

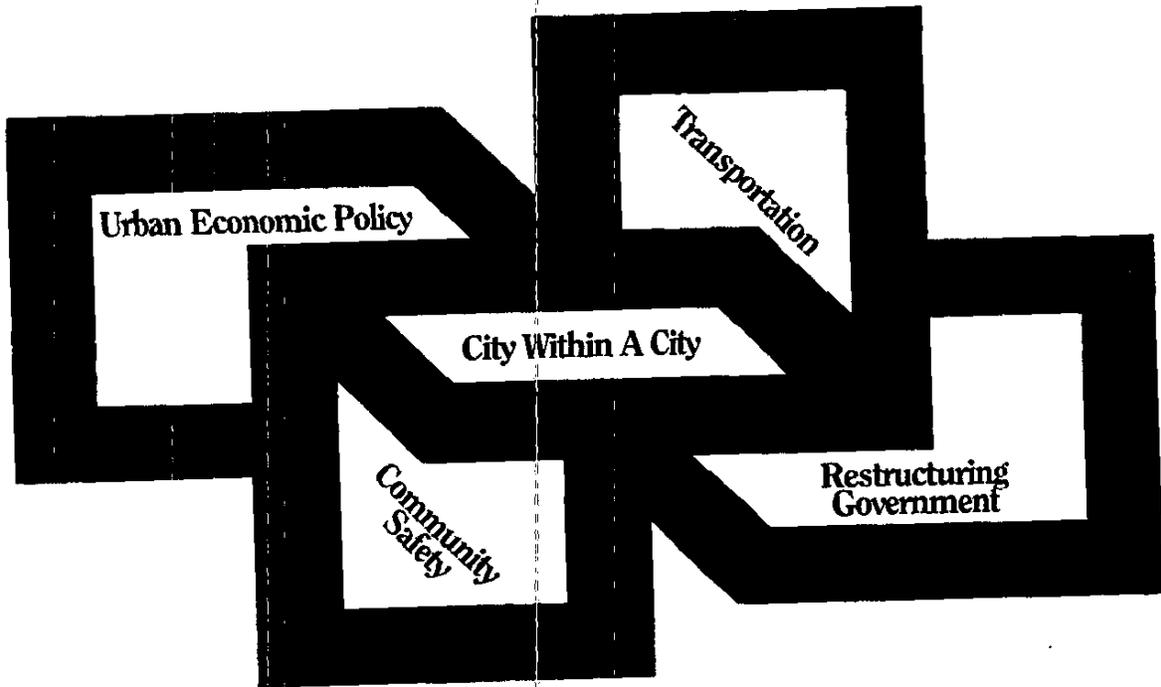
AGENDA

Meeting Type:	SPECIAL
Date:	02/08/1996 to 2/10/1996
	COUNCIL RETREAT

City of Charlotte, City Clerk's Office



CHARLOTTE



**1996
CITY COUNCIL
RETREAT**

FEBRUARY 8-10



Retreat Information

How to Get There: The Pine Crest Inn is located in the heart of Tryon, NC near the intersection of I-26 and the recently completed U.S. 74 extension. The Inn is about 120 miles from Charlotte via U.S. 74. Allow about two hours for the trip. We recommend that you use U.S. 74 now that it is open from the Forest City area to I-26. Follow the signs to Tryon and refer to the attached map for the location of the Pine Crest Inn.

Check-In: When you arrive please park and come to the Inn for room check-in. Rooms will be available starting at 3 p.m. Please refer to the attached map for the location of cottages and rooms.

Dress: Plan to dress casually for the retreat. Slacks, sweaters and comfortable shoes are recommended. Sweat suits and blue jeans are not permitted in the dining room. Remember to also bring a coat for the cool mountain temperatures.

Personal Expenses: Lodging, food and conference expenses are covered for elected officials and staff; the news media will pay for these costs. The Inn will keep accounts by name for personal expenses to include beverages, etc. These personal charges will be paid by individuals at check-out. Persons staying over will pay regular room and meal costs.

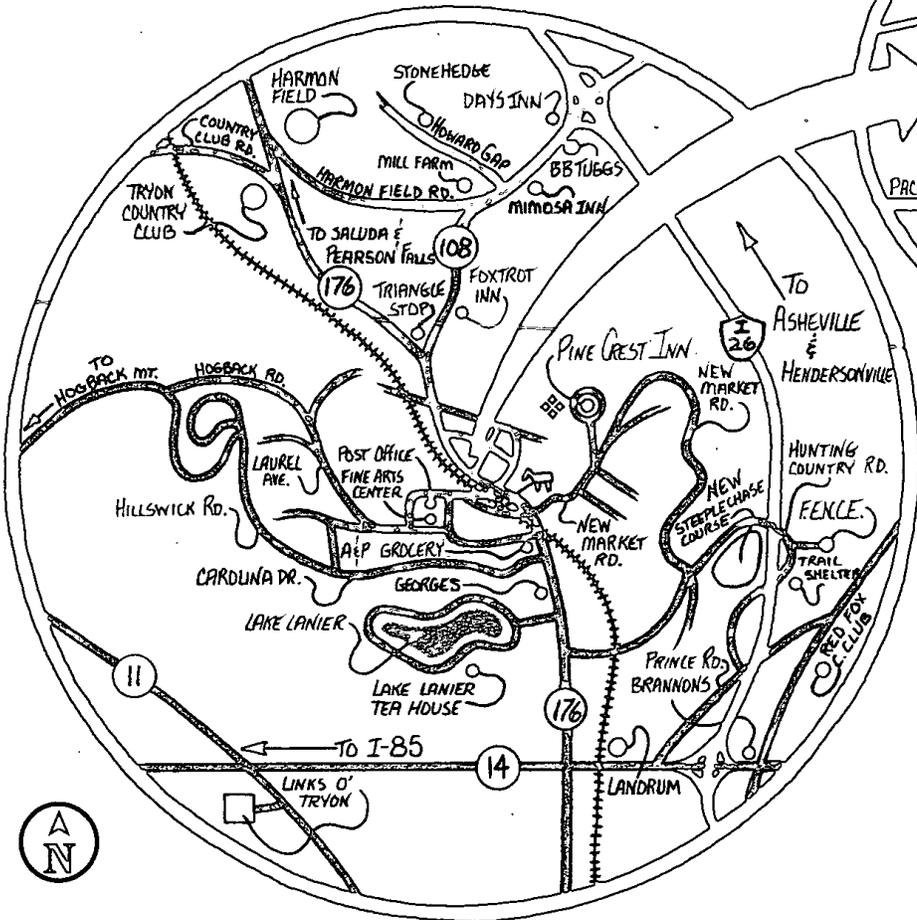
Meals: All meals will be served in the main dining room located in the Pine Crest Inn.

Meetings: Meetings will be held in the Conference Center located adjacent to the Inn.

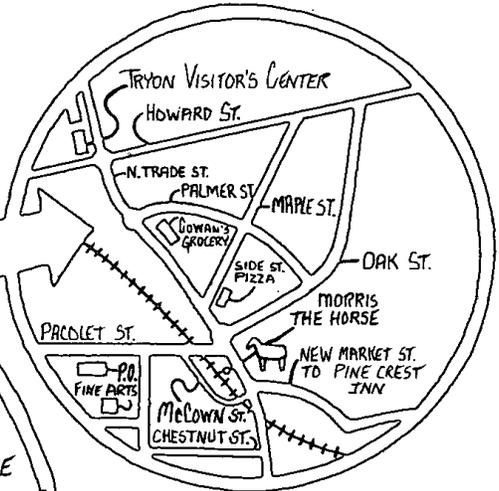
Messages: Friends may reach you by calling the Inn at (704) 859-9135. After 9 p.m. an automated system will ask callers to enter your room number on a touch tone phone.

Rooms: All accommodations have private bath, telephone and cable television. Most have a fireplace.

*Welcome to
Tryon, North Carolina*



Not to Scale

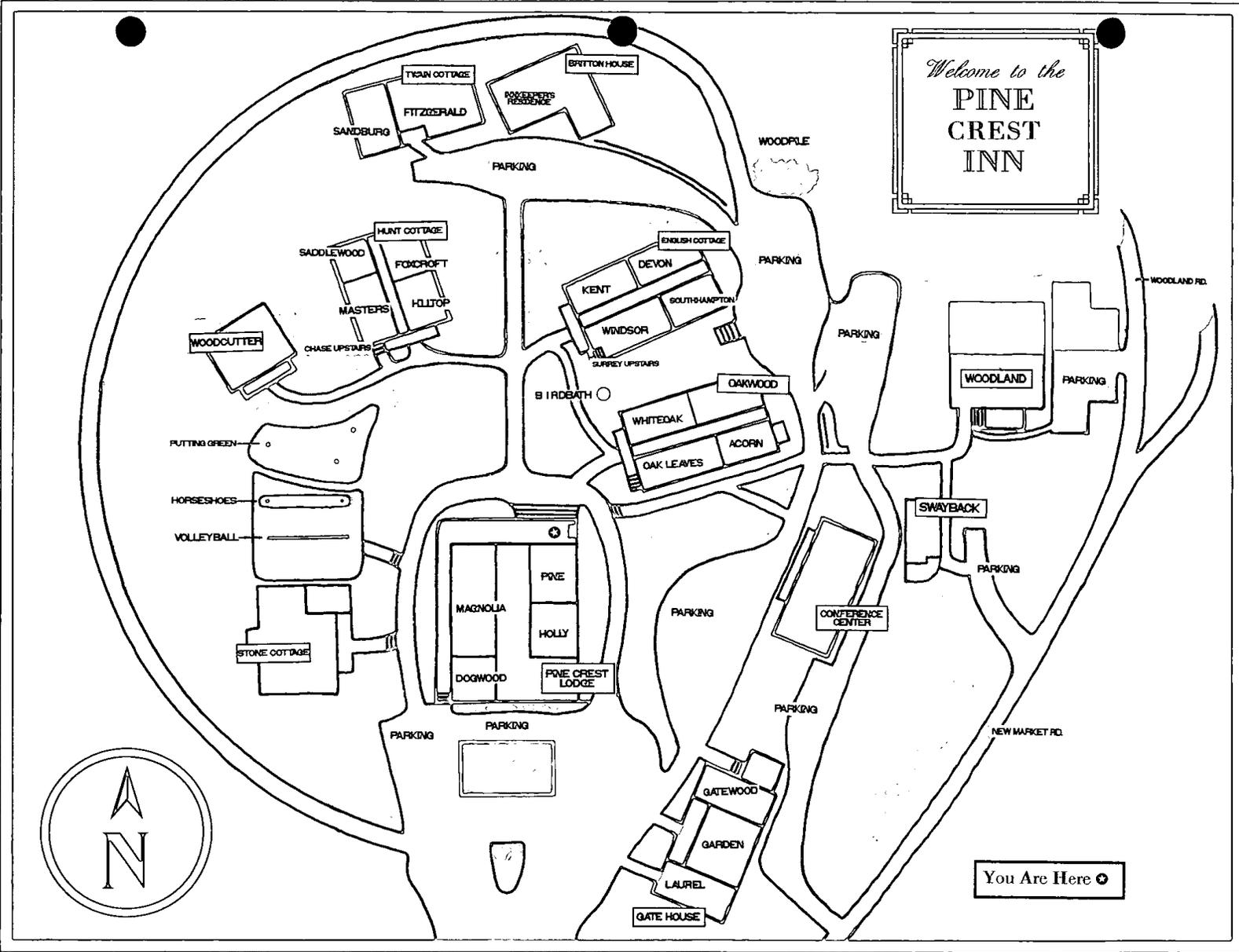


How Long Does it Take?

- Asheville - 50 min.
- Asheville Airport - 45 min.
- Greenville - 45 min.
- Greenville Jetport - 50 min.
- Links - 15 min.
- Red Fox - 10 min.
- Spartanburg - 20 min.

❖ You Are Here!

Welcome to the
**PINE
CREST
INN**



You Are Here

City Council Retreat Agenda

Thursday, February 8 - Saturday, February 10
Pine Crest Inn, Tryon, NC

Thursday, February 8, 1996

- 5:30 p.m. Arrive (Check In Available at 3:00 p.m.)
- 6:30 p.m. Social
- 7:00 p.m. Dinner
- 8:00 p.m. Opening Remarks by Mayor and Retreat Planning Committee
- 8:30 p.m. Council Discussion of Policy Issues and Priorities

Friday, February 9, 1996

- 7:45 a.m. Breakfast
- 8:30 a.m. Review Picture of the Future
- 10:00 a.m. Break
- 10:15 a.m. Review Focus Area - Community Safety
- 11:15 a.m. Review Focus Area - City Within A City
- 12:00 Lunch
- 1:00 p.m. Review Focus Area - Economic Development
- 1:45 p.m. Review Focus Area - Transportation
- 2:30 p.m. Break
- 2:45 p.m. Discussion of Coliseum Issues
- 5:00 p.m. Free Time
- 5:30 p.m. Social
- 6:30 p.m. Dinner and Fireside Conversation

Saturday, February 10, 1996

7:45 a.m. Breakfast

8:30 a.m. Review Focus Area - Restructuring Government

10:30 a.m. Break

10:45 a.m. Discussion of Any Additional Focus Planning Effort

12:30 p.m. Lunch

1:30 p.m. Wrap Up

2:30 p.m. Adjourn

Overview of City Council Retreat

Retreat Goals

- ◆ Provide a challenging environment for the City Council to discuss city issues and determine priorities without the pressures of other business.
- ◆ Assess the Picture of the Future as a guide for policy and management decision making.
- ◆ Review and provide direction on the Focus Plans: Are the Focus Plans still the priority for government planning and problem solving? Is the role of government appropriate? What successes are to be achieved?
- ◆ Set direction for the FY97 operating budget and the FY1997-2001 Capital Investment Plan.
- ◆ Determine if there are other problems that should be reviewed by Council as a priority.

Thursday, February 8

Dinner/Opening Remarks:

- ◆ After dinner, the Mayor and Retreat Planning Committee will share their goals for the Retreat and the ideas that were incorporated when planning the retreat.

Policy Issues and Priorities

- ◆ This session sets the tone for the Retreat. It is an opportunity for each participant to state their vision for Charlotte during the next two years. The Charlotte-Mecklenburg Source Book documents the natural course of urban development and describes challenges the community faces and the public policy issues to be addressed.
 - How would you begin to address these challenges?
 - How would you define the role of local government to meet these challenges?
 - How will the City be different in the next two years under your leadership?

Friday, February 9

The Picture of Our Future

- ◆ Last year, a "Picture of our Future" was introduced at the retreat to answer the question "What might the City's services and workforce look like in the next four years?" Council approved the picture as a guide to policy making and City management used it to communicate openly with the workforce the direction of change in the organization. The Picture of the Future emphasized the role of government as a partner in the development of the City; highlights the competition for City services. In addition, the Picture clearly states to the workforce the changing nature of government employment. This session is an opportunity to review the Picture of the Future.

Review of Council Focus Areas

- ◆ The Council Committee Chair and Leadership staff will present a critical assessment of the Council Focus Areas: Community Safety; City Within a City; Economic Development and Transportation.
- ◆ The Police Chief will present the 1995 Charlotte-Mecklenburg Police Crime Statistics during the review of the Community Safety Plan. The report is usually presented annually in February. The Retreat gives the Chief an opportunity to discuss the data, what it means and how the Community Safety Plan addresses the trends.
- ◆ The Focus Plan assessments will highlight accomplishments, areas of difficulty in meeting plan goals, and recommended changes. The discussion should concentrate on questions included in the material with the goal to measure the plan against Council's expectations.

Coliseum Issues

- ◆ Council asked the City Manager to prepare an information briefing for the Retreat on the Coliseum. The staff has worked with the Authority, CUDC, CCVB and others to prepare an outline for discussion. The study will discuss the community's reference point on why the Coliseum was built and will include a marketing analysis describing what a NBA team needs in a facility. The Council will be asked what is the objective in the review of the Coliseum - is it to keep a public facility open or to keep a NBA franchise in the City?

Evening Session

- ◆ After dinner, Council will gather informally for a "fireside conversation." The purpose is to provide an opportunity to relax with coffee and dessert and to continue talking with each other, the City Manager and his staff about ideas generated during the Retreat sessions.

Saturday, February 10

Restructuring Government

- ◆ Restructuring Government defines how the City continuously meets the challenges of financing a growing City. It includes strategies for the budget, competition, long term cost reduction and workforce issues.
- ◆ The Finance Director will make a presentation identifying trends, issues and opportunities concerning the City's financial projections from 1996 to 2000. Replacement of police tax equity revenue will be discussed during this session. Storm water needs and financing will also be a specific topic of discussion.
- ◆ Council will be asked to discuss the goals of Restructuring Government, including direction on the operating and capital budgets, and long term cost reduction strategies.

New Focus Planning

- ◆ For several years Council has addressed the specified five Focus Areas as priorities for governmental action. This session will ask if there are additional areas that Council wants to assess and establish as a priority for government action.
- ◆ The Planning Director will present a neighborhood based problem solving model that addresses the concern from last year's retreat on fragile neighborhoods outside of the City Within A City area.

Wrap Up

- ◆ The purpose of this session is to check in and be sure that there is consensus on:
 - Focus Plans - including any new areas for concentration
 - Operating and Capital budgets
 - Direction of the Coliseum report

Picture of the Future

Beginning several years ago, City Government undertook a major effort to reorganize and reduce costs. The strategies have included programs to reduce the workforce by a total of 683 positions, saving \$22.5 million. The City has actively worked to position the government for the changing economic conditions. Last year the financial projections showed higher expenditures than revenue until the year 1999. The financial projections for this year's Retreat show a major turnaround resulting from the strategies implemented by the Council and workforce.

Much of the success of these strategies is because Council approved a "Picture of the Future" for the organization. The Picture describes what the role, services and the workforce of City government will look like in the next several years given current trends and expectations of citizens and elected leaders. The Picture is used by management to shape programs to meet Council's policy goals.

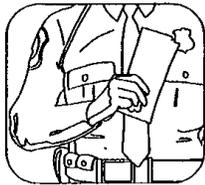
A Picture of Our Future

What might the City's services and workforce look like in the next four years? A group of employees and managers developed the following picture in a first attempt to answer those questions. It is a picture created after conducting an environmental scan in which they examined the trends and expectations of our political leaders, citizens and city employees. By examining these current trends and projecting them into the future, we have a guide for setting workplans and budgets.

Role of Government in the Community



- ♦ City/County government will be consolidated OR additional functions of City/County Government will be consolidated.
- ♦ Government will be addressing community problems through partnership arrangements and by brokering services, placing less emphasis on new government programs as solutions to problems.
- ♦ Government will be a platform for economic development.



Service Delivery

- ♦ Government will be competitive in cost and quality with the private sector for services provided by city employees.
- ♦ All city services which are available in the private sector will be put up for competitive bid.
- ♦ There will be fewer city employees providing direct services to citizens, except for public safety.
- ♦ There will be no new property taxes for new or expanded services.
- ♦ Funding for some services will be discontinued in order to create savings for priority areas or to balance the budget.



Workforce

- ♦ The ratio of Police and Fire employees to all other employees will continue to grow.
- ♦ Competition will change the way in which the city manages human resource issues:
 - ♦ Increased use of temporaries with few or no benefits;
 - ♦ Benefits tailored to occupational groups and driven by competition;
 - ♦ Non-traditional work routines;
 - ♦ More contract managers.
- ♦ Management of human resources will be focused on work force preparedness:
 - ♦ More business and problem solving skills;
 - ♦ Technology oriented;
 - ♦ Literacy;
 - ♦ Cross training.

Environmental Scan

“The Picture of Charlotte’s Future”

The purpose of this section is to illustrate our Environmental Scan or a “picture” of Charlotte’s future which answers the question: “What might City government look like in four years?”

This picture is provided by considering current and future trends effecting Charlotte. The trends considered include those associated with:

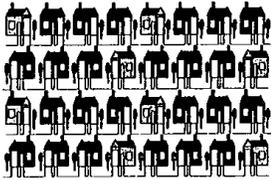
1. Council policy decisions:
 - budget and financial
 - consolidation
 - focus area priorities
2. Economic conditions:
 - long and short term financial conditions
3. Management strategies:
 - privatization
 - competition and assets management
 - process improvement
4. Customer expectations:
 - quality service
 - competitive pricing

Policy Issues

Decisions concerning Charlotte’s picture of the future will influence management direction in business plans, preparation of the work force for changing conditions and the budget policies for the FY97 budget, Capital Investment Plan and beyond.

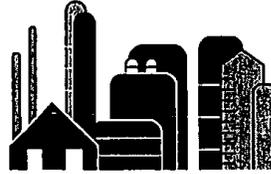
1. The role of government in solving community problems.
2. The services government will provide its customers within available revenues.
3. The organization’s philosophy and relationship with its employees.

Trends and Issues Shaping Charlotte



Growth

- ◆ We are seeing most of the growth occurring primarily on the suburban edge, especially to the south and northeast, with infill in mature urban areas.
- ◆ Charlotte already occupies 212 of the 346 square miles in our sphere of influence. As available land for annexation shrinks, we could begin to follow of the pattern of Atlanta and Miami, for example, which were among the fastest-growing metro areas during the 1980s because of outlying suburban growth, but which lost population as cities.
- ◆ Small declines in population and a slight increase in employment are predicted for the Inner-City. Trends show Charlotte's inner city will see a net influx of minorities and lower wage earners.
- ◆ We are experiencing generally low-density, dispersed, suburban development.
- ◆ Considerable vacant/underutilized land exists at the uptown fringe and along some major corridors.



Employment

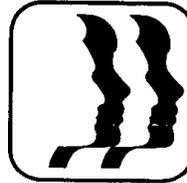
- ◆ The greatest job growth in the 1990s will occur in the Southwest.
- ◆ Job growth will continue to be strong in total numbers. We gained 80,00 jobs in the 1980s and expect the same in the 1990s. Overall, Mecklenburg could add about 245,000 jobs over the next 25 years.
- ◆ The growth rate, however, is a different story. Over the same 25 year span, there will be a slowdown in the growth of jobs as the growth rate drops from 7.8% to 5.4%.
- ◆ Charlotte has been a hot area for creating jobs, but the competition is getting stiffer. We are competing not against other moderate sized Sunbelt cities, but against major metro areas (Dallas instead of Richmond).
- ◆ Half of the CWAC neighborhoods have unemployment rates of 6-10% and 20 of the 73 neighborhoods have unemployment rates in excess of 10-20%.

Trends and Issues Shaping Charlotte



Economy

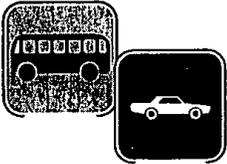
- ◆ Charlotte's economy is growing at a rate well in excess of the nation, region and state.
- ◆ We have had job gains in every category of employment.
- ◆ Total employment in Mecklenburg County has increased by 9,000 jobs from August 1994 to August 1995 and is expected to continue in the 2.5 to 3.5 percent range.
- ◆ The majority of new construction is occurring outside the City limits.
- ◆ We are seeing tremendous growth in the 10-20 mile ring.
- ◆ While our per capita income is gaining on the national average, income growth is declining in relation to the rest of the metro area and to the state. Per capita income was still higher here, but we have lost our edge. We have fallen behind Raleigh. The gap is expected to widen.
- ◆ Our employment boom is led by retail and sales — where earnings and wages lag behind other categories.
- ◆ One of every six families (41.4% of the children) in CWAC lives below the poverty level.
- ◆ A classification of the general health and well-being of the 73 CWAC neighborhoods shows that 21 neighborhoods are classified as fragile, 22 threatened and 30 as stable.



Population

- ◆ Charlotte experiences a net growth of about 12,000 people each year, record growth during the 1980s when we added 107,000 people and 5,500 new households.
- ◆ According to a national economic forecasting firm, Charlotte-Mecklenburg will be one of the five fastest growing urban areas in the nation during the 1990s, with a net population increase of 25% (Woods and Poole).
- ◆ Population forecasters expect that in the next 20 years (1995-2015), population will increase by 237,000 persons, 115,000 households and 211,000 new jobs.
- ◆ Thirty-two (32) percent of Charlotte's estimated 1995 population resides in the CWAC area.

Trends and Issues Shaping Charlotte



Transportation

- ◆ Charlotte ranks 34th nationally in metro population, but only 73rd in freeway miles and only 58th in the number of transit vehicles. Cities with which we compete for business and industry, including Atlanta, Nashville, Jacksonville, Raleigh and Columbia, rank much higher in road miles and transit services.
- ◆ If only improvements which have been funded are made to the transportation system by 2015, the average speed on city thoroughfares will fall from 24 miles per hour to 12 miles per hour, and from 50 to 25 on freeways. Overall network traffic volumes will be 12 percent higher than roadway capacity. Many roads will be much worse.
- ◆ Using the average one-way commuting time of 20 minutes, the annual cost of the time spent traveling to and from work for Charlotte area residents is about \$700. Without substantial improvements in the transportation system over the next 20 years, commuters will waste an additional \$700 per year, or a total of \$1,400, by 2015.
- ◆ Charlotte-Mecklenburg needs an additional \$20 million per year over the next 20 years from the N.C. Department of Transportation in order to complete identified roadway projects on state-system highways.

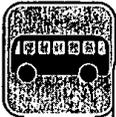
(Transportation continued next page)



Aviation

- ◆ Daily flights averaged 500 in 1995.
- ◆ Monthly aircraft operations averaged 37,000 during 1995.
- ◆ Total passenger traffic remained constant over the same period last year (approximately 20,000,000).
- ◆ Approximately 300 properties have been acquired through the Airport's home buyout program.
- ◆ Approximately 16,900 s.f. of cargo buildings and 370,000 s.f. of cargo ramp space was added in 1995. An additional 25,000 s.f. of cargo building space and 350,000 s.f. of cargo ramp space is planned for 1996.
- ◆ The FAA Capacity Enhancement Plan recommended building the third parallel runway when total aircraft operations reached 430,000/year. In 1994 it was 462,994. This additional runway would save an estimated \$42.2 million in 1989 dollars.
- ◆ There are seven major and six commuter airlines serving Charlotte/Douglas International Airport. However, one airline, USAir, has 93 % of the passenger traffic.

Trends and Issues Shaping Charlotte



Transportation

(Continued)

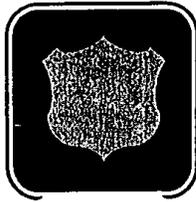
- ◆ 95 percent of commuting in Charlotte-Mecklenburg is by automobile; 85 percent of those in cars drive alone.
- ◆ Out-of-county residents hold 25 percent of Mecklenburg jobs.
- ◆ The number of vehicles entering Uptown Charlotte during the morning peak hours has increased by 27 percent since 1991, from 15,000 to 19,000 autos.
- ◆ In FY95, Charlotte Transit served 12.5 million passengers, an all-time high for the bus system. Transit is a key and vital tool in increasing accessibility to central cities that are dependent on continued commercial growth.
- ◆ More than 70 percent of Charlotte Transit users have no automobile or other vehicle available for their trips.
- ◆ The consultant responsible for development of Ottawa's busway system is analyzing the suitability of this concept for Charlotte-Mecklenburg.



Housing

- ◆ A resurgence of multi-family construction was evidenced in fiscal year 1995, with nearly half of the new housing approvals for multi-family development.
- ◆ The majority of new construction is occurring outside of the City limits.
- ◆ Charlotte has become one of the most expensive Southern cities, now ranking 31 among 61 Southern MSAs on affordability, according to the Housing Opportunities Index, 1995.
- ◆ Nationally, the homeownership rate is 65%; in Charlotte, the Citywide homeownership rate is 55% (40% in threatened neighborhoods and 27% for fragile neighborhoods) and 37% for African-Americans.
- ◆ Approximately 70% of the CWAC neighborhoods have inadequate or no storm drainage systems. In addition, 41% or 30 neighborhoods have inadequate or no sidewalks, curbs, gutters or street lights.

Trends and Issues Shaping Charlotte

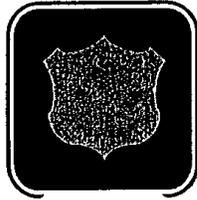


Community Safety

- The community policing philosophy and the concept of problem solving as the basic unit of work has been integrated into all patrol districts. While the philosophy has not been embraced by all members of the department, the issue is being addressed through training and coaching.
- There was an increase in crime in Charlotte in 1995. The most significant increases in armed robbery and auto theft.
- Police calls for service are impacted by the aggressive development in Charlotte and Mecklenburg County, particularly in the area around UNCC and in the southwestern part of the County.
- There have been reductions in violent crime in some of the CWAC neighborhoods, including Seversville (-21% over the previous year) and a 7.7% reduction in Genesis Park.
- Drugs continue to be the impetus for much of the violent crime in Charlotte, especially homicides and aggravated assaults.
- Police resources in the uptown area will be impacted by the opening of the Panthers Stadium, the anticipated commercial and residential growth in the uptown area, and the growing number of special events.
- The continued involvement of young people between the ages of 16 and 20 in violent crime will necessitate even more prevention, enforcement, and intervention strategies that target young people at an early age.
- The future picture of police work in Charlotte is:
 - Problem solving partnerships with all segments of the community
 - Decentralized delivery of police services with most district offices located in the geographic areas they serve.
 - Expansion of the police role to include involvement in areas such as economic development and code enforcement.
 - Enhanced use of technology to make more efficient use of police resources, particularly through the more timely dissemination and analysis of information.
 - Increased interdependence of the Police Department and other City and County agencies.
 - Creative ways to more effectively utilize police resources, such as civilianization and enhanced training and technology for the Expeditor Unit and the use of a false alarm ordinance to reduce the number of false alarm calls which consume police resources.

(Community Safety continued next page)

Trends and Issues Shaping Charlotte



Community Safety

- Greater accountability by the Police Department for conditions in the neighborhoods and development of measures for success for police work that are reliable and relevant.
- The use of community policing and other strategies to prevent the next crime and attempt to decrease the demands upon an overburdened criminal justice system.
- ♦ As community problem oriented policing becomes the police Department's accepted way of doing business, there are several critical points to remember:
 - The success of community policing is dependent upon the Police Department being able to draw upon the resources and expertise of other City and County government agencies. The Police Department cannot succeed as a catalyst for change if the problem solving resources are not in place to support the program.
 - As community policing and the efforts of the Neighborhood Empowerment Division of the Neighborhood Development Department succeed, empowered neighborhoods will increase their demands upon virtually all governmental agencies.

QUESTIONS FOR COUNCIL CONSIDERATION

1. Does the Picture accurately describe:
 - the role Council wants City government to fulfill?

 - the service delivery for the customer?

 - the government's relationship with its workforce?

2. Is the Picture appropriate to guide policy decisions?

3. Is competition to be emphasized in all City services?

4. Is the ratio of Police and Fire employees to continue to grow greater than all other services?

Community Safety Focus Area Critical Assessment

PURPOSE

The Community Safety Plan was adopted by City Council in May, 1994. The Plan's purpose is to outline a comprehensive, integrated five year strategy to best utilize the City's resources to reduce crime and increase the perception of community safety. The following is an assessment of the accomplishments and current issues of concern in this Focus Area.

The presentation will also include a report on the 1995 Charlotte-Mecklenburg crime statistics.

PROGRESS/ACCOMPLISHMENTS

Neighborhood Based Delivery of Police Services

- Police patrol services decentralized into four areas with district boundaries that reflect neighborhoods.
- Planning for location of 10 district offices in geographic areas that they serve.
- Adam Service Area Center will include personnel from a variety of City departments.
- Community policing and problem solving incorporated into all patrol districts.

Increased Perception of Community Safety

- 81% of survey participants rated police performance "good or "very good."
- 84% rated their neighborhoods as good.
- *Police Beat Live* in production for a year.
- Environmental Court handles quality of life offenses such as littering and housing code violations.

Decreased Violent Crime

- Domestic Violence Unit addressed 493 cases of family violence in first six months of operation and achieved a 70% clearance rate through enforcement and counseling services.
- Violent Crimes Task Force which is charged with putting violent criminals in prison under lengthy federal sentences, obtained over 500 federal indictments against members of 80 loosely knit groups involved in criminal activity.
- Six additional homicide investigators achieved 89% clearance rate and formed "cold case squad" to reinvestigate open cases.

Youth Crime

- SHOCAP creates unprecedented partnership with agencies sharing information and targeting youthful offenders for focused enforcement.
- 302 curfew violators in first six months of enforcement.
- 18.4% reduction in youth becoming victims of violent crime during curfew hours.

Drug Related Crime

- Street Drug Interdiction decentralized to better support community policing
- Funding continued for drug court.

Repeat Offenders

- Violent Crimes Task Force has 100% conviction rate in federal court to remove offenders responsible for multiple violent crimes from Charlotte's streets. Obtained life sentences without parole for some 40 offenders.
- Parole Accountability Committee opposed the parole of over 150 violent offenders to Mecklenburg County.

Efficient Use of Resources

- 40 hours of in-service training includes community policing and problem solving skills.
- Increased civilian support and enhanced use of technology have more efficient use of police resources.

AREAS OF DIFFICULTY

Policy Issues

- Other components of the criminal justice system do not have resources to handle the volume of offenders coming into the system, ultimately diluting the effects of many police efforts.
- The success of community policing, including increased empowerment of neighborhoods, has increased the demands upon other City services such as housing code and litter enforcement which are crucial to the community policing and problem solving concept.
- The Police Department currently lacks the technological capabilities to build the information infrastructure to support community policing and problem solving.

Implementation/Organizational Issues

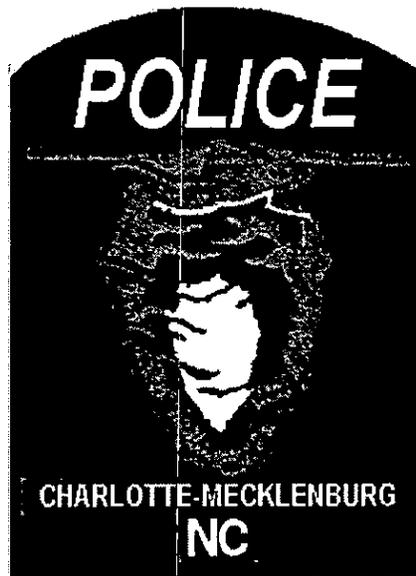
- One impediment to swift implementation of the Community Safety Plan has been the time that it takes to recruit, hire and train new police officers. The Department is looking at ways to shorten the process while still maintaining high standards and selecting officers that reflect the diversity of the community and demonstrate a commitment to community problem oriented policing.
- The Police Department completed a major reorganization in 1995 that centers on the concept of four patrol service areas. This is consistent with the Community Safety Plan goal of decentralized police services. Some of the Department's initiatives, including certain components of the Community Safety Plan, were delayed until new organizational structure was in place to serve as the foundation of delivery of police services.
- Successful police work is dependent upon the timely exchange and analysis of information between the appropriate parties. The lack of an integrated information system and the personnel to support it hinders police administrators in maximizing the effectiveness of the police officer on the street.

RECOMMENDED CHANGES TO COMMUNITY SAFETY PLAN

In April 1995, an additional component was added to the Community Safety Plan to enhance the partnership between Police and Fire personnel in neighborhood based prevention efforts. No further changes are recommended for the Plan at this time.

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

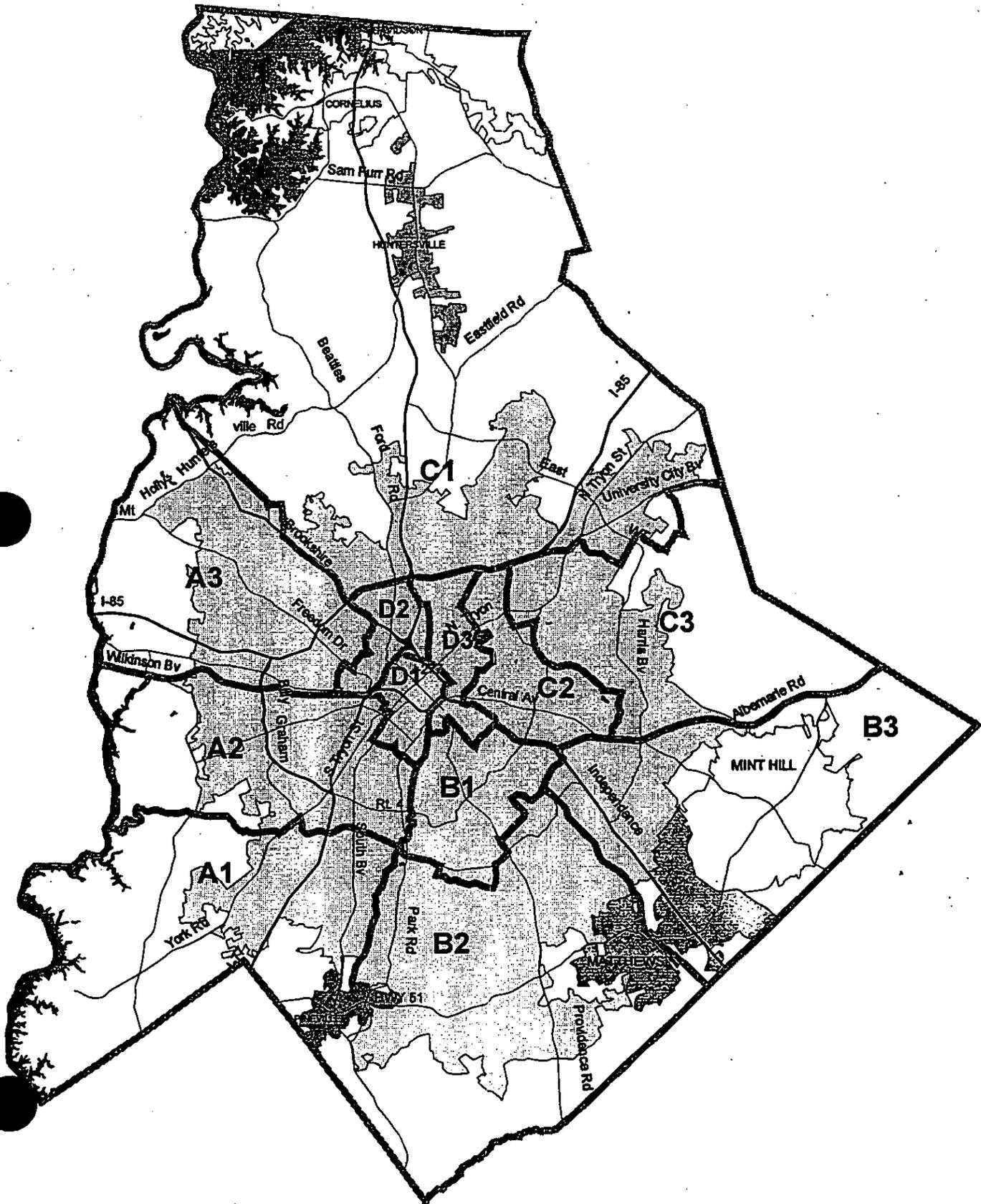
ANNUAL SUMMARY : 1995



Dennis E. Nowicki

Chief of Police

CHARLOTTE-MECKLENBURG POLICE DISTRICTS



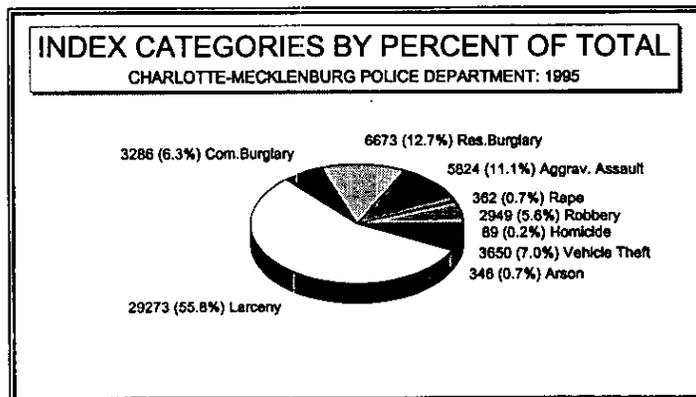
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INDEX OFFENSES REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPARTMENT: 1994-1995			
INDEX CATEGORY:	1995	1994	ANNUAL % CHANGE
HOMICIDE (MURDER & NON- NEGLIGENT MANSLAUGHTER)*	89	88	1.1%
RAPE TOTAL	362	351	3.1%
ACTUAL	303	298	1.7%
ATTEMPT	59	53	11.3%
ROBBERY TOTAL	2949	2711	8.8%
ARMED	2099	1819	15.4%
STRONG-ARM	850	892	-4.7%
AGGRAVATED ASSAULT TOTAL	5824	5952	-2.2%
		0.0	
BURGLARY TOTAL	9959	10325	-3.5%
RESIDENTIAL	6673	6991	-4.5%
COMMERCIAL	3286	3334	-1.4%

FORCE	7435	7808	-4.8%
NO FORCE	1687	1571	7.4%
ATTEMPT	837	946	-11.5%
LARCENY TOTAL	29273	28468	2.8%
\$200 AND OVER	10620	9695	9.5%
\$50 TO \$200	5390	4925	9.4%
UNDER \$50	13263	13848	-4.2%

FROM AUTO	11247	10950	2.7%
BICYCLE	859	682	26.0%
SHOPLIFTING	3934	4064	-3.2%
OTHERS	13233	12772	3.6%
VEHICLE THEFT TOTAL	3650	3160	15.5%
ARSON TOTAL	346	418	-17.2%
TOTALS	52452	51473	1.9%
VIOLENT	9224	9102	1.3%
PROPERTY	43228	42371	2.0%



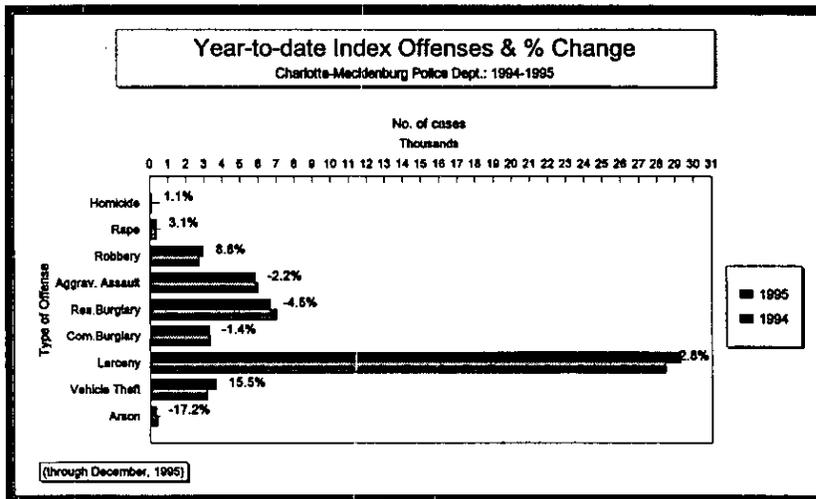
*NOTE: These totals include offenses reported to the Charlotte-Mecklenburg Police Department in accordance with Uniform Crime Reporting Program. Totals for homicide do not include cases investigated by the police but classed by UCR guidelines as negligent manslaughter or as 'justifiable homicide.' [Two cases have been reclassified after investigation as justifiable this year.]

INDEX OFFENSES REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPARTMENT									
DECEMBER, 1995 INDEX OFFENSES	# THIS MONTH	% OF ALL INDEX	# LAST MONTH	MONTHLY % CHANGE	SAME MONTH LAST YEAR	MONTHLY % CHANGE	THIS YEAR TO DATE	LAST YEAR TO DATE	ANNUAL % CHANGE
HOMICIDE (MURDER & NON- NEGLIGENT MANSLAUGHTER)	6	0.1%	9	-33.3%	7	-14.3%	89	88	1.1%
RAPE TOTAL	25	0.6%	32	-21.9%	26	-3.8%	362	351	3.1%
ACTUAL	22	0.5%	24	-8.3%	21	4.8%	303	298	1.7%
ATTEMPT	3	0.1%	8	-62.5%	5	-40.0%	59	53	11.3%
ROBBERY TOTAL	268	6.6%	243	10.3%	288	-8.9%	2949	2711	8.8%
ARMED	191	4.7%	182	4.9%	194	-1.5%	2099	1819	15.4%
STRONG-ARM	77	1.9%	61	26.2%	94	-18.1%	850	892	-4.7%
AGGRAVATED ASSAULT TOTAL	419	10.3%	330	27.0%	483	-13.3%	5824	5952	-2.2%
BURGLARY TOTAL	846	20.8%	919	-7.9%	868	-2.5%	9959	10325	-3.5%
RESIDENTIAL	570	14.0%	629	-9.4%	604	-5.6%	6673	6991	-4.5%
COMMERCIAL	276	6.8%	290	-4.8%	264	4.5%	3286	3334	-1.4%

FORCE	658	16.2%	736	-10.6%	676	-2.7%	7435	7808	-4.8%
NO FORCE	108	2.7%	123	-12.2%	104	3.8%	1687	1571	7.4%
ATTEMPT	80	2.0%	60	33.3%	88	-9.1%	837	946	-11.5%
LARCENY TOTAL	2138	52.6%	2343	-8.7%	2454	-12.9%	29273	28468	2.8%
\$200 AND OVER	808	19.9%	919	-12.1%	746	8.3%	10620	9695	9.5%
\$50 TO \$200	400	9.8%	419	-4.5%	467	-14.3%	5390	4925	9.4%
UNDER \$50	930	22.9%	1005	-7.5%	1241	-25.1%	13263	13848	-4.2%

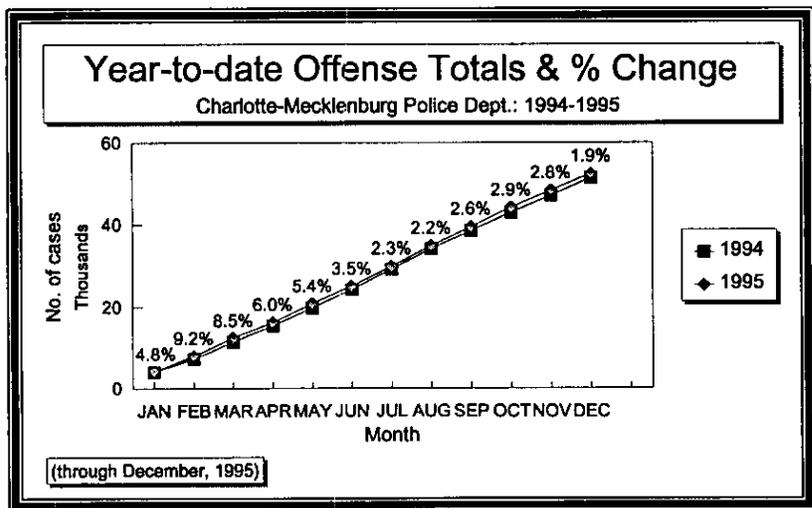
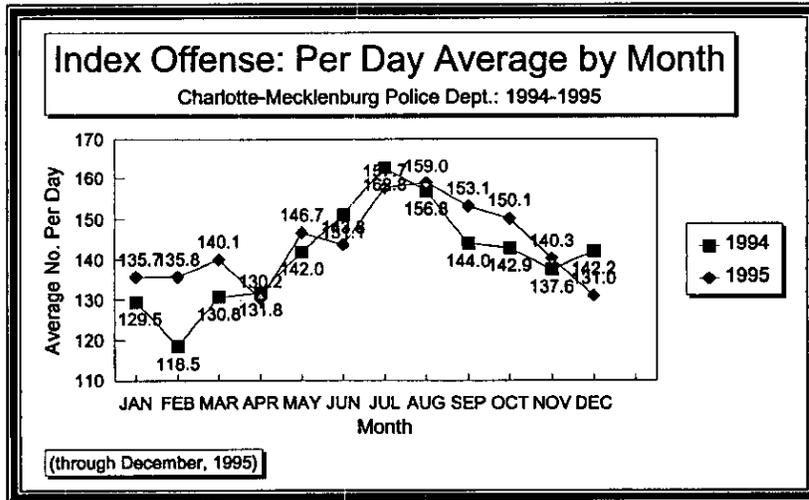
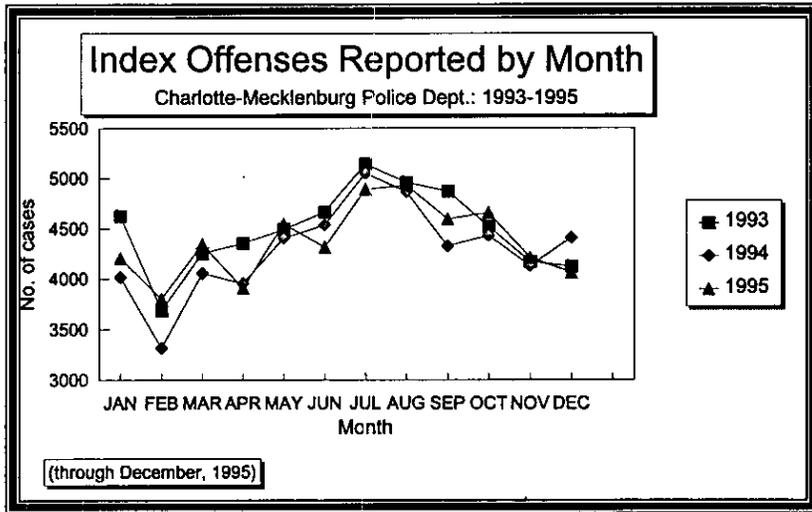
FROM AUTO	773	19.0%	922	-16.2%	860	-10.1%	11247	10950	2.7%
BICYCLE	38	0.9%	31	22.6%	48	-20.8%	859	682	26.0%
SHOPLIFTING	331	8.2%	310	6.8%	385	-14.0%	3934	4064	-3.2%
OTHERS	996	24.5%	1080	-7.8%	1161	-14.2%	13233	12772	3.6%
VEHICLE THEFT TOTAL	323	8.0%	292	10.6%	256	26.2%	3650	3160	15.5%
ARSON TOTAL	36	0.9%	41	-12.2%	25	44.0%	346	418	-17.2%
TOTALS	4061	100.0%	4209	-3.5%	4407	-7.9%	52452	51473	1.9%
VIOLENT PROPERTY	718 3343	17.7% 82.3%	614 3595	16.6% -7.0%	804 3603	-10.7% -7.2%	9224 43228	9102 42371	1.3% 2.0%

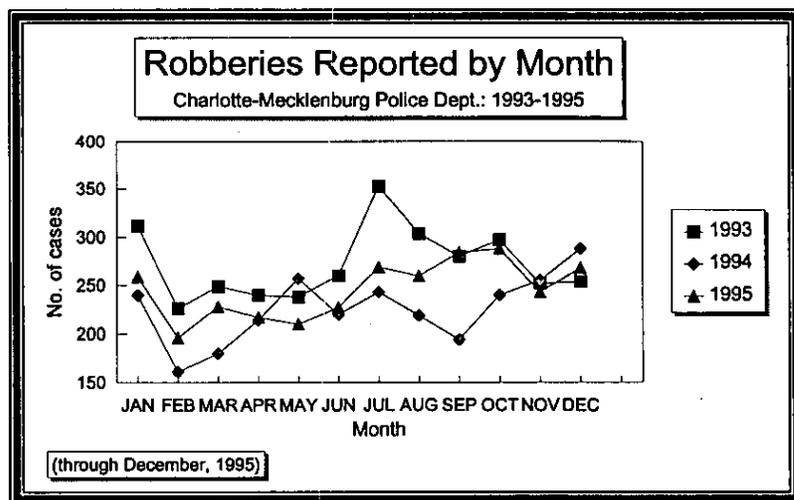
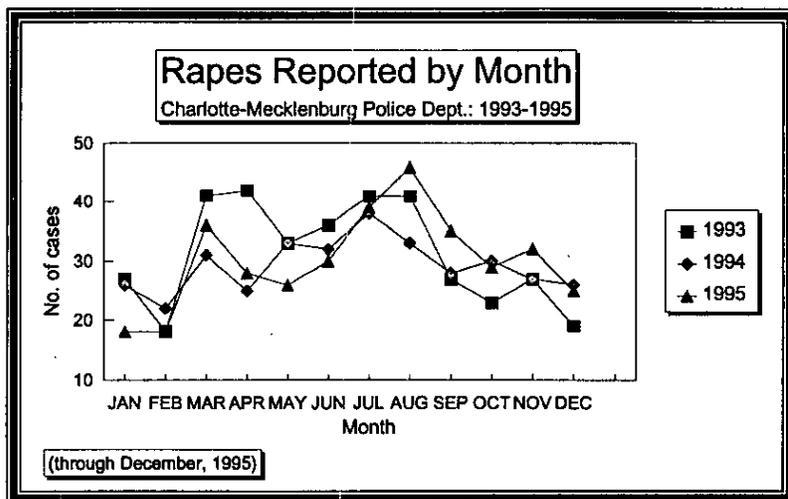
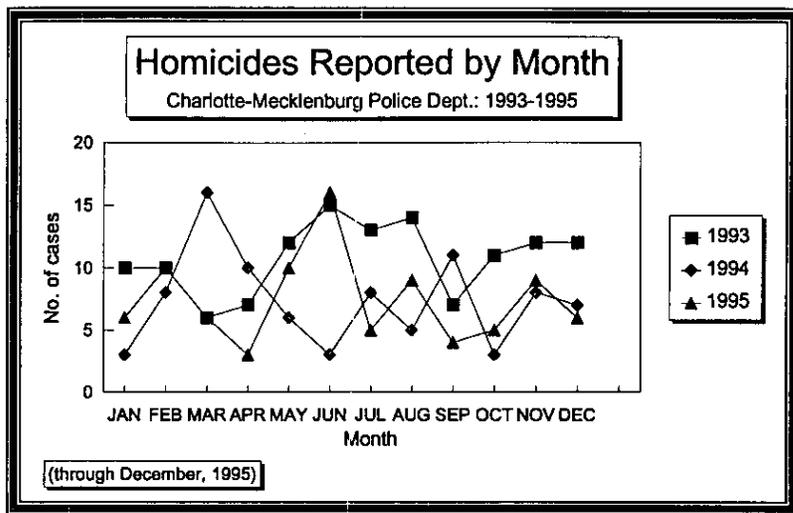
NOTE: These totals include offenses reported to the Charlotte-Mecklenburg Police Department in accordance with Uniform Crime Reporting Program. Totals for homicide do not include cases investigated by the police but classed by UCR guidelines as negligent manslaughter or as 'justifiable homicide.' (Two cases have been reclassified after investigation as justifiable this year.)

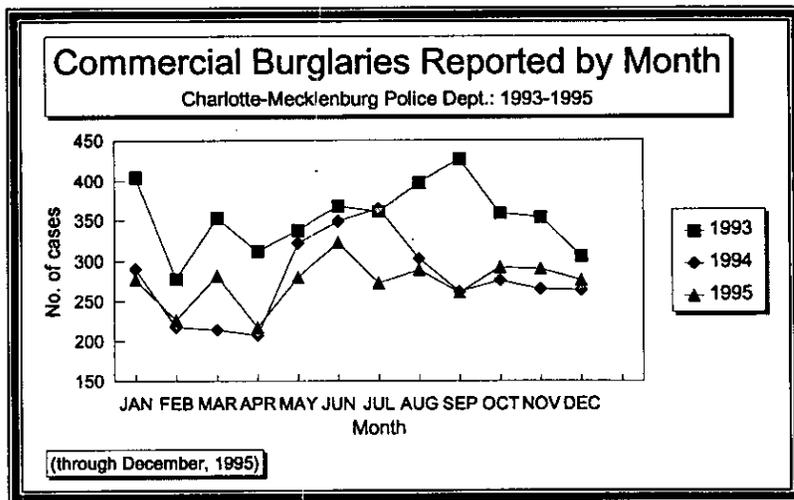
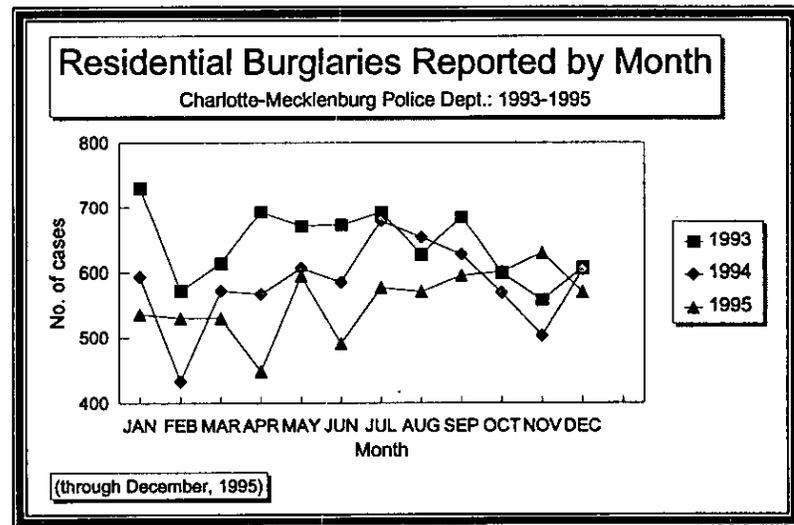
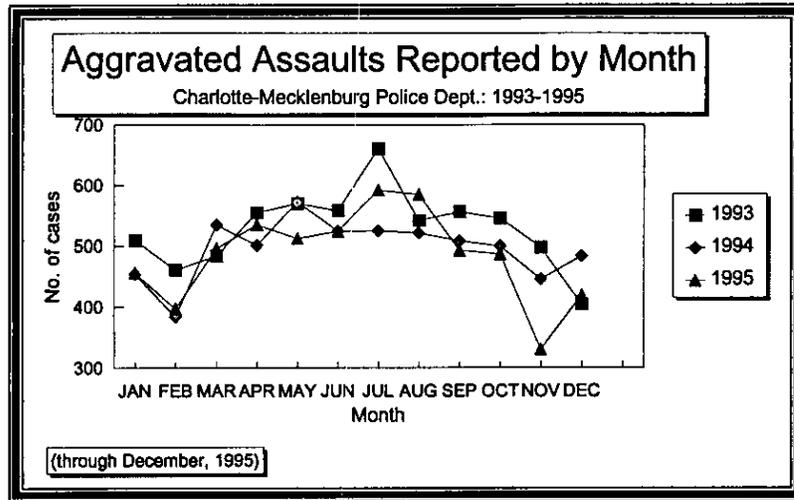


INDEX OFFENSES REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPARTMENT 1993-1995												
INDEX CATEGORIES	1993		1994		1995		% CHANGE 1993-1994		% CHANGE 1994-1995		% CHANGE 1993-1995	
	NUMBER OF OFFENSES	RATE PER ESTIMATED 100,000 POP. (526038)*	NUMBER OF OFFENSES	RATE PER ESTIMATED 100,000 POP. (540469)*	NUMBER OF OFFENSES	RATE PER ESTIMATED 100,000 POP. (555204)*	IN NUMBER OF OFFENSES	IN RATE PER POP.	IN NUMBER OF OFFENSES	IN RATE PER POP.	IN NUMBER OF OFFENSES	IN RATE PER POP.
MURDER & NON-NEGLIGENT MANSLAUGHTER	129	24.5	88	16.3	89	16.0	-31.8%	-33.6%	1.1%	-1.5%	-31.0%	-34.6%
RAPE	375	71.3	351	64.9	362	65.2	-6.4%	-8.9%	3.1%	0.4%	-3.5%	-8.5%
ROBBERY	3265	620.7	2711	501.6	2949	531.2	-17.0%	-19.2%	8.8%	5.9%	-9.7%	-14.4%
AGGRAVATED ASSAULT	6344	1206.0	5952	1101.3	5824	1049.0	-6.2%	-8.7%	-2.2%	-4.7%	-8.2%	-13.0%
BURGLARY	11981	2277.6	10325	1910.4	9959	1793.8	-13.8%	-16.1%	-3.5%	-6.1%	-16.9%	-21.2%
RESIDENTIAL	7723	1468.1	6991	1293.5	6673	1201.9	-9.5%	-11.9%	-4.5%	-7.1%	-13.6%	-18.1%
COMMERCIAL	4258	809.4	3334	616.9	3286	591.9	-21.7%	-23.8%	-1.4%	-4.1%	-22.8%	-26.9%
LARCENY	28240	5368.4	28468	5267.3	29273	5272.5	0.8%	-1.9%	2.8%	0.1%	3.7%	-1.8%
FROM AUTO	11576	2200.6	10950	2026.0	11247	2025.7	-5.4%	-7.9%	2.7%	-0.0%	-2.8%	-7.9%
BICYCLE	585	111.2	682	126.2	859	154.7	16.6%	13.5%	26.0%	22.6%	46.8%	39.1%
SHOPLIFTING	4438	843.7	4064	751.9	3934	708.6	-8.4%	-10.9%	-3.2%	-5.8%	-11.4%	-16.0%
OTHERS	11641	2213.0	12772	2363.1	13263	2388.9	9.7%	6.8%	3.8%	1.1%	13.9%	7.9%
VEHICLE THEFT	3091	587.6	3160	584.7	3650	657.4	2.2%	-0.5%	15.5%	12.4%	18.1%	11.9%
ARSON	418	79.5	418	77.3	346	62.3	0.0%	-2.7%	-17.2%	-19.4%	-17.2%	-21.6%
TOTALS	53843	10235.6	51473	9523.8	52452	9447.3	-4.4%	-7.0%	1.9%	-0.8%	-2.6%	-7.7%
VIOLENT PROPERTY	10113	1922.5	9102	1684.1	9224	1661.4	-10.0%	-12.4%	1.3%	-1.3%	-8.8%	-13.6%
	43730	8313.1	42371	7839.7	43228	7786.0	-3.1%	-5.7%	2.0%	-0.7%	-1.1%	-6.3%

Population estimates for the Charlotte-Mecklenburg jurisdiction are based on the Chamber of Commerce Research Department estimate for Mecklenburg County minus the 1990 Census Bureau estimates for the five incorporated towns that report crime through their own police agencies. Estimates used for yearly comparisons in this chart may therefore not match those used in other publications.



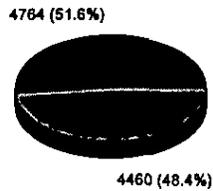




**CLEARANCES OF INDEX OFFENSES REPORTED BY THE
CHARLOTTE-MECKLENBURG POLICE DEPARTMENT: 1994-1995**

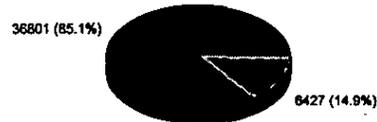
INDEX CATEGORY:	1995:		1994:	
	NO. OF CASES	RATE (%)	NO. OF CASES	RATE (%)
MURDER & NON-NEGLIGENT MANSLAUGHTER	71	79.8%	93	105.7%
RAPE TOTAL	212	58.6%	180	51.3%
ACTUAL	184	60.7%	153	51.3%
ATTEMPT	28	47.5%	27	50.9%
ROBBERY TOTAL	757	25.7%	864	31.9%
ARMED	511	24.3%	551	30.3%
STRONG-ARM	246	28.9%	313	35.1%
AGGRAVATED ASSAULT TOTAL	3420	58.7%	3645	61.2%
BURGLARY TOTAL	1540	15.5%	1701	16.5%
RESIDENTIAL	1138	17.1%	1148	16.4%
COMMERCIAL	402	12.2%	553	16.6%
LARCENY TOTAL	3837	13.1%	4353	15.3%
FROM AUTO	363	3.2%	448	4.1%
BICYCLE	53	6.2%	62	9.1%
SHOPLIFTING	1644	41.8%	2026	49.9%
OTHERS	1777	13.4%	1817	14.2%
VEHICLE THEFT TOTAL	911	25.0%	920	29.1%
ARSON TOTAL	139	40.2%	162	38.8%
TOTALS	10887	20.8%	11918	23.2%

VIOLENT INDEX CLEARANCES: 1995
CHARLOTTE-MECKLENBURG POLICE DEPT.



■ Open
■ Cleared

PROPERTY INDEX CLEARANCES: 1995
CHARLOTTE-MECKLENBURG POLICE DEPT.



■ Open
■ Cleared

NOTE: Clearances are reported in accordance with Uniform Crime Report guidelines. Since clearances are not counted until they are entered into the Records system, any delays in processing may result in some clearances being reported in succeeding months.

PART 2 OFFENSES REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPT. 1994-1995			
CATEGORY:	1994	1995	% CHANGE
NON-AGGRAVATED ASSAULT	12316	13830	12.3%
FORGERY	2183	2893	32.5%
FRAUD	1598	1416	-11.4%
EMBEZZLEMENT	705	659	-6.5%
VANDALISM	9433	9239	-2.1%
SEX OFFENSE	543	537	-1.1%
OFFENSE VS. FAMILY	311	332	6.8%
MISCELLANEOUS	4186	4553	8.8%
TOTAL EXCLUDING HIT & RUN CASES	31275	33459	7.0%
HIT & RUN	4361	4981	14.2%
TOTAL INCLUDING HIT & RUN CASES	35636	38440	7.9%

NON-CRIMINAL INCIDENTS REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPT. 1994-1995			
CATEGORY:	1994	1995	% CHANGE
TRAFFIC FATALITIES	41	43	4.9%
MISSING PERSON - 16 & OLDER	1371	1361	-0.7%
MISSING PERSON - UNDER 16	1424	1522	6.9%
SUICIDE	429	389	-9.3%
SUDDEN/ACCIDENTAL DEATH	537	530	-1.3%
OTHER	1681	1963	16.8%
LOST/MISSING PROPERTY	573	586	2.3%
TOTAL	6056	6394	5.6%

**ARRESTS MADE BY THE CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
1994-1995**

CATEGORY	ADULT (AGE 18 & OLDER):			JUVENILE (UNDER 18):			TOTAL:		
	1995	1994	% CHANGE	1995	1994	% CHANGE	1995	1994	% CHANGE
MURDER/NON-NEG MANSLAUGHTER	66	75	-12.0%	11	13	-15.4%	77	88	-12.5%
NEGLIG & VEHIC. MANSLAUGHTER	7	7	0.0%	0	3	-100.0%	7	10	-30.0%
RAPE	56	35	60.0%	9	6	50.0%	65	41	58.5%
ROBBERY	252	293	-14.0%	96	115	-16.5%	348	408	-14.7%
AGGRAVATED ASSAULT	3851	3210	20.0%	355	373	-4.8%	4206	3583	17.4%
BURGLARY	507	541	-6.3%	200	179	11.7%	707	720	-1.8%
LARCENY	2029	2457	-17.4%	1058	993	6.5%	3087	3450	-10.5%
VEHICLE THEFT	91	75	21.3%	141	114	23.7%	232	189	22.8%
NON-AGGRAVATED ASSAULT	1880	1398	34.5%	887	851	4.2%	2767	2249	23.0%
ARSON	19	28	-32.1%	23	59	-61.0%	42	87	-51.7%
FORGERY/COUNTERFIET	104	133	-21.8%	5	1	400.0%	109	134	-18.7%
FRAUD	1296	1499	-13.5%	22	17	29.4%	1318	1516	-13.1%
EMBEZZLEMENT	142	191	-25.7%	23	26	-11.5%	165	217	-24.0%
STOLEN PROPERTY	490	599	-18.2%	156	157	-0.6%	646	756	-14.6%
VANDALISM	366	387	-5.4%	175	183	-4.4%	541	570	-5.1%
WEAPONS	510	617	-17.3%	83	99	-16.2%	593	716	-17.2%
PROSTITUTION	276	288	-4.2%	1	1	0.0%	277	289	-4.2%
SEX OFFENSES	471	392	20.2%	23	19	21.1%	494	411	20.2%
DRUGS	2793	2814	-0.7%	446	377	18.3%	3239	3191	1.5%
GAMBLING	13	72	-81.9%	1	0	ERR	14	72	-80.6%
OFFENSES VS. FAMILY	54	62	-12.9%	1	3	-66.7%	55	65	-15.4%
DUI	1693	1878	-9.9%	15	22	-31.8%	1708	1900	-10.1%
LIQUOR	260	338	-23.1%	20	22	-9.1%	280	360	-22.2%
DISORDER CONDUCT	635	778	-18.4%	395	427	-7.5%	1030	1205	-14.5%
OTHER NON-TRAFFIC	7169	8047	-10.9%	1156	1037	11.5%	8325	9084	-8.4%
VIOLENT INDEX	4225	3613	16.9%	471	507	-7.1%	4696	4120	14.0%
PROPERTY INDEX	2627	3073	-14.5%	1399	1286	8.8%	4026	4359	-7.6%
INDEX SUBTOTAL	6852	6686	2.5%	1870	1793	4.3%	8722	8479	2.9%
PART 2 SUBTOTAL	18178	19528	-6.9%	3432	3304	3.9%	21610	22832	-5.4%
TOTAL	25030	26214	-4.5%	5302	5097	4.0%	30332	31311	-3.1%

Citations Reported by the Charlotte-Mecklenburg Police Department 1994-1995		
Citation Category:	1994* (See footnote)	1995
Hazardous	26423	25309
Non-Hazardous	21887	22969
City Ordinance or State Statute	5440	7966
Total	53750	56244

Warning Tickets Reported by Charlotte- Mecklenburg Police Department 1994-1995		
Type of Violation Listed:	1994* (*See footnote)	1995
Category I	5553	8165
Category II	786	752
Category III	2745	3159
Total Warning Tickets**	10775	11619

**Since more than one violation can be cited per warning ticket, the total number of tickets does not equal the total number of violations listed.

*Citation and warning ticket data for the area outside the city limits was not entered in the database prior to July, 1994. Therefore, the 1994 data is incomplete, and no percentage change is calculated.

TRAFFIC ACCIDENTS REPORTED TO THE CHARLOTTE-MECKLENBURG POLICE DEPARTMENT: 1994-1995		
ACCIDENT CATEGORY	1994*(See note) NO. OF ACCIDENTS	1995 NO. OF ACCIDENTS
FATAL	38	41
PERSONAL INJURY	9094	10302
PROPERTY DAMAGE	20064	22245
TOTAL ACCIDENTS	29196	32588

INJURY CATEGORY	1994*(See note) NO. OF PERSONS	1995 NO. OF PERSONS
FATALITIES	42	44
PERSONAL INJURIES	15059	18126

*Accident data for the area outside the city limits was not entered in the database prior to July, 1994. Therefore, the 1994 data is incomplete, and no percentage change is calculated.

**CALL FOR SERVICE BY 'TEN-CODE' REPORTED BY THE
CHARLOTTE-MECKLENBURG POLICE DEPARTMENT: 1994-1995**

	1994*(See note)	1995
	NO. OF ACCIDENTS	NO. OF ACCIDENTS
OFFENSE-RELATED:		
10-46 (ALARM)	87627	94436
10-60 (SUSPICIOUS VEHICLE)	13588	14781
10-62 (BREAKING AND ENTERING)	16583	17786
10-65 (ROBBERY)	2889	3213
10-76 (PROWLER)	3717	3599
10-83 (MISSING PERSON)	5233	6133
10-85 (DAMAGE TO PROPERTY)	7561	8276
10-86 (LARCENY)	26785	27355
10-87 (LARCENY OF VEHICLE)	6687	7558
10-88 (SUSPICIOUS PERSON)	15571	17142
10-90 (ASSAULT)	9491	10094
10-91 (DOMESTIC DISTURBANCE)	34964	35162
10-92 (ASSAULT WITH A WEAPON)	1693	1696
10-93 (DISTURBANCE)	36805	39102
10-94 (PERSON WITH GUN)	11006	10943
10-95 (RAPE)	506	557
TRAFFIC-RELATED:		
10-50 (ACCIDENT)	45272	51262
10-54 (HIT & RUN)	5430	6396
10-55 (INTOXICATED DRIVER)	862	1277
10-58 (DIRECT TRAFFIC)	2145	2512
10-59 (ESCORT/CONVOY)	2113	2233
10-70 (IMPROPERLY PARKED VEHICLE)	3104	4056
10-89 (SPEEDING/RECKLESS DRIVING)	1757	2028
10-96 (ASSIST MOTORIST)	15595	18480
OTHER:		
10-39 (NEED CRIME SCENE SEARCH UNIT)	8519	9638
10-56 (INTOXICATED PEDESTRIAN)	5522	4474
10-57 (NOISE COMPLAINT)	8849	9526
10-72 (PRISONER IN CUSTODY/TRANSPORT)	15082	14358
10-99 (SERVE WARRANT)	5882	6754
MISCELLANEOUS	85571	96139
TOTAL	486409	526966

Note: The 10-code is a general situation code ascertained by the 911 telecommunicator at the time of the initial call.

*Calls for service data for the area outside the city limits was not entered in the database prior to July, 1994. Therefore, the 1994 data is incomplete, and no percentage change is calculated.

ESTIMATES OF INDEX OFFENSES OCCURRING AT LOCATIONS WITHIN THE CITY OF CHARLOTTE
 Charlotte-Mecklenburg Police Department: 1993-1995

INDEX CATEGORIES	1993		1994		1995		% CHANGE 1993-1994		% CHANGE 1994-1995		% CHANGE 1993-1995	
	NUMBER OF OFFENSES*	RATE PER ESTIMATED 100,000 POP. (430,430)	NUMBER OF OFFENSES*	RATE PER ESTIMATED 100,000 POP. (443,611)	NUMBER OF OFFENSES*	RATE PER ESTIMATED 100,000 POP. (455,367)	% IN NUMBER OF OFFENSES	% IN RATE PER POP.	% IN NUMBER OF OFFENSES	% IN RATE PER POP.	% IN NUMBER OF OFFENSES	% IN RATE PER POP.
MURDER & NON-NEGLIGENT MANSLAUGHTER	122	28.3	82	18.5	83	18.2	-32.8%	-34.8%	1.2%	-1.4%	-32.0%	-35.7%
RAPE	356	82.7	341	76.9	350	76.9	-4.2%	-7.1%	2.6%	-0.0%	-1.7%	-7.1%
ROBBERY	3227	749.7	2642	595.6	2903	637.5	-18.1%	-20.6%	9.9%	7.0%	-10.0%	-15.0%
AGGRAVATED ASSAULT	6020	1398.6	5901	1330.2	5803	1274.4	-2.0%	-4.9%	-1.7%	-4.2%	-3.6%	-8.9%
BURGLARY	10692	2484.0	9387	2116.0	9091	1998.4	-12.2%	-14.8%	-3.2%	-5.7%	-15.0%	-19.6%
RESIDENTIAL	6763	1571.2	6274	1414.3	6042	1326.8	-7.2%	-10.0%	-3.7%	-6.2%	-10.7%	-15.6%
COMMERCIAL	3929	912.8	3113	701.7	3049	669.6	-20.8%	-23.1%	-2.1%	-4.6%	-22.4%	-26.6%
LARCENY	26370	6126.4	26851	6052.8	27403	6017.8	1.8%	-1.2%	2.1%	-0.6%	3.9%	-1.8%
FROM AUTO	10968	2548.1	10399	2344.2	10496	2305.0	-5.2%	-8.0%	0.9%	-1.7%	-4.3%	-6.5%
BICYCLE	553	128.5	651	146.6	829	182.1	17.7%	14.2%	27.3%	24.1%	49.9%	41.7%
SHOPLIFTING	4300	999.0	4006	903.0	3851	845.7	-6.8%	-9.6%	-3.9%	-6.4%	-10.4%	-15.3%
OTHERS	10549	2450.8	11795	2658.9	12227	2685.1	11.8%	8.5%	3.7%	1.0%	15.9%	9.6%
VEHICLE THEFT	2972	690.5	3041	685.5	3550	779.8	2.3%	-0.7%	16.7%	13.7%	19.4%	12.9%
ARSON	388	90.1	370	83.4	325	71.4	-4.6%	-7.5%	-12.2%	-14.4%	-16.2%	-20.8%
TOTALS	50147	11650.4	48615	10958.9	49508	10872.1	-3.1%	-5.9%	1.8%	-0.8%	-1.3%	-6.7%
VIOLENT PROPERTY	9725	2269.4	8968	2021.1	9139	2007.0	-7.8%	-10.5%	1.9%	-0.7%	-6.0%	-11.2%
	40422	9391.1	39649	8937.8	40369	8865.2	-1.9%	-4.8%	1.8%	-0.8%	-0.1%	-5.6%

Please note that data for 1994 and 1995 were not compiled in the same way as data for 1993. Crime totals for the city in 1993 and prior years included all offenses reported by the Charlotte Police Department, regardless of errors in street addresses used in the reports. The totals for the city after 1993 are the current working estimates (as of Jan 11, 1996) based on the addresses and their assignment to specific reporting areas (tracts). Errors in the database on street addresses and the assignment of addresses to incorrect reporting areas can therefore affect the data. In addition, city estimates after 1993 must be calculated from the active Records system database, which is subject to on-going modifications, reclassifications, and unrecordings, after the annual Uniform Crime Report (UCR) is filed. Caution should therefore be exercised in using the comparison of these three years as a sole basis for conclusions about crime trends in Charlotte.

Population estimates for the city of Charlotte are from the Chamber of Commerce Research Section.

Information Based Projects

Project	Funding Source	Cost	Timeline
<p><i>Wireless Data Infrastructure and laptop computers for police cars.</i> Def: provides officers in car with access to future information systems, crime databases, records, address history, mugshots, suspect/victim information, etc.</p>	Cops More Grant	\$3.4 million	12 mos
<p><i>KB COPS (Knowledge Based Community Oriented Policing System)©</i> Def: allows for the capture of critical information such as incident, field interview, suspect/victim, citation, line-ups, supplements, training, etc. (Includes Oracle costs).</p>	Unfunded	\$1.8 million	24 mos
<p><i>CAD</i> Def: improves dispatch capabilities. Allows for call stacking, queuing, premise history, address flags. Will give officers greater flexibility in responding to calls. <i>Fire Department is interested in partnering with CMPD.</i></p>	Unfunded <i>Fire Department ??</i>	\$1.65 million	18-24 mos
<p><i>GIS</i> Def: allows for mapping of data. Need software and printers for each district office.</p>	Unfunded	\$22,400	3-6 mos
<p><i>Computer Server</i> Def: for loading current and future software. Used for loading records management software, GIS, investigative tracking systems, e-mail, etc.</p>	Unfunded	\$375,000	3-6 mos
<p><i>Connect Remote Offices</i> Def: extends technology capabilities to district offices. Allows officers to use CMPD software and data at the district offices</p>	Unfunded	\$375,000	3-6 mos
<p><i>Replace and Add PC's and Printers</i> Def: allows a greater number of officers to use data and information in the course of their daily work. Allows for an additional 400 PC's and an additional 40 printers.</p>	Unfunded	\$1.4 million	4 mos

QUESTIONS FOR COUNCIL CONSIDERATION

1. What should be the City's role in addressing problems with other components of the criminal justice system that are not under the administrative or financial control of the City?
2. How should the City assess and address the impact of community policing on other City services?
3. Can the City afford an increased portion of its public safety dollars for building an information infrastructure for police?
4. Do the crime statistics indicate that Community Safety Plan strategies should be added or modified?

MURDER AND ROBBERY RATES IN CITIES IN NC OVER 100,000 POPULATION			
Jurisdiction	1995 Population	Murder Rate	Robbery Rate
Charlotte-Mecklenburg	555204	16.030	531.156
Durham	148000	16.216	NA**
Greensboro	192108	18.219	407.063
Raleigh	243345	8.219	266.289
Winston-Salem	162177	14.182	568.515

*The population figures used in this analysis are those supplied by the individual agencies for their jurisdictions.

COMPARISONS OF RATES OF MURDER AND ROBBERY:
CHARLOTTE WITH SELECTED CITIES, 1994

City	1994 Population*	Murder Rate+	Robbery Rate+
<i>North Carolina Cities With Populations > 100,000:</i>			
Charlotte	527,121	16.5	514.3
Durham	145,749	24.0	581.8
Greensboro	196,424	11.7	399.1
Raleigh	228,090	12.3	361.7
Winston-Salem	149,745	27.4	1,020.4
<i>Selected Southern Cities With Populations < 1,000,000:</i>			
Atlanta, GA	411,204	46.5	1,299.4
Austin, TX	511,676	7.4	301.4
Birmingham, AL	270,978	49.8	730.7
Charlotte, NC	527,121	16.5	514.3
Jackson, MS	200,272	45.4	953.2
Jacksonville, FL	685,860	15.5	499.7
Memphis, TN	628,375	25.3	793.8
Miami, FL	379,980	30.3	1,536.9
Nashville, TN	521,301	14.0	508.7
New Orleans, LA	493,990	86.0	976.1
Richmond, VA	207,261	77.2	765.2
Virginia Beach, VA	427,471	7.8	142.5
Washington, DC	570,000	70.0	1,107.2

*FBI estimates, supplied by U.S. Bureau of the Census

+per 100,000 population

9-14

New strategies have been suggested to reduce violent victimization and fear of crime that require additional resources:

- a. Target 100 = \$ 75,000
- b. Uptown Cadet/Guide Program = \$200,000

The City should consider more direct action in addressing problems with other components of the criminal justice system that are not under the administrative or financial control of the City.

- a. The City Council could work with the Mecklenburg County delegation to the North Carolina General Assemble to secure additional resources for the Mecklenburg County District Attorney and for the Courts, consistent with the needs identified by the District Attorney and supported by independent study.
- b. The City Council could work with the Mecklenburg County Commission to establish a female juvenile detention facility within Mecklenburg County.
- c. The City Council could work with the Mecklenburg County delegation to the North Carolina General Assemble to secure additional probation resources to ensure that adequate supervision is provided to convicted offenders who are placed on probation and reside in the City of Charlotte.

The City Council should recognize the need for and provide adequate resources to City services necessary to address the neighborhood problems identified in the Neighborhood Action Plans.

City Within A City Focus Area Critical Assessment

PURPOSE

City Within a City (CWAC) is a Council initiative that began in 1991. The mission of the City Within a City Focus Area is *"To design, channel, and support public and private sector activities that contribute to sustained economic development and a high quality of life in Charlotte's older neighborhoods and business areas."* This paper briefly assesses progress made in this area and identifies key questions for Council consideration and discussion.

PROGRESS/ACCOMPLISHMENTS

Community Capacity Building

- Neighborhood Matching Grants Fund created with over 125 grants approved since FY93.
- Neighborhood Symposium held November 1995 with over 200 neighborhood representatives attending.
- Three community development corporations (CDCs) have housing projects underway, two new CDCs recently formed.

Economic Development

- \$15 million CWAC Loan/Equity Pool created with bank and City funds, 162 jobs for inner city residents created in 4 years.
- Business Corridor program expanded to focus on business support as well as capital improvements.
- Shopping center redeveloped, major grocery chain located in Beatties Ford Road Corridor creating 95 jobs.

Physical Development

- Unprecedented activity in Neighborhood Reinvestment this year: \$7.5 million committed in target areas.
- Targeted housing code enforcement contributed to 32% drop in substandard housing 1990-1993.
- Hundreds of new home ownership opportunities created in Belmont, Greenville, Genesis Park, Optimist Park and Seversville neighborhoods.
- Community appearance in neighborhoods improved through targeted enforcement, education and outreach.
- Environmental Court created, ad hoc Code Team formed for coordinated response to public nuisances.

Community Safety

- Community-based policing implemented throughout CWAC; violent crime down citywide in 1994.

Self Sufficiency

- Charlotte Works job placement program launched July 1995, 138 persons employed.
- Housing counseling programs undergoing evaluation process.

Organizational Development

- Neighborhood Development Key Business created as lead agency for carrying out CWAC Strategic Plan.
- Neighborhood Assessment completed, profiling conditions in 73 CWAC neighborhoods.
- Five Neighborhood Action Plans completed, five more underway.
- Relationships strengthened with other governmental partners, neighborhood leaders, schools, non-profits.

AREAS OF DIFFICULTY

Policy Issues

- Lack of resources to do both prevention and crisis intervention in neighborhoods; no clear policy on targeting "threatened" vs. "fragile" neighborhoods.
- Need to stimulate other players and develop the civic infrastructure such that it assumes an active and coordinating role in addressing community problems.
- No established mechanism or resource priority to respond in coordinated fashion to non-CWAC neighborhoods.
- To be more effective, job training efforts need to give way to workforce development strategies with the private sector leading the way.

Implementation/Organizational Issues

- While much improved, stronger coordination of services in neighborhoods is still needed; extent to which service delivery is neighborhood-based is uneven among Key Businesses.
- City and partners lack a central database for information on neighborhoods and service delivery patterns; this impedes strategic planning and coordination of services.
- Neighborhood services (e.g. grocery, banking, etc.) hard to attract and retain in urban corridors.
- The City needs to work with the religious, civic and philanthropic communities to develop and adopt shared models of *empowerment* as opposed to top-down or enabling strategies; and while more successful in the long run, empowerment takes time.

RECOMMENDED CHANGES TO CWAC STRATEGIC PLAN

After less than one year of implementation, no recommended changes at this time.

QUESTIONS FOR COUNCIL CONSIDERATION

1. Is CWAC--as an emphasis on urban revitalization -- still a priority? If so, is the CWAC geography too limiting?
2. What is the City's role in urban revitalization? Is it catalyst (e.g. creating incentives, acting as advocate), facilitator (with market forces taking the lead), or both?
3. Given existing resources, what is Council's preference for allocating funds among "fragile", "threatened" and "stable" neighborhoods?
4. Should the City seek to create incentives for middle class households and/or businesses to stay or locate in CWAC?
5. How can the City develop more ownership for the community's agenda among partners as opposed to having to rely on contractual relationships to get things done?

Economic Development Focus Area Critical Assessment

The Economic Development Focus Area was established in 1994. In 1995, a strategic plan was developed for the Focus Area to identify local government's role in economic development. The strategic plan was developed with input from economists, economic development professionals, local business leaders and local governmental officials. The vision for this Focus Area is to create a customer-oriented local government environment that:

- supports development of an educated, trained workforce;
- fosters partnership to aid local economic growth;
- retains and attracts quality businesses;
- provides necessary land, infrastructure, and incentives to support business development;
- focuses on opportunities for all citizens to be productive contributors to the economy, and;
- organizes to be responsive to economic development opportunities.

This paper briefly describes progress made in this Focus Area, identifies policy and operational difficulties, and poses questions to Council to help guide the successful achievement of local government's economic development goals.

PROGRESS/ACCOMPLISHMENTS

Business Support

- Established a business expediter function in the City Manager's office to support local businesses
- Made significant quality improvements in the development permitting process, modified the tree ordinance to establish uniformity with other landscaping ordinances, created uniform City/County development fees and streamlined the erosion control process
- Created a jobs program to provide jobs for inner city workers in the hospitality industry
- The Utility Department worked with Chamber and Manufacturer's Council to assist area industries in implementing the wastewater pre-treatment program and rules
- Provided \$150,000 to the Carolinas Partnership to market the region for economic development

Strategic Investments

- Capital facilities needs are greater than available dollars
- Transportation investments need to support economic development strategy
- Modified the capital facilities review process to include economic development assessment of proposed capital projects
- Completed a review of capital facilities as a means to foster neighborhood stability
- Initiated the Airport Master Plan update
- Entered into a cooperative sewer agreement with Carbarus County
- Disposed of 21 surplus government properties generating \$13.1 million in revenues

Urban Focus Initiatives

- Making revisions to the Center City Urban Design Plan, First Ward Plan, and Third Ward Plan
- Supported economic development initiatives outlined in the City Within A City Focus Area
- Expanded the Business Corridors program to provide business support services and completed or initiated capital improvements in Beatties Ford Road (Five Points), South Boulevard, Central Avenue and North Tryon Street corridors
- Neighborhood Assessment II indicates that attention is also needed in neighborhoods outside of City Within A City.

AREAS OF DIFFICULTY

Policy Issues

- Although some progress has been made, major issues still need to be resolved regarding the development permit function.
- Regional environment has become very competitive for attracting jobs. Traditional and non-traditional business investments - incentives - now play a larger role in determining where businesses locate.
- Local government has focused economic development efforts in both strategic areas such as the Uptown and Airport as well as in targeted areas such as CWAC and Westside. Limited resources prevent a broader community economic development focus.
- Local government's economic development efforts are to both assist local businesses to stay and expand in the area and help recruit new businesses with the Chamber and our other economic development partners. It is difficult to fulfill both roles well with existing resources. Finding the appropriate balance is the key.

- There are numerous areas where local government can help make the local economy more competitive. However, resources are limited. Instead of attempting to respond to all areas of the local economy, perhaps local government should concentrate on strengthening businesses more important to our community's major business establishments (i.e., financial and medical).

Implementation Issues

- Given the broad expanse of the Economic Development Focus Area, it is difficult to concentrate on both community (Coliseum, Convention Center, etc.) and neighborhood (supporting neighborhood businesses, business code enforcement, etc.) business issues that are important to economic development success.
- Coordination among the various agencies - Chamber, Carolinas Partnership, Uptown Development Corporation, neighborhood groups, etc. - is a challenge due to conflicting goals, priorities and timetables.

CHANGES IN THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

Expand Business Support focus and strategies to address economic development issues important to maintaining neighborhood business stability and supporting public safety initiatives. Issues include:

- closing undesirable neighborhood businesses
- recruiting desirable neighborhood businesses
- addressing vagrant issues, addressing business code enforcement and appearance issues, and;
- ensuring zoning supports neighborhood development goals.

Transportation Focus Area Critical Assessment

MISSION

In 1995, a strategic plan was developed for the Focus Area to achieve Transportation's mission:

- Enable citizens and businesses to move easily and safely
- Maintain and establish effective regional, national, and international connections
- Provide citizens with access to markets, employment, education, recreation and other opportunities
- Provide neighborhood and environmental protection.

This paper briefly describes progress made in the Focus Area, identifies areas of difficulty, and poses questions to Council to help guide the successful achievement of the City's transportation goals.

PROGRESS/ACCOMPLISHMENTS

Roads

- City adopted new Thoroughfare Plan in 1994
- Remainder of 1988 road bonds programmed in FY 96-2000 Capital Investment Plan
- Charlotte scheduled to receive \$100 million for accelerating Outer Loop construction if House-approved legislation passes Senate in 1996

Transit

- Uptown Transportation Center opened in December 1995
- Two new services -- University Research Park Express and UNI-PARK Rider -- begun in University employment area
- Charlotte Transit night service expanded
- Three new vanpools added in Fall 1995, increasing total to 23
- Program begun to provide transportation for Uptown hospitality employees when bus service is not available

Airport

- Work begun on Airport Master Plan Update and Environmental Impact Statement for third parallel runway
- NCDOT funds segment of Western Outer Loop past the airport to I-85
- United Parcel Service cargo ramp space completed

Land Development

- 2015 View completed in March 1995; work underway on 2015 Land Plan
- Update of Northeast District Plan completed
- Work underway on planning study in I-85/US 29 corridor in cooperation with Concord and Cabarrus County

Partnerships

- Staff members from the seven-county metro area continued to meet to discuss regional issues
- NCDOT and staff of Mecklenburg-Union, Concord-Kannapolis, and Gaston Metropolitan Planning Organizations have begun work on a regional travel simulation model

Environment

- Work is underway on 50 sidewalk projects, funded with the \$5 million FY96 appropriation
- Local cyclists are helping Transportation staff to establish County-wide map indicating suitability of major roadways for bicycle travel

AREAS OF DIFFICULTY

Roads

- The FY96-2000 Capital Investment Plan does not include any funding for roadway or intersection projects for the 1997-2000 period. There is an immediate need for \$14 million to complete six roadway projects being designed with 1988 road bond savings.
- The City's current road construction policy excludes using City funding for improvement to major State numbered routes (NC16-Providence Road, NC27-Freedom Drive, US74-Independence Boulevard, etc.). These roadways generally offer the greatest opportunity for congestion relief. Charlotte motorists want to see improvements regardless of whether it is a State or City responsibility.

Transit

- The City is currently studying the Ottawa busway system for its applicability to Charlotte-Mecklenburg. This analysis presents Council with some tough choices:

Should the public transit system be targeted to serve only the transit dependent?

Should the transit system be expanded as a key step in improving Charlotte's competitive position for attracting growth and economic development?

QUESTIONS FOR COUNCIL CONSIDERATION

1. How should high priority, unmet road needs be financed?
2. Should the City restrict funding to improvements on the City's street system? Or should the City use our funds on State highway needs?
3. What is Council's vision of the transit system? What's the City's role in that vision?
4. How should transit operations be financed?

Charlotte Coliseum

The future of the Charlotte Hornets and the impact on the Charlotte Coliseum are subjects of substantial public discussion. The changing economic environment, the competitive challenges of the NBA and the growing number of facilities in the Charlotte area all influence the content and outcome of these discussions. The attached information, beginning with a chronology of some of the changes in recent years, is provided to facilitate Council discussion at the upcoming retreat.

Much has changed in the time between when voters approved bonds to finance the Coliseum and when the doors opened in the fall of 1988 with the Hornets NBA team as its primary tenant. Much more has changed since. The 12 years of change is captured in the following list and accompanying attachments:

1986-87 The NBA comes to Charlotte, additions and improvements are made to the new Coliseum at an eventual cost of \$52.5 million.

1990-93 Charlotte is the NBA attendance leader, the ACC and NCAA Final Four come to Charlotte, the facility's operating revenue exceeds expenditures by more than \$3 million per year and economists estimate the annual economic impact of the NBA at more than \$100,000,000.

The lease with the Hornets is renegotiated to provide for rent payment and revenue sharing.

1994-96

1. Facilities and economics change dramatically

- Independence Arena reopens
- Blockbuster and Carowinds add outdoor concert venues
- UNCC begins construction on a new arena
- Greensboro Coliseum expands and "wins back" some future ACC tournaments
- Greenville, S. C. announces a new state-funded arena
- City builds a new Convention Center and links Coliseum revenues to operating expenses at the new facility
- NFL comes to Charlotte. Carolinas Stadium opens in 1996

2. NBA economics begin to change

- Player contracts cost soars - exemplified locally by the Hornets \$84 million contract with Larry Johnson and the inability to re-sign Alonzo Mourning

- New facilities emerge throughout the NBA led by New York, Chicago, Phoenix, Boston and others - club seats and sky boxes replace capacity and attendance as key revenue sources
- Hornets lease is renegotiated a second time to improve the revenue sharing for the Hornets and scheduling flexibility for the Authority.

1996 -

3. Pro sports scene continues to evolve:

- \$104 million privately built "new" Target Center in Minneapolis is sold to the public sector for \$54.8 million and the team sold to keep the NBA Timberwolves in Minneapolis
- "Modell sacks Maryland" headlines George Will's article in the 1/22/96 *Newsweek* highlighting the move of the Cleveland Browns owned by Art Modell to Baltimore, pointing out that Maryland and Baltimore offered the following:
 - \$200 million stadium with 108 boxes and 7500 club seats built with public funds
 - \$75 million in seat licenses go to Modell
 - Concessions, parking and advertising revenue to Modell
 - 10% fee for all other events paid to Modell
 - Estimated annual team "profit" \$30 million
- Knight-Ridder's Bob Keissei does a national story on the economics of pro football for the host city suggesting the impact is overrated
- The *Observer* editorializes with headline, "Don't let sports teams call the shots in Charlotte"

During this 12 years of change, the City has developed an enviable inventory of civic, cultural and entertainment facilities. The Auditorium, Coliseum, Convention Center Authority has put approximately \$20,000,000 into the capital improvement of these facilities and currently shows an annual operating surplus - one year after the opening of the new Convention Center and including the projected impact of the new Hornets lease. The "mortgage" (debt service) on the Coliseum is paid by the City through a General Obligation Bond issue (property tax supported) and the debt service on the Convention Center is paid by Certificates of Participation (occupancy and food tax supported).

QUESTIONS FOR COUNCIL CONSIDERATION

1. Does the City want to retain the Charlotte Hornets within the City limits?
 - Do the Hornets want to buy the Coliseum, continue to lease or build a new facility?
 - Given the changing economics in the NBA, what is the potential value/sale price of the Coliseum?
 - What is the impact on the Coliseum (and the Convention Center) of a new, privately owned & operated Hornets facility?

2. How has the "public purpose" mission of the Coliseum changed and are there alternatives to fulfill this mission?
 - Will a "new" private facility or the Coliseum in private ownership be competitive in attracting ACC and NCAA events?
 - Will the facility(s) continue to meet the needs for community events?
 - Are there other facilities that can fill this void (UNCC, Independence Arena, Convention Center, or private facilities)?

3. What impact will the economics/facilities in other cities have on our ability to control our own fate?
 - Nashville has a new vacant basketball arena
 - South Carolina has tax abatement incentives to offer the Hornets
 - NBA economics are dictated by large media markets and new facilities

Contents

Attachments 1-16

- I. Council/Manager Memo - assignments
- II. Letters requesting information
- III. Coliseum History - prepared by the Authority
- IV. Basketball agreement details
- V. Asset Management Discussion
- VI. Financial options
 - A. Hornets depart Coliseum after Fiscal 2000
 - B. Hornets stay throughout contract
 - C. Hornets leave after 2000; minor league hockey moves to Coliseum
 - D. Hornets leave after 2000; NHL moves in
 - E. Building sold
- VII. Other facilities and situations
 - A. Minneapolis Target Center
 - B. How Suite It Isn't, *Time*, 7/10/95
 - C. Out With The New, *Newsweek*, 2/13/95
- VIII. Coliseum comparisons
 - A. Coliseum comparisons (NBA) - Authority Exhibit
 - B. Coliseum comparisons (North Carolina)
 - C. Atlanta Journal/Constitution - Jeff Denberg
 - D. Modell Sacks Maryland, *Newsweek*, 1/22/96
 - E. *USA Today*, 9/18/95

Process Key Dates

I. Hornets Meetings

1. December 22, 1995

- Building value/sale
- Building improvements
- NBA

2. January 25, 1996

- Long-term strategy
- Process for communication & negotiation

II. Information requests

1. Letters

- CUDC
- CCVB
- Authority
- Citizens Committee

2. Meetings scheduled

CCVB	1/5/96
Authority	1/10/96
CUDC	1/10/96
Privatization Committee	1/4/96, 1/11/96
follow-up	1/31/96

III. Staff research

- | | |
|----------------------|------------|
| 1. Appraisal due | 1/30/96 |
| 2. Building analysis | in process |

IV. Consultants

1. SCI - January 23, 8:30 a.m. (follow-up week of 2/12/96)
2. CUED - February 1-3

Restructuring Government Focus Area Critical Assessment

PURPOSE

Restructuring Government is a Council initiative that began in 1992 as the Public Resources Focus Area. The goals of Restructuring Government are to:

- Identify city priorities for services, capital investments and other funding needs and to approve a budget which reflects these priorities and needs
- Fulfill Council policies and guidelines for contracting out services
- Develop City-wide cost cutting ideas
- Achieve cost savings and improvements in City services through consolidation and partnerships
- Ensure that the City has a qualified, productive and motivated work force

This paper briefly assesses progress made in this Focus Area and identifies key questions for Council consideration and discussion.

STRENGTHS/ACCOMPLISHMENTS

- The FY96 operating budget was presented with no increase in the tax rate; 141.5 positions were reduced for a cost savings of approximately \$4.6 million.
- All Key Businesses are developing competition plans. The following services have been opened for competitive bidding or contracted in the first six months of FY96:
 - City print shop
 - Fire station kitchen renovations
 - Sewer ROW clearing and maintenance
 - Telephone installation and maintenance
 - Traffic signal bulb replacement
 - CMUD materials testing
 - CMUD water service location
 - CDOT base failure repair
 - COBRA administration, alarm ordinance enforcement
 - Fuel supply and distribution
 - Council awarded a five year contract to BFI for the collection of residential solid waste for one-fourth of the City which began October 1, 1995
 - CMUD saved \$300,000 with contracts for odor control, grounds maintenance and janitorial services

- To date, \$13.1 million has been received from the sale of City owned properties. The following list summarizes the specific parcels and amount of sale:
 - Apparel Center Land (\$8.2 million)
 - Prince Holbrook Land (\$1.65 million)
 - 17 remnant parcels (\$1.01 million)
 - Coliseum Tract I (\$2.1 million)
- 119 services valued at \$35 million were identified in the budget as candidates for competition/outsourcing during FY96 and FY97
- The City and County Engineering Departments have consolidated their respective map rooms under County management effective July 1
- The City and County mainframe computer operations were consolidated under County management
- Employee health insurance costs were maintained with no increase in premiums for the third year primarily due to the success of managed care

AREAS OF DIFFICULTY

Policy Issues

- Because of the change to recover the loss of police tax equity and because of better than projected revenue growth and interest income, there will be approximately \$30 million available in bond capacity beginning in FY98. While this amount can be used to begin to address high priority needs, it will not be sufficient to address all of Council's goals in transportation, transit, and neighborhood infrastructure improvements.
- Under Council's current policy, all new revenue is dedicated to the capital program. However, there are still high priority operating needs identified in the Focus Area Plans such as the opening of new facilities (ADAM Service Area Center), police information system, additional Housing Inspectors, additional Community Improvement Inspectors. There are no new revenues to address these new programs in the operating budget.
- The FY97 budget and tax rate will be significantly impacted by financial decisions that the County is or will be making. While the budget can be held revenue neutral, the tax rate will increase to offset the loss of County contributions for police tax equity. In addition, the issues of park security and County landfill fees are still unresolved.

- Three areas of potential privatization need to be discussed as possible sources of reallocated revenue for Council Focus Areas or the CIP: small business garbage collection, apartment garbage collection and cemeteries.
- Employee and retiree health insurance continue to need review and renegotiation to keep competitive costs.

Implementation/Organizational Issues

- The City Manager's recommended FY97 budget included a 10% reduction in the budget allocation for the financial partners. City Council restored the budget cuts to the financial partners.
- The Manager's budget also recommended that Council adopt a resolution requiring the Auditorium, Coliseum, Convention Center Authority to turn over excess revenues to the City. Negotiations between Coliseum and the major tenant delayed and impacted the ability of the City to implement this goal.

RECOMMENDED CHANGES TO RESTRUCTURING GOVERNMENT STRATEGIC PLAN

Approve revised policy goals and action steps for Restructuring Government workplan for this fiscal year:

- Goal 1.** Amend the FY97 Operating Budget Plan for the financing of current police services with the loss of police tax equity revenue.
- Strategy:** Increase the property tax rate for the loss of police tax equity revenue equal to the revenue budgeted in FY97.
- Goal 2.** Continue programs transferred from Mecklenburg County to the citizens of Charlotte, if the service is a high priority.
- Strategy:** Determine if the program is a high priority; determine if the program should be financed through fees or the property tax rate.
- Goal 3.** Continue to reduce the cost of government services while maintaining customer service.
- Strategy:** Use competition and benchmarking to provide the lowest unit cost with the best service to the customer.
- Use process improvement to eliminate unnecessary steps and reduce costs of service delivery.
- Implement Activity Based Costing to establish the unit cost of various government services for competition and benchmarking.
- Goal 4.** Identify public services to be discontinued in order to dedicate revenues to the highest priority needs of the Focus Plans and the Capital Investment Plan.
- Goal 5.** Increase funding for the Capital Investment Plan.
- Strategy:** Approve the Capital Investment Plan funding the highest priority capital needs.
- Dedicate all revenues from asset sales to the Capital Plan.

- Goal 6.** Support political consolidation through the work of the Charter Commission and functional consolidation through the framework jointly approved the City Council and County Commission.
- Goal 7.** Develop an organizational framework for intergovernmental issues including regional agreements and state/local legislative actions.

FY97 Restructuring Government Chapters and Action Steps

Chapter One: Services, Infrastructure and Resource Priorities

Action Steps:

1. Approve the FY97 operating budget maintaining the revenue for the financing of current police services.

Increase the property tax rate for the loss of police tax equity by an increase in the property tax rate equal to the FY97 revenue budgeted by Mecklenburg County for police tax equity.

2. Continue to assess all financial policies including the dedication of revenues and fund balances to increase funding for the Focus Plans and the Capital Investment Plan.

Establish a Citizens Revenue Committee to evaluate all financial policies; review the financing plan for the storm water utility.

3. Implement the Council approved Capital Planning Process including the establishment of a Citizens' Capital Advisory Committee.

Develop a CIP that addresses the highest priority capital needs based on maximum financing ability; determine if and when a bond referendum can be scheduled.

4. Identify City services that can be discontinued to increase funding for the Focus Plans and Capital Investment Plan.

Review the following services: multi-family garbage collection; small business garbage collection, cemeteries.

5. Work with Mecklenburg County during budget development to determine if any programs will be transferred from County funding to City funding.

Determine if those programs should be continued and if so; how they will be financed and include those decisions in the FY97 budget.

6. Use the Council Restructuring Government committee to guide policy decisions for the FY97 operating budget.

Prepare recommended goals at 1996 Retreat; use Council Restructuring Government Committee to review preliminary budget policy issues.

Chapter Two: Privatization/Competition and Asset Management

Action Steps:

1. Implement the City's multi-year competition and privatization plan.

Use strict contracting language to reduce or eliminate the City's exposure to price increases on contracts with private firms.

Use outsourcing (privatization) when it is recognized that the private sector can deliver the service at a lower cost, or when the service is not a core function of the City.
2. Consider sale of the City's assets and/or maximize the return on assets (through leasing, alternative management strategies, etc.) in accordance with the Asset Management Plan.
3. Implement activity-based costing/management to strengthen the City's competitive position.

Chapter Three: Cutting Costs

Action Steps:

1. Improve business processes to reduce costs.

Develop training and implementation plans to improve business processes. Complete at least one process improvement study in each Key Business each year to strengthen the City's competitive position.
2. Determine and implement management strategies to reduce costs through productivity improvements.

Any service or program not immediately subjected to competition will be scheduled for an operational review.
3. Review expenditure trends to determine recommendations for cutting costs in the FY97 budget.

Compare line-item expenditures for a three-year trend to determine how budgeted expenditures can be reduced.

Chapter Four: Workforce Preparedness

Action Steps:

1. Define skills and training needs of all levels of employees in the organization; identify an assessment instrument and conduct assessment of the business and leadership competencies needed by various levels in the organization.
2. Develop recommendations for productivity improvements through reduced overtime and contract labor costs.
3. Provide pay and benefits to hire and keep productive employees, and to meet the needs of each Key Business.

Continue to review employee/retiree health insurance, which will include determining if program changes regarding retiree insurance are warranted.
4. Develop additional programs for continuous improvement and innovation such as competition gainsharing.
5. Develop strategic staffing plan, including succession planning, work/family initiatives, and revisions to the Affirmative Action Plan.

City of Charlotte Financial Information 1996 - 2000

Staff will review the following material at the Retreat, including:

- ▶ The financial projections for FY97-2000 including the General, Debt Service and Transit Funds; including a paper on police tax equity.
- ▶ A summary of issues in the Storm Water program currently under review by the Council Restructuring Government Committee.
- ▶ A summary of the current proposed FY97 operating budget.
- ▶ A summary of potential issues that will require Council's review for amendment to the FY97 operating budget.

City of Charlotte Financial Projections 1996 - 2000

Introduction

This introduction and its attachments provide an overview of the financial projections for the General, Debt Service and Public Transportation Funds for fiscal years 1996 through 2000. A brief general background and a summary of the detailed projections is presented below.

Background

In the late 1980's the City began to experience a substantial reduction in the growth of taxes dedicated to the provision of basic services. This negative trend was the result of a variety of causes principal among which were State actions, the impact of the City-County sales tax distribution formula and a slow-down in real estate development within the City. It was in response to this trend that a rightsizing plan was developed in FY92 to make permanent reductions in General Fund expenditures; the end result of this plan created annual savings of approximately \$9 million. However, this plan did not represent a one-time initiative. It became a fundamental element in the management philosophy and day-to-day operations of the City which continues to this day. For example, as part of the FY96 budget process, continued restructuring eliminated an additional 101 positions and another 40 through privatization of a quadrant of the city's garbage collection. This resulted in annual savings of approximately \$4.6 million.

Police Tax Equity

Because this issue is central to the financial projections which are presented in this report, it is the subject of a separate analysis which begins on page 50.

Projections

The attached projections provide an analysis of the General Fund, Debt Service Fund and the Public Transportation Fund. The projections used FY96 budget as the base year and adds a new year (2000). In addition, the following pages outline the assumptions used as well as an explanation of the differences between the projections made one year ago and those included in this report. Additional information relating to historic revenue trends is also provided.

A summary of the attached projections is provided below:

General Fund:

- As a result of:
 1. the County's plans to establish tax districts in FY97;
 2. the change in the reimbursement approach related to direct police services as agreed to by the City and County in June of 1995, and;
 3. the resulting "unwinding" of the current police tax equity agreement, the property tax rate will have to increase 12.6 cents in FY97 to accommodate these changes in all funds.

- The legislation authorizing sales and intangibles taxes provides for an ad valorem method of distribution once these taxes are returned to the County. As one jurisdiction's tax rate increases significantly, sales and intangibles tax revenues will increase proportionally. Due to tax increases by the County over the last several years, the City is getting less share from these two revenues. However, as a result of the increase in the City's tax rate in FY97, the City's share of these taxes will increase in FY98 by approximately \$5.7 million.

- Because of Council policy decisions during FY96 budget deliberations and additional cost containment measures implemented, expenditures are projected to be lower in FY99 by approximately \$8 million. Some of the factors impacting this reduction include elimination of positions, the cap on longevity, competition/privatization efforts and change to managed health care.

- Depending on the County's decision on its tax rate in FY97 and beyond, Council will have to decide in FY98 whether to retain the additional revenue resulting from reversal of the police tax equity agreement. If the additional revenue is retained, the City should be able to provide current service levels at the FY97 tax rate through FY99.

Debt Service Fund:

- More positive revenue assumptions will result in a projected increase in general government debt capacity of \$11 million.

- Reversal of the police tax equity agreement and related issues (addressed above under "General Fund") will result in an increase in projected general government debt capacity of \$19 million.

Public Transportation Fund:

- The existing fund balance position is sufficient to continue current service levels through FY2000.

Conclusion

The current projections in these three funds (General, Debt Service, and Public Transportation) are more favorable than in the past. However, any changes (e.g., County actions, economic conditions or other factors) will impact these projections.

City of Charlotte Police Tax Equity Highlights

- Functional consolidation of the City and County police forces was scheduled to take place on July 1, 1992. During budget deliberations that Spring, the County Commission decided not to consolidate the two police departments.
- Instead of consolidation, the County Commission approved a concept called Police Tax Equity. The intent of tax equity was to address the inequity of municipal tax payers, which were 85% of the county's taxpayers in 1992, paying 85% of the cost of the County Police Department while receiving no benefit from its services. When tax equity was adopted, the County increased its tax rate and the City reduced its tax rate.
- Tax equity is determined as follows:
 1. the cost of providing police services to the unincorporated area is determined (which before consolidation was the cost of the County Police Department);
 2. the property tax rate that unincorporated area residents would have to pay to support that cost was determined; and,
 3. the County returned the amount of money that tax rate would generate back to the municipalities.
- Tax Equity and the money the County pays for police service are two of the three reasons the City receives funding from Mecklenburg County for police services. The third is redistribution of Sales and Intangibles Taxes. Sales and Intangibles taxes are distributed by the State according to the ratio of property tax levies. When the County increased and the City decreased its rate for tax equity, the County kept an artificially high share of Sales and Intangibles taxes. Through agreement, the County returns to the towns the amount of Sales and Intangibles taxes each would have received if the tax equity agreement were not in place. This provision is generally referred to as the "hold harmless" part of the agreement.
- In 1993, the Mecklenburg County Commission concurred with Police consolidation and in October, 1993, the Charlotte-Mecklenburg Police Department was created.
- Police tax equity remained in effect because the funding inequity still existed despite functional consolidation of the two departments. The new Department was established with two divisions: an urban division (the former city service area) and a suburban division (the former county service area). The cost of providing police services to the unincorporated area could be determined as long as two separate divisions remained in place.

- However, in 1994 two changes made determining this cost impossible:
 1. The Police Department initiated the cost efficiencies and service improvements that were the goals of consolidation. The two divisions were eliminated, making it impossible to determine the cost of providing service to the unincorporated area.
 2. City Council approved a \$9 million Community Safety Plan. The County would not pay its share of its costs for the Plan. Therefore, Tax Equity funds owed to the City were also inadequate since the calculation is based on the County's payment for Police services.

- In April, 1995, Mecklenburg County requested the authority to establish Law Enforcement Service Districts, or police tax districts, in order to charge the unincorporated area residents directly for police services. The County agreed to establish these districts only after City Council agreed to the following 4 points:
 1. the structure and form of taxing districts;
 2. Police service levels would be established based upon the Chief's discretion of need in any service area;
 3. the City would make operational decisions regarding police services.
 4. development of an agreeable funding arrangement consistent with the request for Council action.

- Following the disagreement over funding of the Community Safety Plan in FY94, the City Manager directed City staff to work with County staff to determine a new funding arrangement for Police Services that would work with or without police tax districts. Staff agreed to a funding arrangement, based on the population of the unincorporated area, under which the County would pay a flat percentage of the entire Police Department budget. All decreases in the funding formula are tied to the City's annexation schedule except for FY97, when no annexation is scheduled. Since no additional revenues will come from annexation areas in FY97 to support the shifting of costs from the County to the City, additional revenue must be provided to keep funding for Police at the FY96 level.

- City Council and the County Commission approved this funding arrangement in June, 1995. The agreement with the remaining 3 points above was deferred from the November 27, 1995 Council agenda and is scheduled for reconsideration on January 29, 1996.

- The County has stated its intention to end tax equity effective June 30, 1996 along with implementation of the police tax district. The City is not anticipating that the County will continue redistributing Sales and Intangibles taxes (there is a one-year lag on distribution by the State; the FY97 distribution will be based on the FY96 ratio of tax levies). This expectation is based on the County Manager's recommendation last Spring to discontinue the redistribution with or without the agreement of the City.

- The tax increase necessary to cover the loss of police tax equity, to produce the amount of revenue in the FY96 funding formula and to recover Sales and Intangibles taxes is 12.6¢, which includes 11.6¢ in the General Fund and ½¢ each as a contribution to the Transit and Debt Service Funds for loss of Sales and Intangibles taxes.

*City of Charlotte - General Fund
Police Tax Equity Adjustment (In Millions)*



■ 11.6 cent property tax increase required to recover loss in affected revenues

*City of Charlotte - Summary of Tax Rate Adjustments
Related to Police Tax Equity*

<u>Tax Rates</u>	<u>FY96</u>	<u>FY97</u>	<u>Increase</u>
General Fund	\$0.3305	\$0.4515	\$0.1210 ***
Debt Service	\$0.0575	\$0.0625	\$0.0050
PAYG	\$0.0300	\$0.0300	\$0.0000
Stormwater	\$0.0100	\$0.0100	\$0.0000
Total	<u>\$0.4280</u>	<u>\$0.5540</u>	<u>\$0.1260</u>

***General Fund increase is \$0.116 plus \$0.005 equivalent to be transferred to Transit to recover loss of sales tax revenue

City of Charlotte

General Fund Revenues and Expenditures 1996 Detail Projections and 1995 Total Projection (Shortfall) (In Millions)

	1996	(1996 Projections)		1999	2000
		1997	1998		
Revenues:					
Property Taxes	\$ 96.2	\$132.4	\$135.5	\$138.6	\$141.2
Sales Tax	25.7	22.3	28.3	29.6	30.8
Police Tax Equity	25.5	-	-	-	-
Utility Franchise	15.0	15.6	16.2	16.9	17.5
Police Services	11.4	8.6	7.3	7.5	6.1
Other	<u>49.8</u>	<u>46.6</u>	<u>47.5</u>	<u>48.2</u>	<u>48.9</u>
Total Revenues	223.6	225.5	234.8	240.8	244.5
Expenditures:					
Public Safety	130.3	128.7	135.4	140.3	148.3
Solid Waste Services	17.5	18.3	19.0	19.7	20.4
Transportation	9.1	9.6	10.0	10.4	10.9
Engineering and Property Management	14.0	14.4	14.9	15.5	16.0
Administration	22.4	23.2	24.1	25.1	26.1
Community Planning and Development	11.1	11.2	11.5	11.9	12.3
Debt Service Payments	11.6	10.8	10.6	9.3	7.8
Insurance and Claims Funding	<u>6.0</u>	<u>6.7</u>	<u>7.4</u>	<u>8.2</u>	<u>9.2</u>
Total Expenditures	<u>222.0</u>	<u>222.9</u>	<u>232.9</u>	<u>240.4</u>	<u>251.0</u>
1996 PROJECTION					
- EXCESS (SHORTFALL)	<u>\$ 1.6</u>	<u>\$ 2.6</u>	<u>\$ 1.9</u>	<u>\$.4</u>	<u>\$ (6.5)</u>
1995 PROJECTION					
- (SHORTFALL)	<u>\$ (1.7)</u>	<u>\$ (4.4)</u>	<u>\$(13.0)</u>	<u>\$(18.1)</u>	

Projections are based on assumptions identified on the following two pages. Changes in these assumptions would have an impact on these projections. The key/significant assumption relates to the reversal of the police tax equity agreement.

City of Charlotte

General Fund Financial Projections Detail Assumptions

General

- Base Year - FY96 Budget
- No impact for consolidation
- No annexation impact for FY98

Revenues

- Property tax increase of 12.1 cents in FY97 for General Fund (.5 cents of which would be transferred to the Public Transportation Fund). The total property tax increase would be 12.6 cents including .5 cents for the Debt Service fund. This is the result of the following:
 - Reversal of Police Tax Equity agreement (County implementing tax districts)
 - Revised/amended agreements with Mecklenburg County for reimbursement for police services
 - Adjustments required to offset loss of sales and intangibles taxes
- County reduces its property tax rate for reversal of police tax equity agreement proportional to the City's property tax rate increase
- Assessed value increase of \$700 million (average 2.2%) each year for FY97 through FY99 and \$600 million for FY2000
- Utility franchise tax increase of 4% each year
- Sales tax increase of 5.5% each year before adjustments for tax distribution formula
- Other revenues increase of 2.5% each year

City of Charlotte
General Fund
Financial Projections
Detail Assumptions

Expenditures

- Service levels remain unchanged
- Vacancy rate of 2%
- Salary and wage increases based on Public Safety Plan for Police and Fire and 4% per year for other employees.
- Employee benefit increases as follows:
 - Social Security - No change in rate
 - Retirement - No changes in rates
 - Health Insurance - Increase of 5% each year
- No increase in goods and services for FY97; increase of 3% each year for FY98 through FY2000
- Amounts for general liability and workers' compensation claims based on FY94 actuarial study
- No impact for future competitive bidding/privatization
- Landfill fees payable to Mecklenburg County of \$484,000 in FY97 with a 10% increase each year for FY98 through FY2000
- FY96 includes one-time police grant related expenditures of \$5.5 million

City of Charlotte

General Fund Explanation of Differences 1996 Projections vs. 1995 Projections

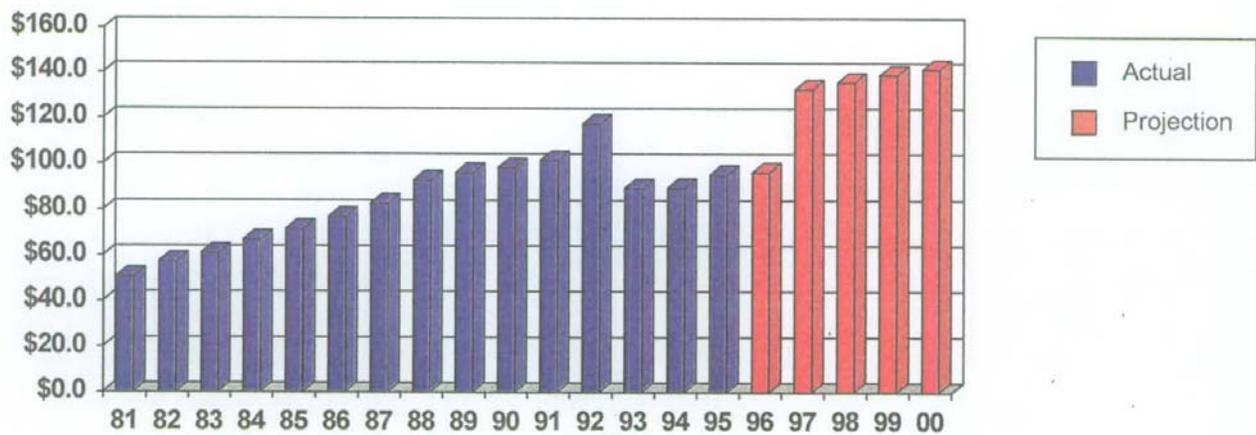
Revenues

Combination of more positive assumptions for revenues and reversal of the police tax equity agreement projected out to FY99 are approximately \$10.5 million.

Expenditures

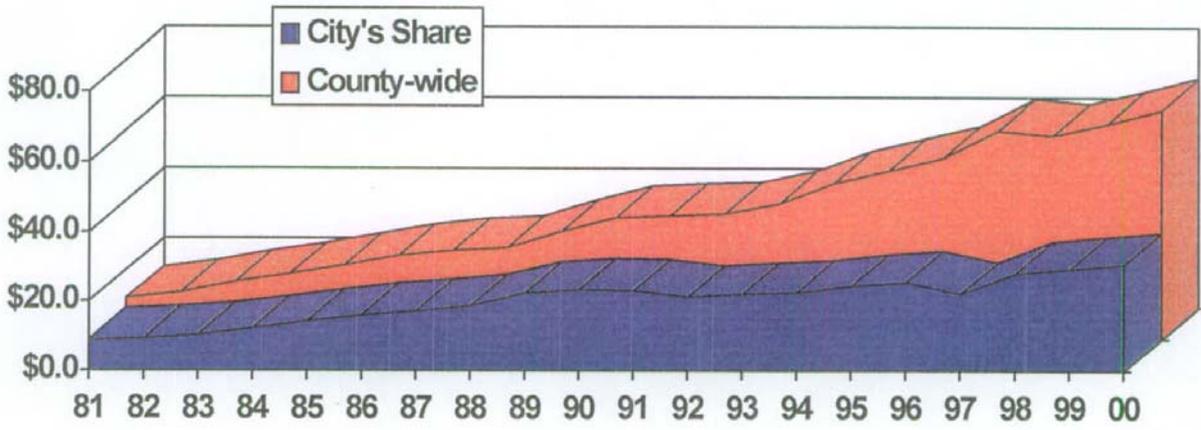
- Recent cost containment efforts produced savings which projected out to FY99 total approximately \$5.5 million. These include the following:
 - Elimination of 101 positions (exclusive of 40 in Solid Waste for quadrant which was privatized)
 - Competition/privatization efforts
 - Cap on longevity
 - Change to managed health care plan which reduced the projected rate of increase for employee health benefits from 10% per year to 5% per year.
- Approximately 70% of the Fire Department personnel are at maximum pay for their classification. The annual percent of increase per year per the public safety plan has been adjusted for this factor. Projected out to FY99 this is approximately \$2.5 million.

City of Charlotte - General Fund Property Tax (In Millions)



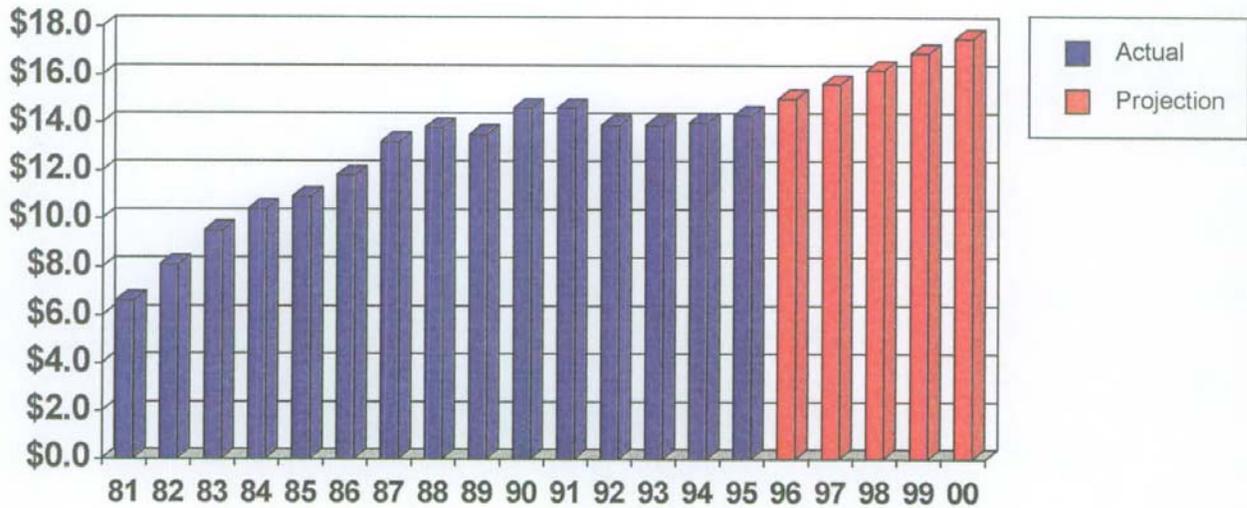
- Increase in 1992 results from June 1991 Annexation
- Decrease in 1993 reflects a reduction in the tax rate due to police tax equity agreement and parks and recreation consolidation
- Property tax revenues are projected to increase 2.2% for 1997 through 2000 compared to an average increase of 7.7% for 1981 through 1990
- Increase in 1997 reflects an increase in the tax rate due to the County implementing Police Tax Districts in lieu of the prior Police Tax Equity Agreement

*City of Charlotte - General Fund
1% Sales Tax (In Millions)*



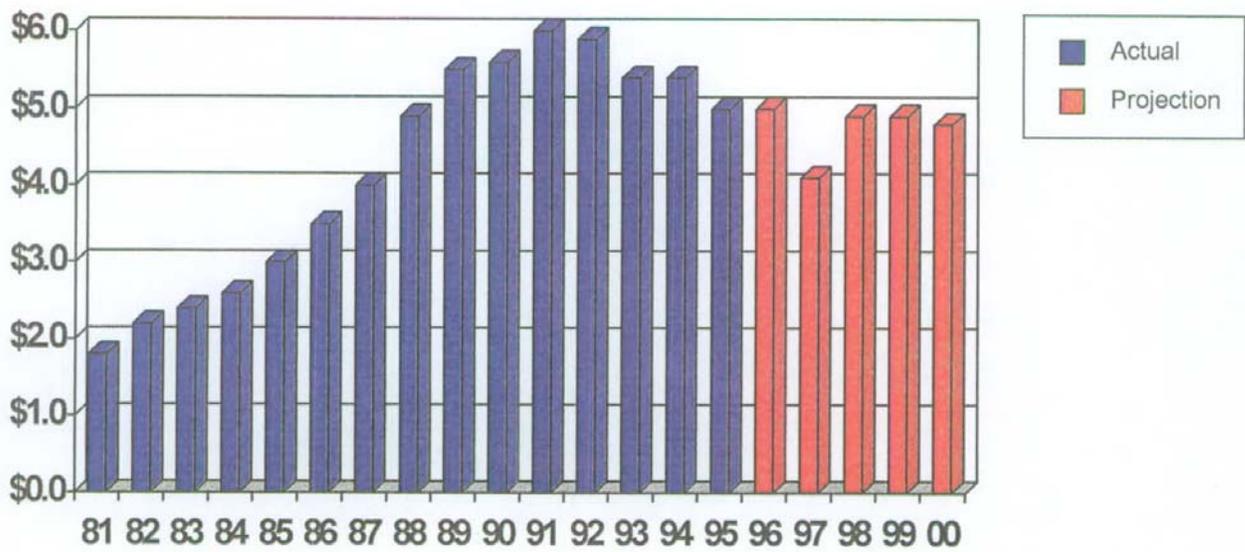
■ County-wide increase is projected at 5.5% each year

*City of Charlotte - General Fund
Utility Franchise Tax (In Millions)*



- State froze total distribution to local governments 1991 through 1995
- Projection assumes that revenues will increase 4% each year

*City of Charlotte - General Fund
Intangibles Tax (In Millions)*



■ State repealed tax in 1995 and replaced with reimbursement with no growth

City of Charlotte
General Government
Debt Service Fund

<u>Fiscal Year</u>	<u>Fund Balance (In Millions)</u>	<u>Percent of General Obligation Debt Payments</u>
1996	\$34.1	90.5
1997	\$34.1	82.1
1998	\$31.8	76.3
1999	\$28.6	68.2
2000	\$25.4	60.3
2001	\$22.5	54.7
2002	\$21.3	51.8
2003	\$20.8	50.1
2004	\$20.7	50.3
2005	\$21.8	79.5

City Council has adopted a policy that fund balance should be at least 50% of the general obligation debt payments for the following year.

Since the last presentation to City Council on the debt model, the general government debt capacity has increased from no appreciable debt capacity to approximately \$30 million which has been incorporated in the above calculations. This is primarily the result of the following items addressed in the introduction:

- Approximately \$11 million from more positive revenue assumptions
- Approximately \$19 million from reversal of the police tax equity agreement

Note: Projections are based on assumptions. Changes in these assumptions would have an impact on these projections. The key/significant assumption relates to the reversal of the police tax equity agreement.

City of Charlotte

Public Transportation Fund Revenues and Expenditures 1996 Detail Projections and 1995 Total Projection (Shortfall) (In Millions)

	1996 Projections				
	1996	1997	1998	1999	2000
Revenues:					
Grants (Federal & State)	\$ 3.2	\$ 2.3	\$ 2.3	\$ 2.3	\$ 2.3
Fares	6.3	6.3	6.4	6.4	6.5
Auto Tax	7.4	7.5	7.7	7.9	8.1
Sales Tax	7.0	6.0	7.5	7.8	8.0
Transfer from General Fund	-	1.5	1.5	1.5	1.6
Other	<u>.4</u>	<u>.5</u>	<u>.5</u>	<u>.4</u>	<u>.4</u>
Total Revenues	24.3	24.1	25.9	26.3	26.9
Expenditures	<u>24.1</u>	<u>25.6</u>	<u>25.8</u>	<u>26.7</u>	<u>27.7</u>
1996 PROJECTION - EXCESS (SHORTFALL)	<u>\$.2</u>	<u>\$ (1.5)</u>	<u>\$.1</u>	<u>\$ (.4)</u>	<u>\$ (.8)</u>
1995 PROJECTION - (SHORTFALL)	<u>\$(1.7)</u>	<u>\$(1.6)</u>	<u>\$ 2.5</u>	<u>\$(3.1)</u>	

Note: Projections are based on assumptions identified on the following page. Changes in these assumptions would have an impact on these projections. The key/significant assumption relates to the reversal of the police tax equity agreement.

City of Charlotte

Public Transportation Fund Financial Projections Detail Assumptions

Revenues

- No change in Federal grants
- State grant would be reduced beginning in FY97
- Fares increase of 1% each year
- Auto tax increase of 2.5% each year
- Sales tax increase of 4% each year before adjustments for tax distribution formula
- Transfer of .5 cent property taxes from General Fund

Expenditures

- Salary and wage increase of 4% each year
- No increase in goods and services for FY97; increase of 3% each year for FY98 through FY2000

Storm Water

Needs

In Charlotte, the drainage infrastructure has not traditionally been maintained as a complete system. The City has maintained pipes and culverts in street rights of way, and Mecklenburg County has maintained, to some degree, the large creeks. However, the majority of pipes, channels, and streams are located on private property. In accordance with North Carolina law, maintenance and improvement have been the responsibility of individual property owners. The pipes and streams received little, if any, maintenance over the last century because owners were unable or unwilling to do so.

In 1993, Charlotte began a new, comprehensive storm water program designed to pro-actively manage storm water runoff. The broad goal was to catch-up with the large backlog of repairs, maintenance, and improvements to the drainage infrastructure required after decades of neglect. Since beginning in 1993, 4800 requests have been received from citizens. Requests continue to be recorded at a rate of over 1,000 per year. With current level of funding, 175 to 200 projects are completed each year, which means the backlog continues to grow.

Policies/Strategies

Policies adopted by the City Council when Storm Water Services was established in 1993:

- Manage the community's drainage infrastructure such that flooding damages are minimized, erosion is controlled, and storm water is protected from pollution. (Note that flooding and erosion are natural processes and cannot be eliminated.)
- Eliminate the backlog of remedial repairs within ten years.
- Begin construction on known high priority capital improvements, and begin a pro-active planning process to identify future system improvement priorities.
- Solve the worst problems first.

ISSUES FOR COUNCIL CONSIDERATION:

1. Increasing the level of funding for remedial repairs and other improvements. The storm water program was begun with a five year plan to begin repairs and improvements, determine long term needs, and make appropriate rate adjustments beginning in FY98. Financial planning decisions for the next five to ten year period need to be made in 1996. Also, there is opportunity to expand the level of service in FY97 by more aggressively using the storm water bonds approved by voters in 1994.
2. Consider adding a "neighborhood service model" to priorities. A portion of storm water funding could be set aside to coordinate with other infrastructure investments focusing on neighborhoods.
3. Consider adding an "economic development model" to priorities. A portion of storm water funding could be set aside to coordinate infrastructure investment with economic development priorities. Storm Water page One

Jim Schumacher

Charlotte Storm Water Services

History

- ◆ Study of new policies for storm water began in 1985
- ◆ Storm Water fee adopted in June 1992
- ◆ Program began in January 1993
- ◆ Manage the community's drainage infrastructure such that flooding damages are minimized, erosion is controlled, and storm water is protected from pollution
- ◆ Eliminate the backlog of remedial repairs within ten years
- ◆  Begin construction of known high priority capital improvements, begin a pro-active planning process to identify future system improvement priorities
- ◆ Solve the worst problems first

Charlotte Storm Water Services

Current Needs

- ◆ **Backlog:** Before the infrastructure can be operated in a routine way, a large backlog of repair, maintenance, and improvement needs that have accumulated over the last 100 years must be addressed; current backlog is 4,300 requests

- ◆ **Repairs to existing infrastructure** (+/- 30% of requests)
 - small in scope
 - involves only one or a few properties
 - average cost: \$14,000

- ◆ **Replacement/upgrade of infrastructure** (+/- 5% of requests)
 - large in scope
 - involves several properties or a whole neighborhood
 - typical cost: \$200,000 to \$1,500,000

- ◆ **Restoration of channels** (+/- 70% of requests)
 - should be done by section or neighborhood
 - focus on control of erosion, aesthetics, water quality
 - typical cost: \$50 to \$100 per foot

Charlotte Storm Water Services

Current Financial Condition

- ◆ **Five Year Plan:** The storm water program was begun with a five year start up period, during which the fee would not be increased:
 - to begin repairs and improvements to the infrastructure
 - to begin managing the infrastructure rather than reacting
 - to determine long term needs
 - to make appropriate program adjustments beginning in FY98
- ◆ **Demand:** Backlog is growing at 800 requests per year; through repairs and infrastructure replacement projects, we are spending at or above the budgeted levels
- ◆ **1994 Bonds:** \$25 million in storm water bonds approved by voters to accelerate replacement of infrastructure
 - bonds to be repaid with the existing fee revenue
 - bond amount determined by transfer of revenue from “pay as you go” to debt payments

Charlotte Storm Water Services

Program Issues

- ◆ **Backlog:** Accelerate the program to address backlog
- ◆ **Use of Bonds:** Ability to expand the level of service in FY97 through accelerated use of the 1994 bonds
- ◆ **Financial Plan:** Develop a financial plan for FY98 and after
- ◆ **Neighborhood Service Model:** A portion of storm water funding set aside to coordinate with other infrastructure investments focusing on neighborhoods
- ◆ **Economic Development Model:** A portion of storm water funding set aside to coordinate infrastructure investment with economic development priorities

Storm Water Program Options

Program Elements	Options			
	A	B	C	D
Eliminate Backlog of Repairs				
Six years (original goal)				
Three years (accelerated)				
Begin Restoration of Channels				
Start in FY98				
Start in FY97				
Neighborhood Model				
Begin in FY00				
Begin in FY97				
Economic Development Model				
Begin in FY00				
Begin in FY97				
Accelerate Infrastructure replacement				

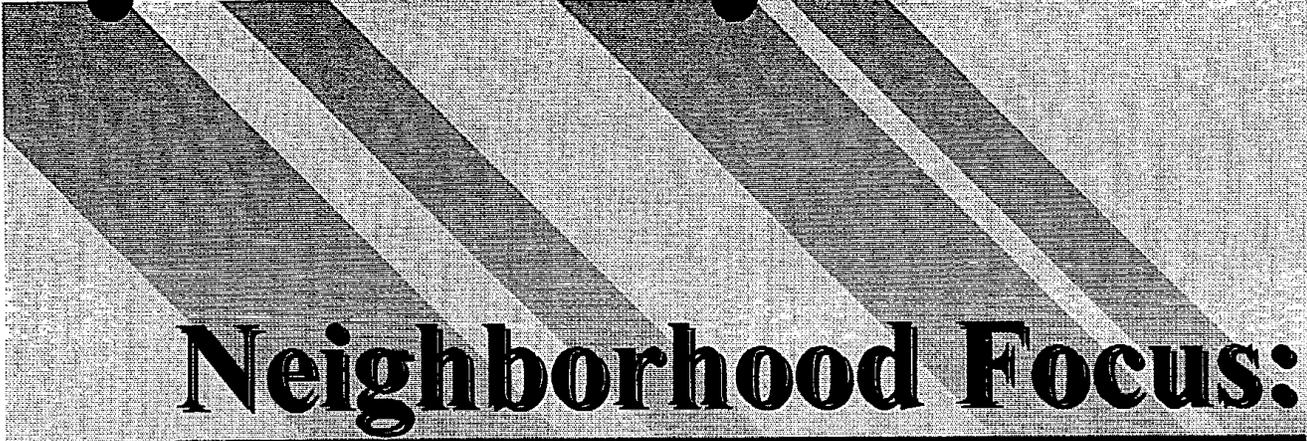
FY97 Operating Budget and FY97-01 Capital Investment Plan

Council approved the framework of the FY97 budget, the second year of a two-year budget, by Resolution on June 10, 1995. The highlights include:

- Total operating budget of \$455 million - a 7.6% decrease from FY96 primarily from decreased debt service costs
- Budget includes 12 new positions, all in Specialized Transportation for compliance with the Americans with Disabilities Act
- As amended by Council, funding for the Financial Partners continues at FY95 levels.
- Continued implementation of Competition Plans
- Projected Water and Sewer rate increase between 5% and 7%.
- Transit fares remain at FY95 levels.
- 1988 Street bonds are depleted, so FY97 appropriation for roads, intersections, business corridors and sidewalks drops to zero.

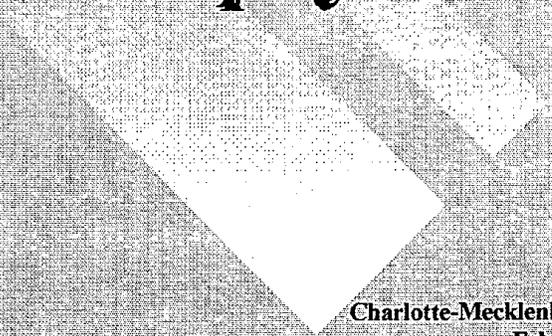
New Issues Since Development of the FY97 Budget

- Providing and funding of park security is unresolved.
- Rebidding the health insurance program later this Spring.
- Reviewing Police technology needs, federal grant matches and civilian support personnel which is currently ongoing. Additional resources will likely be required in the FY97 budget.
- Increasing landfill fees of approximately \$484,000 due to the end of the 178,000 free tonnage agreement signed in 1983 with Mecklenburg County.
- Mecklenburg County is discussing eliminating its annual residential garbage fee. Doing so would pass approximately \$6.5 million in disposal costs on to the City.
- Negotiating with Mecklenburg County on repairs to Renaissance Park continue.
- Increasing capital needs: roads, neighborhood improvements and storm water.
- The Citizens Capital Needs and Revenue Committees will complete their work later this Spring.



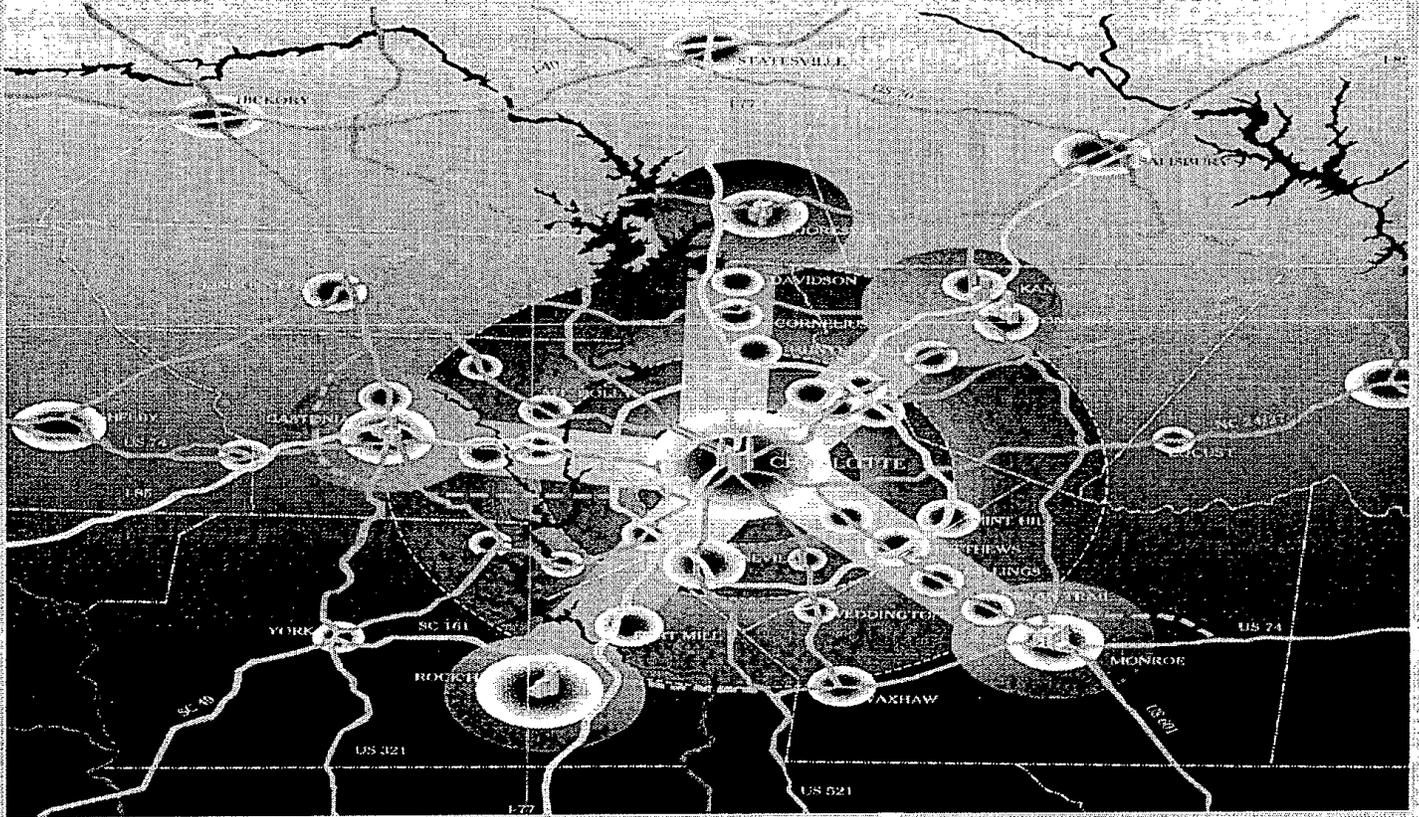
Neighborhood Focus:

City Service Delivery Philosophy



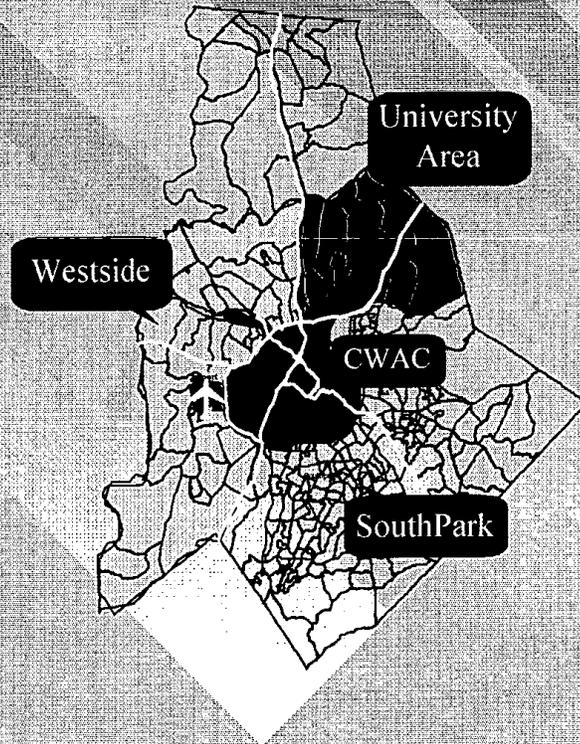
**Charlotte-Mecklenburg Planning Commission
February, 1996**

Geographic Setting -- A Regional City

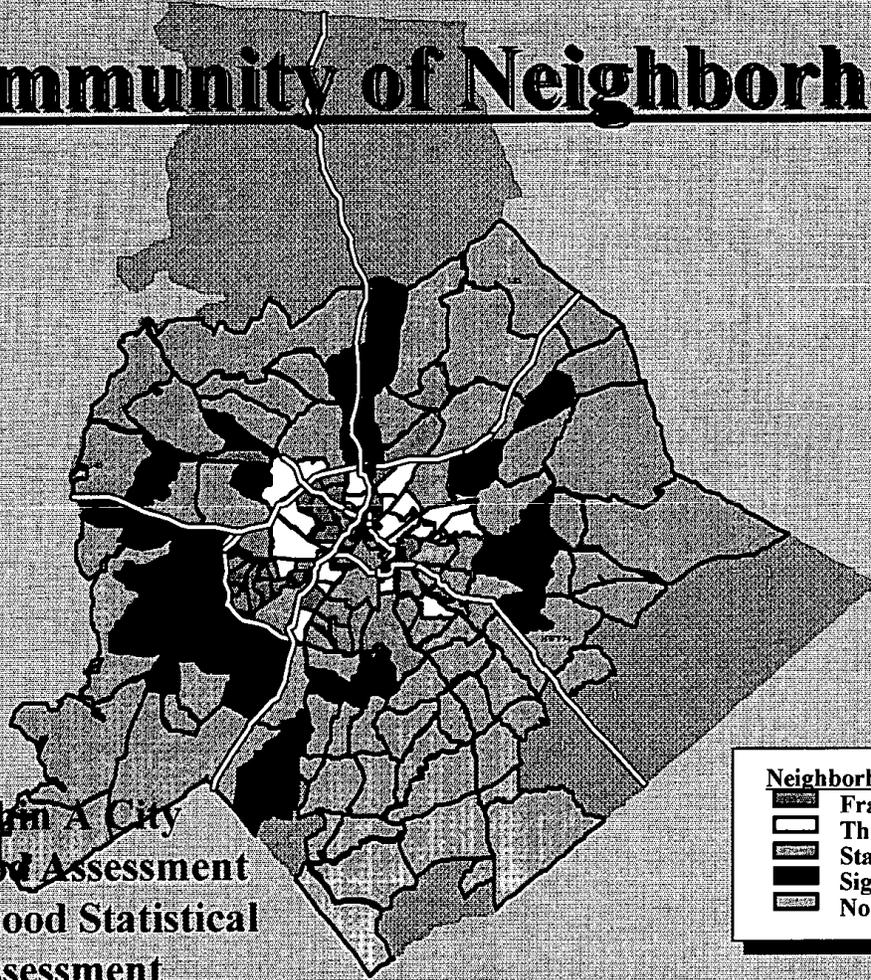


Charlotte-Mecklenburg -- Neighborhood Clusters

- Uptown
- City Within A City
- SouthPark
- University City
- Westside
- Many others...



Community of Neighborhoods

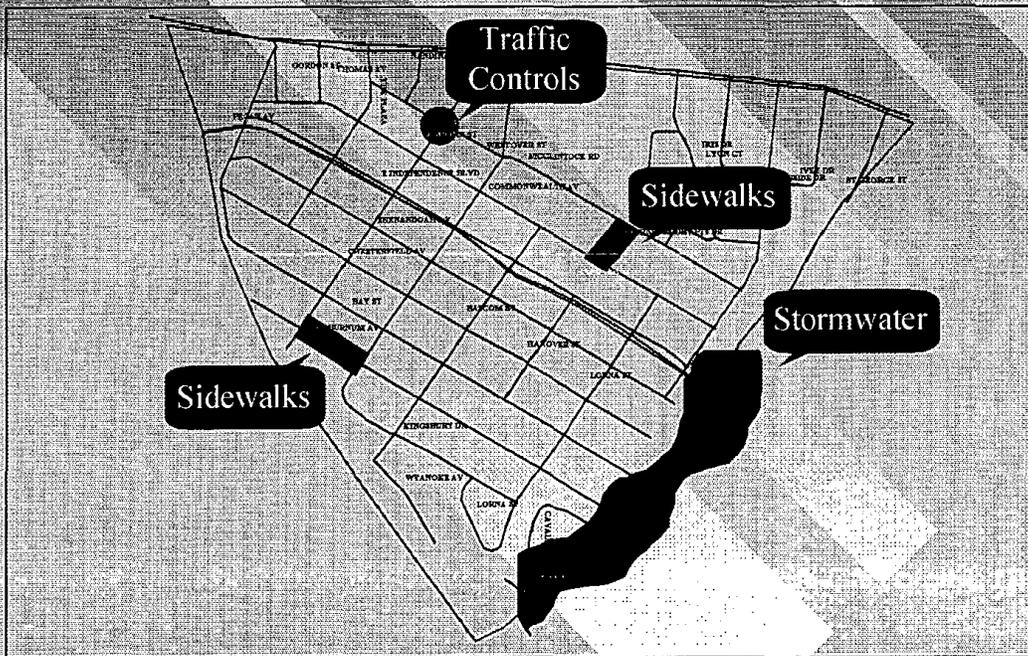


Neighborhood Categories

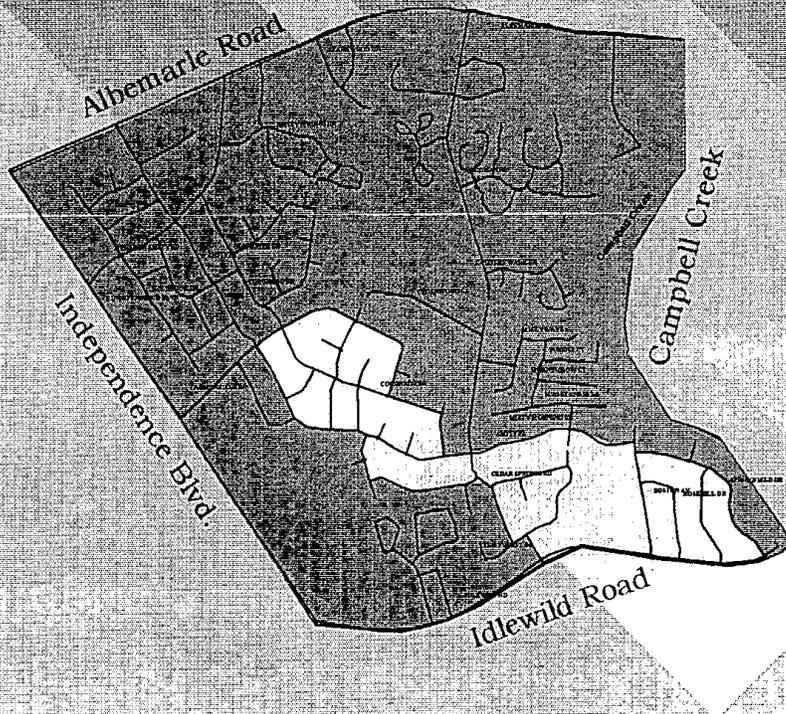
-  Fragile
-  Threatened
-  Stable
-  Signs of Distress
-  No signs of Distress

City Within A City
Neighborhood Assessment
& Neighborhood Statistical
Area Assessment

Neighborhood Problems Example -- Chantilly and Commonwealth



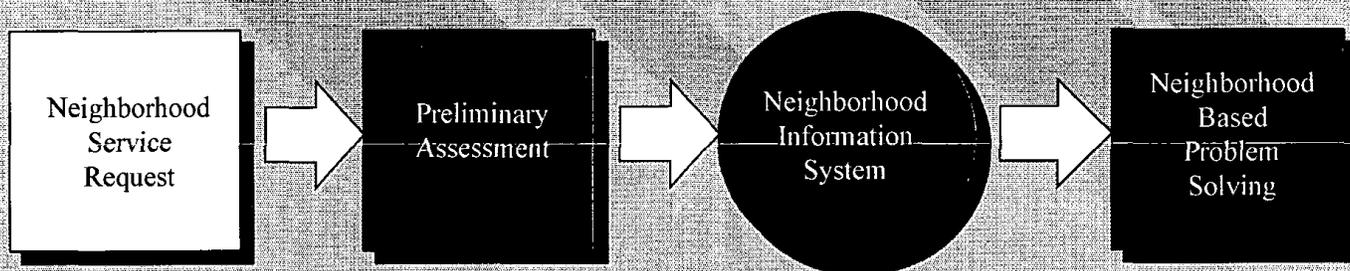
Neighborhood Problems Example -- NSA 220



Issues

- High Poverty
- High Crime/Renter
- Business Turnover

Neighborhood Problem Solving -- Focus on Neighborhood Needs



How do we handle requests from neighborhoods?

City Service Delivery Strategies -- Linked to Neighborhood Needs

Neighborhoods

Stable



Threatened



Fragile



Strategies*

Maintenance

Prevention

Revitalization

*** Various strategies will be applied within larger areas
representing clusters of neighborhoods**

City Service Delivery -- Strategic Tools

STABLE NEIGHBORHOODS (*Maintenance*)

- Basic City Services (Fire, Police, Solid Waste, Transportation, Water & Sewer, etc.), Community Capacity Building, Neighborhood Problem Solving, Infrastructure Maintenance and Minor Infrastructure Investments.

THREATENED NEIGHBORHOODS (*Prevention*)

- Services provided to Stable Neighborhoods plus... Planning, Community Organizing, Employment and Training Services, Housing Rehabilitation & Investment, and Moderate Infrastructure Investments.

FRAGILE NEIGHBORHOODS (*Revitalization*)

- Services provided to Stable and Threatened Neighborhoods plus ... Targeted Delivery of City Services, Economic Development Initiatives, and Major Infrastructure Investments.

Toward a Neighborhood Focus:

- Focus on *neighborhoods*
- *Teamwork* approach to service delivery
- Service delivery strategy -- *maintenance, prevention, & revitalization* -- based on neighborhood needs

NEIGHBORHOOD BASED PROBLEM SOLVING Management Philosophy

“Neighborhoods are the building blocks of our increasingly urban community, and our quality of life is determined by their livability and character.”

Generalized Land Plan 2005

PURPOSE

Neighborhoods-residential and business-are the basic building blocks of a community. A community's overall livability, to a great extent, is determined by how people feel about their neighborhood. Charlotte-Mecklenburg's quality of life is intrinsically linked to the health of neighborhoods. Making Charlotte's neighborhoods a priority for City service delivery will ensure a high quality of life for the entire community.

Neighborhood Based Problem Solving focuses on providing services to neighborhoods throughout Charlotte. It is designed to address neighborhood issues, build neighborhood capacity, coordinate service delivery to neighborhoods, and improve customer satisfaction associated with delivery of City services. This service delivery model is designed to support and not replace our existing neighborhood service delivery processes.

GOAL

The goal of neighborhood based problem solving is to create and maintain healthy, vibrant neighborhoods where people desire to live, work and shop ... Neighborhoods where housing is available for owners and renters, goods and services can be readily purchased and employment opportunities are located nearby; community facilities and public infrastructure are provided and maintained to meet the needs of residents; and local government provides prompt public service and works in partnership with neighborhoods to solve problems.

GUIDING PRINCIPLES

- Prompt public service
- Neighborhood focused service delivery
- “Team Work” approach to service delivery
- Service levels keyed to neighborhood needs (maintenance, prevention and revitalization strategies)
- Neighborhood participation and involvement in problem solving
- Building partnerships outside of local government

NEIGHBORHOOD BASED PROBLEM SOLVING

The key components of Neighborhood-Based Problem Solving are:

I. Service Delivery Focused on Neighborhoods

II. Neighborhood Problem Solving Facilitation

III. Service Delivery Strategies Based on Needs

- Maintenance
- Prevention
- Revitalization

