AGENDA

Meeting Type.	S
Date:	01-18-1992
SUBJECT	Focus 91 Update

City of Charlotte, City Clerk's Office

A G E N D A

Council Briefing: Focus 91 Update
January 18, 1992
Room 267-CMGC

8:00 a.m. Coffee

8:15 a.m. Opening Comments: White

8:20 a.m. Roles, Goals, Expectations and Process: Joseph

8:50 a.m. Slide Show: "A Year In the Life Of...City Government"

- Council Reaction

9:00 a.m. RESOURCES

- Economic Briefing: Connaughton
- Right Sizing: Syfert
- FY92/93 Budgets: Alexander/Martin

10:00 a.m. BREAK

10:15 a.m. • Council: Small Group Discussion: (30 mins)

10:45 a.m. • Council: Small Group Reports & Large Group Discussion: (30 mins)

11:15 a.m. REGIONALISM: Cauble

- Council: Small Group Discussion: (20 mins)
- Council: Small Group Reports and Large Group Discussion: (20 mins)

12:15 LUNCH

1:00 p.m. COMMUNITY BASED POLICING: Steger/Stone

1:30 p.m. • Council: Small Group Discussion: (20 mins)
1:50 p.m. • Council: Small Group Reports and Large Group Discussion: (30 mins)

2:20 p.m. BREAK

2:40 p.m. CITY WITHIN A CITY: Borgsdorf

3:00p.m. • Council: Small Group Discussion: (20 mins)
3:20 p.m. • Council: Small Group Reports and Large Group Discussion: (30 mins)

4:00 p.m. COUNCIL RETREAT: Joseph

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For additional copies contact

Budget and Evaluation
704/336-2306

or

Public Service and Information
704/336-2395

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FOCUS UPDATE 91

CRIME AND DRUGS ■ PUBLIC RESOURCES ■ CITY WITHIN A CITY ■ GROWTH / REGIONALISM ■ EDUCATION

Issues Facing Charlotte

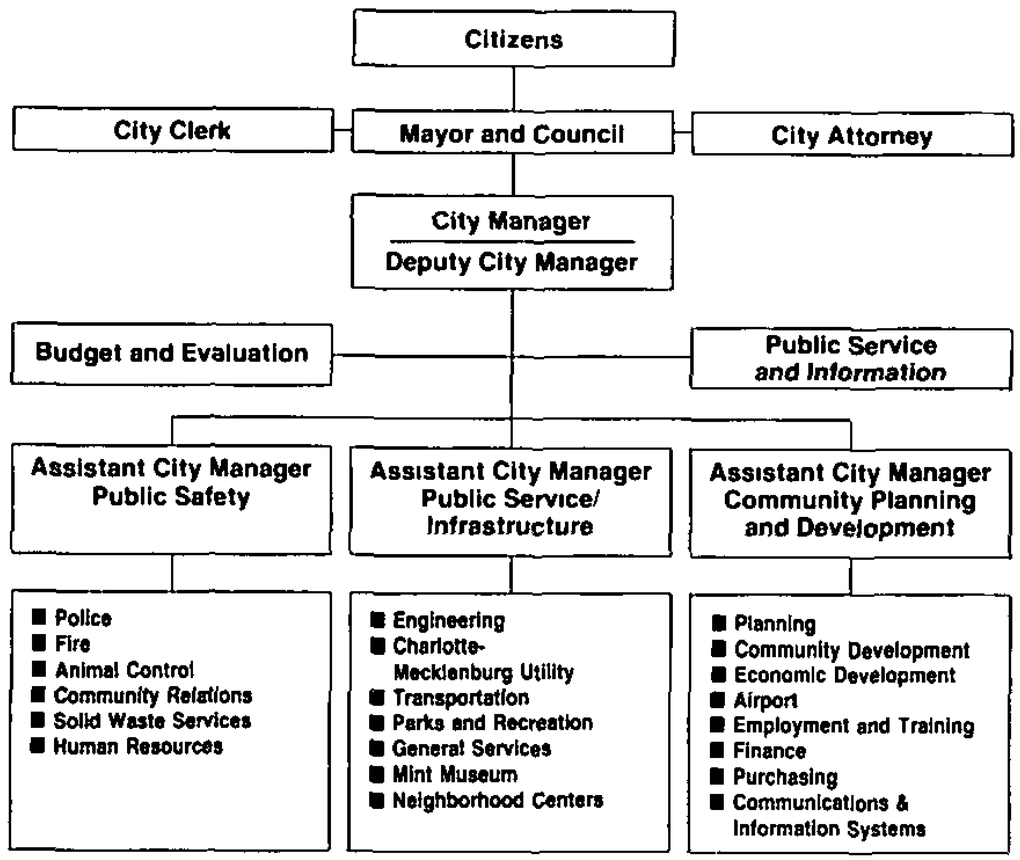
MAYOR
Richard Vinroot

CITY COUNCIL
Stanley M Campbell
Daniel G Clodfelter
Ann Hammond
Nasif Majeed
Tom Mangum
Hoyle H Martin
Pat McCrory
Cyndee Patterson
Don Reid
Ella Butler Scarborough
Lynn M Wheeler

CITY MANAGER
O Wendell White

All-America City

CITY GOVERNMENT



FOCUS 91 OVERVIEW

Over the past eighteen months, City Council has gone through a process to identify areas of focus for community needs The process began with a strategic visioning session in February, 1990, followed by involvement in workshops focusing on topics identified through this session The effort continued in mid November, 1990, at the Council Retreat and culminated in the FY92 budget discussions which directed City resources and energy to the following Focus areas

- CRIME AND DRUGS
- PUBLIC RESOURCES
- CITY WITHIN A CITY
- GROWTH/REGIONALISM
- EDUCATION

This booklet outlines the missions, current efforts and strategies/action steps adopted for responding to needs in the FOCUS areas Work has started on many of the strategies/action steps As part of the FY92 budget preparation, City staff looked at different uses for current revenues and the need for added revenues to make desired changes in the FOCUS areas New efforts and redirected resources are highlighted in each of the FOCUS areas

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

CRIME & DRUGS

CITY'S MISSIONS:

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

CURRENT RESPONSES:

- About $50 million and over 1000 Police Department employees provide law enforcement and protection
- Special efforts have begun which include Street and Gateway (airport, bus and train stations) Interdiction Units, Drug Abuse Resistance Education Officers, School Resource Officers, and support to the District Attorney's office
- City departments also provide housing job training, recreation and community relations services

CITY OF CHARLOTTE
CURRENT YEAR BUDGET AND FACTS

FACTS:

Population		423,000
Square Miles		193
Operating Budget	$321 90	Million
Capital Budget	$324 63	Million
Total Budget	$646 53	Million
Total Employees		5,129
Tax Rate		
General Fund		$0 4625
Debt Service		$0 0550
Pay-As-You-Go		$0 0325
Total Tax Rate		$0 5500

Budget Expenses:

	Employees	Millions
General Fund	4 077	$195 86
Water and Sewer	685	66 14
Aviation	212	44 49
Employment and Training	22	2 62
Community Development	58	5 92
Public Transportation	54	20 47
Insurance and Risk Management	21	0 92
Powell Bill		12 62
Municipal Services Districts		0 96
Debt Service		121 02
CityFair		0 36
Pay As You Go		15 08
Interfund Transfers		(141 08)
Contribution to CIP		(23 48)
Total Operating Budget	5,129	$321 90
Total Capital Budget		$324 63
Total Operating and Capital Budget		$646 53

Sources of Revenues:

Property and Other Tax	$186 94
Water and Sewer	66 14
Aviation	44 49
Intergovernmental	60 12
Bond Funds	244 65
Other	44 19
Total Revenues	$646 53

For Additional Information Concerning The Focus Areas, Please Contact:

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

STRATEGIES AND ACTION STEPS:

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

- A Symposium on the Criminal Justice Systems was held in February, 1991 the FY92 budget included funding for a criminal justice study in conjunction with the County and the Criminal Justice Commission

- The CITY is conducting drug awareness and prevention programs expanding the Belmont Neighborhood program idea of concentrating special services in areas needing help developing a code enforcement team increasing summer jobs for youth exploring community policing The FY92 budget added 12 officers for patrol, another drug interdiction squad, and three Enhanced 911 operators

- With the BUSINESS COMMUNITY — continue expansion of summer jobs for youth encourage drug-free workplaces expand Neighborhood Watch' concept to Business Watch ' An Uptown Crime Council is active

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

- With the COUNTY — consider drug tests of all arrestees support funding increases for the District Attorney's office The FY92 budget included two additional police officers to assist in the District Attorney s office

- With the SCHOOLS — hold Police Youth conversations encourage City employees to volunteer in schools identify and reward youth for achievements in school and the community The FY92 budget added five school resource officers

- With other COMMUNITY SERVICE PROVIDERS — coordinate resources and programs to maximize citizen services

PUBLIC RESOURCES

CITY'S MISSIONS:

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

CURRENT RESPONSES:

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

EDUCATION

CITY'S MISSIONS:

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

CURRENT RESPONSES:

- Over $500 000 is dedicated to providing School Resource Officers, School Crossing Guards, staff for Cities In Schools and Employment and Training The FY92 budget included five additional school resource officers and $128,000 in additional General Fund support for Employment and Training programs

STRATEGIES AND ACTION STEPS:

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

GROWTH/REGIONALISM

CITY'S MISSIONS:

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

CURRENT RESPONSES:

- Planning studies have been completed and documents developed to guide growth in Charlotte-Mecklenburg, including the 2005 Plan, District and Neighborhood Plans, and the new Zoning Ordinance

STRATEGIES AND ACTION STEPS:

- Efforts will be focused on REGIONAL and LOCAL PLANNING
- The CITY has — begun a process to clarify the Community s vision State planning projects have been researched the role of the Metropolitan Planning Organization has been reviewed
- With the COUNTY, SCHOOLS, BUSINESSES and OTHERS — expand the vision for the City to include the broader community within Mecklenburg County an inventory of vision statements has been made
- With COUNTIES and TOWNS — a regional visioning process has been initiated by the Urban Institute the first regional meeting was held September 27, 1991

- Financing policies include to keep a high credit rating to borrow money at reasonable time periods to mix financing plans without overuse of any one type of plan
- A report on Alternative Revenue Sources has been completed and continues to be studied for ways to use the ideas in the report
- A City Council County Commission review group has been named to consider possible areas of functional consolidation merging police into the City structure and Parks and Recreation into the County structure is already under way

STRATEGIES AND ACTION STEPS:

- Efforts will be focused on REVENUE and SERVICE REVIEW
- The City — reviewed the use of current dedicated sources of income, the use of enterprise funds, and all current service levels considered creating a savings fund for future Solid Waste Management needs continues to study City government organization to improve performance will study and reach agreement on Development Fees will decide the City s role in regional revenue questions
- With the COUNTY — acted on the Political Consolidation Charter Commission Report reached agreement on City/County roles and responsibilities shared budget information will work toward agreement on Development Fees
- With OTHERS — increased the Motor Vehicle License Tax and dedicated proceeds to transit continue to work toward improved communications with the local State delegation and General Assembly

CITY WITHIN A CITY

CITY'S MISSIONS:

- Use our resources of leadership, staff, information and funding to make individuals and families self-reliant
- Strengthen and revitalize deteriorated neighborhoods
- Support formation, retention, and expansion of businesses that provide quality jobs
- Continue the City s traditional support for economic development by providing high quality services and well designed infrastructure

CURRENT RESPONSES:

- Created City Within A City bank loan participation program, a $7 8 million partnership commitment from eight banks to help small businesses get started
- Chamber Board appointed committee to work on providing central city industrial sites that are competitive with suburban sites
- West Charlotte Business Incubator opened July 25, 1991
- Continued loan programs to businesses that create jobs for people with low/moderate incomes
- City targeted Convention Center construction for an employment initiative to provide jobs for people from City Within A City neighborhoods

- Employment and Training summer program sets a participation record with 925 placements
- Continued Street Corridor Revitalization Program and Neighborhood Reinvestment Program
- Voters approved $1 2 million in storm drainage bonds
- City Council approved Seversville Redevelopment plan and Genesis Park Partnership
- County Health Department and Police are establishing offices in the Belmont Neighborhood Center
- United Way s Success By Six picks Johnson YMCA for its target area including the Belmont/Optimist Park Neighborhoods
- Reid Park Community Development Corporation established an office in Amay James Neighborhood Center

STRATEGIES AND ACTION STEPS:

- Efforts will be focused in the areas of SELF-RELIANCE, RENEWAL of declining areas and creation of new BUSINESSES AND JOBS
- The CITY will — continue to seek community partners, including the County, United Way Chamber and businesses, universities and Central Piedmont Community College, cultural organizations and non profits work closely with community development corporations and neighborhood organizations
- The CITY will — change the way City Departments do business with neighborhoods find ways to support neighborhood groups rethink service delivery models reward employees who have the it is my job" attitude encourage neighborhoods to get organized and develop their own initiatives that the City and its partners can support
- With the COUNTY and Community Partners — use cooperative teams to target specific services to specific neighborhoods
- With the CHAMBER — design an industrial development strategy for the City Within A City

COUNCIL BRIEFING FOR RETREAT 1/18/92

Mayor	✓		Staff Present
Campbell	✓	✓	White
Clodfelter	✓	✓	Syfert
Hammond	✓	✓	Steger
McCrory	✓	✓	Burch
Majeed	✓	✓	Borzdorf
Mangum	✓	✓	Tenderhill
Martin	✓	✓	Alexander
Patterson		✓	R. Martin
Reid	✓	✓	Cranton
Scarborough	✓	✓	Rosenstrauch
Wheeler	✓	✓	Flynn

	David
	Cooke
	Caroline
	Guzniczak
	Jim Warshauer
	Boyd Cauble

8:20

Vinroot
White
Vinroot
Frank Joseph - ① INFORMATION DUMP
② PROCESS

White
Syfert
Reid
Mangum

Clodfelter
Hammond
Vinroot
Wheeler
Scarborough
Majeed
McCrory
Martin
Underhill
Steger
Presley
Wilder
Jeane Browne
J
Warshaw
John Cunningham
Cooke
R. Martin
Alexander
Flynn
Burch
Borgdorf
Guzmezak
Cranton
Rosenstrauch

Cecil Greene
Mangum
Borgsdorf
Mangum
Joseph
Syfert
Joseph . Exercise for Council
know each other, share
information - 8:55 - 9:15

White
Sidus 9:15 - 9:20

White
Vinroot
John Connaughton - Economics -
Martin - also Economic Stagnation
Connaughton . .
Charlotte has been a success.

GROWTH		
US - 2.7%	7-COUNTY AREA	4.4%
NC 3.7%	MECKLENBURG	5%

Martin
Connaughton - By 1989 - MECK ACCOUNTED
FOR 1 OUT OF EVER 9 NC JOBS
1 OUT OF EVERY $6.5 OF OUTPUT IN NC

Mangum

Connaughton FROM '69 - '89 INCREASED
ACCOUNTED FOR 1 OUT OF EVERY
7 NEW JOBS IN MECK
(OVER 200,000)

1 MAJOR CONTRIBUTOR TO THIS -
BABY BOOMERS - 7 MILLION
BORN '46 - '64

GOOD NEWS
1980's THEY BOUGHT HOMES &
CONSUMER GOODS & INCREASED
TAX BASE ~~BY~~ THROUGH PROPERTY TAXES &
SALES TAXES -

1990's - WE'RE ~~LOSING~~ RUNNING OUT OF
BABY BOOMERS.

3RD QUARTER 1990 -
WE'VE HIT BOTTOM & STARTING
BACK UP - MAYBE BACK EVEN 1ST
QUARTER 1993

WHAT ARE OUR CHOICES?
DIVIDE INTO SMALLER SLICES
WE'VE BEEN COMPETITIVE BECAUSE
WE'VE INVESTED IN FUTURE.
CITY IN COMPETITION FOR EVERY
JOB.

(1) NEW AIRPORT IN OPERATION AT TIME OF

AIRLINE DEREGULATION, GOOD INVESTMENT

② INVESTMENT IN COLISEUM BEFORE NBA TEAM

③ MANY OTHER EXAMPLES.

1990'S - DIFFERENT GAME

COMPETITIVE GAME

WORK HARDER TO GET FAIR SHARE

White

Alexander -

Richard Martin -

REVENUES - $1.6 MIL - ABOVE

Alexander

McCrory - Operating Expenses?

Alexander Yes - General Fund

Reduced work force by 200 positions - sa

Reid

Alexander - 4,010

Reid

Alexander

Mangum FY-92 130 positions

Alexander

Wheeler
Alexander 130 NOT IN FY-92 BUDGET
Scarborough
Alexander
Martin
Alexander
Martin
White
Martin
White
McCrory
Alexander
Scarborough
Alexander
Scarborough
Alexander
R. Martin 10% INCREASE PER YEAR IN UTILITY FRANCHISE TAX.

Mangum
R. Martin 1989-92 · 16 MIL
9¢ 3 MIL IN 94
19 MIL OVER 5 YEARS.
White
R. Martin

R. Martin
Alexander
McCrory
R. Martin
McCrory
R. Martin
H. Martin
White
Reid
Alexander - Annual licenses
Business License
Martin
Reid
Alexander
McCrory - Paying off existing bonds
Alexander
McCrory
~~R.~~ Alexander
R. Martin
McCrory
H. Martin
Alexander
Clodfelter
Alexander
Clodfelter

Alexander
Clodfelter
Alexander
Clodfelter
Alexander
Clodfelter
Alexander - $6.3 MIL - FY-92
Clodfelter REV 1.6 MIL HIGHER THAN
Alexander PROJECTED
Clodfelter

Alexander
Clodfelter
Alexander

Major Issues - Pay + Benefits
Survey
Insurance
Police, Solid Waste + Fire.

Reid
Alexander - State Retirement
Reid
Alexander -
Reid
R. Martin
Clodfelter
R. Martin

R. Martin
Reid
R. Martin
Reid - What are $ funded
R. Martin
Alexander

5 MIN BREAK 10:30
Reconvene at 10:40

White
Vinroot
Clodfelter - Focus - 6/30 this year -
do nothing + put $3 mil in fund balance?
Alexander - Yes
Hammond - Continuing annual savings?
Alexander No $4.2 MIL continuing
White - Operate with goal of no
lay-offs -
Modest adjustment in pay
Syfert - Rightsizing - Way to deal
with change
Customers have changed +
services have changed
Martin - We know Community values now?
Syfert - No.

McCrory
Syfert
McCrory
Syfert
Vinroot
Syfert
McCrory
White
McCrory
White
Syfert
Scarborough
Hammond
Reid
Syfert 70%
Reid
Vinroot - Reduced 331 already
Martin
Clodfelter
Syfert
Vinroot
McCrory - Interaction we may have with County -
White
Vinroot

Campbell arrived at 10:40

White - Regionalism
Boyd Cauble - Urban Coalition -
go to legislature to get a fair
distribution of funds
Vinroot
Cauble
Martin
Vinroot
Martin
Cauble - EVOLUTION OF REGIONAL PUBLIC
Vinroot TRANSPORTION
Cauble -
Martin
Cauble
Maj
~~Pete~~ Cauble.
Wheeler
Majeed
Wheeler
Majeed
S. Cauble
Sydert
Vinroot
McCrory
Vinroot.

White
Frank Joseph Groups - 270 - Hammond
271
Vinroot Wheeler Majeed
Clod Alexander Mangum
Martin Do - Elyan Scarborough
Reid SIGNIFANT ISSUES McCrory
NEEDED INFO Campbell
NEXT STEPS Syfert
Wilder

Vinroot
Joseph

1- Select
Facilitator
Lemer
Reporter
Summarize
2- Everyone respond
3- Executive Summary to
whole group

McCrory
Wheeler
Mangum
Joseph -

Lunch 12:30 + Small Groups

Reconvene 12:50

Vinroot
Hammond Small Group Report
Vinroot
Reid
Vinroot - Deal with values of services & how finance in retreat

White
McCrory
Mangum - State presentation
Vinroot
Scarborough
Vinroot
McCrory
Mangum
White -
Chief Ron Stone

1- 90,000 North Carolinians under alternative sentencing.
2- Traditional emphasis on response
3- time, not effectiveness.
4-

Vinroot

Clodfelter

Hammond

Reid

Stone

White

Reid

Stone

Reid

Stone

Reid - What is the one on Reid Rd.

Stone - Baker

Reid: Maybe we don't need $40 mil

Stone Center

Scarborough

Stone

Scarborough

Stone - Law now in terms of supervision - need to compare now with Atlanta & Miami - we are that large.

Majed

Martin

Stone

Mangum

Stone
White
Vinroot

Retreat
(1) Corr. Policing
(2) Resources for D.A. - Building
(3) Law Enf.

Coolfelter 3/15 - 3/17
Hammond
Vinroot
Martin
White
Vinroot

Campbell left 1:55

Break 1:55
Reconvene 2:00

White
City Within a City
Organized internally to handle this
Borgsdorf Slides + Video

Scarborough - are we trying to get everyone together?
Borgsdorf 3-way committee
Mangum - Long range planning effort
Martin - 45% tax base inner city
Borgsdorf
Martin - What kind of contribution from county

Clodfelter - What kind of partnerships & who are partners? Where are partners in the neighborhood?

McCrory

Vinroot -

McCrory

Vinroot - Retreat - Attention & support of larger institutions in this community

Vinroot - Purpose -
Retreat Committee - Ann Hammond
Pat McCrory, Hoyle Martin,
Lynn Wheeler
Any other subjects?

Majeed

Martin

Morgan - Regionalism concept in waste Management.

Vinroot

Wheeler

Vinroot - Consolidation of Government

White - 2 DAY WORK SESSION

Morgan

Wheeler

Reid - Use Channel 32 to educate
Hammond public on what City does
Reid + what County does.
Vinroot
Reid
Mangum
Guerrant
White
Reid
White
Hammond - Reid Informal Binding -
Vinroot
Wheeler
Reid
Vinroot
White
Vinroot
Hammond
Reid.

Adjourn 2:55

HIGH PERFORMANCE TEAMS SHARE EIGHT KEY CHARACTERISTICS

ALIGNMENT ON PURPOSE

FUTURE FOCUS

USE OF CREATIVE TALENT

SHARED RESPONSIBILITY

PARTICIPATIVE LEADERSHIP

HIGH LEVEL COMMUNICATION

TASK FOCUS

RAPID RESPONSE

GUIDELINES AND GROUNDRULES FOR HEALTHY GROUP BEHAVIOR

1. **TIMELINESS** - We don't have much but we have all that there is.

2. **FOCUS** - Be here now. The future is a dream, the past a memory - as Elliot said in ET - "This Is Reality".

3. **RESPECT** - Aretha said it best. We all have our differences - out of that comes our strength.

4. **RISK** - Especially in ideas - not in behavior - speak your mind - criticize ideas not people.

5. **CHANGE** - It is the one thing all of us have to do to get better. You don't improve by staying the same.

6. **LISTEN** - We all have two ears and one mouth. There is a message there.

7. **SPEAK** - Think before you do. It is better to remain silent and be thought a fool - than to speak and remove all doubt.

8. **PRAISE** - Praise in public, criticize in private - remember the 4 to 1 ratio.

9. **OPEN MIND** - Selective retention or gating - We all like to stack the deck.

10. **ENJOY** - Laugh - at yourself and with others.

EXPECTATIONS

What *I* think is expected of *me* is....

Perform my duties to the best of my ability, keeping the big picture in mind at all times Give Council and Manager what they need at all times.

What *I* expect from this group is....

Honesty, mutual respect, loyalty

What *you* can expect from *me* is....

Anything you ask of me in a timely manner that is within my ability to perform or get for you.

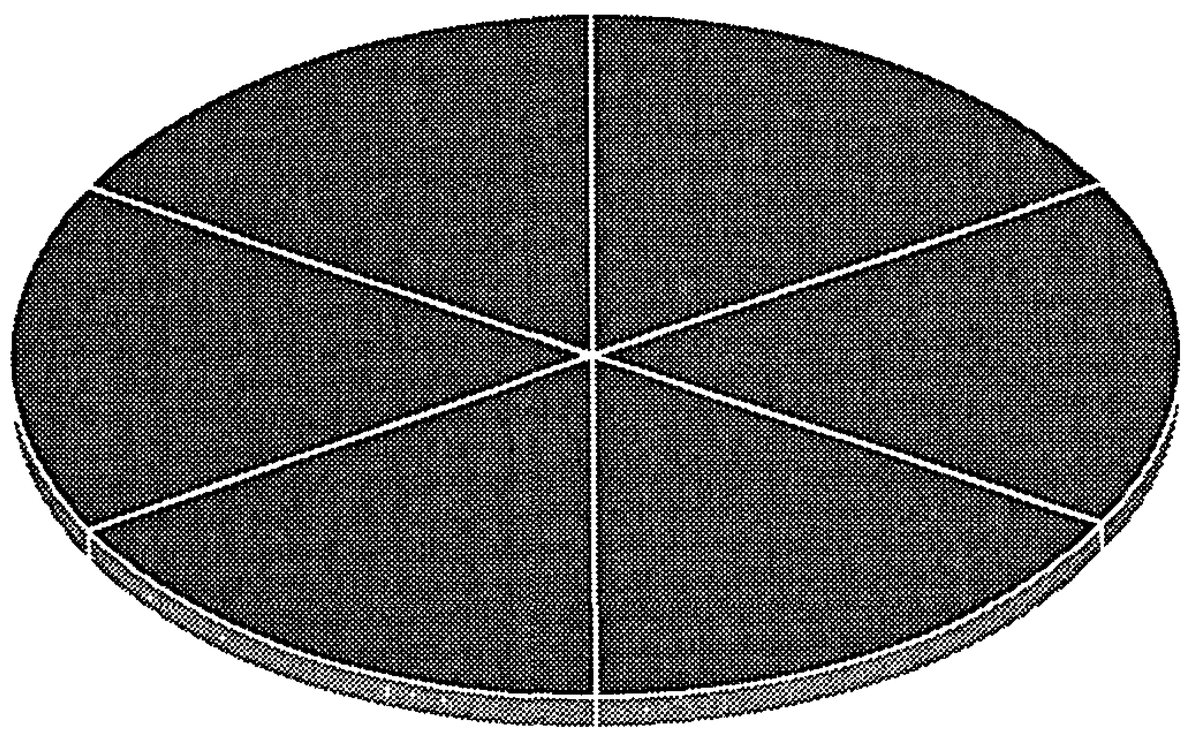
The role *I* will play in this group is....

Recorder, supplier of information

The Challenge...

- **Will it be harder to be a Councilmember in the 1990s ?**

Slicing the pie...



The Context...

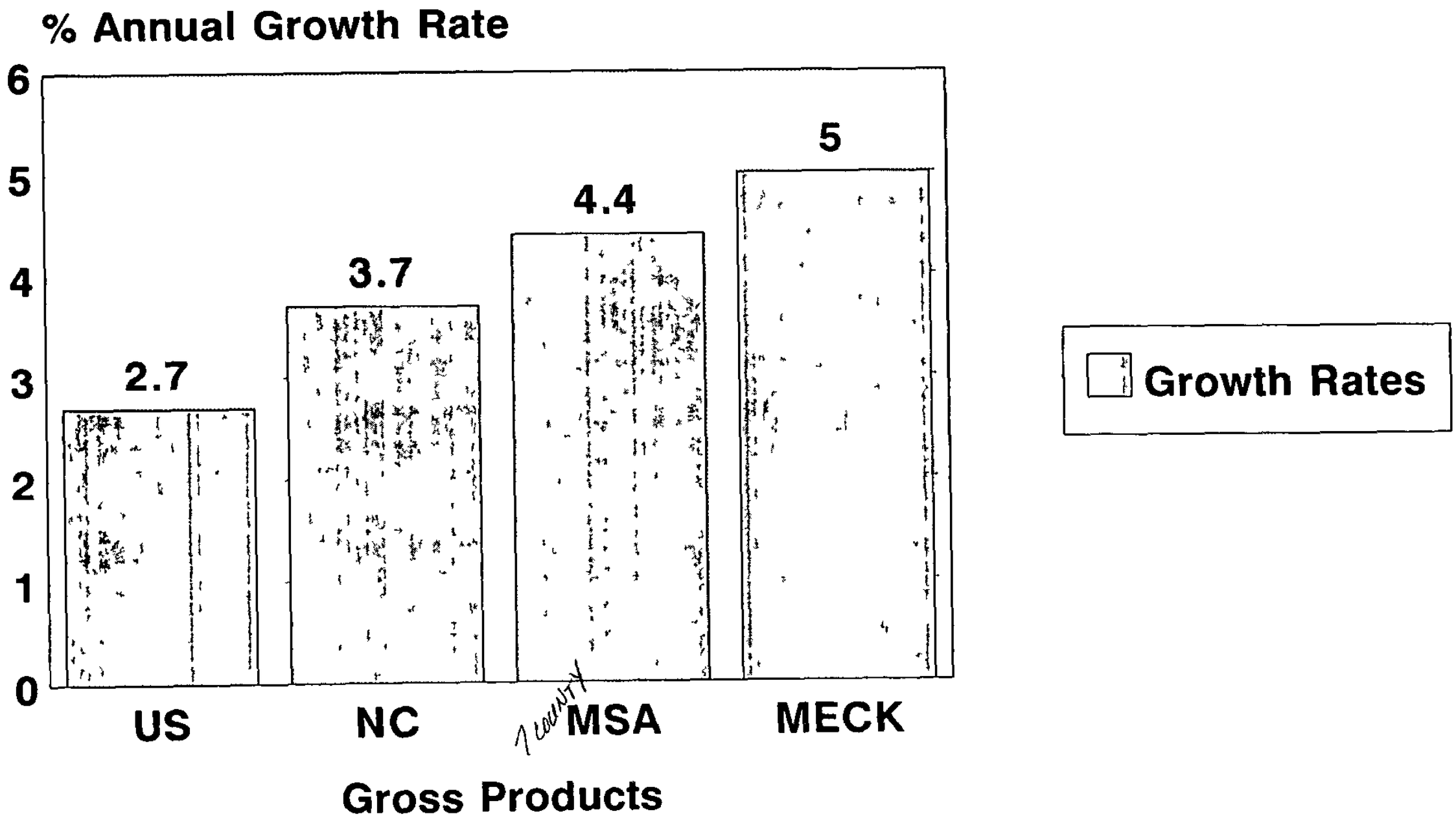
- **What determines the resources available to local government?**

  - *Economic Growth/Tax Base*

  - *Intergovernmental Transfers (State & Federal)*

Growth, Growth, Growth

A Twenty Year Look, 1969-1989...



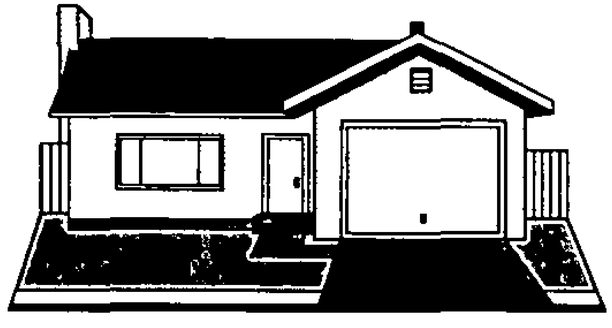
A Big Part

Of North Carolina's Economy
In 1989, Mecklenburg County Accounted for...

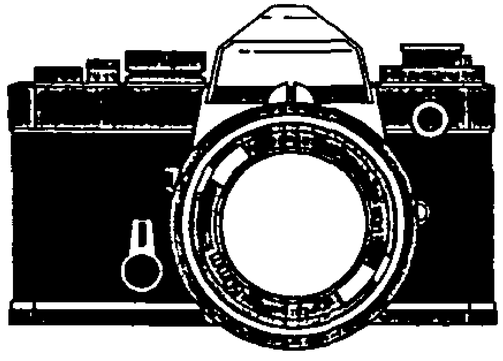
- 1 of every . . . 13.5 NC Residents
- 1 of every . . . . 9.0 NC Jobs
- 1 of every . . $6.50 NC Output

The Baby Boomers in the 1980's
Created a surge of spending on...

- **New Homes**



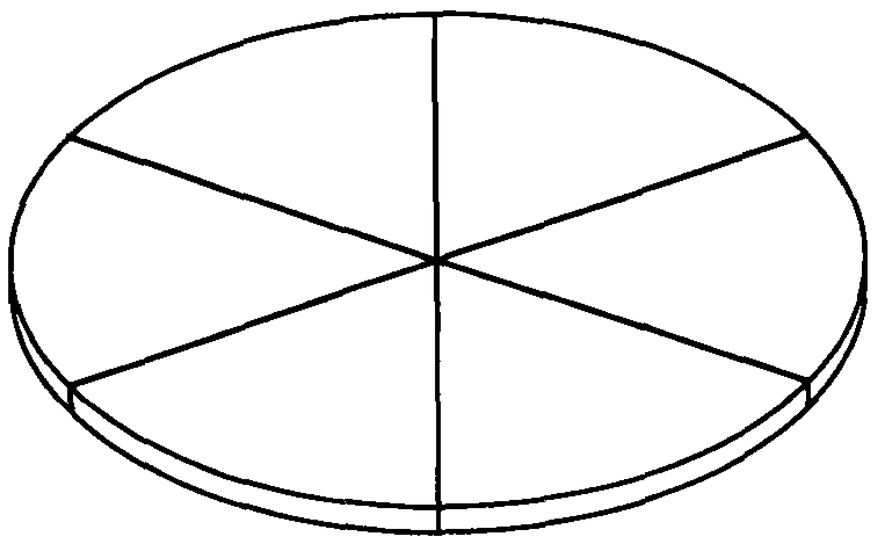
- **Consumer Goods**



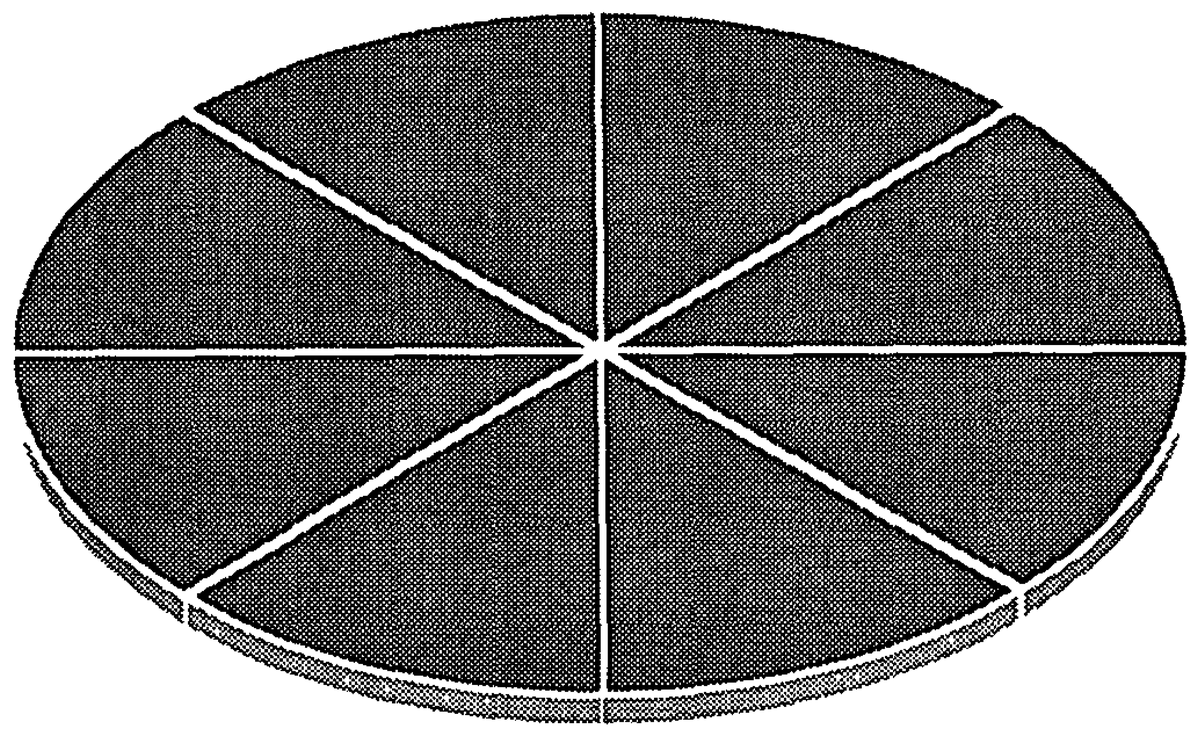
...Boosting Revenues from Property & Sales Taxes

Economic Growth Made It

Easy to Meet Growing Needs...



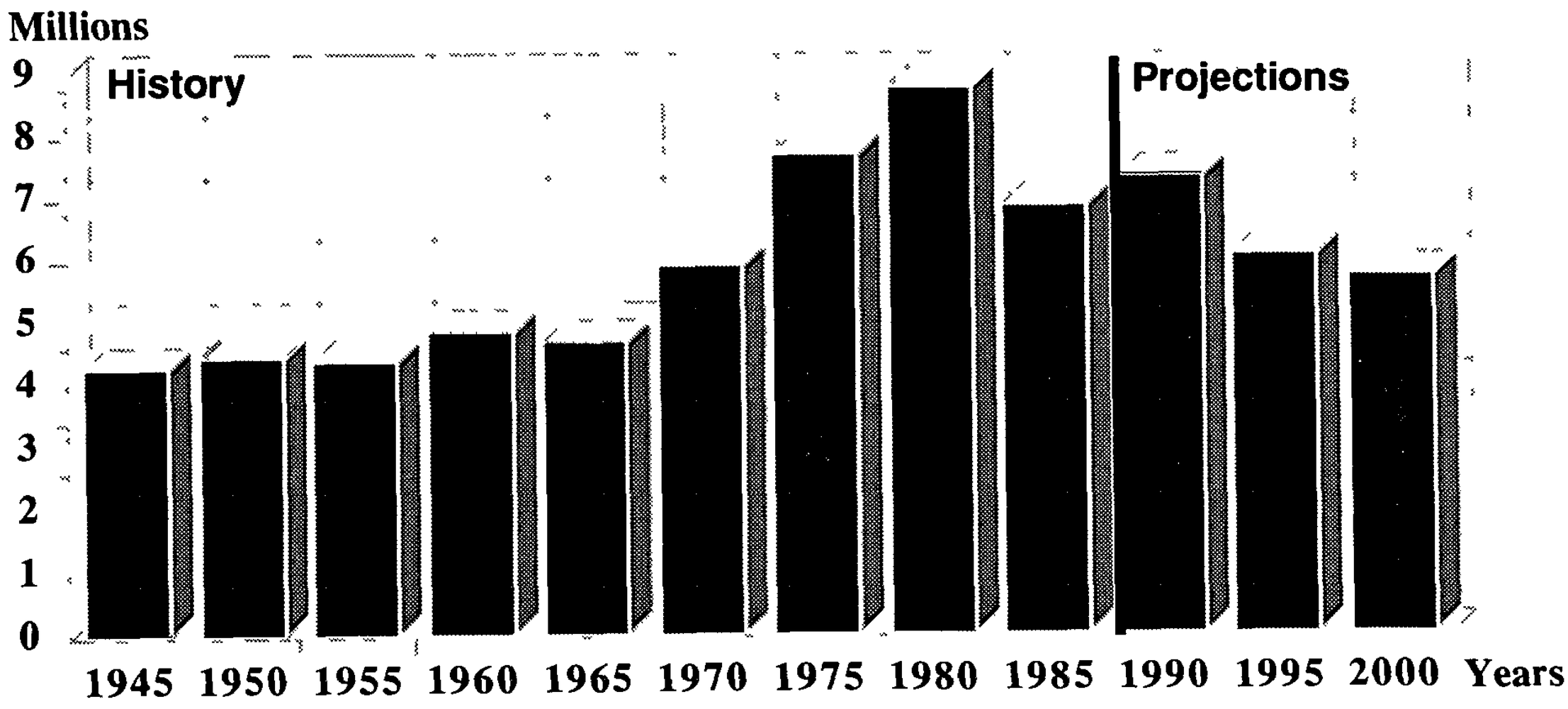
6 Slices



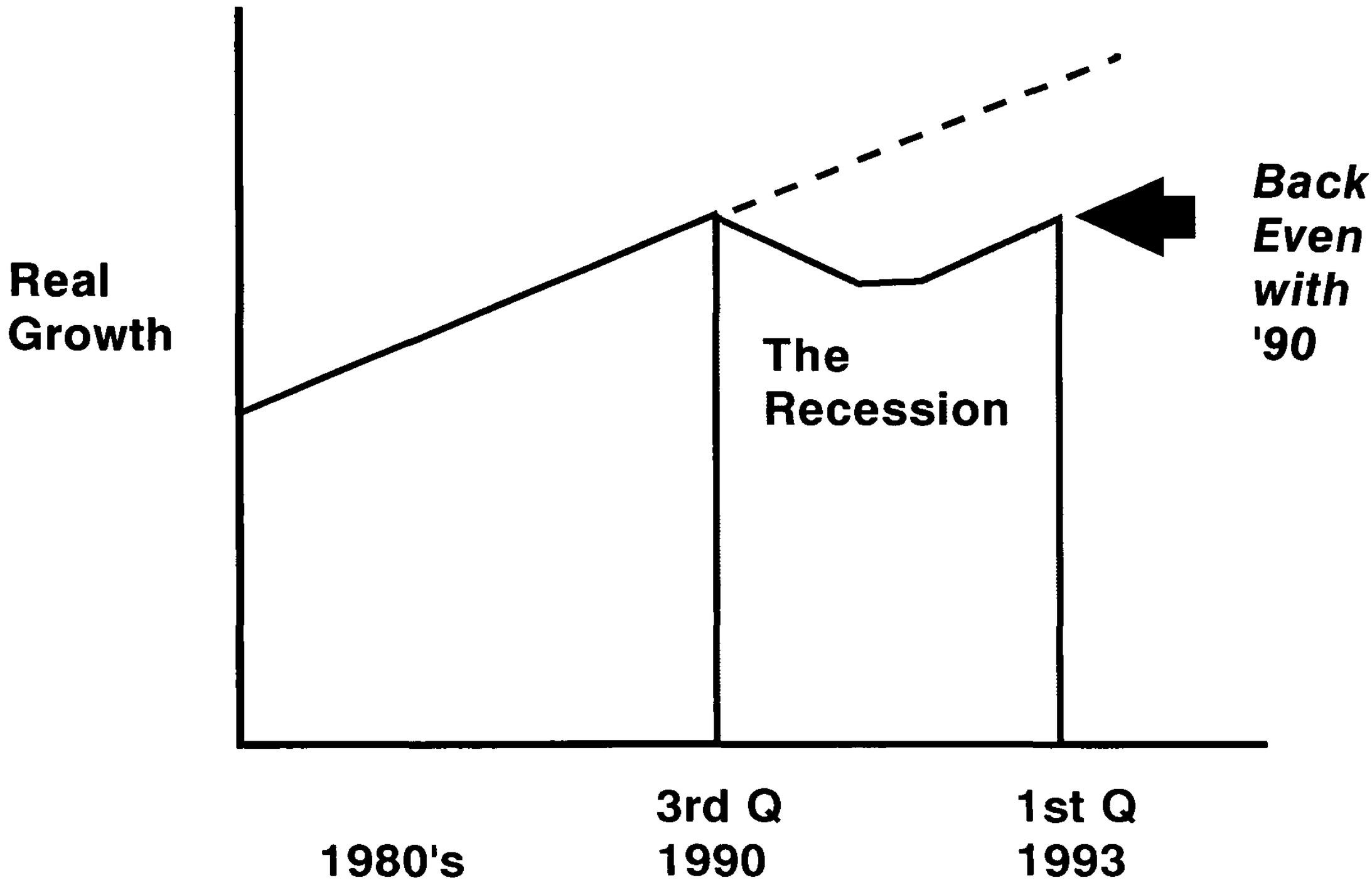
8 Slices

Slower Growth in the '90s

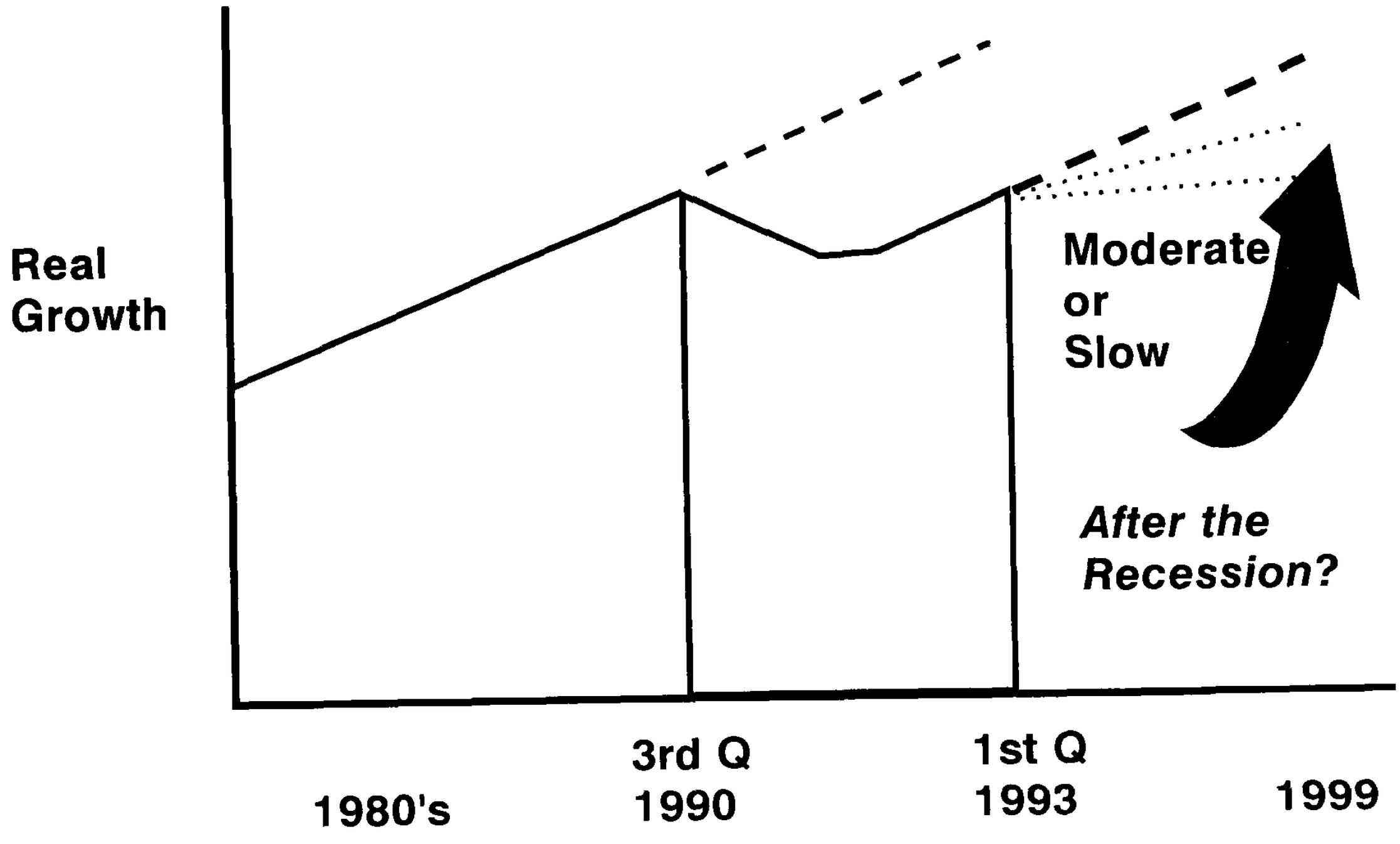
77 Million Baby Boomers Have Already Formed Their Households...



North Carolina Grew Strongly
But the Recession Broke the 1980's Trend...



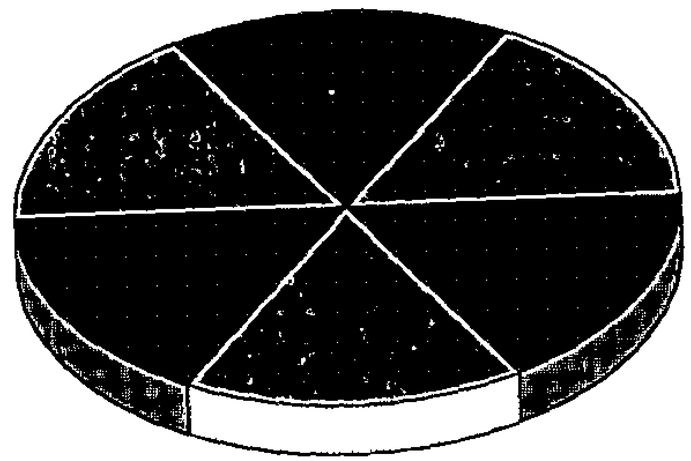
North Carolina's Economic Growth
Won't be as Rapid in the 1990s...



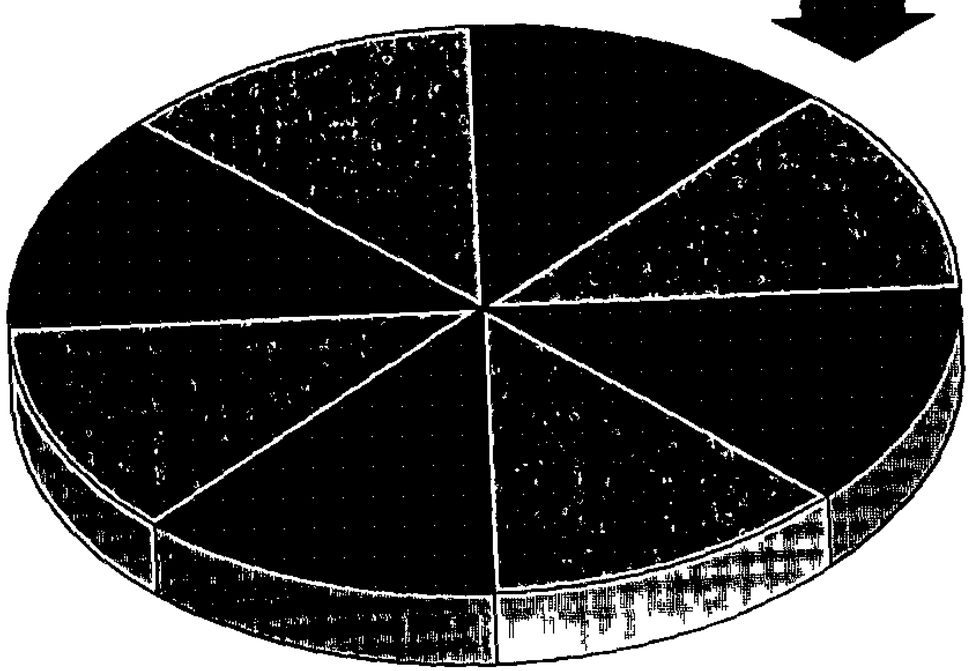
As Demands Increase on Local Government

What are the choices...?

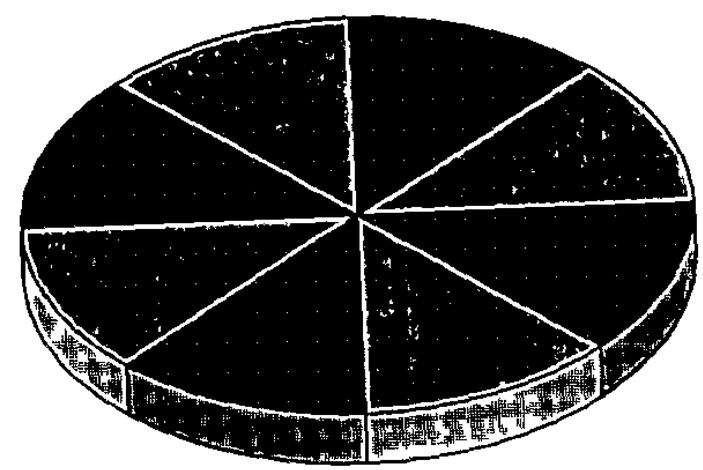
The '80s
Budget Pie



And the
'90s



Bigger Pie?



Smaller Slices?

It'll be Competitive at the Top

Fortune's 10 Best Business Cities for the '90s...

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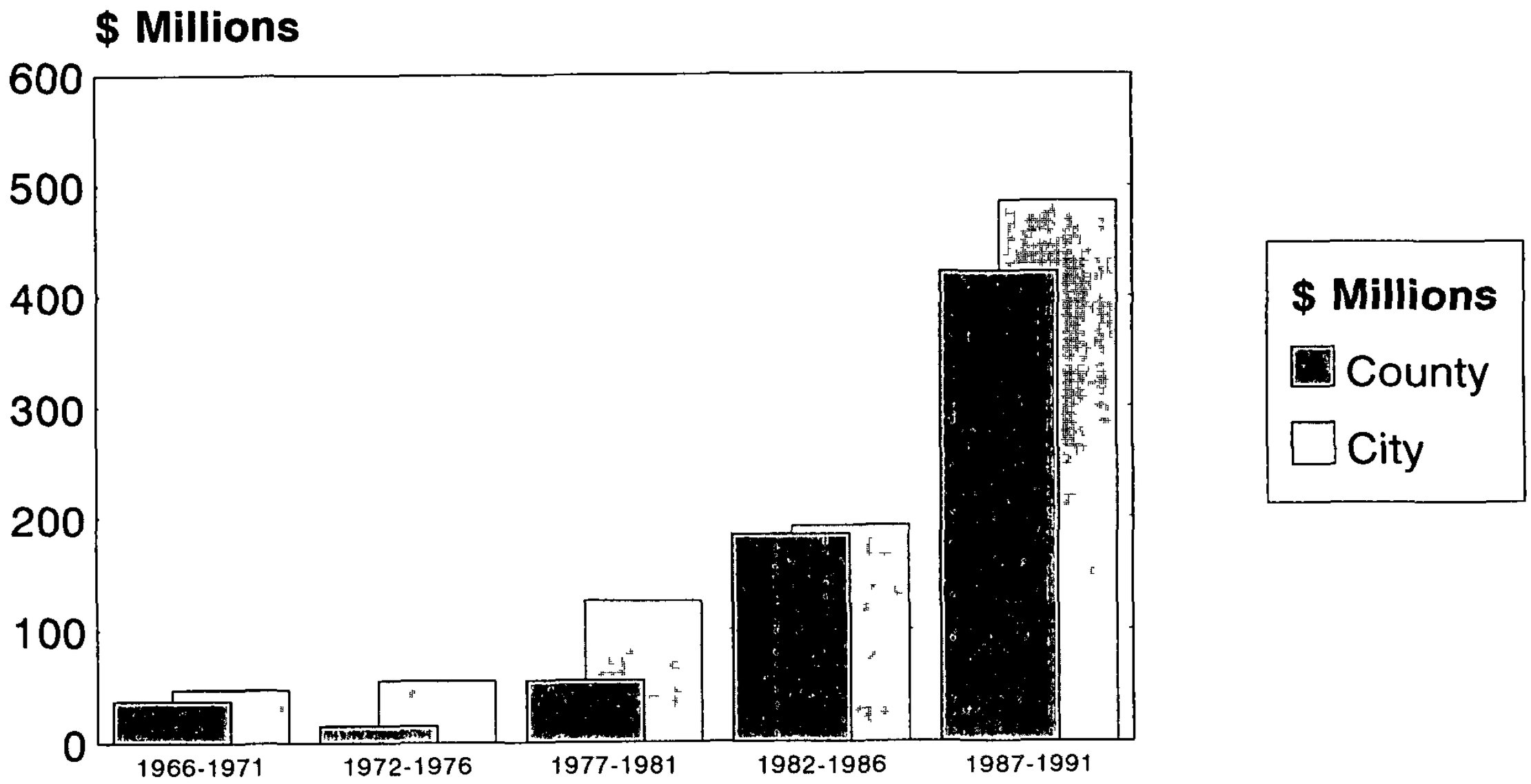
1. **Atlanta**
2. **Dallas/Ft. Worth**
3. **Pittsburgh**
4. **Kansas City**
5. **Nashville**
6. **Salt Lake City**
7. *Charlotte*
8. **Orlando**
9. **Austin**
10. **Phoenix**

Staying Competitive

By Investing in Our Community...



Bond Issues Approved 1966-1991

Strategies for the '90s

Options for Local Government...

Strategy	*Result*
■ Stay Competitive...	Grow Tax Base
■ State & Fed. Relations...	Increase Share of Revenues
■ Local Taxes & Fees...	Increase Local Revenues
■ Change Priorities...	Fewer/Different Services
■ Manage Differently...	Lower Service Costs

FY 92
BUDGET STATUS

FY 93
BUDGET STATUS

RETREAT
Financial Planning

FY 92
BUDGET
STATUS

General Fund Revenues

GENERAL FUND	BUDGET	REVISED ESTIMATE (millions)	DIFFERENCE
Property Tax	$113.0	$114.9	$1.9
Inventory Reimbursement	6.6	6.8	0.2
Sales Tax 1%	23.4	22.5	(0.9)
Utility Franchise Tax	14.6	14.6	0.0
Intangibles Tax	6.0	5.9	(0.1)
Other	29.2	29.7	0.5
Fund Balance and Transfers	6.9	6.9	0
Total	$199.7	$201.3	$1.6

FY 92
BUDGET
STATUS

Other Fund Revenues

FUNDS	BUDGET	REVISED ESTIMATE (millions)	DIFFERENCE
Utility	$66.0	$66.0	$0
Aviation	45.8	46.9	1.1
Transit	17.2	17.2	0
Community Development	5.5	5.6	0.1
Employment and Training	2.6	2.6	0

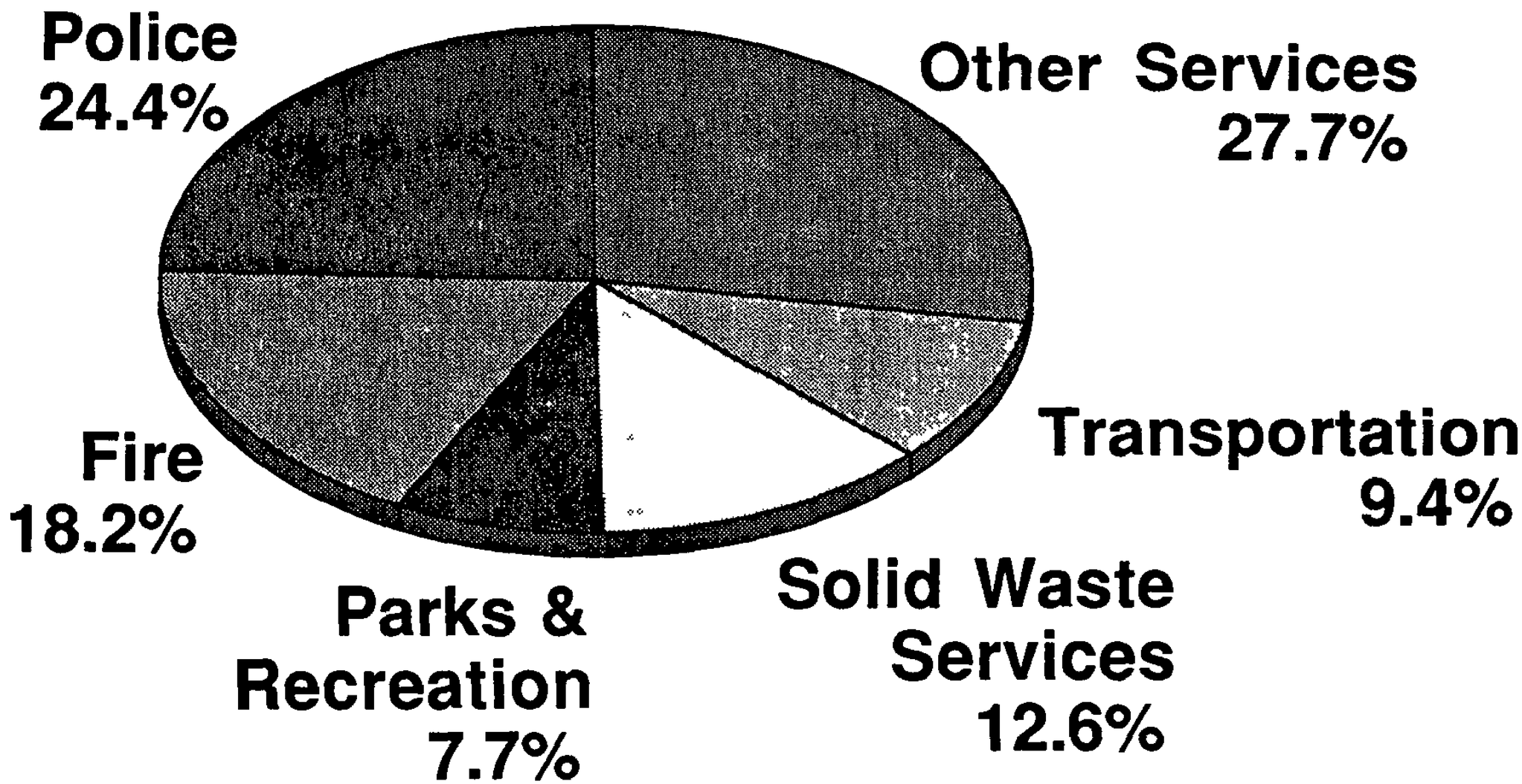
FY 92
BUDGET
STATUS

Budget Monitoring Policy

- Monthly Financial Statements
- Departmental Biweekly Reports
- Quarterly Budget Reports
- Adjustment - Mid-year and Spring

FY 92
BUDGET
STATUS

General Fund Expenses



FY 92
BUDGET
STATUS

Reduction in Force

• Reduced Positions	200 (5%)	$3.5m
• Budget Reduction		$1.2m
Savings		$4.7m

FY 92
BUDGET
STATUS

Position Bank

Reduction in Force	New Needs	Retrain
200	25	0
($3.4m)	$0	$100K

FY 92
BUDGET
STATUS

Capital Program Status

Project Savings	$11.4m
Project Over	(6.5)m
Available	4.9m

FY 93
BUDGET
STATUS

FY93

Budget Status

FY 93
BUDGET
STATUS

Trends and Conditions

- Slowdown in construction
- Legislature froze revenue
- Reduced retail sales growth
- Distribution of sales and intangibles taxes

FY 93
BUDGET
STATUS

General Fund Revenues

GENERAL FUND	BUDGET	REVISED ESTIMATE (millions)	DIFFERENCE
Property Tax	$120.5	$119.1	($1.4)
Inventory Reimbursement	6.6	6.8	0.2
Sales Tax 1%	24.8	22.5	(2.3)
Utility Franchise Tax	15.1	15.1	0.0
Intangibles Tax	6.2	5.8	(0.4)
Other	29.5	30.0	0.5
Fund Balance and Transfers	1.8	1.8	0
Total	$204.5	$201.1	($3.4)

FY 93
BUDGET
STATUS

Current Plan

General Fund $204.4m 4% increase

Police 6%

Solid Waste 7.3 %

Others Flat or Less

FY 92
FY 93

Summary

Revenues	FY92	FY93
Property Tax	$1.9m	($1.4m)
All Others	(0.3)	(2.0)
Total	$1.6m	($3.4m)
Expenditures		
Position Bank	(3.5)	(3.5)
Budget Reduction	(1.2)	(1.2)
Total	($4.7m)	($4.7m)

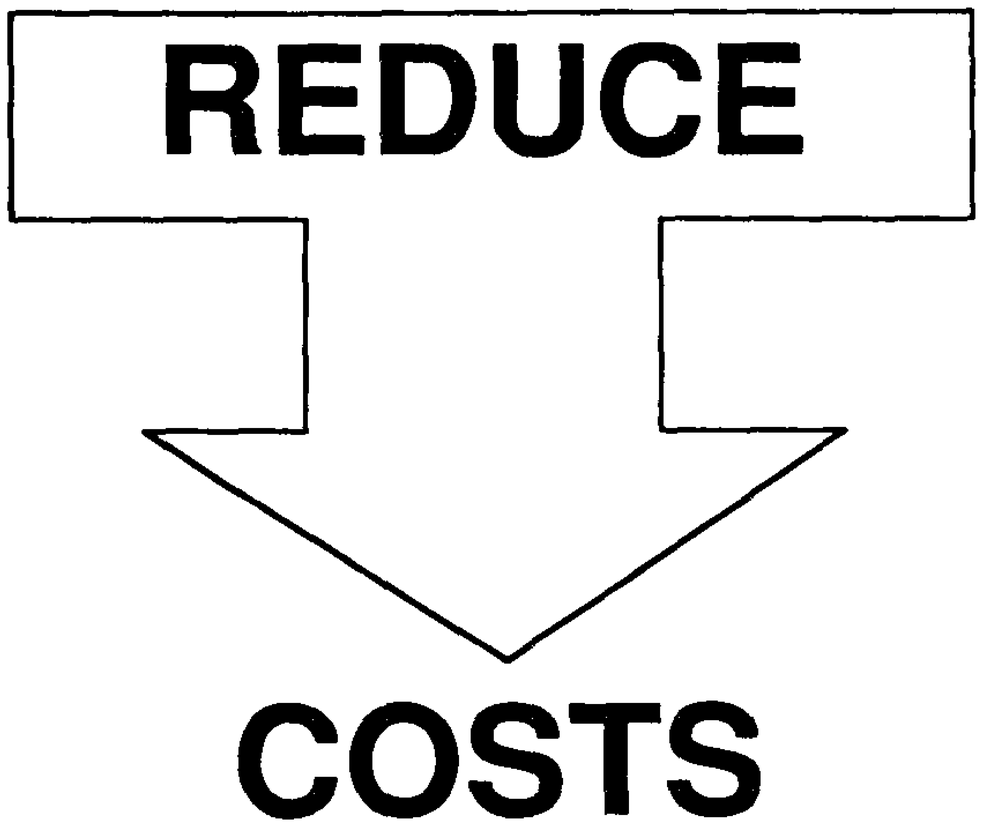
FY 93
BUDGET
STATUS

FY93
Budget Reconciliation

- Budget Process
  - Department Review
  - Monthly Briefings on Major Issues
    - Operating Services
    - Pay and Benefits Survey
    - Insurance

FY 93
BUDGET
STATUS

Budget Goal



February Retreat

- Short Term

  FY93 Budget Status

  Long Range Projections

  Consolidation

RETREAT
Financial Planning

February Retreat

- Long Term
  - Rightsizing
  - Solid Waste Financing
  - Legislative Efforts

RETREAT
Financial Planning

FY 92
BUDGET STATUS

FY 93
BUDGET STATUS

RETREAT

Financial Planning

RIGHTSIZING PUBLIC SERVICE:

A Process for Managing Change in the 90's

RIGHTSIZING PUBLIC SERVICE

CONTEXT FOR RIGHTSIZING: Why are we doing this.

DEFINITION & GOALS: Our definition of and goals for rightsizing.

AN APPROACH FOR RIGHTSIZING: Our proposed process for achieving the goals.

PRINCIPLES AND GUIDELINES: "Rules" for our organization as we implement the rightsizing process.

CONTEXT FOR RIGHTSIZING

GROWTH WE EXPERIENCED IN THE 1980's IS HISTORY

-The growth rate the American economy experienced in the 1980's will not be sustained in the 1990's.

-Businesses are finding they must restructure to survive Local governments will have to do the same.

CONTEXT FOR RIGHTSIZING

PROPERTY TAX REVENUES WILL REMAIN FLAT IN THE 1990's

-Revenues generated from property taxes will remain flat compared to the 1980's.

-The City must find new ways to manage with limited resources

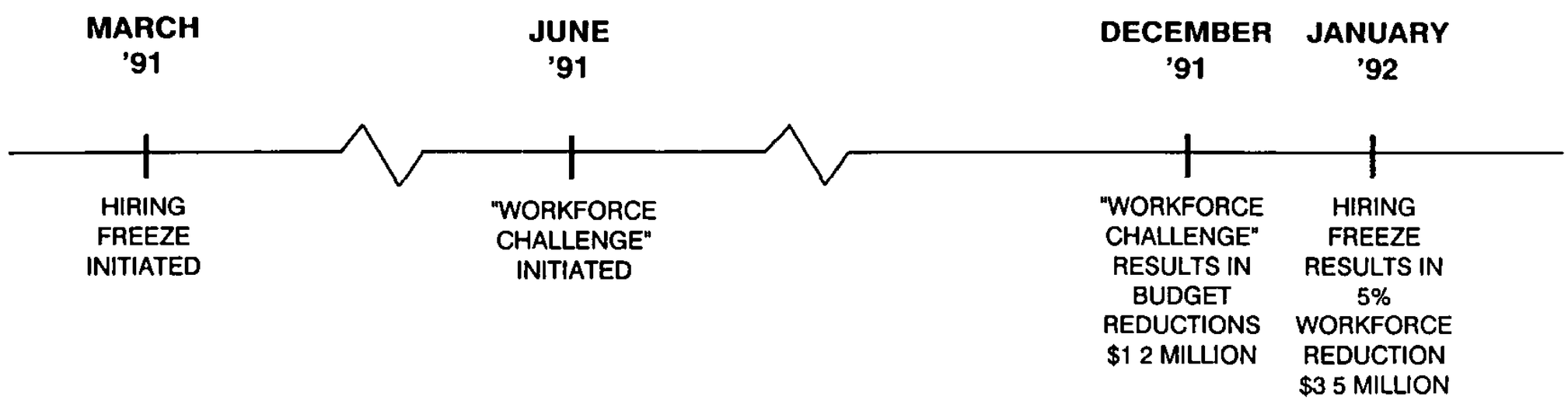
CONTEXT FOR RIGHTSIZING

CUSTOMER SATISFACTION WILL BE A CRITICAL ISSUE FOR SUCCESSFUL ORGANIZATIONS IN THE 90's.

-Organizations are finding they must restructure services and their delivery to be responsive to community values and priorities

CONTEXT FOR RIGHTSIZING

LAST YEAR WE SET THE STAGE . . . .



CONTEXT FOR RIGHTSIZING

NOW . . . . TO BE PREPARED FOR THE 90's, A REVIEW OF CITY SERVICES AND METHODS OF SERVICE DELIVERY IS REQUIRED

-We will ask ourselves the question· If we were to design City services anew today, what would they look like?

-We will undertake a comprehensive study of all the services we provide and how they are delivered, measuring efficiency, customer satisfaction and quality of service

RIGHTSIZING PUBLIC SERVICE

DEFINITION

Rightsizing is an ongoing process of distributing resources to services which are delivered in the most efficient way and determined by the community's values and priorities

RIGHTSIZING results in **EFFICIENT SERVICES** determined by **COMMUNITY VALUES.**

GOAL

To begin a critical self-study by looking at what we do, how we do it, and how we finance it As a result, we will meet specific Efficiency and Community Value Goals

RIGHTSIZING PUBLIC SERVICE

Efficiency Goals

1 Every City employee's job relates to service delivery, cost control, revenue generation or customer satisfaction

2 The organization more efficiently utilizes people resources to deliver services

3 The organization reallocates resources to avoid the need for "property tax increases" or "service cuts "

RIGHTSIZING PUBLIC SERVICE

Community Value Goals (Effectiveness)

1 Resources (dollars and people) are assigned in proportion to the degree of importance the community places on a service

2. The organization achieves 100% of established customer service

3. The community and employees clearly understand what services City government provides, what the customer can expect and what services cost

AN APPROACH TO RIGHTSIZING PUBLIC SERVICE

This rightsizing approach will answer four basic questions:

POLICY

1. What **services** should City government provide?

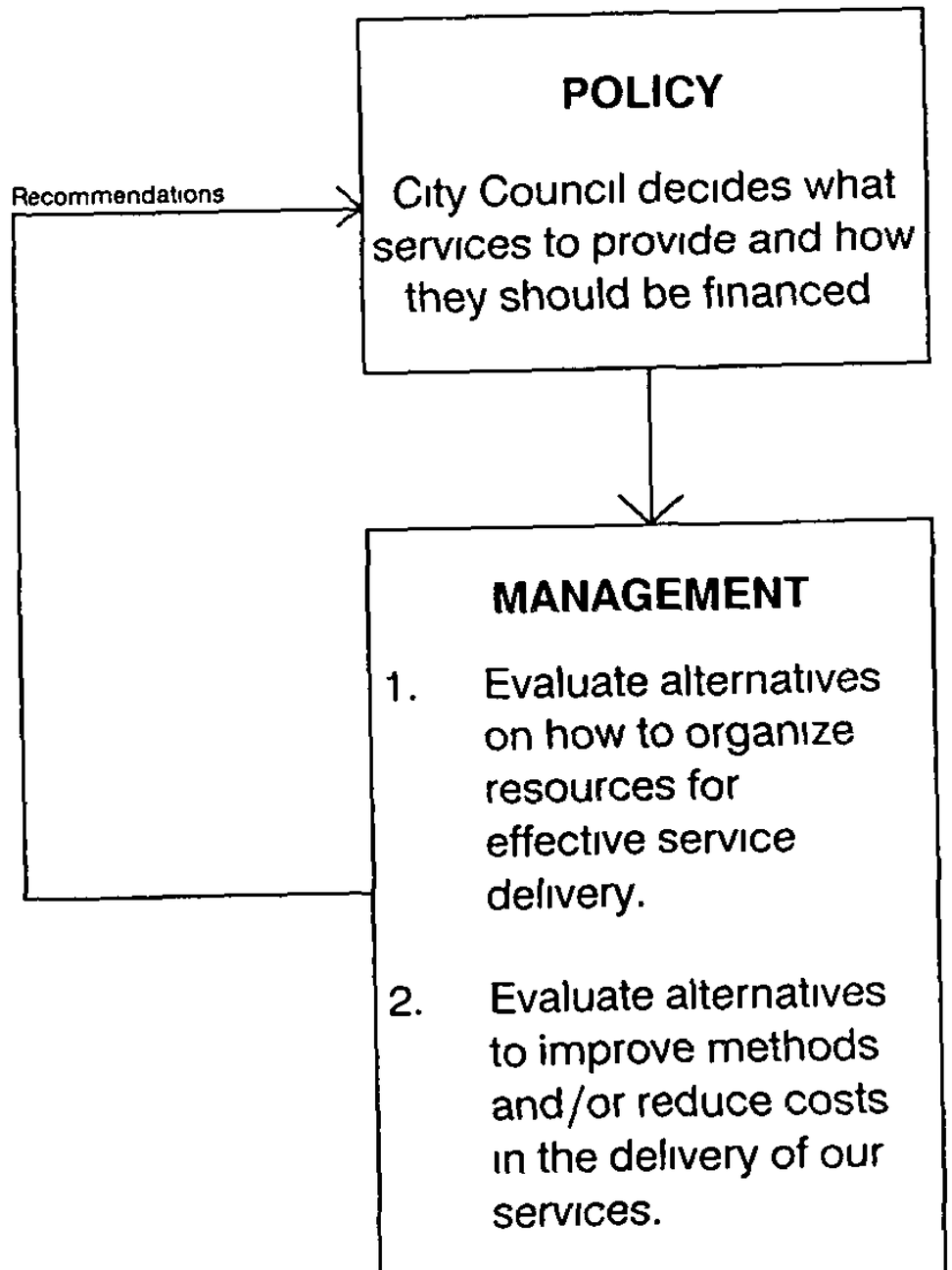
2. How should these services be **financed**?

MANAGEMENT

3. How should we **organize** our resources to deliver services effectively?

4. What is the most efficient **method** of providing City services?

RIGHTSIZING PUBLIC SERVICE



RIGHTSIZING PUBLIC SERVICE

POLICY

What services should City government provide?

UNDERSTAND CURRENT CITY SERVICES

1 Develop detailed inventory of services

OUTCOME: City Services Inventory Handbook

2 Develop assessment process for Council using the Rightsizing Principles & Guidelines.

3 Assess services

OUTCOME: City Services Value Assessment

UNDERSTAND COMMUNITY NEEDS

1 Use FOCUS 91 and "link" Future Visions process

OUTCOME: Identify gaps in service delivery

RIGHTSIZING PUBLIC SERVICE

WHAT SERVICES SHOULD CITY GOVERNMENT PROVIDE?

OPTIONS FOR ASSESSING CITY SERVICES:

OPTION #1: Assign service reviews to Council Committees using Council-approved criteria.

OPTION #2: Employ a consultant to develop criteria/process for Council review.

OPTION #3: Conduct a comprehensive citizen survey to determine relative value of City services

OPTION #4: Utilize citizen focus groups

OPTION #5: A combination of the above.

RIGHTSIZING PUBLIC SERVICE

POLICY

How should services be financed?

1. Review and analyze financial policies
   a. Identify "how" services are financed.
   b Identify "who" (which tax/revenue) is paying for the service.

2. Develop alternatives.

   OUTCOME: Service Financing Alternatives

RIGHTSIZING PUBLIC SERVICE

MANAGEMENT

How should we organize our resources to deliver services effectively?

1. Review how we are organized to deliver services

2. Develop alternatives.

   OUTCOME: Reorganization Alternatives

RIGHTSIZING PUBLIC SERVICE

MANAGEMENT

What is the most efficient method of providing City services?

1. Analysis of City services

   a Cost

   b. Method

   OUTCOME: Cost of City Services

2. Develop alternative methods/cost reduction strategies

   OUTCOME: Methods Improvement Alternatives

RIGHTSIZING PUBLIC SERVICE

PRINCIPLES & GUIDELINES

Accountability

-The City Council will be responsible for assessing the need for City services and how they should be financed

-The City Manager will be responsible for organizing resources for effective and efficient service delivery

-Each City employee is accountable for doing his/her job as productively as possible Employees will be empowered to make decisions at the lowest appropriate level.

RIGHTSIZING PUBLIC SERVICE

PRINCIPLES & GUIDELINES

Quality & Excellence

-City services will be determined by the values and priorities of the community, not the organization.

-The highest priority will be given to those services which serve customers directly

-Our goal is to achieve 100% of established customer service objectives

RIGHTSIZING PUBLIC SERVICE

PRINCIPLES & GUIDELINES

Productivity

-We will continue to use a managed vacancy program for reassigning employees. There will be no layoffs as a result of rightsizing

-We want our employees to be motivated, well-trained and compensated fairly in order to provide the highest level of service to the public

-We are open to and use a variety of ways to streamline services and reduce costs Strategies include ongoing analyses of operations, consolidation, privatization and application of latest technologies

RIGHTSIZING PUBLIC SERVICE

PRINCIPLES & GUIDELINES

Teamwork

-We value and emphasize teamwork We encourage employee communications up, down and across organizational lines

-We expect the team concept to result in a flatter organizational structure, inverting the traditional hierarchy and emphasizing bottom-up communication.

RIGHTSIZING PUBLIC SERVICE

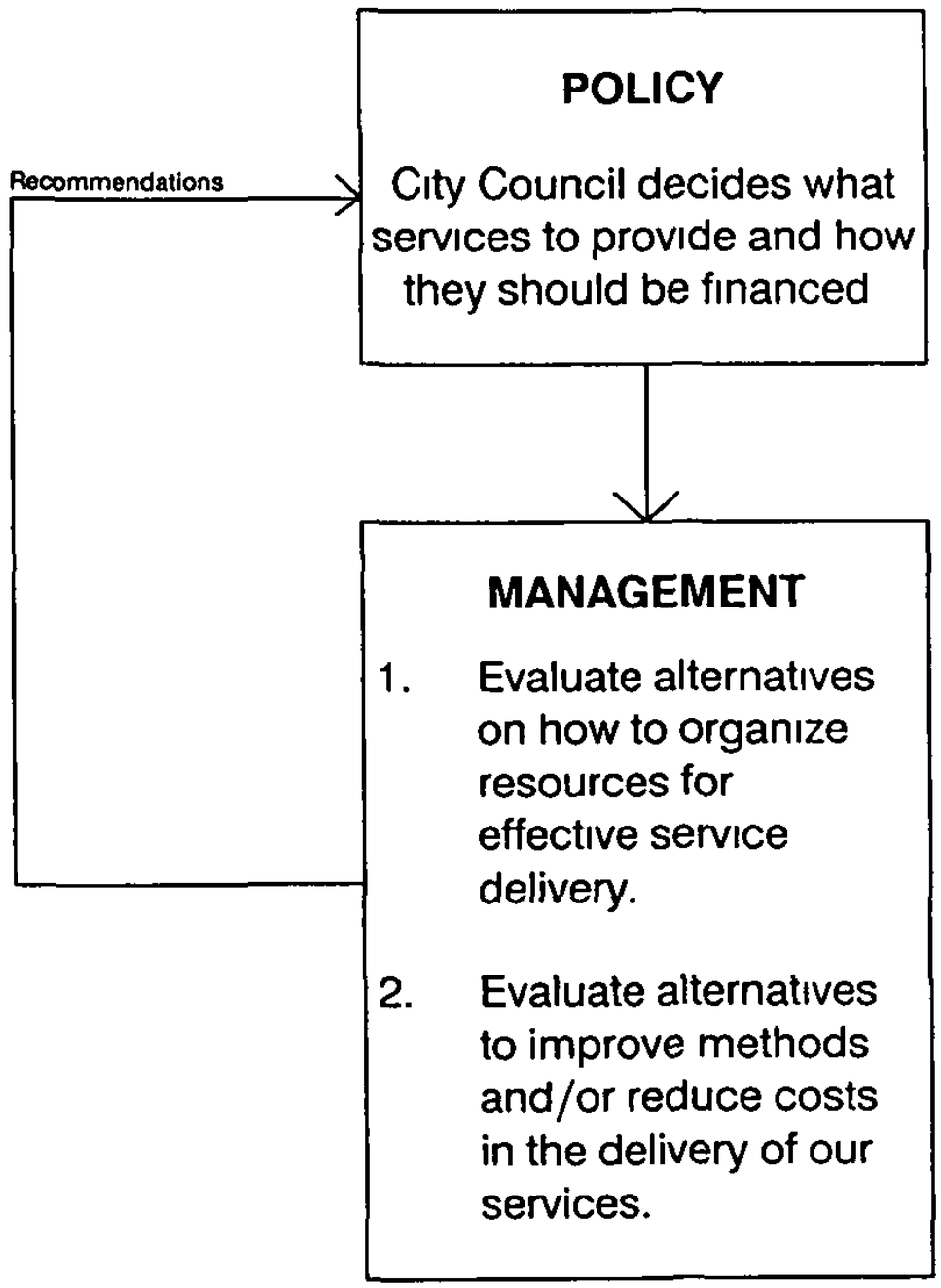
PRINCIPLES & GUIDELINES

Openness

-We desire and expect all employees to challenge the traditional ways of providing services in an open, non-threatening environment.

-We will keep all employees fully informed of the process and decisions made on rightsizing.

RIGHTSIZING PUBLIC SERVICE



EXCERPTS FROM
HIGHLIGHTS OF "SMART STRATEGIES FOR TOUGH TIMES"

Presented by Larry Herman, KPMG Peat Marwick
National League of Cities Conference
December 14, 1991

Down sizing is basically cutting without regard to the quality of the services. You simply make across the board cuts, in the short term, it's immediate, it's surgical, it's taking money out of the budget.

Right sizing emphasizes the right level to provide the service and gets into the question of how to provide the right level of service with fewer people; lowering costs by identifying better ways of doing the job.

Under the concept of right sizing, you need techniques such as improved productivity, higher performance standards with fewer staff, perhaps contracting out, perhaps facilities management. It's a more positive vein which brings into the discussion... level and quality of service; down sizing will be taking out cost without that level and quality in mind.

One of the theories that we are talking about is not only will there be a continuing economic recession, but in large measure for the people that you represent it is going to get worse rather than better. The reason it's going to get worse rather than better is because the public sector, your sector, of the economy takes somewhere between six to twelve months after a recovery to get better because of the lag in tax revenues.

The way in which the federal government solves their problems is through tax cuts or through pushing down activities that they are responsible for to the States... and what do the States do in this situation? They will push it down to you and unfortunately you are at the bottom end of the chain and that's where it's flowing. All of the pressures of solving the federal deficit, all of the pressures that are being applied to trying to solve the State problems are at the same time coming to you.

There is no ability in many parts of this country to raise taxes. I think one of the things we will be talking about fairly quickly is that traditionally there were two solutions to any budget problems. You did a few across the board cuts and you balanced the difference in revenues. Jurisdiction after jurisdiction that I am working with says you can't solve on the revenue side any more.

I think you need to focus on implementable strategies and one way to do that is to pick out the issues that are really the gut issues... You want to look at the issues that have the big dollars and you want to identify those issues up front, and you want to hit at them in a very frontal, open way and what does that mean... that means including the

union where a union is an appropriate organization to include. That means including the employees.

There are plenty of States, plenty of cities, plenty of counties that are addressing this issue straight on through analytical work that is designed to try to address strategies to reduce employment... Those studies that are carefully funded, carefully developed, focus on issue identification, spend some minimum time to study (probably six to eight months) have done a lot more to solve the problem than those on the other side.

It's an unavoidable economic fact that local government will be somewhere between 6% to 10% smaller in three years than it is now, it has to be. The economic cards are already on the table to force that conclusion... when you look at the tax capacity of cities and then kind of sprinkle in as they're want to do some of the political stardust that they use, the unavoidable conclusion is that local government, City government, county government coming out three years from now has to be somewhere between 6% to 10% smaller on employment.

It's tough out there, it's gonna get tougher out there... if you think you want to go through this process without the umbrella of safety of having a variety of community input on your actions then I think most of us are finding that the risks of the elected process are too high. Conversely, the more that you can share that risk the more likely it is that you'll be better able to negotiate the next couple of years.

Where a Blue Ribbon panel has included the academic community, the religious community, union representative, representatives from a variety of community action organizations, it makes the task of consensus building in the panel more difficult, but by and large far more successful.

Rethinking Local Government

Jan Winters

The world in which local governments operate is becoming ever more complex, dynamic, and challenging ICMA has published a number of articles on the global and national factors that contribute to this complexity an increasingly interdependent world economy with a diminished U S role, further limitations on the fiscal ability of the federal government due to high debt and the continuing negative balance of payments, restructuring of industry to a more service and information orientation, and demographic patterns that are undergoing somewhat radical changes

On a governing level, we are witnessing many new or changing circumstances

- a growing number of single-member districts with greater diversity of interest in elected bodies
- an increase in the size of the council or commission and in compensation of its members
- an increase in council or commission staff
- a growing complexity and ambiguity of issues and polarization of the community over issues
- the growing interest of elected bodies in "micromanagement" and constituent service rather than addressing broader community mission or value issues
- widespread distribution of information
- rising expectation for public services coupled with a strong disfavor for tax increases, and
- an increase in very astute special interest public participation, even in administrative decisions

How local governments respond to these challenges is vital The ICMA FutureVision Consortium tells us, "Agile local governments that sense trends can reap significant benefits for citizens and businesses of the community but business as usual communities are likely to find themselves losers in the high-stakes game of economic resources Although we are admonished to anticipate trends and react quickly, the complexity of the forces described above slow down our decision making

At the very same time there is much new discussion about the evolving role of local government administrators We are exhorted to be value-centered, to be educators facilitators, and leaders, and yet to remain mindful not to encroach into policy areas We may be pulled into leadership roles on such difficult community issues as growth management, marketing capital improvement bond issues, siting unpopular land uses or implementing minority programs I believe that we must assume a leadership role, even when we know it will threaten our tenure To argue otherwise implies that our commitment should be first to ourselves and not to our community I assume, of course, the stand we take is backed up by direction from the elected body, community polling, or our higher principles of social equity

Increasingly, I have come to believe our contribution and success is measured more on political or interpersonal skills than on special management expertise While I recognize the importance of political and interpersonal skills, I greatly value management skills, especially strategic thinking Our ability to think strategically is a requisite for creating flexible and innovative governments

Although the pressures on local government at times seem enormous, they really are not that different from the wake-up call most American businesses are receiving Once-invincible giants of industry are now fighting for their very survival Peter Drucker in the summer 1990 issue of *Harvard Business Review* said the best managers in America were in the nonprofit and public sectors I would like to believe that we will accept the enor-

Jan Winters is county administrator of Palm Beach County Florida

mous pressures as management and political challenges and that our profession is uniquely able to create innovative solutions

The Palm Beach County Experience

In addition to being affected by many of the forces discussed earlier, Palm Beach County, Florida, grew at the rate of about 100 people per day throughout the 1980s Coping with the enormous backlog of infrastructure improvements needed and the addition of 400 new employees per year placed severe strain on the county Because drugs were a growing problem in South Florida, funding for the criminal justice system was growing at 30 percent per year

In the mid-1980s we introduced what would be considered modern management practices We invited private business managers inside the organization to gain their insights and suggestions We created bottom-line performance, results, and effectiveness measurements for each program and developed "benchmarks"—comparisons with similar programs in other urban counties We initiated management by objectives to provide a focus on attaining goals We developed a performance pay plan and substituted a merit lump sum bonus for the annual step increases built into base pay We used recruiters and assessment centers to select supervisory and managerial employees, and we established a system of strong internal controls

We arrested the huge increase in operating costs The number of employees per capita had grown at 6 5 percent per year from 1980 to 1985 We reduced this rate to 1 5 percent per year from 1986 to 1990 The increase in annual operating cost per capita was reduced from 12 percent to 2 5 percent during the same time Despite these successes, a gnawing public dissatisfaction with the performance of its government remained

This issue was brought to a head in 1990 with the defeat of a bond referendum to build new courthouse and jail facilities Focus groups made up of both community leaders and randomly selected individuals let us know that somehow the local government should be doing better With the onset of the recession, many local businesses and employers were cutting back, and local government needed the same medicine, not more taxes

With four dailies serving the community some would blame the competitive media market for negative or cynical reporting Or, perhaps the voters were reacting to the school board, which, during a six-year period, had raised taxes 100 percent to finance an ambitious construction program Whatever the cause, no one wanted to hear that the needs of the criminal justice system dictated our costs, and most of these needs were state mandates The bottom line was that the public expected a high level of service and would tolerate no further increase in taxes

Reinventing County Government: A Guide

Step 1: Reexamining the Mission. We approached our problem as a management challenge This was an opportunity not just to reexamine how we are delivering services, but also to rethink why we are providing the service Our goal was to identify the core mission of county government

We invested significant time in developing a conceptual model, from which several clear principles emerged We recognized how difficult it is to change organization culture We did not believe the typical approach of across-the-board reductions would yield an improved organization with lasting benefits A simple reduction of workforce, instead of a redesign of work, would damage employee morale and thereby impair client service We also felt that, without a strategy aimed at reducing workload, any current reduction eventually would creep back into the budget Another principle was our belief that the full participation of all staff, especially department and division heads, was critical We also believed that elected officials should take the leadership on policy issues

We approached our problem as a management challenge. This was an opportunity not just to reexamine how we are delivering services, but also to rethink why we are providing the service.

Finally, we committed to rightsizing rather than downsizing To us, rightsizing meant that any cutbacks would vary by program as we searched for the most appropriate level of service It was through rightsizing that we re-examined the mission of government

Rightsizing was achieved by following these steps

- **Early warning.** One year before the target budget was to be completed, we ran a series of five-year forecasts of revenues and expenses The latest update disclosed a need for tax increases that clearly would not be acceptable

- **Involvement of staff.** At an all-day retreat with department directors we carefully examined the assumptions that went into the forecast The group discussed alternatives and strategies Through the course of the meeting, the attitude changed from skepticism to reluctant acceptance to viewing the situation as an opportunity to improve the organization markedly The departments went to work establishing the priority of activities within each program and preparing alternative scenarios for achieving reduction targets The commitment of the directors became a key factor If we had not had their early participation—one year in advance of the budget deadline—our effort would have been a disaster
- **Early hiring freeze.** This step reduced the target amount to be cut, and created a stockpile of vacancies to blunt the effect of layoffs on employees Morale would have plummeted and remained at a very low level if employees felt we were indifferent about their future
- **Involvement of political leadership.** At an all-day retreat, we used a series of graphs and charts to explain the long-term trends and underlying causes The effort was intended to focus on the big picture, rather than on a one-year snapshot

  An urban economist presented a discussion on the choices of actions available to the board and the impact local governments could and should have during recessions After this thoughtful approach, the board provided policy direction on the magnitude of cost reduction The board was provided a strategic matrix—really a menu of potential ways to reduce a shortfall projected at $79 million The menu included thirty separate measures, the more complicated issues were explained by white papers The clear intent here was to provide solutions
- **Setting program priorities or *why are we in these businesses anyway?*** Staff identified 200 separate programs They asked the elected officials, on their own, to sort them into five different categories, ranging from the very core mission of county government to the other end of the spectrum—elimination of the program in its entirety For each program, we provided the board with a white paper describing the mission, the service provided and the resources needed We asked for a normal distribution among the five categories The management team also ranked the 200 programs Scores were tabulated and the board and staff met to discuss areas where there were discrepancies in opinion It is not surprising that the rankings were fairly similar
- **Reiterative process.** The 200 programs were targeted for level-of-service reductions ranging from 0 percent to 40 percent, based upon the priority set by the elected officials Because we earlier had obtained review by department directors we were confident in our ability to make reductions The directors prepared summaries on the consequences of carrying out the targeted reductions Again, the lowest priority activity in each program was reduced or eliminated first The Board reviewed the impacts, asked penetrating questions and provided additional direction We hired a facilitator to help the discussions to sort through the major issues to force decisions, and to keep us focused When a strong consensus did not emerge more variations were developed within the alternative, or a series of half measures proposed
- **Thoroughness.** We placed major importance on levels of services, operating from the belief that any meaningful long-term cost reduction would require a reduction in workload, not simply in workforce However, we also identified separate categories for achieving reductions efficiency improvements, privatization, changes in countywide policies, and reorganization opportunities Finally, we also identified opportunities to increase revenues
- **Process checking.** Near the end of the rightsizing effort, we conducted a community survey and asked about the service levels of major programs, the willingness of the public to fund specific programs, and selected issues on which it had been difficult to develop a clear consensus

Immediate results of rightsizing were that we closed the targeted $79 million shortfall in the $600 million tax-supported operating fund, despite an $8 5 million increase to law enforcement and a $7 7 million increase to fire and rescue We also created a $10 million reserve fund to phase in the operating cost of a jail coming on line two years from now Aside from public safety, we reduced our budget 14 percent! Two hundred seventy positions were eliminated, but only two individuals lost jobs By stockpiling vacancies, we were able to transfer employees, in programs targeted for reductions in service, to programs in which elected officials wanted to maintain service levels Regulatory, administrative, and internal support positions were reduced 15 percent Positions involved in direct client contact were reduced less than 5 percent

The Next Steps

Step 2: Creating a Customer-Directed Focus. We had completed a thoughtful inten-

tional collaborative process, but we knew it was only the first step in reinventing the organization Rightsizing offered the opportunity to redirect the strategies of the organization We recognized the need for an organization that was highly responsive and capable of continual change and improvement After we questioned and redefined our mission the next step was to develop new practices to improve effectiveness We created task teams to work in four key departments We were concerned that the organization was simply too large and that without a limited focus, we would not achieve timely results As the first step, each employee in these four departments was asked to identify his or her customers either internal or external We then asked if we are satisfying the customer In a service organization, quality truly means customer satisfaction In large organizations, it is entirely too easy for the employee s prime allegiance to be satisfying the internal bureaucracy rather than the customers served by the bureaucracy

Step 3: Simplifying Work. Once we know our mission and we determine what it takes to satisfy the customer, we can ask whether we are efficient Department task teams and quality circles met to identify every step in major activities When we understood clearly what the job entailed, we started to simplify and eliminate steps, paperwork and routines For example, it used to take 60 months to complete the typical major road construction program—from funding, to design, to right-of-way acquisition to engineering, and finally to construction We reduced the process to 48 months

Step 4: Building Commitment to Continuous Improvement. This requires training employees in problem solving and empowering them to engage in self-directed organizational improvements We asked employees to identify better benchmark organizations than we currently use in our Office of Financial Management and Budget For example, what utility department or housing development department should we strive to emulate? We need to find out what they are doing that we don t do and should be doing Sometimes we can be the innovators For example, our airport maintenance section wondered how to prevent breakage of runway warning lights during lawn mowing Maintenance designed a rubber matting that allows easy mowing and won't lift up under blast from aircraft It now is being used at other airports

As we develop trained, empowered, customer-directed employees, we can examine our structure and remove several layers of management and supervision The flatter organization will allow us to be more responsive at less cost However, it is counter to some well-established trends in local government which for years has placed a premium on avoiding risk

Manager's Role in the New Local Government

One advantage we as managers have over the private sector is the intrinsic worth of our mission The real worth of providing basic services to our communities makes our task of motivating employees much easier Our employees can become our greatest resource When we trust their ability and willingness to think for themselves and to create new approaches, we can raise organizational performance significantly We always must treat our employees with respect We must recognize that how we treat our employees will be mirrored in how they treat their customers

We always must treat our employees with respect. We must recognize that how we treat our employees will be mirrored in how they treat their customers

There are some critical roles for managers in reinvention and in the organization of the future Through reinvention, the critical role is to understand the existing culture and while sensitive to how difficult change can be, to promote consistently the new importance of defining our mission, placing customers first, simplifying processes, and empowering our employees to solve problems I know I have understated the effort it took to begin to change the organization's culture

Linkages

Once we have empowered employees, why do we need managers? Well, we won't need as many, but a major task the ones who remain must address is linkages We are willing to spend almost endless dollars on the backside of a problem, such as building jails for criminals But we are most reluctant to spend a little on the front end, such as early intervention programs When we address the issue of crime early intervention programs are very cost-effective, even when the value of human resources is not considered It was very frustrating for me to see our criminal justice issue defeated, because we guaranteed a portion of funds would be spent on intervention programs alternatives to incarceration, and rehabilitation One task of a public

manager is to identify such linkages, quantify the benefits, and clearly communicate the savings

Electronic Town Meetings

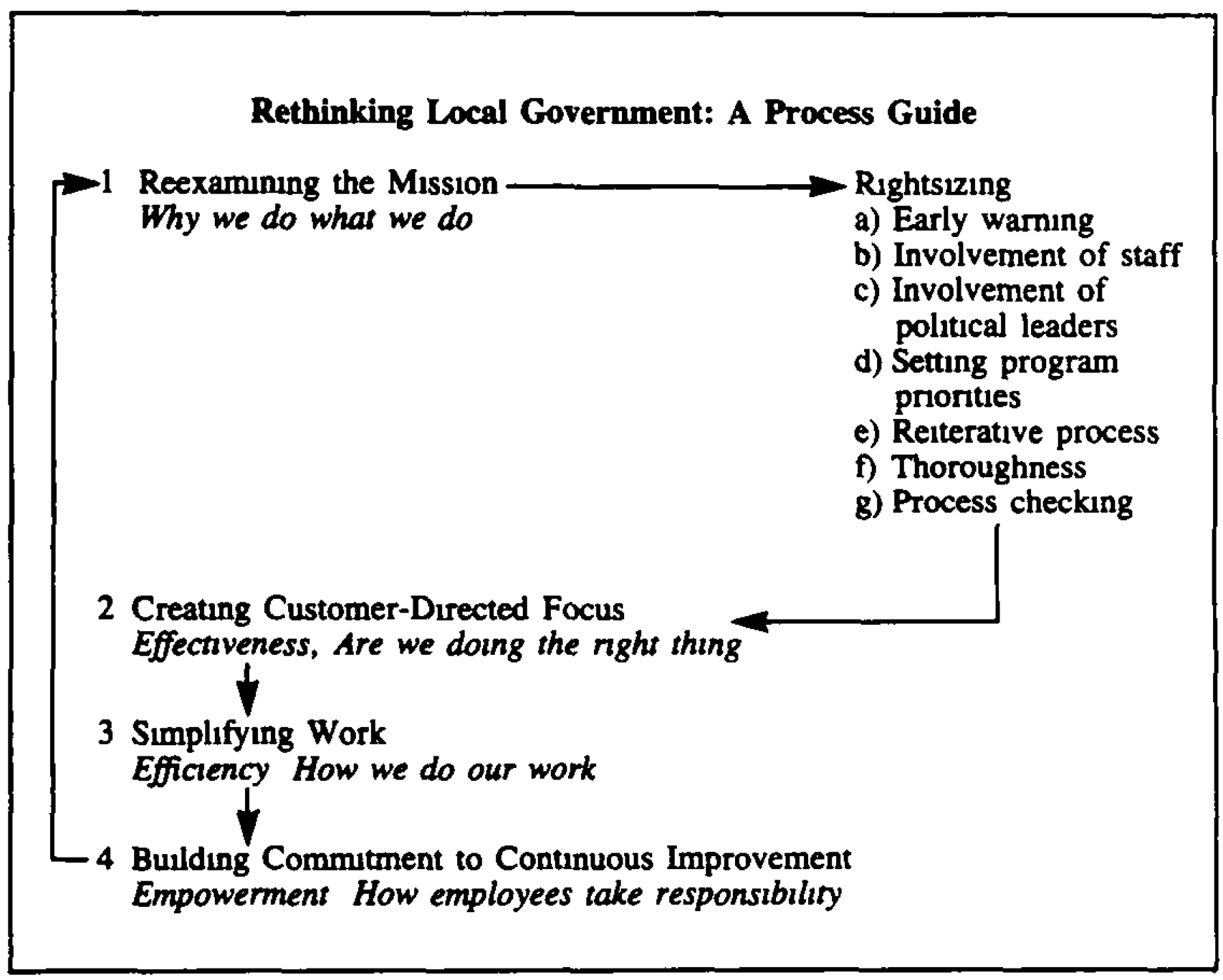
Like many communities, we now televise our weekly commission meetings I was genuinely surprised at the viewership Our surveys have found that 50 percent of our community watch this meeting either occasionally or frequently We are exploring a program to be televised the evening before each commission meeting explaining the major issues on the agenda and taking call-in questions and expressions of opinion This "electronic town hall" has the potential to reshape our relationship with the community

Our community surveys show that the public loves our services only 1 9 percent would reduce funding for libraries only 4 percent would reduce funding for parks and recreation Only 6 4 percent of respondents wanted to reduce the eight largest tax supported departments, which represent nearly two-thirds of the budget Yet, county government itself isn t well liked 44 percent believe government should be reduced further To many people government is something amorphous or bureaucratic, it is not seen as the services we provide daily in communities More responsive and open top levels of government could forge a stronger relationship

I believe the strength of local government and our profession is our adaptability. We are only at one point on a continuum of change Our commitment to reevaluate local government must be on-going.

Conclusion

I believe the strength of local government and our profession is our adaptability In the beginning of the article I used the expression ' the evolving role of local government administrators'' intentionally We are only at one point on a continuum of change Our commitment to reevaluate local government must be on-going As we think of new ways to make our organizations faster and leaner and new ways to assist our elected officials to truly serve as policy leaders we give our community a competitive edge in the high-stakes game the FutureVision Consortium is warning us about **PM**



The Charlotte Work Force Challenge
"Rightsizing"
August 1, 1991

(Used for discussion purposes at October, 1991, Department Head Workshop)

1. Our economic climate for the 90's mandates cost cutting in service delivery. Because the cost of personnel for City government is approximately 70% of the budget, successful efforts have to concentrate on eliminating positions in order to reduce that ongoing salary and benefit cost.

2. The environment of slower economic growth and little citizen support for government is not going to improve in the short-term. We are in a decade of constant change, increasing demands and restrictive resources. There are probably few precedents in the experience of people currently employed in local government to deal with this upcoming decade.

3. Our strategy of rightsizing has to concentrate on how to use our people more effectively as our primary resource. This can be translated into the three R's:

   - Retrain - Reassign - Retain

4. Our goal in rightsizing should be to avoid lay-offs and to achieve our position reduction goals through vacancies and freezes. If we have performance problems, we need to become more aggressive about coping with those performance problems and more aggressive about re-training so that we can put current employees in higher priority jobs or ask them to take on different responsibilities.

5. We need to copy from corporations the philosophy of rightsizing which is to reduce the number of people but to pay the remaining employees fairly and equitably and not to further cut their pay or benefits.

6. Rightsizing can ruin an organization if it destroys the morale of the people who are left. We need strategies that allow us to meet our goals without destroying the morale of the organization.

7. One of the goals of rightsizing has to be better, more responsive service delivery.

8. We cannot achieve these goals without significant change in the organization--change that relates to layers of management, supervisory control, empowerment, decision-making, etc. We need to bring in some outside assistance to help us cope with this necessary change.

9. Although in the short-term we will be asking employees to perform even better without being able to provide significant monetary rewards, the long-term goal of management by results and our performance pay plan is to be able to compensate employees in a competitive manner. This does not have to be a goal incompatible with rightsizing.

COUNCIL REACTION SHEET

- WHAT WAS THE MOST IMPORTANT PIECE OF INFORMATION?

- WHAT ELSE DO YOU NEED TO KNOW?

- WHAT IS THE NEXT STEP?

RESOURCES

Small Group Assignments

Group A: Room 267

Hammond
Majeed
Mangum
Wheeler

Resource: Syfert
Recorder: Wilder

Group B: Room 270

Vinroot
Clodfelter
Martin
Reid

Resource: Alexander
Recorder: Flynn

Group C: Room 271

Scarborough
Patterson
McCrory
Campbell

Resource: Martin
Recorder: Cooke

Regional Umbrella Organizations

Centralina
C O G

Chamber

Cities

UNCC

Counties

Regional Umbrella Organizations

Centralina COG

- Private Industry Council
- Certified Development Corp.
- Area Agency On Aging
- Regional Ombudsman
- Area Law Enforcement Execs.
- Non-Point Source Pollution Task Force
- Lake Wylie Marine Commission
- Lake Norman Marine Commission
- Catawba River Task Force
- Solid Waste Task Force

Chamber

- Carolinas Partnership
- Regional Business Council
- Economic Development Officials Coalition
- Urban Land Institute
- District Council

Regional Umbrella Organizations

Counties

- Carolinas Counties Coalition
- Carolina Transportation Compact

UNCC

- Urban Institute
- Carolina Issues Academy
- Carolina Transportation Compact

Cities

- Urban Coalition
- Mass Transit Partnership
- Mayor's Light Rail Task Force

EVOLUTION OF REGIONAL PUBLIC TRANSPORTATION SERVICES

ACTIVITIES

1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000

MASS TRANSIT PARTNERSHIP

Charlotte
Mecklenburg County
Cornelius
Davidson
Huntersville
Matthews
Mint Hill
Concord
Gastonia
Kannapolis
Monroe
Mooresville
Rock Hill

1) Share information about regional public transportation opportunities

2) Plan immediate and long-term public transportation services

a) Develop a bus system plan which addresses service needs of Partnership members and supports light rail planning objectives

Quantify, where possible, benefits of public transportation expansion in
1) improved air quality 2) reduced Uptown parking
3) improved traffic flow 4) reduced need for highway construction

Involve Transit Advisory Committee, Metropolitan Planning Organization, Uptown Transportation Council, local Chambers of Commerce, Regional Technical Coordinating Group, etc in transit plan development

b) Determine appropriate intergovernmental relationships for expanded service and funding needs for approved system plan

c) Select financing option(s) for expanded bus operation

d) Develop community-wide legislative lobbying process similar to Convention Center project (if needed)

e) Obtain North Carolina legislature approval of new transit funding option(s) (if needed)

f) Establish new County-wide transit relationships

g) Serve as an advisory committee for light rail planning studies

3) *Operate, individually or collectively, public transportation services*

a) Operate transit service demonstrations through interlocal agreements

b) Extend service into Mecklenburg County and to ring cities in accordance with system plan by using new transit relationships, possibly assume responsibility for light rail design and construction

CAROLINAS TRANSPORTATION COMPACT

1) Perform feasibility study for a Two-State Transportation Authority for the Charlotte, NC-SC Region ("2 STAR")

OR

2) Obtain approval from North Carolina and South Carolina legislatures for bi-state regional authority with dedicated revenue source

3) Establish regional transit authority

4) Begin or assume responsibility for regional bus services, possibly assume responsibility for light rail design and construction

LIGHT RAIL TRANSIT DEVELOPMENT

1) Transitional System Planning Study

2) Alternatives Analysis/Draft Environmental Impact Statement for Priority Corridor

3) Preliminary Engineering of Starter Line

4) Final Design/Right-of-Way Purchase for Starter Line

5) Construction of Starter Line

Charlotte Department of Transportation 1/15/92

COUNCIL REACTION SHEET

- WHAT WAS THE MOST IMPORTANT PIECE OF INFORMATION?

- WHAT ELSE DO YOU NEED TO KNOW?

- WHAT IS THE NEXT STEP?

REGIONALISM

Small Group Assignments

Group A: Room 267

Hammond
Wheeler
Scarborough
Reid

Resource: Cauble
Recorder: Pressley

Group B: Room 270

Campbell
Martin
Patterson
Mangum

Resource: Syfert
Recorder: Flynn

Group C: Room 271

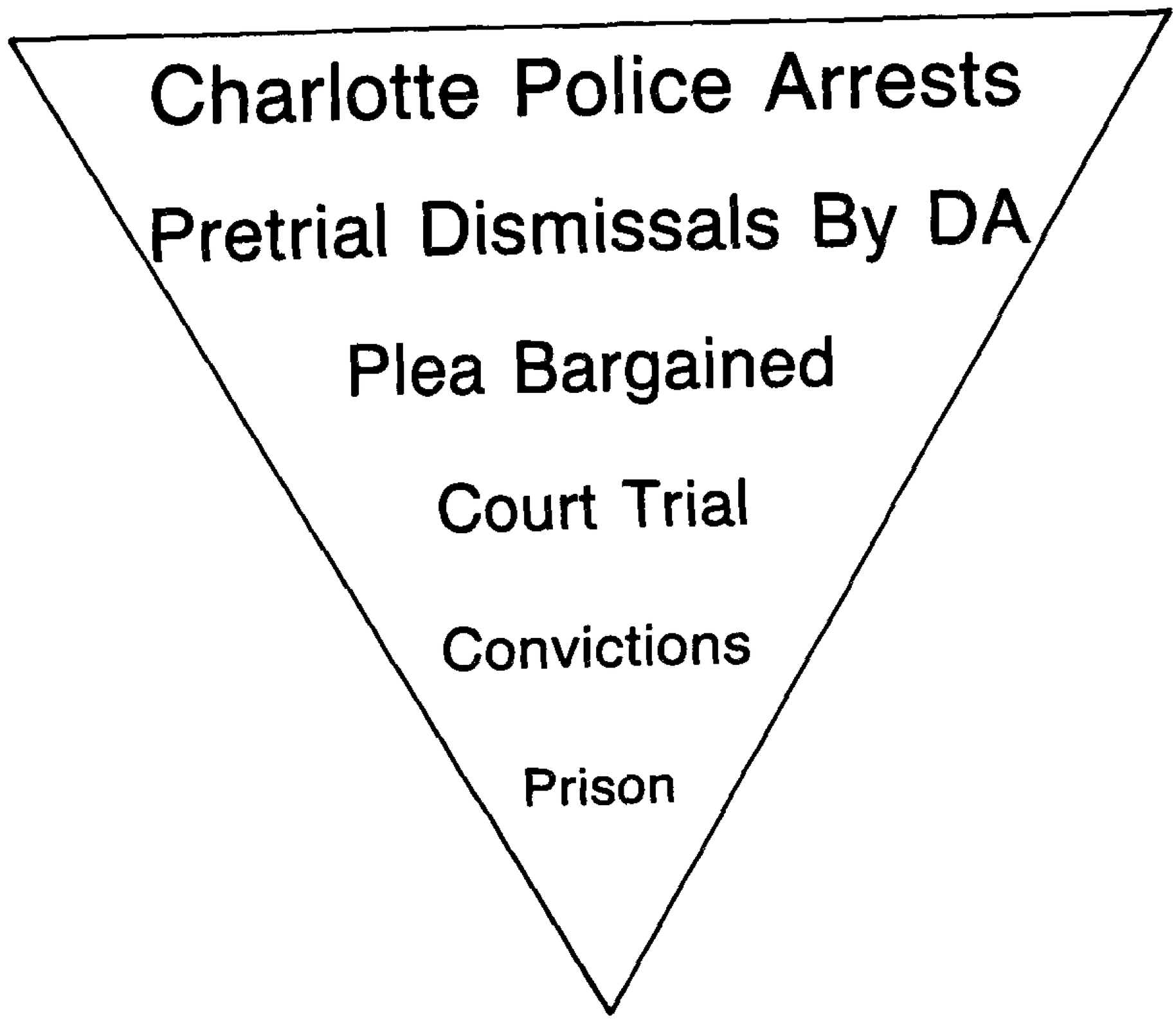
McCrory
Clodfelter
Vinroot
Majeed

Resource: Cramton
Recorder: Burch

Current Problems

- Increase in violent crime
- Involvement of young people in violent crime
- Impact of drugs on all types of crime
- Social conditions that lead to crime
- Quality of life problems

The Criminal Justice Process



Consequences

- Inadequate resources in criminal justice system
- Increase in police resources has negative impact on other branches of criminal justice system
- Social service agencies cannot meet demand for service

Change From Traditional Police Work

- Emphasis on rapid response to specific incidents
- Management sets priorities and controls employees
- No emphasis on long-term problem solving
- Limited police-citizen interaction
- "One size fits all" police services

Community Policing

- Focus on problem solving
- Empowers employees
- Police-citizen partnership
- Long-term identifiable police presence
- Expanded police role
- Long-term qualitative results

Advantages to Community Policing

- Increased citizen involvement
- Enhanced citizen satisfaction with police and other community services
- Improved safety and security
- Flexible approach to service delivery
- Empowers police officers

Impact of Community Policing

- Employees empowered to make decisions
- Staffing levels based on community needs, not calls for service response
- Response time to non-emergency calls may increase
- Unequal distribution of police services
- Increase in reported crime
- Unrealistic demands for service

Impact of Community Policing (cont.)

- Frustration with long term results
- Dependance upon outside resources
- Major departmental changes:

  Management style
  Empowerment
  Shared priority setting
  Performance measures
  Recruitment and training

Use of Experimental District

- Can be done with existing resources
- Planning process with citizen involvement
- Focused evaluation
- Quicker results
- Realistic assessment of future resource needs

Charlie One

At risk neighborhoods, many in City Within A City

Strong neighborhood associations

Population mix allows for a variety of tactics

More non-stranger crimes

Focused area for evaluation

Planning Process

Track One:

Charlie One District redesigned for community policing

Track Two:

Management changes for community policing

Two tracks linked by Community Policing Implementation team

Community Policing

Implementation

- Implement on July 1, 1992 - CHARLIE 1
- Evaluation after six months
- Make needed changes
- Report on resources needed for department-wide implementation
- Recommendation to Council and Manager on implementation timetable

Charlie One District
Demographic Data

Population:

Total Population	60,836	
Caucasian	31,844	
Black	27,970	
American Indian/ Eskimo/Aleut	224	
Asian/Pacific Islander	692	
Hispanic	507	
Other	106	
Population under age 18	11,545	(19%)

Housing Units

Total Housing Units	17,768	
Owner Occupied	9,939	(56%)
Renter Occupied	6,422	(36%)
Vacant	1,407	(17%)

Households:

Total	16,355	
Households with married couple/families	8,010	(49%)

Neighborhoods:

McCrory Heights
Double Oaks
Oaklawn
Fairview Homes
Tryon Hills
University Park
Lincoln Heights
Greenville
Derita
Beatties Ford Road Corridor
Trinity Park
Druid Hills
Hyde Park
Lockwood
Washington Heights

Community Policing

January 18, 1992

Background

Addressing crime and drugs and the social problems that are often contributing factors to crime continues to be a major City Council priority. Two City task forces were formed, one to address the revitalization of the area designated as the City Within A City; the other to address the broader problems of crime and drugs throughout the entire city. Both task forces recommended that the city move toward a neighborhood based approach to service delivery under which services can be tailored to the needs of individual neighborhoods as identified jointly by the residents and service providers.

This approach to service delivery mirrors community policing which has been implemented, at varying levels, by a number of police departments throughout the country. The City Manager felt that Charlotte should explore the concept of community policing and stressed its potential implementation during the selection process for Police Chief in early 1991. Over the past year the Police Department has conducted extensive research on community policing including co-hosting a two day conference with experts from departments which have successfully implemented the concept.

The department has also conducted some limited community policing activities in Belmont, Grier Heights, Earle Village, and Fairview Homes which have been well received by both citizens and police officers. All indications are that community policing may be the most effective way of addressing the problems confronting the city.

Current Problems

Over the past decade, the crime problems confronting Charlotte and other urban areas have increased in scope and complexity.

- Violent crime, especially homicide and aggravated assault, has increased and, in some neighborhoods, violence has changed the face of the community. Black on Black crime has become a disturbing trend with Black males comprising 72% of Charlotte homicide victims in 1991.

- Young people have increasingly become involved in violent crime, a trend that has broad implications for the community.

- Drugs have had the single most significant impact on crime. Drug use and disputes over drug deals and sales territory have had an impact on violent crime, especially homicide and assault. The expense of maintaining a drug habit has forced many people to become involved in armed robberies, burglaries, and larcenies.

- Social conditions continue to be a major factor in Charlotte's crime rate. Unemployment, an uncertain economy, high drop-out rates, and the inability of many people to break out of the cycle of poverty have all had a negative impact on Charlotte's crime rate.

- Police have increasingly become the social agency of last resort and, as such, intervene in more cases such as domestic and neighborhood disputes and quality of life problems in the uptown area.

Consequences

As the problems confronting the city have become more complex, the criminal justice system and some components of the social services network have not been able to meet the increased demand for service.

- While police resources have increased, police are only the entry point of the criminal justice system. Regardless of the number of arrests made by police, if the offender is not prosecuted or serves virtually no prison time, the criminal justice system does not serve as a deterrent to crime.

- Charlotte does not have enough district attorneys to handle the cases presented for prosecution; as a result, large numbers of cases are either dismissed or plea bargained to lesser offenses.

- The state has inadequate prison facilities, resulting in many criminals not being sentenced to active time and those who are sent to prison being released after serving only a fraction of their sentence. Under North Carolina law, defendants do not have to accept alternative sentences such as probation or house arrest and, in many cases, they elect to serve a prison sentence because they know they will be under the jurisdiction of the criminal justice system a shorter period of time than if they accepted an alternative sentence.

- Many social services agencies have full caseloads and with limited personnel and funding can often not provide the level of assistance needed by the client. Drug treatment programs are a prime example of social service programs where the demand far exceeds the supply, especially in programs for young people and for those who cannot afford private treatment.

Change from Traditional Police Work

The complexity of the crime and drugs problem, the limited resources of the criminal justice system, and the inability to adequately address the root causes of crime have resulted in traditional police tactics becoming less effective. It is clear that police officers continuing to work in the same way will not have the desired effect on crime or citizen perception of safety in the community. Traditional police work is:

- Directed toward rapid response to calls for service, with the quality of a police department judged by how fast police respond as opposed to the effectiveness of their actions.

- Built around a series of policies and procedures which give officers limited latitude in handling problems in a creative or individualized manner.

- Oriented toward a reactive approach. The officer responds to a call for service, addresses the immediate problem and moves on. No effort is made to find a long term solution to the problem, especially if that solution is not directly related to solving a crime.

- Allows relatively limited interaction between police and citizens and provides citizens a limited role in establishing police priorities.

- Results in the delivery of "one size fits all" police services that are essentially the same in all neighborhoods, place police in the narrow role of providing short term solutions to crime problems, and measure the results in numbers (numbers of reported crimes, number of arrests, number of cases cleared, number of citations issued, etc.)

Community Policing

A growing number of police departments have found community policing to be the most effective way to deliver police services. Community policing is quite different from traditional police work. Community policing:

- Focuses on long term solutions to problems with police officers empowered to be flexible and innovative in their approach to problem solving.

- Builds a partnership between police and citizens with both becoming stakeholders in setting priorities, solving problems, and improving the quality of life in the neighborhood.

- Establishes a long term identifiable police presence in a defined neighborhood.

- Expands the police role to allow officers to focus on problems related to a neighborhood's overall quality of life, not just its specific crime problems. Officers take the lead in assisting residents in accessing other services, both government and private sector, that are needed to impact community problems.

- Results are long term and are measured qualitatively as opposed to quantitatively.

Advantages to Community Policing

The transition to community policing will be lengthy and complex since much of what makes community policing successful is counter to the culture of a police agency. However, the advantages of community policing are well worth the major undertaking its implementation will require. Community policing is expected to:

- Enhance citizen satisfaction with police and community services and increase citizen involvement in determining the services needed from police.

- Improve the safety and security of the community and enhance citizens' perception of safety.

- Offer flexibility in tailoring police services to individual neighborhoods.

- Enhance officers' job satisfaction by empowering them to seek creative approaches to police work.

Impact of Community Policing

While the Police Department anticipates that community policing will ultimately be successful, it is important that the city and the community do not underestimate the magnitude of the change and its potential impact on both the department and the delivery of police services to the community. Under community policing:

- The Police Department must modify its management style and empower employees to make decisions at a lower level.

- The department will need to set its staffing levels according to community needs rather than calls for service response. As a result, response time to some non-emergency calls for service may increase, causing short term citizen dissatisfaction.

- Police services will be distributed unequally throughout the city.

- In the early phases of community policing, reported crime will increase as citizens develop a stronger partnership with police.

- Communities that are active and organized may demand services that are beyond the scope of the city's resources or that conflict with the city's stated priorities.

- The department must change performance measures for the entire department from a quantitative to qualitative base and must modify the way it recruits and trains employees.

- Both the public and police officers may experience some frustration or dissatisfaction with a program that is dependent upon long-term results rather than a short-term quick fix approach to problem solving.

- The success of the program is dependent upon the cooperation and resources of other public and private service agencies over which the police department exercises no control.

- An education and marketing effort will be necessary to shape citizens' expectations of police services.

- The Police Department must make changes in:
  - Management philosophy and style
  - Duties of personnel
  - Performance measures
  - Level of citizen involvement in setting priorities

Use of Experimental District

In order to accomplish a change of this magnitude, the Police Department feels that community policing should be implemented incrementally with a pilot project to test not only the tactics but the staffing levels and organizational changes needed to make community policing a success. The department proposes to take one patrol district and redesign it as an experimental community policing district. This approach has been used successfully in other departments (notably Seattle and Madison) and would enable the department to:

- Begin the implementation of community policing with existing resources.
- Plan carefully for community policing, including working closely with citizens in the neighborhoods where the program will be tested.
- Evaluate whether the strategies and tactics used in community policing have the desired effect in the target neighborhoods.
- Obtain quicker results from the implementation of community policing tactics.
- Develop a more realistic assessment of the resource levels needed to implement community policing on a city wide basis.

Use of Charlie One District

The department proposes that the Charlie One District be selected as the experimental district where community policing is tested. Charlie One is proposed because:

- It has a number of neighborhoods where the quality of life is at high risk due to crime and drug problems.
- It has several strong neighborhood organizations that can become active partners with police.
- It has an appropriate mix of residential and commercial areas.
- It has an acceptable resident mix of low and middle income neighborhoods.
- A number of its neighborhoods are in the area designated for City Within a City.
- The area has a higher than average number of crimes where the victim and perpetrator are known to one another; these are the type of crimes police may be successful in impacting through closer relationships with residents.
- The area is small enough that the department can conduct a focused evaluation and determine rather quickly whether community policing is accomplishing its objectives.

Planning Process

The planning process for community policing will follow two distinct tracks:

- Track one will involve personnel in the Charlie One District in defining community policing for their area. This will include:

  - setting objectives
  - selecting areas or neighborhoods
  - defining levels of community policing along with specific strategies and tactics for each level
  - meeting with citizens in affected neighborhoods
  - determining the command structure necessary for community policing
  - revising job descriptions and job dimensions to reflect community policing
  - identification of internal procedures that need to be modified
  - establishment of documentation format for community policing
  - development of evaluation component
  - structure of relationships with other city departments and private agencies

- Track two will involve the department's command staff in addressing the process of managing organizational change and moving toward department wide implementation of community policing. Their tasks will include:

  - redefinition of department's mission statement and core values
  - examination of the department's organizational structure and redefinition of the roles of management
  - study of how to apply the concept of empowerment throughout the department
  - revision of policies and procedures, objectives, performance appraisal system
  - formation of Community Policing Steering Committee with other City departments and private organizations

- Much of the command staff's work will be long term as the department moves toward community policing. The planning activities of the experimental district and the command staff will overlap and will be linked by a Community Policing Implementation Team in which the Chief and his staff will play an active role, including setting parameters for community policing in the experimental district.

Implementation of Community Policing

The Police Department proposes:

- Implementation of community policing in the Charlie One District on July 1, 1992
- Evaluation of results in six months (January, 1993)
- Making needed changes in the program
- A report on the resources needed for department wide implementation
- A recommendation to Council and the Manager on an implementation timetable

PROFILE OF OFFENSES AND ARRESTS IN CHARLIE 1 DISTRICT

OFFENSES OCCURRING IN CHARLIE 1 DISTRICT:

	1990	1991	% CHANGE	% of total CITY CASES IN 1991
Homicide	27	25	-7.4% *	21.7%
Rape	64	64	0.0% *	15.8%
Robbery	420	394	-6.2% *	13.5%
Aggravated Assault	977	887	-9.2% *	16.0%
Residential Burglary	689	973	41.2% *	13.4%
Commercial Burglary	416	530	27.4% *	12.2%
Larceny From Auto	747	723	-3.2% *	6.6%
Larceny/Shoplift	309	375	21.4% *	6.8%
Larceny/Bicycle	25	37	48.0% *	6.7%
Larceny/Miscellaneous	1126	1040	-7.6% *	9.7%
Vehicle Theft	338	304	-10.1% *	11.1%
Arson	51	52	2.0% *	11.8%
Total Index Crimes	5189	5404	4.1% *	10.5%
Non-Aggravated Assault	1005	1159	15.3% *	13.6%
Forgery/Counterfeit	94	94	0.0% *	4.3%
Fraud	122	119	-2.5% *	7.1%
Embezzlement	48	52	8.3% *	8.8%
Vandalism	849	800	-5.8% *	9.9%
Sex Offense	36	36	0.0% *	8.9%
Offense Against Family	12	17	41.7% *	14.8%
Miscellaneous	384	366	-4.7% *	12.0%
Total Part 2 Crimes	2550	2643	3.6% *	10.8%
Total Reported Crimes	7739	8047	4.0% *	10.6%

Clearance Status of Cases Reported in 1991:

	Charlie 1	Citywide
Cleared by Arrest	13.1%	11.1%
Cleared by Exception	21.3%	17.8%
Open	65.5%	71.1%

Weapons Involved in Offenses Reported in 1991:

	Charlie 1	Citywide
Handgun	8.9%	6.1%
Shotgun/Rifle	1.9%	1.0%
Knife/Cutter	3.7%	2.7%
Other Weapon	4.9%	3.7%
Physical Force	18.6%	14.6%
No Weapon/Not Applicable	62.0%	71.9%

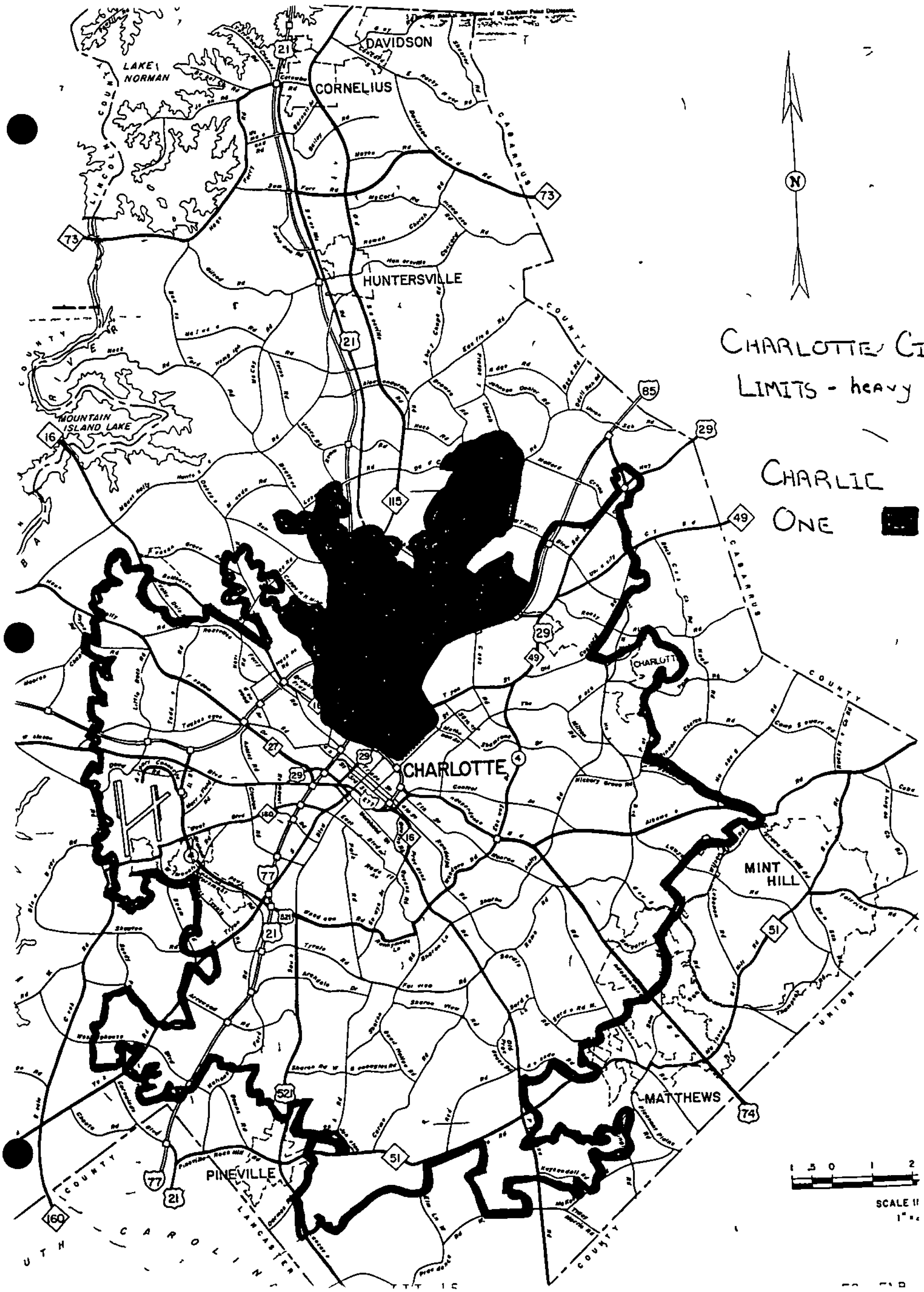
RELATIONSHIP OF VICTIM TO OFFENDER INDICATED AT TIME OF REPORT:

	Charlie 1	Citywide
Family Member	11.2%	8.0%
Friend/Acquaintance	23.3%	16.5%
Other Non-Stranger	3.6%	3.9%
Stranger or Unknown	61.8%	71.6%

ARRESTS OCCURRING IN CHARLIE 1 DISTRICT:

	1990	1991	% Change		% of Total City Cases In 1991
Homicide	9	8	-11.1%	*	10.5%
Rape	9	9	0.0%	*	16.4%
Robbery	58	49	-15.5%	*	13.2%
Assault	666	681	2.3%	*	13.8%
Burglary	143	121	-15.4%	*	11.5%
Larceny	266	255	-4.1%	*	6.2%
Vehicle Theft	22	23	4.5%	*	13.7%
Arson	5	18	260.0%	*	20.5%
Forgery/Counterfeit	10	15	50.0%	*	12.2%
Fraud/Worthless Check	129	122	-5.4%	*	6.2%
Embezzlement	6	13	116.7%	*	7.3%
Stolen Property	96	69	-28.1%	*	10.8%
Vandalism	71	61	-14.1%	*	9.7%
Concealed Weapon	169	125	-26.0%	*	14.3%
Prostitution/Vice	14	8	-42.9%	*	3.0%
Sex Offense	15	21	40.0%	*	6.4%
Drugs: Sale/Manufacture	293	289	-1.4%	*	20.2%
Drugs: Possession	342	239	-30.1%	*	15.4%
Gambling	40	71	77.5%	*	55.9%
Offense Against Family	5	10	100.0%	*	16.7%
DWI	95	61	-35.8%	*	5.2%
Liquor Laws	16	19	18.8%	*	6.1%
Disorderly Conduct/Affray	152	143	-5.9%	*	9.6%
Trespass	213	205	-3.8%	*	12.7%
Other Statute/Ordinance	787	733	-6.9%	*	13.9%
Traffic Related	501	393	-21.6%	*	11.1%
Total Arrests	4132	3761	-9.0%	*	11.6%

NOTE: Data in this profile is taken from on-line files in the computer and is subject to minor changes and corrections; offense and arrest totals may not exactly match the 'official' totals in the annual reports for 1990 and 1991.



3 This copy made at the expense of the Charlotte Police Department

COUNCIL REACTION SHEET

- WHAT WAS THE MOST IMPORTANT PIECE OF INFORMATION?

- WHAT ELSE DO YOU NEED TO KNOW?

- WHAT IS THE NEXT STEP?

COMMUNITY BASED POLICING

Small Group Assignments

Group A: Room 267

McCrory
Majeed
Wheeler
Patterson

Resource: Stone
Recorder: Kiser

Group B: Room 270

Mangum
Scarborough
Reid
Vinroot

Resource: Laney
Recorder: Borgsdorf

Group C: Room 271

Hammond
Clodfelter
Martin
Campbell

Resource: Boger
Recorder: Steger

City Within A City
Changing the Way We Do Business

Presentation Outline

Setting Policy Direction

Charlotte has grown. Though many have prospered, some have been left behind. Council has responded with new initiatives focusing on self-sufficiency, revitalizing neighborhoods, and retaining/expanding businesses. But the City can't solve these community problems by itself.

Building Partnerships

New partnerships are being formed to help solve these problems, create opportunities, and keep the core city vibrant.

Focusing on Neighborhoods

Neighborhoods are taking the initiative and City departments are responding to these initiatives in new ways. New organizational strategies have been developed. With many organizations focusing on neighborhoods, the timing seems right for City Within A City.

Emerging Policy Issues

Council initiated City Within A City about a year ago. Now, with a new Council, we need to make sure we are heading in the right direction and begin to address new issues.

Direction

- Where does the City Within A City initiative fit in with Council's current priorities?

Partnerships

- What kind of partnerships should be emphasized?

Neighborhoods

- How should we select future neighborhood targets?

Resources

- How can we respond to neighborhoods not currently targeted?

City Within A City

A Busy 15 Months...

Policy Results

- September 1990. City Manager initiates two Task Forces on Economic Development and Crime & Drugs to support Council's visioning process.
- September-October 1990. Council Workshops on Crime & Drugs and Economic Development.
- November 1990. Council Retreat at which policy papers and action steps are discussed.
- December 1990. Council approves mission statements, strategies and action steps in 5 focus areas.
- Recruited initial partners, including County, Chamber of Commerce, and United Way.
- City Within A City Jobs. Targeted new Convention Center and hospitality industry.
- February-April 1991. FY 92-93 Budget preparation. First City Within A City internal budget created.

Organization Results

- January 1991. Leadership transition of City Within A City and Crime & Drugs Task Force to Assistant City Managers.
- April 1991. Council enthusiastically endorsed "Changing the Way We Do Business" following presentations from Assistant City Managers.
- May-October 1991. Management By Results. City Manager includes City Within A City in City Department Head expectations and objectives.
- Briefings to all City Department Heads, 50 top County staff, community's human service leaders, and potential partners.
- City Manager initiates tour for Department Heads of selected City Within A City neighborhoods.
- November 1991. Department Head Retreat focuses on new organizational strategies.

- January 1992. City Manager forms new Task Forces on housing, self-sufficiency, neighborhood services, and business/jobs.

- Council considers City Within A City at their January 18th Retreat.

Neighborhood Results

City Driven

- Belmont Neighborhood Pilot Project

  - City assigned 5 staff, including 2 of Charlotte's first neighborhood/community policemen.

  - County assigned Human Resource Manager.

  - Neighborhood reorganized Community Development Corporation.

  - Two businesses in neighborhood providing job placements.

  - Habitat for Humanity built 61 owner-occupied homes.

  - New daycare facility serves 40-50.

  - City/County/neighborhood teams meet regularly.

  - New after school tutoring program has over 30 volunteers.

  - United Way agrees to begin its Success by Six effort.

County Driven

- Adds Dalton Village public housing with County as team captain.

Neighborhood/Private Sector Driven

- Responded to Genesis Park neighborhood initiative led by private sector.

- December 1991, Chamber Committee completed City Within A City industrial land review. To be presented February 1992.

- January 1992, Bank Consortium begins $7.8 million equity loan fund. Banks put up $4 to every $1 public.

COUNCIL REACTION SHEET

- WHAT WAS THE MOST IMPORTANT PIECE OF INFORMATION?

- WHAT ELSE DO YOU NEED TO KNOW?

- WHAT IS THE NEXT STEP?

CITY WITHIN A CITY

Small Group Assignments

Group A: Room 267

Martin
McCrory
Clodfelter
Mangum

Resource: Rosenstrauch
Recorder: Alexander

Group B: Room 270

Hammond
Wheeler
Reid
Campbell

Resource: Borgsdorf
Recorder: Jones

Group C: Room 271

Vinroot
Scarborough
Patterson
Majeed

Resource: Psomadakis
Recorder: Cramton

CITY COUNCIL BRIEFING PAPER
CONVENTION CENTER

I. Project Status

- Project is in Construction Document phase; therefore, the architect is preparing the necessary documents for the construction contracts.
- City staff and architect is continuing to meet with the Design Review Committee, and get input on items such as interior color scheme and finishes.
- Trade Mart Demolition is scheduled to be completed by March 27, 1992.
- Young Ford site and Stonewall Street Bridge Demolition is scheduled to be completed by February 5, 1992.

II. Significant decisions that Council will make about this project this year.

- In total, Council will be asked to award 27 construction contracts, of which 11 will be awarded this year. The first three are as follows:

	ACTION	COUNCIL AWARD
1.	Award Site Grading Package	February
2.	Award Structural Steel Package	April 27
3.	Award Concrete - 1	June 8

- The remaining 8 construction contracts will be awarded between July 1992 and November 1992.
- The Art Fund Ordinance will also need to be reviewed by Council as it significantly affects this project, as well as other projects.

III. Background on Project.

- Historical Summary is as follows
  - 1988 - City Council asks CUDC to oversee Convention Center Study. Planning Commission studies seven potential sites.
  - 1989 - Site is selected. Finance Committee recommends using hospitality industry taxes for funding source.
  - 1990 - Convention Center Authority completes building program. North Carolina General Assembly enacts legislation to increase tax on hotel occupancy and prepared food to fund the proposed center.
  - 1991 - Certificate of Participation Bonds sell, and the City closes on the land purchase. Demolition of Trade Mart Building begins.
- Previous Significant Council Action:
  - February 1989 - Top three Convention Center sites are selected by City Council.
  - June 26, 1989 - Negotiated Schottenstein proposal is presented to City Council.

- June 1989 - City Council instructs City Manager to continue process and focus on the Carolina Trade Mart/Young Ford site.
- November 14, 1989 - City Council appropriates $255,000 to fund a financing plan, additional site evaluations and a public information campaign.
- May 1990 - City Council expresses desire to use hotel occupancy tax and prepared food tax to fund the construction, marketing and operation of the proposed center, thereby avoiding usage of property tax revenues. Citizens Advisory Committee and City staff proposed legislation to increase tax from 3% to 6%, and levy a 1% prepared food tax.
- August 6, 1990 - City Council approves (1) The lease-purchase financing plan using hospitality tax revenues; (2) Architectural services with the FWA Group; (3) Construction manager services with Fluor Daniel.
- August 27, 1990 - Council approves: (1) Extension of land purchase contracts; (2) Funding for extension of contracts; (3) Execution of agreement with D. H. Griffin for demolition of the Trade Mart Building once the City acquires title of the property.
- September 10, 1990 - Council reviews, discusses and confirms design constraints, issues and opportunities that will influence the design.
- November 13, 1990 - Council approves a design concept.
- January 14, 1991 - Council: (1) Approves schematic design concept; (2) Puts architect on hold until funding is determined.
- January 28, 1991 - Council decides to carry the CM's services for 90 days.
- April 8, 1991 - Council approves a budget ordinance of $303,087 to cover land carrying costs, financial consultants and any unforeseen additional services.
- April 22, 1991 - Council authorizes City Manager/staff to proceed with the installment purchase (COP) method of financing.
- June 24, 1991 - Council approves balance of funding for Architectural and Construction Manager services and funding for the contract with D. H. Griffin.
- September 23, 1991 - Council awards: (1) Young Ford Site Demolition contract to Eaglewood, Inc.; (2) Temporary site office package to Marolf Construction.
- November 25, 1991 - Council approves design development documents.
- December 9, 1991 - NCRR makes a presentation to Council to protest the Stonewall Bridge Demolition. Council decides to move forward with demolition of Stonewall Bridge.

Funding

June 19, 1991, City sells $167,643,940.65 in bonds, of which $147,833,087.00 is for the construction of the Center, and the remaining amount covers financial costs incurred.

Staff Contact: Clark Readling, City Engineer

CITY COUNCIL BRIEFING PAPER
CONSOLIDATION

I. PROJECT STATUS

City and County staff are working towards a target date of July 1, 1992 for Police and Parks and Recreation consolidation.

Since September, City and County staff have been working together to address the numerous personnel, financial, legal and logistics issues. Also, at work on the consolidation are the Police Stakeholders' Task Force (which includes the mayors from the six towns), the Parks and Recreation Stakeholders' Task Force, and the Blue Ribbon Citizens Consolidation Committee.

Parks and Recreation

One of the key issues in the Parks and Recreation consolidation is the identification of functions which will remain with the City and those which will be part of the consolidated department. City and County staff, the Parks and Recreation Stakeholders' Task Force, and the Blue Ribbon Citizens' Committee have reviewed and have recommended the functions to be part of the consolidated department and those functions which should remain with the City. These recommendations will be presented to the City Council and County Commission on January 28.

City and County staff are also looking to phase-in consolidation of some functions (e.g. Parks Rangers, Recreation) prior to July 1. Employees in these functions will continue to perform their current jobs and be paid by the City but will work under the supervision of the County.

Police

The City and County are now pursuing an accelerated consolidation timetable for Police consolidation. The plan includes moving the County Police Department - in total- under City Government effective July 1, 1992. "In total" means that there will be initially two Police divisions, Urban (Charlotte Police Department) and Suburban (Mecklenburg County Police Department). Both Police Chiefs will report to the City Manager. The command structures of both divisions would initially remain intact and then gradually be integrated through the consolidation of support services, promotions, transfers, etc. Finally, Patrol would be integrated no later than the opening of the new Law Enforcement Center.

Current staff efforts are concentrated on defining the costs for Mecklenburg County Police services which are provided in the unincorporated areas and to the six towns.

II. DECISION TIMETABLE

Date	Action
January 28, 1992	Joint City-County Meeting to review status of consolidation and proposed implementation plans for Parks and Recreation and Police.
March - April 1992	Joint City-County Meeting to review status of consolidation and approve budgeting/funding alternatives.
May - June 1992	Development and approval of Interlocal Agreements for the consolidation of Parks and Recreation and Police.

III. BACKGROUND

May 21, 1991: City Council and County Commission vote to combine Police Departments under City Government and Parks and Recreation Departments (and Arts) under County Government to be effective July 1, 1992.

July 30, 1991: Consolidation efforts are put on-hold pending resolution of two Police consolidation issues:

1. Joint decision making between two governing bodies to ensure adequate representation for citizens outside of Charlotte.

2. How to equitably distribute costs for Police Services.

September 10, 1991: City Council and County Commission vote to proceed to consolidate the Police Departments and the Parks and Recreation Departments. Arts consolidation is removed from consideration. The two elected bodies approve consolidation "principles" and a process for consolidation. Among other issues, the two bodies agree that:

1. Officials elected by citizens in unincorporated areas will approve and/or participate in the approval of Police service levels in those areas and have an active role in monitoring the performance of the consolidated Police Department.

2. The Police Departments will be completely merged at least by the time the new Law Enforcement Center is completed.

3. The Parks and Recreation Departments will be merged by September 1992.

IV. STAFF CONTACT

David Cooke, Internal Consulting Manager

January 7, 1992

DISTRICT PLANS: PROJECT BRIEFING

PROJECT STATUS:

Four of the seven district plans (Northeast, East, Northwest, and Southwest Districts) have been adopted by the elected officials, as well as the District Plan General Development Policies. The majority of the proposed rezonings emanating from the first three plans above have been acted upon by the elected officials, and rezonings to implement Southwest District Plan will be considered by Council over the next few months. The status of the remaining plans is as follows:

Central District Plan: The Planning Committee has completed its review of the plan which will be ready for City Council review in February. A public meeting to hear comments on the plan has been scheduled for Council on February 11. A second meeting on February 13 has also been scheduled in the event the turnout for the first meeting is too large to accommodate in one meeting. Subsequent to the public meeting(s), the Planning and Public Works Committee will begin its review of the plan.

North District Plan: The study group process is complete for this plan, and the town boards of Davidson and Huntersville have recommended approval of the plan. The Cornelius Town Board is expected to make a decision on the plan on January 20. Since all the North District will eventually be annexed by the towns, it seemed appropriate to have the towns comment on the future of their ultimate jurisdictions. The Planning Committee will begin its review of the plan in late January, and a public meeting will be held in early February. The Committee's recommendation will be forwarded to the County Commission for final adoption, most likely in March.

South District Plan: In December the study group completed its review of the South District Plan. A draft of the plan will be available in the next few weeks. After the Planning Committee completes its review of the North District Plan, tentatively scheduled for mid to late February, the South District Plan will be on the Committee's agenda for review. A public meeting will be scheduled for the Committee to hear comments. Once the plan is approved by the Committee, it will be forwarded to City Council and the County Commission for review and adoption.

SIGNIFICANT COUNCIL DECISIONS NEEDED IN 1992:

1. Adopt the Central District Plan
   Approximate time frame for review and adoption: February-June

2. Adopt the South District Plan
   Approximate time frame for review and adoption: May-August

3. Act on staff initiated rezonings proposed to implement the land use visions of the adopted plans (Southwest, Central, and South District Plans)
   Approximate time frame for review and adoption: through the end of the year

BACKGROUND ON PROJECT:

ORIGIN OF PROJECT: The 2005 Generalized Land Plan, adopted in November, 1985, recommended that the Planning Commission refine the broad planning concepts of that comprehensive plan through a series of geographically based plans for the county. The county was divided into 7 planning districts. As part of the directive for the more detailed plans, the Commission was to develop a citizen participation process that provided the opportunity for a broad cross section of citizens to be involved.

In 1987, the citizen involvement process was finalized. Study groups of from 14-16 citizens were selected by the Planning Commission to work with staff in developing the plans. The groups would essentially function as sounding boards, responding to staff recommendations. Each of the groups consisted of neighborhood, development, and business community representatives, most of whom had submitted an application to serve on the group or were nominated by the Planning Commission members.

Once the groups were in place, staff began the process of developing the plans, beginning with the Northeast District. Four public meetings to solicit public comments during different stages of each of the plans were included. It became apparent as several of the plans were underway, that there were some commonalities among the various planning districts. Consequently, staff decided to prepare a separate document, District Plan General Development Policies, to pull together the various policies and strategies applicable to a degree in all the districts. This ensured consistency in policy for the districts and minimized repetition in the individual plans.

PREVIOUS SIGNIFICANT COUNCIL ACTION:

District Plan General Development Policies	May, 1990 Adoption
Northeast District Plan	June, 1990 Adoption
Northwest District Plan	November, 1990 Adoption
East District Plan	November, 1990 Adoption
Southwest District Plan	November, 1991 Adoption

BUDGET AND FUNDING:

Included as part of the Planning Commission's annual budget for work program items

STAFF CONTACT:

Dave Howard, Community Planning Manager
If not available, contact Carol Morris, Area Plan Coordinator

CITY COUNCIL BRIEFING PAPER
Law Enforcement Center

I. Project Status:

The following actions have been taken regarding the Law Enforcement Center:

- The site (Davidson, Alexander, Trade & 5th St. block) has been acquired except for a minor parcel currently in negotiation. The County provided $6,901.728 to complete the acquisition January 9, 1992 and approximately $200,000 will be spent on the remaining parcel. The City holds the title to the property.

- The architect (Middleton and McMillan) and the construction manager (F. N. Thompson) have been selected by a competitive process involving reviews by both City and County staffs. Contracts need to be negotiated with each firm and the City will be turning this process over to the County. These contracts will need to include appropriate program, design and cost approvals by the City and County.

II. Remaining Issues

- Financing and budget - the County Board on January 6 considered a preliminary budget of $32.5 million, including $14.45 million from the City. The City share is $2.45 million above the approved Capital Improvement Budget and has not been authorized by the City Council. Council action on January 6 authorized further negotiations between the City and County Managers and directed the City Manager to return with financing details and recommendations regarding the $2.45 million. The capital financing options for the entire project will need review by bond counsel.

- Property and Facilities - The County has requested that the City transfer the current Law Enforcement Center, parking structure, and surface parking to the County for their jail project. The transfer of this property is dependent upon a satisfactory mutual agreement between the City and the County for the construction of a new Law Enforcement Center and parking deck.

  There is a problem with soil contamination on the current Law Enforcement Center site which the City has been working to resolve since 1989.

- The architectural program for the new building will be based upon a consolidated police department and will require the active participation and approval of City and County police officials. This program must be matched with capital

financing to assure that the building and parking will meet current and future police and public needs.

The City Council still retains the option and the authority to approve or not approve the property transfer to the County and the approval of the City's capital financing subject to an acceptable plan for the construction of replacement facilities for the City's current LEC and parking.

III. Background

- Early in 1991, the County identified the City Law Enforcement Center site as essential to the County's overall jail development project. As discussions were initiated regarding potential functional consolidation, the questions of a new police facility was added to the overall consolidation agenda. On April 16, 1991, in a joint meeting, the County Commission and City Council voted to use the existing LEC site for a new jail.

  Subsequently, the City retained Omni Architecture to conduct an analysis of various Uptown sites for a new Law Enforcement Center. The study was completed in July 1991 and the recommended site was approved in September 1991.

  The City had previously employed Omni Architecture to study needed expansion of the existing LEC. The building was constructed in 1969 when the Police Department had 480 personnel compared to the 1992 total of more than 1000.

Funding

- The current capital improvement budget authorizes $12,000,000 in funding for the City's contribution to the new LEC (previously budgeted for expansion of the current facility). The expenditure is programmed as follows:

FY92	2,000,000
FY93	10,000,000
TOTAL	12,000,000

  The funding is to be by lease purchase and is included in the current improvement debt model.

IV. Staff Contact: Del Borgsdorf

LIGHT RAIL TRANSIT (LRT) PLANNING

I. Project Status

A. The Intermodal Surface Transportation Efficiency Act of 1991, enacted in December, earmarks Federal funds for LRT planning in Charlotte.

B. The Federal funds will be matched by an equal amount of City funds to perform two studies required by the Federal Transit Administration's (FTA) major capital project development process (see Attachment):

1. Transitional System Planning Study
2. Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS)

II. Significant Decisions that Council Will Make About the Project This Year

A. Authorize the Mayor by April 1992 to execute the grant agreement, on behalf of the City, with the U.S. Department of Transportation for the LRT planning assistance of $500,000.

B. Approve the contract in May 1992 with the consulting firm selected to perform the LRT planning studies.

C. Approve a citizen input process in May 1992 for the Transitional System Planning Study.

III. Background on Project

A. The Transitional System Planning Study and the AA/DEIS follow up on the City's system planning efforts to date:

1. Transit Corridors Study performed by Barton-Aschman Associates between 1987 and 1989.
2. The LRT/Land Use Study conducted by City staff in 1990 and 1991.

B. The primary objective of the transitional study is to develop consensus among policy makers and the public on the priority corridor for possible fixed guideway development based on cost-effectiveness and financial feasibility parameters.

C. On April 22, 1991, Council authorized the City's request for Federal earmarking of LRT planning funds as part of new national transportation legislation. Council also approved the following areas in Mecklenburg County for inclusion in the transitional study.

1. South sector (Pineville, Providence Road and Park Road corridors)
2. East sector (Matthews and Albemarle corridors)
3. UNCC corridor
4. Airport corridor

D. The budget, funding and expected completion period for the two planning studies are:

	TOTAL	EXPECTED TIME
Transitional System Planning Study	$ 250,000	1 year
AA/DEIS	$ 750,000	1-2 years
Total	$1,000,000	2-3 years

1. The FTA will provide $125,000 in FY 92 and $375,000 in FY 93 as 50 percent of the cost of the above studies.
2. The City's matching funds are included in the FY 92-96 Capital Improvement Program under the Light Rail Corridor Study project (Account Number 238.00)

IV. Staff Contacts for Council Member's Questions

A. R. N. Pressley, Jr., Director of Transportation, 336-3882

B. Terry Lathrop, Deputy Director of Transportation, 336-3870

C. Lynn Purnell, Senior Transportation Planner, 336-3902

CITY COUNCIL BRIEFING PAPER

NFL STADIUM
January 18, 1992

I. Project Status:

The NFL Stadium project is on schedule and within budget. The City has committed to providing the land for a stadium footprint and practice fields. We also committed to providing 2,400 parking spaces and helping Richardson Sports (R.S.) find an additional 1,300 spaces. We are moving forward toward meeting our obligations in a deliberate manner. Our objective is to spend as little of our $35 million budget as possible until the NFL determines that Charlotte will receive a team.

II. Significant Decisions That Council Will Make About The Project This Year:

The NFL is to short list, in March 1992, all the major cities that have applied for one of the two new teams to be awarded. Assuming Charlotte makes the short list, we will be required to document our progress toward meeting our obligations to R.S. We will need to show evidence that the City has, or soon will have, access to practice field land as well as the Stadium site. The stadium site is almost assembled and we are working with the State, the owner of the Third Ward scrap yard, and others involved to resolve the environmental issues surrounding the practice field in order to deliver the practice field land on time.

We do not plan to enter into an agreement with Duke Power for a jointly owned parking garage until after Fall 1992 at which time the NFL is to formally award two cities an NFL franchise.

The following are major actions Council is anticipated to take regarding the NFL Stadium during 1992:

- March 1992 - Finalize the land swap agreement with the Observer and Duke Power for the Stadium footprint parcel.
- Mid-1992 - Formalize the acquisition of the practice field and approve any remediation programs which will be required to satisfy the environmental clean-up criteria.
- October 1992 - Finalize an agreement with Duke Power for the construction of a 2,700+ space parking deck to be jointly owned by Duke Power and the City of Charlotte.

III. Background On Project

As early as December 1987, R.S. announced that they intended to seek an NFL expansion team for the Carolinas. In March 1989, CUDC initiated an effort to convince the Richardsons to locate their proposed Stadium in Uptown Charlotte. In September 1989, City Council voted unanimously to begin negotiations with R.S. which would lead to locating an NFL Stadium in Uptown Charlotte.

In December 1989, the Richardsons selected the City's proposal as the best location for their NFL Stadium. R.S. committed to work with the City, the County and the State of North Carolina in assembling the land; making necessary infrastructure improvements; and otherwise meeting traffic and parking requirements established by the NFL. In early 1990, Council began appropriating funds to acquire the land for the stadium site which had previously been optioned by the CUDC. Afterwards, a budget of $35 million was identified and approved as the City's financial commitment to the NFL project. The County agreed to relocate the Magnolias Rest Home and the Charlotte Hospital Authority maintenance facility while donating that land to the project. The County also agreed to demolish the old Satellite Jail behind the Charlotte Observer building and donate that property to the NFL project. The State agreed to help by relocating Graham Street and other related utilities.

The project budget remains $35 million. Council has authorized the use of self liquidating revenue bonds in addition to the $35 million to assist in constructing a parking deck if the deck becomes feasible. The following is a summary of the source of funds for the $35 million budget for the Stadium:

A.	General Fund Contribution	$5.5 million
B.	N.C. 51 Savings	$6.0 million
C.	Independence Blvd. (State Rebate)	$4.0 million
D.	Sale of Coliseum Land	$2.0 million
E.	Pay-As-You-Go Rebate	$17.5 million
	TOTAL	$35 million

IV. Staff Contact For Council Member's Questions

Boyd Cauble (336-2241)

Project Briefing Paper

South Carolina Wastewater Treatment Plant
Joe C. Stowe, Jr.
Charlotte-Mecklenburg Utility Department

I. Project Status

Charlotte has hired a consultant, Wiedeman and Singleton, to conduct the Catawba Basin Wastewater Management Study to determine the feasibility of a regional wastewater system. Included in this study is to be a recommendation on the technical, financial, and management alternatives available. Following the completion of that report, all jurisdictions involved with the project will decide on whether to proceed further.

The final report has not been completed because technical information on streams in the area is needed from the South Carolina Department of Health and Environmental Control. We expect that information soon and will then be able to proceed with the final report.

II. Significant Decisions That Council Will Make About the Project This Year.

- Approximate Time Frame for Making Those Decisions
  It is hoped the final report can be completed within the next six months and Council and other jurisdictions would then make a decision whether to continue a regional approach for the collection and treatment of wastewater. Currently, no decisions have been made by any participants to build or not build a regional wastewater system.

III. Background on Project

- Origin of Project
  As early as 1987, preliminary discussions on the concept of regional wastewater treatment began with Fort Mill, Lancaster County, Rock Hill, Tega Cay, York County, and Charlotte. Since then, numerous meetings and discussions have taken place among staff and elected officials. In September 1990, elected officials from Fort Mill, Lancaster County, Rock Hill, Tega Cay, York County, and Charlotte agreed to conduct a regional utility system study to provide them with more information on which to base further decisions.

However, it appears that a regional plant would provide high-level, highly efficient treatment to protect the various streams and lakes in our area that are currently receiving wastewater discharges, and should include the potential reduction in the numbers of small package plants that may not always be operated as efficiently as they need to be.

Also, a larger regional facility will help provide for the orderly growth in all jurisdictions.

The service area may cover the southern part of Mecklenburg County, the excess flows from McAlpine Creek Wastewater Facility, the north portion of York County, Rock Hill, Fort Mill, the panhandle section of Lancaster County, and all other areas north of some treatment plant yet to be determined.

- Previous Significant Council Action
  May 29, 1990 Council approved an Agreement with Wiedeman Singleton, Inc. for a Catawba Basin Wastewater Management Study for a cost not to exceed $580,000.

  September 24, 1990 Council approved a Resolution for cooperation in developing a plan for a Regional Utility System among Charlotte, Rock Hill, Fort Mill, York County, Lancaster County, and Tega Cay.

- Budget and Funding
  Charlotte has funded the Study ($580,000) from 1990 Bonds.

IV. Staff Contact for Council Member's Questions

Any questions relative to this project can be directed either to the Manager's Office or to Joe C. Stowe, Jr., Director of the Charlotte-Mecklenburg Utility Department.

Briefing Paper

STORM WATER MANAGEMENT

January, 1992

Project Status

The stakeholder Task Force is expected to finalize by the end of January it's recommendations concerning the service levels and rate structure for a storm water program to begin in 1993 Technical work is on-going to prepare the EPA storm water permit application due in November, 1992

Upcoming Council Decisions

- **February/March-** The stakeholders Task Force is to make recommendations concerning program priorities, service levels, and fee structure The Planning & Public Works Committee will review these recommendations and forward them to City Council
- **April-** Depending on the program structure adopted, a consultant contract for preparing the billing accounts, and perhaps developing the billing system, will be necessary
- **April/May-** The legislation authorizing storm water fees requires City Council to conduct a public hearing to adopt a final rate

Background

A basic element of the City's infrastructure is the network of drainage pipes, culverts, and channels that carry rain runoff. This network of some 170,000 facilities is approximately 2,400 miles long, and was installed as the City urbanized. However, only the portion of the system in street rights of way (about 40 percent) has been maintained The remaining 60 percent of the system is on private property and is the responsibility of the individual property owners As a result, very little maintenance occurs to this part of the system

Problems resulting from this piece-meal management of the drainage network have been.

- Property owners are unable to bear the expense of repairs and improvements to drainage facilities that drain up to hundreds of upstream acres
- Facilities with inadequate capacity are not upgraded, resulting in excessive flooding
- Erosion goes unchecked, encroaching on adjacent yards and structures, and resulting in downstream sedimentation
- The construction of new thoroughfares and private development compounds existing problems

In addition, storm water runoff is a major source of water pollution Cities over 100,000 population across the Country are being required by EPA to develop and implement comprehensive programs to prevent water pollution. The City must describe to EPA what program is intended and demonstrate the financial ability to carry it out by November, 1992

In 1988, the City and County jointly funded a study of local storm water programs The consultants recommended a program to address water pollution and maintenance and improvement of the drainage system to be funded through a monthly service charge, or "utility fee." Key City Council actions since that time have been

October, 1989	Adopted the "utility" concept for funding storm water services
April, 1990	Authorized technical work necessary to respond to the EPA requirements
November, 1990	Included authorization for storm water charges in requested legislative package (which was passed in July, 1991)
January, 1991	Approved process and schedule for developing the storm water program and service charge
March, 1991	Appointed a 20 member stakeholders Task Force to advise on levels of service and rate structure

Funding for the current process of developing service levels and preparing the EPA permit application is through funds normally used for cost-share drainage projects on private property The intent is to repay this account from fee revenues when they begin in 1993

Staff Contact

Jim Schumacher, Engineering Department 336-3656

UPTOWN TRANSPORTATION CENTER

I. Project Status

A. Parsons Brinckerhoff Quade and Douglas, Inc. and ZHA, Inc. completed in December 1991 a preliminary feasibility study of constructing a local bus/light rail transit terminal at the existing Convention Center/"Fish and Oyster" site.

1. Federal and State planning assistance grants were used to finance the $35,729 study.
2. The Uptown Transportation Council (UTC) served as the steering committee for the planning effort.

B. Parsons Brinckerhoff concluded that a combined bus/rail transportation center on this site is workable.

1. Recommends a major mixed-use project integrating private and public uses, given the site's size and location.
2. Parson Brinckerhoff's concept removes the existing rail embankment and places future light rail tracks on bridges. This allows buses to circulate below the light rail platforms.
3. If a bus terminal is desired before a commitment is made to light rail transit, a different design separating bus and rail functions might be considered.

II. Significant Decisions That Council Will Make About the Project This Year

A. Approve a final process in Fall 1992 to evaluate the disposition and redevelopment of the existing Convention Center and "Fish and Oyster" sites, as recommended by Council's Planning and Public Works Committee.

III. Background on Project

A. The Center City Charlotte Urban Design Plan, adopted by Council on January 8, 1990, recommends that the existing Convention Center site and the adjacent "Fish and Oyster" site be used for a mixed-use development which includes a transportation center.

B. On June 25, 1990, Council approved the filing of the applications for Federal and State planning assistance to perform the Uptown Transportation Center feasibility study.

C. On November 13, 1990, Council approved the Planning and Public Works Committee's October 30, 1990 recommendation that there was no immediate need to begin a reuse study since the Convention Center would remain in operation at the current location through 1994.

D. The Planning Commission will program the Convention Center reuse/ disposition study in its FY 93 work program.

1. Study costs would be staff time to perform required activities.
2. No additional consultant services should be necessary.

IV. Staff Contacts for Council Member Questions

A. Uptown Transportation Center Feasibility Study

1. R. N. Pressley, Jr., Director of Transportation, 336-3882
2. Lynn Purnell, Senior Transportation Planner, 336-3902

B. Convention Center Reuse/Disposition Study

1. Martin R. Cramton, Jr., Planning Director,336-2205