AGENDA

Meeting Type:	S
Date.	02-19-1991
SUBJECT	Joint City County School Board Meeting

City of Charlotte, City Clerk's Office

Joint Luncheon

City Council/Board of County Commissioners/Board of Education

Tuesday, February 19, 1991
12:00 p.m.
Government Center - Room 267

Hosted by the Board of County Commissioners
Rod Autrey, Chairman, Presiding

Rod Autrey
Ed Chapin

✓ I. Opening Remarks and Invocation

II. Overview of Budget Priorities

✓ . City Council - Mayor Sue Myrick (12:15-12:30)

✓ . County Commissioners - Rod Autrey (12:30-12:45)

John Tate

✓ . Board of Education - George Battle, Jr. (12:45-1:00)

III. General Discussion of Budget Priorities (1:00-1:30)

IV. Adjournment

(8-1 32)

MECKLENBURG COUNTY BOARD OF COUNTY COMMISSIONERS
FY 1991-92 GOALS AND PRIORITIES

IMPROVED FISCAL RESPONSIBILITY/DISCIPLINE

- o Justification of Current Programming
- o Cost-cutting Measures
- o Productivity Assessment

EFFECTIVE, ACCOUNTABLE, COORDINATED CRIMINAL JUSTICE SYSTEM

- o Fight Crime and Drugs
- o Resources in Court System
- o Bottlenecks
- o Treatment, Prevention
- o Coordination of Jail Services

REFOCUS HUMAN SERVICES DELIVERY STRATEGIES

- o Effective Prevention
- o Alternative Intervention
- o Holistic and Cooperative Neighborhood Approach
- o Children Services Council

EDUCATION ACCOUNTABILITY

- o Measurable and Trackable Standards
- o Joint Goal Setting

ENVIRONMENT ENHANCEMENT/SOLID WASTE MANAGEMENT

- o Ramifications of incineration on Air Quality
- o Implementation of Watershed Protection Plan
- o Follow up on Potential Ground Water Contamination Sites
- o Catawba River Basin
- o Privatization

FOSTER REGIONAL COOPERATION

- o Continue on-going Partnerships

COORDINATED TRANSPORTATION PLANNING

- o Express buses in Cooperation with Small Towns
- o Transportation Compact
- o Regional Transportation Authority

goals&prio.wpf

Charlotte-Mecklenburg Board of Education
Post Office Box 30035
Charlotte North Carolina 28230
Telephone (704) 379 7000

George Battle Jr Chairperson
William Rikard Vice Chairperson
Susan Burgess
Sharon Bynum
Arthur Griffin Jr
Joe Martin
Jane McIntyre
Jan Richards
John Tate III

Proposed 1991-92 Budget Priorities Identified by the Board of Education

1. Education Mission Statement
   - Student achievement
   - Dropout prevention/Early intervention
   - Excellence in Teaching and Instructional Leadership
2. School Employee Salaries
3. Exceptional Children
   - 1986 Education of the Handicapped Act Amendments, P.L. 99-457 (mandating services for preschool children)
   - Increased funding for exceptional children's programs
4. Early Childhood Education
   - Plaza Road Preschool program for 4 year olds at additional locations
5. New Technology in Instruction
   - Computer technology in all aspects of the instructional program
6. Comprehensive School Planning Process
   - Extended employment for school level planning
7. Allotment of additional teachers and special resources to support school programs for at-risk children

EDUCATION MISSION STATEMENT
CHARLOTTE-MECKLENBURG SCHOOLS

The Charlotte-Mecklenburg School System is an important determinant in the future quality of life in our community. It is the intention of the Board of Education that the school system will be the top integrated, urban, public school system in the Southeastern United States and one of the premier school systems in the nation by the year 2000. [1]

Attainment of the goal will be measured as follows:

1. Student attendance [2]
   a. Enrollment, as a percentage of eligible students
      [Those students between the ages of 5 and 21 who have not graduated and are (1) enrolled in Charlotte-Mecklenburg Schools, (2) enrolled in private schools in Mecklenburg County, or (3) known to have dropped out of school.]
      (1) CMS will enroll 84% of eligible students by 1992.
      (2) CMS will enroll 87% of eligible students by 1995.

      Baseline: (1988-89 school year, as of October 1, 1988)

74,595	(82.4%)	- Membership of CMS on October 1, 1988
8,618	(9.5%)	- Membership of Mecklenburg County private schools
267	(0.3%)	- Membership of home schools in Mecklenburg County
7,000	(7.7%)	- Accumulated dropouts under age 21
90,480		- TOTAL

      Update: CMS enrolled approximately 82% of eligible students as of October 1, 1989. As of that date, eligible students in Mecklenburg County included:

75,389	(82.0%)	- Membership of CMS on October 1, 1989
9,146	(9.9%)	- Membership of Mecklenburg County private schools
350±	(0.4%)	- Membership of home schools in Mecklenburg County
7,000±	(7.6%)	- Accumulated dropouts under age 21
91,885		- TOTAL

      The number of eligible students who are under age 21 and are known to have dropped out of school is an estimate based upon the age of the dropouts at the time they left school and upon the monitoring of previous dropouts who re-enter CMS. Dropout figures for 1989-90 are incomplete until the number of summer school dropouts and the number of dropouts re-entering CMS in August can be counted. CMS estimates will be compared with Census Bureau counts when census information becomes available in 1991.

   b. Graduation rate
      (1) CMS will graduate 82% of eligible students by 1992.
      (2) CMS will graduate 85% of eligible students by 1995.

      Baseline: 80% (Approximately), 1988-89

      Update: Graduation rate is defined as the percentage of students enrolled in the 9th grade who eventually graduate from CMS. Accurate computerized lists of students were not available prior to the 1987-88 school year. The Planning and Research Department is working with the Data Processing Department to develop additional information related to this objective. The June 1990 graduate list and Summer 1990 graduate list will be

analyzed along with promotion/retention and dropout information for the years 1988-90. A report will be prepared in the fall, 1990.

2. Student achievement
   a. Mastery in reading[3]

The percentage of students in grades 3, 4, 5, and 6 achieving mastery of competency goals in reading as outlined in the North Carolina Standard Course of Study will be 75% by 1992.

The percentage of students in grades 3, 4, 5, and 6 achieving mastery of competency goals in reading as outlined in the North Carolina Standard Course of Study will be 80% by 1995.

Baseline: Not available at this time.

Update: We are not currently giving a test which shows mastery of the competency goals in reading. The California Achievement Test (CAT) measures only a portion of the competency goals and is not designed to show mastery.

Funds were requested in the 1990-91 budget for additional personnel and equipment in the Pupil Assessment Department for pilot studies of more appropriate assessment instruments.

A committee chaired by Gerrie Hill, Reading Specialist, will be working with personnel from the State Department of Public Instruction studying ways to measure reading competency goals.

   b. North Carolina Writing Assessment
      (1) The percentage of students scoring at 2.5 or above on the 4 point scale will be 63% by 1992.
      (2) The percentage of students scoring at 2.5 or above on the 4 point scale will be 65% by 1995.

Baseline: 61% (Approximately), 1987-90

Update: The baseline for the North Carolina Writing Assessment was established using the 1989-90 test results. The next writing assessment is scheduled for February 5, 1991. Results will be available by June, 1991.

   c. North Carolina Competency Test
      87% of tenth grade students will have completed all competency test requirements by 1992.

      89% of tenth grade students will have completed all competency test requirements by 1995.

Baseline: 84% (Approximately), 1989

Update: 83%, 1990

d. Scholastic Aptitude Test (SAT)
   (1) Seniors in the top 50% of their class will score an average of 890 by 1992.
   (2) Seniors in the top 50% of their class will score an average of 910 by 1995.

   Baseline: 884 (Approximately), 1989

   Update: 924, 1990

e. Advanced Placement Examinations
   (1) 73% of student examination scores will be 3 or above by 1992.
   (2) 78% of student examination scores will be 3 or above by 1995.

   Baseline: 70.8%, 1989

   Update: 69.6%, 1990

3. Students in higher education or work
   a. 96% of graduating seniors will be enrolled in higher education or be gainfully employed by 1992.
   b. 97% of graduating seniors will be enrolled in higher education or be gainfully employed by 1995.

   Baseline: Estimated unemployment rate of approximately 4.0%, based on 3.2%-6.7% over three years

   Update: A pilot telephone survey of the 1988 graduates was conducted in March, 1990. The Planning and Research Department randomly selected graduates to be contacted by volunteers from the Charlotte-Mecklenburg Retired School Personnel Association.

   Although the sample survey was not large enough to provide statistically reliable estimates of the entire population of graduates, the telephone survey was successful in establishing a procedure for obtaining the needed information. Of the 163 graduates interviewed, 157 (96%) were either attending school, working or both.

   The telephone survey will be conducted again with a larger sample in December, 1990.

4. Parent and volunteer participation[4]
   a. Parent-Teacher Conferences
      (1) 97% of parents of elementary and middle school students will participate in first quarter conferences by 1992.
      (2) 98% of parents of elementary and middle school students will participate in first quarter conferences by 1995.

      Baseline: 95% (Approximately), 1988-89

      Update: 96% (Approximately), 1989-90

b. Volunteers
   (1) The number of volunteers in the schools will increase by 1,000 by 1992.
   (2) The number of volunteers in the schools will increase by 2,500 by 1995.

   Projection: 500 additional volunteers per year

   Update: 10,680 volunteers, 1988-89
   15,075 volunteers, 1989-90

c. Partnerships with businesses, higher education, and community organizations
   (1) The total number of partnerships established will be 50 by 1992.
   (2) The total number of partnerships established will be 75 by 1995.

   Baseline: 8 partnerships, 1988-89
   34 partnerships, 1989-90

   Update: More than 60 businesses, higher education, and community organizations participated in 44 partnerships during the 1989-90 school year:

   - 34 school partnerships, involving 23 elementary schools
     4 junior high/middle schools
     5 senior high schools

   - 10 system partnerships, involving Coca Cola Consolidated in 10 of the elementary and junior high/middle schools and Duke Power Company's Power in Education (PIE) in all schools.

---

[1]Adopted by the Board of Education on September 26, 1989.
[2]Adopted by the Board of Education on January 23, 1990.
[3]Adopted by the Board of Education on February 13, 1990.
[4]Adopted by the Board of Education on January 23, 1990.

2/19/91 12:30 p.m.

Mayor ✓	Autry, Bob - Chair
Campbell /	Andrews, Ken ✓
Cloptiter ✓	Booth, Doug ✓
Hammond ✓	Chirico, Edna ✓
McCrary ✓	Kehr, Peter ✓
Mangum	Kinsey, Patsy ✓
Martin ✓	Walton, Bob ✓
Matthews	
Patterson	Battle, George - Chair
Scarborough ✓	Burgess, Lyons ✓
Vinroot	Bynum, Sharon ✓
Wheeler ✓	Griffin, Arthur ✓
	McIntyre, Jim ✓
	Martin, Joe
	Richards, Jim ✓
Invocation:	Tate, John III ✓
Ed Chapin	Rikard, William - Vice Chair

Autry Cancel 3/19 joint meeting

Mayor — Focus - 91

strategies :-

Public resources

Economic development

March 4 - "Study Buddies"

Autry — Transportation

Regional Coop

Crime

(Bob Walton came in during the discussion) — Education

Human Services

Criminal Justice System

(Peter Kiber came in mid of discussion) — Fiscal responsibility

Barney Lawson / Committee

Booth - Comm.

Autry

Tate - School — accountability

Autry

Tate — good things & potential for good things

top in Country by 2000

(a) Study

(b)

(c) partnerships

Autry
McIntyre 2/26/91 4-6 p.m.
dinner 6-7 p.m.

Autry
Martin
Mayor Parks & Rec
Chris Folks
Martin
Burgess
Autry Children's Services Council
Chirico
McCrory duplicate
Autry
McCrory
Autry
Keber
Hammond
Autry
Mayor sit down on regular
basis and have joint
decision making
Autry mutual interest
Martin

Burgess
Autrey
Walton
Mayer
Autrey

Adjourned at 1:28 pm.

CHARLOTTE

For additional copies contact

Budget and Evaluation
704/336-2306

or

Public Service and Information
704/336-2395

600 East Fourth Street • Charlotte, North Carolina 28202

Printed on recycled paper
PS&I 91

CHARLOTTE

Focus 91

CRIME AND DRUGS ■ PUBLIC RESOURCES ■ ECONOMIC DEVELOPMENT ■ GROWTH / REGIONALISM ■ EDUCATION

Issues Facing Charlotte

MAYOR
Sue Myrick

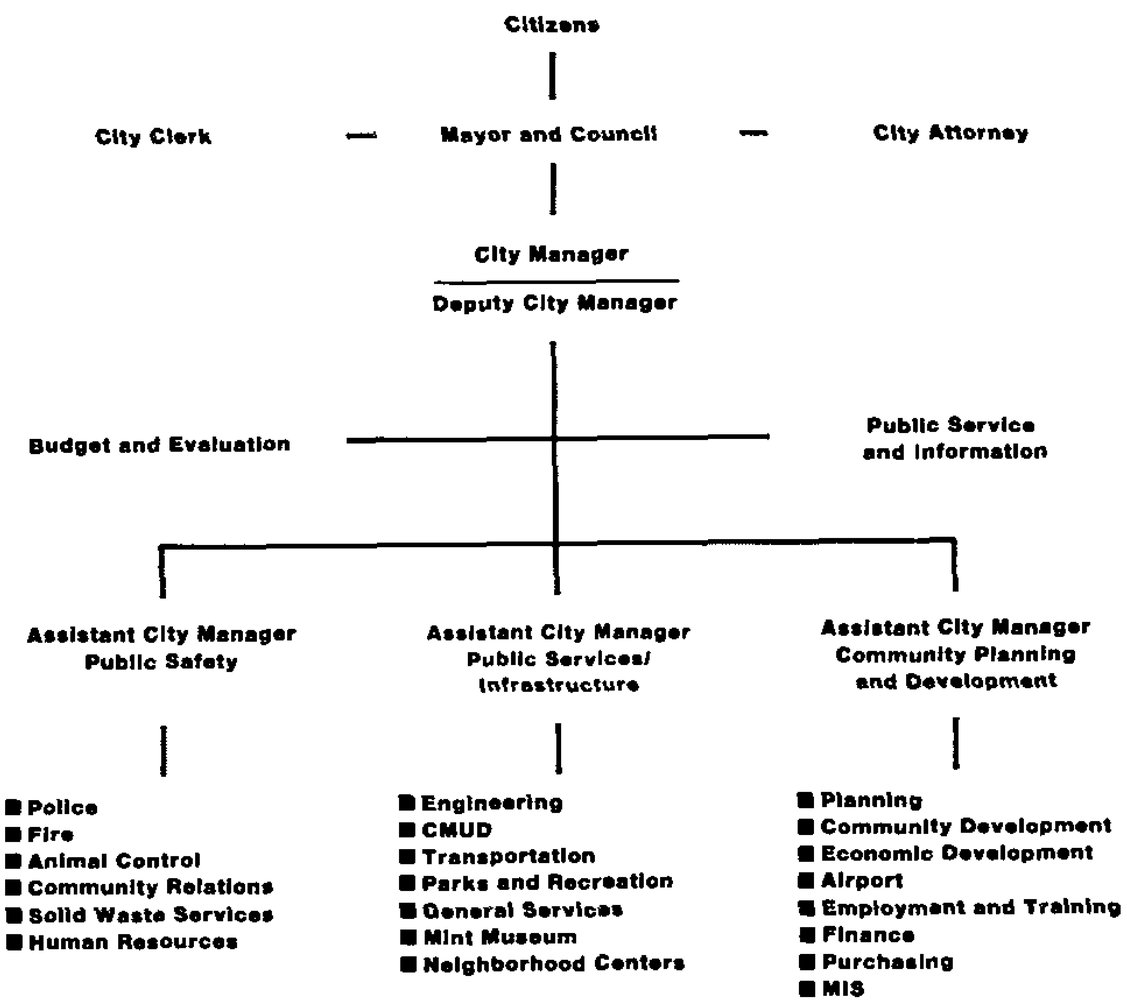
MAYOR PRO TEM
Cyndee Patterson

CITY COUNCIL
Stanley M Campbell
Daniel G Clodfelter
Ann Hammond
Tom Mangum
Hoyle H Martin
Roy Matthews
Pat McCrory
Ella Butler Scarborough
Richard Vinroot
Lynn M Wheeler

CITY MANAGER
O Wendell White

All-America City

Charlotte City Government



CITY OF CHARLOTTE
CURRENT YEAR BUDGET AND FACTS

FACTS:

Population	396,487
Square Miles	176
Operating Budget	$355 13 Million
Capital Budget	$164 62 Million
Total Budget	$519 75 Million
Total Employees	4,935
Tax Rate	
General Fund	$0 5175
Debt Service	$0 0650
Pay As You Go	$0 0450
Total Tax Rate	$0 6275

Budget Expenses:

	Employees	Millions
General Fund	3,923	$181 01
Water and Sewer	670	60 25
Aviation	201	42 99
Employment and Training	24	2 47
Community Development	59	5 46
Public Transportation	38	18 09
Insurance and Risk Management	20	0 88
Powell Bill		14 60
Municipal Services Districts		0 71
Debt Service		90 50
Cemetery Trust Fund		0 14
CityFair		0 69
Pay-As-You-Go		19 47
Interfund Transfers		(57 52)
Contribution to CIP		(24 61)
Total Operating Budget	4,935	$355 13
Total Capital Budget		$164 62
Total Operating and Capital Budget		$519 75

Sources of Revenues:

Property and Other Tax	$181 01
Water and Sewer	60 25
Aviation	42 99
Intergovernmental	88 10
Bond Funds	120 00
Other	27 40
Total Revenues	$519 75

FOCUS 91 OVERVIEW

Over the past eleven months, City Council has gone through a process to identify areas of Focus for 1991 This process began with a strategic visioning session in February, 1990, followed by involvement in workshops focusing on topics identified through this session The effort concluded in mid-November, 1990, at the Council Retreat where Council gave direction that City resources and energy be applied to the following Focus areas

- CRIME AND DRUGS
- PUBLIC RESOURCES
- ECONOMIC DEVELOPMENT
- GROWTH/REGIONALISM
- EDUCATION

This booklet outlines the missions, current efforts and strategies/action steps adopted for responding to needs in the FOCUS areas Work has started on many of the strategies/action steps Other strategies and actions will be addressed in the FY92 and FY93 budget process which has begun and will conclude in June In association with budget preparation, City staff will look at different uses for current revenues and the need for added revenues to make desired changes in the FOCUS areas

The City will take a lead role in responding to community needs Meaningful and successful responses to the FOCUS areas will require assistance, support and partnership with the COMMUNITY including citizens, businesses, press, clergy, government, service agencies, neighborhood and civic organizations

CRIME & DRUGS

CITY'S MISSIONS:

- Provide public safety services to the community to ensure that citizens feel safe
- Encourage a zero tolerance for drugs and violent crime in the community
- Support programs which work to solve the root causes of crime and drug problems such as housing, jobs, etc
- Request the support of other organizations in response to crime and drugs

CURRENT RESPONSES:

- About $43 million and over 1000 Police Department employees provide law enforcement and protection
- Special efforts have begun which include a Street Interdiction Unit, Drug Awareness Resistance Education Officers, School Resource Officers, and support to the District Attorney's office
- City departments also provide housing, job training, recreation and community relations services

FY92 and FY93 Budget Preparation Calendar

NOVEMBER 1990	
Council	Retreat to determine budget initiatives
Departments	Preparation of Current Level budgets (the cost of business as usual)
DECEMBER	
Departments	Preparation of Service Level Increases/Decreases and Capital Improvement Program requests
Staff	Review of Current Level, Service Level and Capital Improvement Program requests
JANUARY 1991	
Council	Discussion at Workshop on Revenues and Revenue Projections
Staff	Review of Current Level, Service Level and Capital Improvement Program requests
FEBRUARY	
Council	Discussion at Workshop on Budget
Staff	Continued review of Service Level Changes
MARCH	
Council	Discussion at Workshop on Budget
Departments and Staff	Budget Hearings
APRIL	
Staff	Final Budget Request adjustments
MAY	
Council	Budget Deliberations
Staff	Budget Presentation to Council
JUNE	
Council	Budget Adoption

For Additional Information Concerning The Focus Areas, Please Contact:

Crime and Drugs	Don Steger, Assistant City Manager City of Charlotte 704/336-2241
Public Resources	Viola T Alexander, Director Budget and Evaluation Department 704/336-2306
Economic Development	Del Borgsdorf, Assistant City Manager City of Charlotte 704/336-2241
Growth/Regionalism	Martin R Cramton, Jr , Director Charlotte Mecklenburg Planning Commission 704/336-2205
Education	Julie Burch, Assistant City Manager City of Charlotte 704/336-2241

STRATEGIES AND ACTIONS STEPS:

- Efforts will be focused in the areas of CRIME PREVENTION YOUTH PROGRAMS COMMUNITY INVOLVEMENT CRIMINAL JUSTICE SYSTEM IMPROVEMENTS ZERO TOLERANCE for drugs and violent crime

- The CITY will—create a teen center at Hawthorne Recreation Center conduct drug awareness and prevention programs expand the Belmont Neighborhood program idea of concentrating special services in areas needing help develop a code enforcement team increase summer jobs for youth explore community policing join in a Crime and Drugs Symposium

- With the BUSINESS COMMUNITY—expand summer jobs for youth encourage drug-free workplaces expand "Neighborhood Watch" to "Business Watch "

- With NEIGHBORHOOD, CIVIC GROUPS and CHURCHES—train neighborhood volunteers to work with others in the neighborhood to identify and prevent crime and to get the services they need identify and reward anti-drug programs expand "Neighborhood Watch" to "Drug-Free Neighborhoods "

- With the COUNTY—consider drug tests of all arrestees support funding increases for the District Attorney's office

- With the SCHOOLS—hold Police-Youth conversations encourage City employees to volunteer in schools identify and reward youth for achievements in school and the community

PUBLIC RESOURCES

CITY'S MISSIONS:

- Preserve quality of life in the community through the fair and reasonable collection and balanced use of public funds
- Ensure that spending of public funds is equitable, both geographically and by type and level of service
- Reduce dependence on the property tax as the major source of revenue by identifying other revenues or alternative uses for existing dedicated revenues
- Examine all revenues and their uses at regular time periods

CURRENT RESPONSES:

- The Charlotte Operating Budget is governed by policies including keeping a steady tax rate limiting growth to a spending benchmark replacing lost federal revenue identifying and making performance improvements responsibility to public safety proper reaction to growth maintaining current services maintaining quality of life citizen involvement operating new programs proper employee pay and benefits excellence in government
- Projects are included in the Capital Improvement Program based on the following order of importance repair or maintenance of existing facilities such as buildings, parks, roads, water and sewer pipes, etc replacement of facilities expansion of existing facilities building new facilities

EDUCATION

CITY'S MISSIONS:

- Offer cooperation to local schools to achieve an outstanding, nationally recognized system of educational opportunities and resources
- Include planning for new schools when planning for other community facilities and general development of Charlotte-Mecklenburg

CURRENT RESPONSES:

- Over $500,000 is dedicated to providing School Resource Officers, School Crossing Guards, staff for Cities In Schools and Employment and Training

STRATEGIES AND ACTION STEPS:

- Efforts will be focused in the areas of SUPPORT, PLANNING and INVOLVEMENT
- The CITY will—continue funding school support programs request Council appointments to education councils and advisory boards include school planning with other planning efforts use "at risk" youth in City work experiences begin study hall programs at recreation centers and neighborhood centers support transportation needs for school class field trips encourage City employees to volunteer in schools
- With OTHERS—join in conversations on public education problems encourage the location of uptown campuses

GROWTH/REGIONALISM

CITY'S MISSIONS:

- Develop a clear vision for Charlotte
- Exercise leadership to develop a similar vision for the region in cooperation with the county and regional governments

CURRENT RESPONSES:

- Studies have been done and documents developed to guide growth including the 2005 Plan, the Generalized Land Use Plan, and District and Neighborhood Plans

STRATEGIES AND ACTION STEPS:

- Efforts will be focused on REGIONAL and LOCAL PLANNING
- The CITY will—begin a process to clarify the Community's vision expand the Airport Advisory Committee to include regional representatives investigate State planning projects look at choices for the Metropolitan Planning Organization
- With the COUNTY, SCHOOLS, BUSINESS and OTHERS—expand the vision for the City to include the broader community within Mecklenburg County
- With COUNTIES and TOWNS begin a regional visioning process draft a common set of goals reach agreement on regional strategies

- Financing policies include to keep a high credit rating to borrow money at reasonable time periods to mix financing plans without over use of any one type of plan
- A report on Alternative Revenue Sources has been completed and continues to be studied for ways to use the ideas in the report
- A Political Consolidation Review Committee has been created with a charge of recommending the most productive governmental structure by which to manage the community's resources
- A City Council-County Commission review group has been named to consider possible areas of functional consolidation

STRATEGIES AND ACTION STEPS:

- Efforts will be focused on REVENUE and SERVICE REVIEW
- The CITY will—review the use of current dedicated sources of income, the use of enterprise funds, and all current service levels consider creating a savings fund for future Solid Waste Management needs continue to study City government organization to improve performance study and reach agreement on Development Fees decide the City's role in Regional revenue questions report on actions taken to address the economic downturn
- With the COUNTY—act on the Political Consolidation Charter Commission Report reach agreement on City/County roles and responsibilities share budget information work toward agreement on Development Fees request that time periods between property revaluations be reduced
- With OTHERS—follow up on an increase in the Motor Vehicle License Tax improve communications with the local State delegation and General Assembly follow and report results of the State study of a Parking Space Tax

ECONOMIC DEVELOPMENT

CITY'S MISSIONS:

- Provide programs aimed at making individuals and families self-reliant
- Help areas of the City that are beginning to decline by keeping and expanding businesses in those areas
- Work cooperatively with sections of the community to provide high quality services and well-designed public facilities
- Continue normal support for economic development

CURRENT RESPONSES:

- Loan funds are made available to start new businesses and create new jobs
- Planning programs target Small Areas and Commercial Corridors
- Neighborhoods Centers and Employment and Training programs are provided
- Special efforts focus on Neighborhood Reinvestment Capital Projects and selected neighborhood renewal/enforcement programs

STRATEGIES AND ACTION STEPS:

- Efforts will be focused in the areas of SELF RELIANCE, RENEWAL of declining areas and creation of new BUSINESSES AND JOBS
- The CITY will—develop a "City Within A City Partnership" with the community encourage adding industrial jobs in underdeveloped areas expand special neighborhood program efforts to include social services provide neighborhood leadership training publicize programs available develop more planning information continue support for employment programs investigate Tax Increment Financing review the use of Community Development Corporations include economic development programs in planning studies
- With BUSINESS, SCHOOLS and OTHERS—form a "City Within a City Partnership" to join together common efforts related to creating new businesses and jobs, self-reliance and information sharing