city manager, including general educational background and course of study, common experience, and required skills.
- Create a list of the most important qualities you feel the manager you hire should possess, which you will discuss with other Council members in Part 2.
- Come up with at least 3 interview questions you feel are important to the future of the City.

Part 2:
- Meet as a group with all other council members, and reach consensus on 3 most important interview questions to ask candidates.

Dogwood City Department Heads

As you know, Dogwood City is currently seeking a new city manager. Although the decision is ultimately up to the City council, they have asked for your participation in the interview process since you know what’s best for your department. In order to make the best recommendation to council, you must:

Part 1:
- Research the general duties and responsibilities of a city manager.
- Research your assigned department in order to determine what interests it may have with regard to a new city manager. (You should be able to explain the importance of your department, its impact on city development, and extend this understanding by highlighting the qualities needed in a city manager to coordinate the various needs of the city through your department. You will be expected to share this information in a 60 second speech in which you introduce yourself to the manager candidates.)
- Create a list of the most important qualities you feel the manager you hire should possess.
- Come up with at least 2 interview questions that are particular to your department.

Part 2:
- Meet as a group with all other department heads and reach consensus on 5 most important interview questions to ask candidates. (If more than 9 students are assigned as department heads, break into smaller groups. Each group must reach consensus on top 3 questions.)

Manager Candidates

As you know, Dogwood City is currently seeking a new city manager. You have been an assistant manager in another city for about 10 years, and you feel you are an experienced and qualified candidate for the position opening in Dogwood City. You have applied for the job and made it to the final round of interviews. In order to convince the city council and department heads that you are the best candidate for the position you must:

Part 1:
- Research the general duties and responsibilities of a city manager.
- Research the qualifications for a city manager, including general educational background and course of study, common experience, and required skills. (Assume that you meet all minimum qualifications for the job. In your interview, you will want to mention some of the specifics that you feel are most relevant to the position. Be creative, but realistic.)
- Create a list of the most important qualities you feel you possess.

Part 2:
- Come up with a 60-second introductory speech about yourself, in which you convince the council you are the best candidate for the job.
- Be prepared to answer interview questions about your experience and qualities. Be mindful that while council will make the final decision, department heads—who will ask you questions specific to their department—will make recommendations to the council based on how you answer their questions.
Job Opening: Seeking a Qualified Candidate for City Manager!
Council Member

General Duties and Responsibilities of a City Manager:
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______________________________________________________________________________________________________
______________________________________________________________________________________________________
______________________________________________________________________________________________________
______________________________________________________________________________________________________

Qualifications, Background, and Necessary Skills:
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Interview Questions:
1) 

2) 

3)
Job Opening: Seeking a Qualified Candidate for City Manager!
Department Head

My Department:

General Duties and Responsibilities of a City Manager:
______________________________________________________________________________________________________
______________________________________________________________________________________________________
______________________________________________________________________________________________________
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What my Department does for the City:
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What my Department needs in a City Manager:
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Interview Questions:

1) 

2)
Job Opening: Seeking a Qualified Candidate for City Manager!
City Manager Candidate

General Duties and Responsibilities of a City Manager:

Qualifications, Background, and Necessary Skills:

My experience and important qualities: (Be creative but realistic):

60-second speech notes:
THE MANAGER’S OFFICE of DOGWOOD CITY

The primary mission of the City Manager’s Office is to assure that the laws of the State and the ordinances, resolutions, policies and regulations, of the Council are faithfully executed.

The City Manager’s Office is responsible for the overall management of City services under the direction of the Mayor and Council, and for various support services to the Mayor and Council. In accord with policy direction by the Council, the Manager’s Office directs, coordinates, and evaluates the performance of City services; and provides staff support to the Council.

Duties of the City Manager’s Office include:

- Attendance at all meetings of the City Council and recommendations for adoption of such measures as shall be deemed expedient.
- Preparation of reports to Council from time to time on the affairs of the City, and ensuring that the Council is fully advised of the City’s financial condition and its future financial needs.
- Budget and capital improvements program recommendations in accordance with the schedule adopted by the City Council.
- Comprehensive and clear staff reports on all items placed on the Council’s agenda.
- Supervision of all work of department heads, officers and employees of the City, as administrative head of the City.
- Increase public awareness, interest, understanding and participation in City issues, programs and services through a public information program.

The City Manager serves as the professional administrator of the City and is responsible for coordinating all day-to-day operations and administration. These duties include human resource management, financial management, preparation of an annual budget proposal and administration of the budget adopted by the Council, intergovernmental relations, and organizing the implementation of City Council policies. The City Manager serves as the chief advisor to the City Council and appoints a professional staff of department heads to help manage the organization.
### Paper Slips with Roles

<table>
<thead>
<tr>
<th>City Council Member</th>
<th>Manager Candidate</th>
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<tbody>
<tr>
<td>The City has a Council-Manager form of government. The City Council is comprised of a seven-member Council. All Council Members serve four-year terms. All elections are on a non-partisan basis. The Council appoints the City Manager to carry out the day-to-day functions of the City. The Mayor presides over the Council meetings and has full voting privileges. The City Manager is the chief administrative officer of the City. City departments are responsible to the City Manager for the provision of public services.</td>
<td>The City has a Council-Manager form of government. The City Council is comprised of a Mayor and six-member Council. All Council Members serve four-year terms. The Mayor and three Council Members are elected every two years. All elections are on a non-partisan basis. The Council appoints the City Manager to carry out the day-to-day functions of the City. The Mayor presides over the Council meetings and has full voting privileges. The City Manager is the chief administrative officer of the City. City departments are responsible to the City Manager for the provision of public services.</td>
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<tr>
<td><strong>Engineering Director</strong></td>
<td><strong>Finance Director</strong></td>
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<td>The City’s Engineering Department provides public project designs and design review, construction inspection and supervision, land surveying, drafting, construction quantity and cost estimating, Traffic Engineering, Geographic Information System technology, Stormwater Management Program, and related services for City projects. The Engineering Department reviews proposed private development plans, and inspects street and other public improvements in the City and its surrounding planning jurisdiction.</td>
<td>The primary mission of the Finance Department is to provide financial oversight and advice to help the Town make the best possible use of its assets. The Finance Department provides budget, payroll, purchasing, accounting, and revenue collection services; and prepares annual comprehensive financial statements to be independently audited. Finance Department duties include:</td>
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<td>Duties of the Engineering Department include:</td>
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<td>- Administration of Traffic Engineering program including traffic calming program and operation of traffic signal system.</td>
<td>- First responder - Emergency medical.</td>
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<td>- Development and administration of the Geographic Information System (G.I.S.) and associated data-sharing network and provision of comprehensive G.I.S. training and services.</td>
<td>- Vehicle extrication and basic response.</td>
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<tr>
<td>- Management and development of a community Stormwater Management Program regarding water quantity and quality and providing of comprehensive stormwater and drainage engineering services.</td>
<td>- Fire code enforcement through an inspection program.</td>
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<td>- Land surveying services including boundary, construction, and as-built surveys in addition to land records research. Review updates to Public Improvement Projects.</td>
<td>- Disaster management and emergency operations center.</td>
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<td>- Engineering design services and construction supervision on capital improvement projects and associated public infrastructure improvements.</td>
<td>- Participation in regional Urban Search &amp; Rescue Team.</td>
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<tr>
<td>- Comprehensive and timely review of development and redevelopment proposals.</td>
<td>- Public education through in-house and out-reach programs.</td>
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<tr>
<td>- Administration of City Cemeteries.</td>
<td>- Fire cause and determination investigations.</td>
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<td>- Contact department for citizens’ inquiries on safety.</td>
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<td>- Development of domestic preparedness capability</td>
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Public Housing Director

The mission of the Department of Housing is to provide decent, safe and affordable rental housing for City’s public housing families. The Department’s mission is also to provide programs and services to help public housing families improve basic life skills and achieve economic independence.

The Department provides affordable quality housing for families in need of assistance. The Department manages 336 public housing apartments in 13 neighborhoods throughout the City.

As a department of the City, the Department of Housing is not an autonomous agency. Other City departments, such as the Finance, Public Works, and Personnel Departments, provide functions that support the overall public housing operation. The City Council serves as the governing authority for public housing operations.

IT Director

The primary mission of the Information Technology Department is to provide technology oversight and direction to help the City make the best possible use of available technology.

The Department oversees all City computer, telephone and data network systems, and assists with the preparation and management of City database programs.

Duties of the Department include:

- Provision of the structure, equipment, software and support for staff, citizens, and other interested parties to use City information efficiently within a secure environment.
- Oversight of procurement, operation and maintenance of computer systems, network and telephone services and related equipment.
- Development and maintenance of Internet related information services including the City’s web sites.
- Support for departmental data services and technology needs.

Library Director

The City Public Library, in recognition of the high service demands of a varied community of users, seeks:

- To aid the individual’s pursuit of self-education and research, pleasure, and the creative use of leisure time, while employing the most efficient library technology available;
- To serve as a center of reliable, up-to-date information, endeavoring continually to identify and meet the general and informational needs of all the people of the community the library serves;
- To support educational, civic, cultural, and recreational activities of the community;
- To promote ease of access to the library, books, and other library materials in general, both locally and throughout the state;
- To maintain a pleasant environment in an atmosphere of helpfulness; and
- To provide library service in conformity with the Library Bill of Rights as adopted by the Council of the American Library Association.
<table>
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<tr>
<th>Parks and Recreation Director</th>
<th>Planning and Zoning Director</th>
<th>Police Chief</th>
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| The mission of the City Parks and Recreation Department is to enhance the quality of life of all citizens and foster a sense of community by providing superior recreational, cultural, and educational services and effectively maintaining and protecting the City’s natural resources.  

The Parks and Recreation Department provides a variety of services to the citizens of Dogwood City. Some of these services include:  
- Youth and sports activities through league play, clinics, and drop-in free play. Sports activities include basketball, lacrosse, softball, baseball, volleyball, tennis, swimming and bocce ball.  
- Programs such as pottery, kayaking, karate, aqua-aerobics, teen clubs, after school, arts, hobby classes, rock climbing, dance and exercise, summer camps and family activities.  
- Special events such as Fourth of July Celebration, Egg Hunt, and Halloween Carnival.  

Key facilities provided by the Parks and Recreation Department include parks with picnic and playground equipment, swimming pools, community centers, gymnasiums, outdoor gardens, athletic fields, tennis courts, volleyball courts, bocce ball courts, basketball courts, skateboard park, batting cage, dog park and an extensive trail network and open space area.  

The Planning Department assists the City Council and the community in managing growth, administering development regulations, planning for capital improvements, planning for transportation improvements, and promoting affordable housing opportunities.  

The Planning Department provides staff support to a series of citizen boards and commissions that are appointed by the Town Council.  

Development applications that are reviewed by the City Council generally are considered at Public Hearings. The Department maintains information about applications that are scheduled for Public Hearings.  

The Department administers programs funded with federal Community Development grants to benefit low income families. The City Council holds public forums and hearings on use of these grant funds in January and April of each year.  

The Department also administers special regulations designed to protect and preserve Dogwood City’s three historic districts, and annually prepares annexation reports.  

The mission of the Bay Police Department is:  
- To enhance the quality of life by providing a safe and secure environment for the citizens.  
- To work cooperatively with the public and within the framework of the U.S. Constitution to enforce the laws and preserve the peace.  
- To endeavor and search for viable solutions to problems and issues that would otherwise deteriorate the public’s confidence in our ability along with the quality of life in Dogwood City.  
- To remain flexible and diversified in order to accommodate the needs of our community.  

<table>
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<th>NC Civic Education Consortium</th>
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<tr>
<td>Visit our Database of K-12 Resources at <a href="http://database.civics.unc.edu/">http://database.civics.unc.edu/</a></td>
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### Personnel Director

The City’s Personnel Department oversees and coordinates several programs and services for the City’s employees. Listed below is an overview of some of the services our department provides.

**Benefits:** The City offers a comprehensive benefits package that includes medical, vision and dental coverage, life insurance, 401(k), State Retirement System, short and long term disability, flexible spending accounts and several other benefits.

**Employee Records and Information Systems:** The Personnel Department maintains all employee information, records and files, much of which is managed by computerized information systems.

**Employment:** The Department organizes and coordinates the recruitment, screening and selection process for all positions in the City. The goal for this service is to assure equal opportunity employment for all citizens and applicants.

**Health and Safety:** The City has an occupational and workplace safety training program. Additional parts of this service are evaluating accidents, administering the workers compensation program and other support services to enhance workplace safety.

**Training:** This service provides assessment of training needs for various departments, and coordination of training programs to enhance employee growth and development.

### Public Works

The Public Works Department provides services, including refuse collection (both residential and commercial); street and sidewalk construction and maintenance; buildings and grounds maintenance and construction; sustainability and environmental services; fleet maintenance; administration of the tree protection ordinance; maintenance of the storm water system; and seasonal leaf collection services.

Public Works also coordinates and assists the County Water Department and the County Solid Waste Services Department in their provision of water/wastewater utilities and recycling services respectively.
Sample EOC Questions

1. The local government of Asheville, NC has a chief executive who carries out the day-to-day operations of the city. The executive is not an elected official, but has the authority to hire and fire department heads and make significant changes to the organization. The type of local government that best describes Asheville is:
   a. Strong mayor form of government
   b. Council-manager form of government
   c. Weak mayor form of government
   d. Government of appointed boards

2. City council members have many responsibilities. Which of the following lists includes only responsibilities of a city council?
   a. Adopt a budget, appoint a city manager, adopt local ordinances, appoint county board members
   b. Adopt a budget, appoint a city manager, adopt local ordinances, hire department heads
   c. Appoint a city manager, appoint an assistant city manager, hire department heads, adopt local ordinances
   d. Adopt a budget, appoint a city manager, adopt local ordinances, restrict local zoning and development

3. Which city department is most likely responsible for trash collection?
   a. Planning Department
   b. Personnel Department
   c. Public Works Department
   d. Police Department

4. Which person in a local government position is responsible for making recommendations to council, recommending an annual budget to council, and hiring and/or firing department heads as necessary?
   a. The Mayor
   b. The City Manager
   c. The Finance Director
   d. The Personnel Director

5. Planning Directors are most likely responsible for:
   a. Reviewing development applications and making recommendations to the city manager or council
   b. Overseeing youth and sports activities in the city
   c. Administering a traffic engineering program
   d. Collection trash and recycling
6. Which of the following is most likely the reason for the council-manager form of government?
   a. To take power out of the hands of politicians
   b. To have a person who embodies the ideals of citizens making important decisions
   c. To provide skilled professional administration of a local government
   d. To provide a final decision-maker with regard to local policies

Use your knowledge of local government and the cartoon below to answer the following question.

7. The above cartoon, which refers to local government employees, suggests that:
   a. Government employees are required to wash their hands after using the restroom
   b. Government employees are generally clean and well groomed since they often deal with citizens in-person
   c. Government employees are generally responsible
   d. Government employees are often viewed as lacking accountability

8. With regard to hiring practice, which of the following means the same as “hiring based on qualifications”?
   a. Merit
   b. Nepotism
   c. Patronage
   d. Favoritism

9. Which of the following services would a County most likely be responsible for by law?
   a. Engineering
   b. Mental Health Services
   c. Parks and Recreation
   d. Information Technology
EOC Answer Key
Council-Manager Form of Government

1. B
2. D
3. C
4. B
5. A
6. C
7. D
8. A
9. B