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## **CITY COUNCIL WORKSHOP**

**Monday, March 3, 2008**

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### **Room 267**

- 5:00 p.m.            Dinner**
- 5:15 p.m.            Draft 2008-2009 Council Priorities**
- 6:15 p.m.            Community Safety and Housing & Neighborhood Development: Crime in Rental Properties**
- 7:00 p.m.            Transportation: Charlotte Region Fast Lanes Study**
- 7:30 p.m.            Citizens' Forum  
Room 267**

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Draft 2008-2009 Council Priorities

**STAFF RESOURCE:** Curt Walton, City Manager

**KEY POINTS:**

- In accordance with Council policy, Council priorities identified at the annual retreat are reviewed and approved in March and priority implementation plans are presented as a part of the Manager's Recommended Budget in May of each year.
- Presentations were given at the Mayor/Council Annual Retreat on Transportation, Economic Development Business Corridor Redevelopment, and Community Safety. Council asked staff to take Council comments and provide draft priority papers and implementation plans.

**COUNCIL DECISION OR DIRECTION REQUESTED:**

City Council is asked to provide comments on the draft priority papers and determine if they represent Council's direction. The priority papers will be finalized and placed on the March 24 agenda for formal adoption.

**ATTACHMENTS:**

Draft Priority Papers  
Q&A's from Mayor/Council Annual Retreat



CHARLOTTE

**CITY MANAGER'S OFFICE  
M E M O R A N D U M**

February 27, 2008

**TO:** Mayor and City Council  
*Curt Walton*  
**FROM:** Curt Walton, City Manager  
**SUBJECT:** Council Priorities for 2008 and 2009

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At the retreat in Greensboro, the Mayor and Council discussed long-range transportation needs, business corridors and community safety. Staff committed to process the information that had been discussed, develop draft goal statements for each priority area, and to present that information for further discussion at the March 3, 2008 workshop. Council will formally consider these priorities at the March 24, 2008 meeting.

Attached is the material for your discussion at Monday night's workshop. The material includes the following:

- Individual comments made by the Mayor and Council members are included under each priority and are shown as the numbered items. For example, under the Transportation priority, the statements numbered 1 through 21 are comments made by individuals during the discussions, as captured by the facilitator on the flip charts.
- The numbered comments were then distilled into draft goal statements for your consideration and discussion at the workshop.
- The staff then developed a draft implementation plan for each of the three priority areas that give the Mayor and Council a feel for the work involved with each goal statement.
- Finally, a number of questions were asked at the retreat. The questions and corresponding answers are included in the material.

I contributed to some confusion near the end of the retreat as to whether Housing and Neighborhood Development was a priority for 2007. It indeed was a priority for 2007, along with Transportation and Community Safety. I apologize for the confusion.

If you have any questions prior to the workshop discussion, please feel free to give me a call.

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**2008-2009 COUNCIL PRIORITIES**

# Transportation

*“Charlotte will be the premier city in the country for integrating land use and transportation choices.”*

## **Goal 1**

Communicate the City’s integrated transportation and land use growth strategy and infrastructure needs to accommodate the City’s projected growth.

1. Develop our transportation/transit vision & plan – be able to tell the public what will happen and when (perhaps do this regionally)
2. Create a simpler, more tangible understanding of transportation vision and plan
3. Simplify concepts, visuals, language, numbers
4. Perhaps frame transportation needs in conjunction with Economic Development, air quality attainment
5. Address growing challenge of air quality attainment

## **Goal 2**

Engage the community to help define the City’s transportation challenges, review current tools and strategies to address transportation needs and develop action steps to enable transportation infrastructure to keep pace with growth.

6. Develop a community consensus on priorities
7. Greater buy-in from private sector and public partners (NC Association of County Commissions)
8. Array state and local road needs by potential impact of investment, e.g. congestion
9. Put together a transportation summit with council & delegation – perhaps have Council & business community identify needs/priorities first
10. How to bundle (or not) multi-modal needs
11. Develop a local plan to fund local needs – but also educate State about how local & State needs intersect
12. Will/should we reserve next bond issue for local road needs, State roads needs, or both?
13. Focus on getting biggest bang for buck, e.g. congestion
14. Explore how to engage MUMPO and MTC to broaden discussion
15. Bring a concept to the community to facilitate discussion

## **Goal 3**

Explore funding options to address transportation funding needs to keep pace with projected growth.

16. Need a funding plan to match needs plan
17. Recognize/address the limitations of local property taxes to fund transportation needs
18. Explore “Pennies for Progress” and other similar funding mechanisms

## **Goal 4**

Develop a corresponding legislative strategy to implement the necessary transportation improvements to keep pace with growth

19. Push for greater revenue equity with State
  - Plan for how to respond if this occurs or doesn’t
20. Define to what degree Charlotte should or should not be a donor city
21. Talk with local delegation about long-term needs that also affect legislative districts

# Transportation

## Potential Implementation Steps

### Goal 1

- Centers, Corridors and Wedges Growth Framework Update (in progress)
- Growth Strategy Communication Program (in progress)
- Transportation Action Plan (TAP) and TAP Annual Report (existing)
- Capital Improvement Plan (CIP)/Capital Needs Assessment/TAP prioritization criteria (existing)
- Urban Street Design Guidelines (USDG) Implementation (in progress)
- Air Quality State Implementation Plan (in progress)

### Goal 2

- Assist 21<sup>st</sup> Century Transportation Committee
- TAP & TAP Annual Report (existing)
- Evaluate Community Consensus-building Models
- Congested Corridors list (in progress)
- Transportation Task Force (to be discussed)
- MUMPO Long Range Transportation Plan update (in progress)

### Goal 3

- Transportation Task Force (being considered)
- Staff research on funding options and property tax capacity (existing report)

### Goal 4

- Review existing legislative strategy and amend as needed (existing)
- Staff research on best practices tools for implementing transportation infrastructure in support of the Centers, Corridors and Wedges Growth Framework (in progress)

# Economic Development

## Business Corridor Redevelopment

*The City will take a leadership role in developing and implementing public and private collaborative strategies and investments that aim to:*

- *Attract private sector investment to grow jobs, businesses and services*
- *Expand the tax base in the business corridors*
- *Support the revitalization of the corridors into mixed use areas promoting the adjacent neighborhoods as safe, viable and sustainable*

### **Goal 1:**

Focus efforts and resources on five priority corridors: Eastland, Beatties Ford, Rozzelles Ferry, North Tryon and Wilkinson/Morehead/Freedom.

1. Affirm commitment to revitalizing Eastland Mall and Independence Blvd; recognizing long term nature of Eastland revitalization effort.
2. Recognize individual nature of corridors
3. Assist business districts organizations, possibly using Business Improvement Districts (BID) to fund

### **Goal 2:**

Coordinate and align public services to support corridor revitalization

4. Improve communication with business corridor residents and businesses
5. Collaborative problem solving among Key Businesses for each priority corridor

### **Goal 3:**

Promote reuse/redevelopment of underutilized, deteriorated commercial structures.

6. Address abandoned non-residential buildings
7. Improve appearances of corridors

### **Goal 4:**

Leverage private sector investment and job creation

8. Provide market analysis to attract private sector investment
9. “Green” industries as targets for business corridor attraction
10. Streetcar line as a way to leverage private sector investment along proposed line

# **Economic Development Business Corridor Redevelopment**

## **Potential Implementation Steps**

### **Goal 1**

- Work on public/private partnership to redevelop Eastland Mall (in progress)
- Council approval of North Tryon Redevelopment Plan and actions to implement the Plan (referred to Economic Development & Planning Committee)
- Perform market studies to identify business opportunities and use studies to recruit businesses to corridors (in progress)
- Complete Independence Phase II Study (in progress)

### **Goal 2**

- BusinessFirst outreach visits to corridor businesses to identify and solve problems (in progress)

### **Goal 3**

- Implement local ordinance, allowed by recent State Legislation that gives City authority to clean-up abandoned commercial structures (in progress)

### **Goal 4**

- Analyze economic development impact of proposed streetcar line (new)
- Identify and recruit “green” industries to the business corridors (in progress)

# Community Safety

*“Charlotte will be the safest large city in America”*

## **Goal 1:**

Adopt 2008-2012 Community Safety Strategic Plan

1. Continue development of the Community Safety Strategic Plan
  - Prevent crime and improve community safety
  - Adapt resources and strategies to needs of changing community
  - Engage community as active partners
  - Enhance effectiveness through use of innovative technologies
  - Improve recruitment, retention and training to support professional, diverse and motivated workforce

## **Goal 2:**

Expand Crime Prevention and Enforcement Strategies

2. Focus on reducing property crime through enforcement and prevention strategies
3. Explore options for:
  - Stronger sanctions and control of repeat property crime offenders
  - Reducing burglaries at construction sites
  - Implementing daytime curfew for school age children
  - Establishing additional prostitution free zones
  - Developing rental housing management policies
4. Enhance repeat offender focus
  - Expand electronic monitoring initiatives
  - Strengthen link analysis capabilities
5. Explore ways to reestablish SafeLight and SafeSpeed programs

## **Goal 3:**

Enhance Communications on Crime and Safety Information

6. Emphasize initiatives that address crime and traffic safety
7. Provide informational materials for Council on policing initiatives
8. Provide more detailed information on Charlotte-Mecklenburg crime trends
9. Provide periodic updates on benchmarks with major cities on crime trends and investments in policing

## **Goal 4:**

Actively Seek Favorable State/Federal Legislation and Funding

10. State Initiatives
  - Continue efforts to pass gang legislation
  - Pursue bail bond reform
  - Enhance metal dealer control
  - Further enhance criminal justice funding
  - Additional juvenile detention beds and controls
11. Federal Initiatives
  - Legislation to address foreclosure and subprime lending problems
  - Immigration reform legislation
  - Seek additional funding for the Justice Assistance Grant Program
  - Ensure funding for the continuation/maintenance of terrorism initiatives

# Community Safety

## Potential Implementation Steps

### Goal 1

- Finalize the draft of the 2008-2012 Community Safety Strategic Plan (in progress)
- Afford the new Police Chief 60 days to review the final draft, make adjustments
- Present final draft to Council in fall 2008

### Goal 2

- Develop plan to reduce property crime that includes education, intervention, enforcement and judicial strategies
- Initiate discussion of feasibility of establishing property crimes court (new)

### Goal 3

- Design and develop communication material for Council
- Establish and report on key benchmarks to compare Charlotte-Mecklenburg to other cities

### Goal 4

- Seek State and Federal legislation and funding

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## **Questions and Answers**

### **2008 Mayor/Council Annual Retreat**

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The following are questions raised during the Mayor/Council Annual Retreat on January 30-February 1, 2008.

<b><u>Question</u></b>	<b><u>Page</u></b>
1. Feasibility of updating TAP costs	2
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**Question 1: What is the feasibility of annually updating project costs for inflation in the 25 year TAP?**

CDOT can update the costs of programs or projects based on the most recent cost estimates for specific types of programs or projects, and CDOT can prepare projections of future costs based on different assumptions of inflation

**Question 2: Can we get a list of City and State road projects that would have the biggest impact on congestion?**

CDOT is implementing a variety of strategies to deal with congestion and is partnering and collaborating with NCDOT to reduce excessive travel times during peak travel periods. Some of the strategies - reviewing and revising traffic signal timing plans, or sometimes installing traffic signals - can be implemented quickly and can create immediate benefits. Other strategies - adding lanes at intersections, widening thoroughfares, adding street or bridge connections, or applying Intelligent Transportation System (ITS) concepts - will take 3 to 5 years to implement. Finally, some strategies - encouraging growth in Centers and Corridors (where more roadway and transit capacity can be added), and widening or re-building freeways - will take decades to implement.

From the standpoint of just the sheer numbers of vehicles and motorists affected, managing congestion on the freeways or expressways owned by NCDOT is both very important and is likely to require fewer tradeoffs than addressing congestion problems at intersections or along arterials. For example, since freeways are access-controlled roadways, adding more lanes may not create negative impacts to adjacent properties, as long as there is sufficient right-of-way to accommodate the widened cross-section or expanded interchange.

<u>NC DOT Projects:</u>	<u>Time frame</u>
• I-485 -- Widening between I-77 and US 521	2010-2020
• I-77(S)-- Widening between I-485 and I-277	After 2020
• I-77 (N) -- Widening between I-485 and NC 73	2010-2020
• Independence Blvd –	
• Widening between Sharon Amity Rd and Conference Dr.	2010-2020
• Widening between Conference Drive and I-485	Maybe by 2020
w results of Fast Lanes Study and Transit Systems Plan	
• I-485 -- Complete the northern leg	2010-2020

**Major roadway projects in the adopted CIP or requested in the upcoming CIP that would affect congestion:**

- Beatties Ford Road widening - Capps Hill Mine to Sunset
- Johnson-Oehler Road (farm-to-market road)
- Kenilworth Avenue - Pearl Street Bridge intersection
- IBM - North Street Bridge (connector)
- Idlewild Road - Piney Grove to Valley Grove
- Rea Road - Colony to NC 51
- Statesville Road widening (Starita to Keith)

- Little Rock Road realignment
- City Blvd. - Neal Road to Mallard Creek Road
- Community House Road (farm-to-market road)

If congestion mitigation were the sole factor, CDOT's priorities would generally be as follows:

- The Traffic Flow Enhancement and Traffic Control Devices Programs, because re-timing signals, enhancing coordination of signals in corridors, and ensuring that modern equipment is installed and working properly are extremely cost-effective and benign methods of maintaining not only acceptable traffic flow for motorists, but also allowing bicyclists and pedestrians to travel across intersections of thoroughfares.
- The Farm-to-Market Road Program so that there would be turn lanes and signals installed at appropriate locations, as well as more through lanes, where those are necessary.
- Creating new Street Connectivity projects, so that the street network can be expanded, and motorists can travel on more route choices.
- Building Major Roadways so the widening or extension of thoroughfares could keep pace with growth in travel demand.
- Adding multi-modal capacity at Intersections, when the duration of congestion has become excessive and corridor-type improvements are not feasible.

**Question 3: Could we get some information on Seattle's failed bond referendum?**

In November 2007, the voters in and around Seattle (King County, Washington) rejected a bond referendum that included 186 miles of road lanes, 50 miles of light rail transit lines, and partial funding for a new Highway 520 floating bridge. Over 20 years, the new taxes would have generated \$47 billion.

Some of the reasons for the defeat of this proposal were that supporters of transit believed that too much money was proposed for roads, while supporters of roads believed that too much money was proposed for transit. In addition, one particular highway project was extremely controversial. Voters were almost evenly split about rebuilding the Alaska Viaduct or not.

Numerous tax or bond measures for transportation have been passed by voters in various metropolitan areas, including previously in the Seattle area. One key factor for success has been the inclusion of specific programs or projects expected to be supported by the majority of the voters. Sometimes focus groups have been used to determine which programs or projects should be included in the referendum. That technique has been used extensively in California, where bond measures for transportation have been enacted in all of California's most populous counties, often by more than the required 2/3 majority. Other states where county-level transportation expenditure plans have been approved by their voters include Florida, Georgia and South Carolina.

**Question 4: Is there capacity in the private sector for 1000 participants in the Mayor's Youth Employment program? How do we target to get the children in most need?**

We do not know if there is private sector capacity for 1,000 participants this year given the downturn in the economy. We currently have 125 jobs committed and are continuing to work with our public and private sector partners. The City partners with Right Moves for Youth, Communities and Schools, Helping Empower Local People (HELP), and CMPD's Steele Creek Youth Network to identify participants for this program. This item has been referred to the Economic Development and Planning Committee and recommendations for expanding the program will come to Council by April, 2008.

**Question 5: A representative from the Taiwanese consulate has expressed interest in depressed malls. Can we have an update?**

Alicia Jolla, Small Business Development Program Manager met with Mayor Pro Tem Burgess and the Taiwanese group. The meeting was a "meet and greet" where they generally talked about bringing business to the area and the Taiwanese footprint in Charlotte. Alicia spoke with them about small business development and Mayor Pro Tem mentioned Eastland Mall as an "opportunity" for the Taiwanese businessmen. They have not responded to follow-up calls.

**Question 6: Can we add a sixth industry to our list that we target – the green industry?**

The Economic Development Staff are analyzing what types of "green" industries would best fit Charlotte's economy and workforce. Staff is also investigating if there are any competitive advantages for "green" industries to locate on the distressed business corridors.

**Question 7: What ever happened to the "Environmental Court?" Did the City fund it?**

The Environmental Court (E-Court) is still in existence and is being used by Neighborhood Development's Code Enforcement Division. The City does not fund E-Court. It's funded by the Court system.

E-Court was established for the purpose of hearing quality of life issues involving minimum housing code violations, health and sanitation violations, zoning violations and building standards violations. Whenever an owner has not corrected the nuisance violation(s) cited in the time allowed and the costs of hiring a contractor to eliminate the violation(s) on a property exceeds \$350, the inspector can prepare the case for Environmental Court.

**Question 8: Can we place GPS monitoring on the criminals that are arrested over and over?**

CMPD's Electronic Monitoring Program (CMPD EMP) was implemented in 2007 to provide GPS monitoring of offenders in Charlotte-Mecklenburg. The goal of the EMP is to reduce recidivism by chronic offenders. The program is a partnership with the North Carolina Division of Community Corrections, the Mecklenburg County Sheriff's Office, the Magistrate's Office and the judges.

The Electronic Monitoring Program focuses on repeat offenders involved in both violent and property crimes; the program currently tracks the movement of offenders charged with robbery, auto theft, burglary and domestic and felony assaults. To qualify for the program, offenders must satisfy all of the conditions of their release from jail. The EMP is a tool to monitor both offenders who are released from jail pending trial and those who have been convicted and sentenced to probation. The program provides an enhanced enforcement tool for court ordered curfews and territorial restrictions.

There are currently 22 offenders on electronic monitoring. As more offenders are placed in the program we expect to see the impact of the program on the recidivism rate of the community's most chronic offenders.

**Question 9: Can you remind us as to what actions we took regarding giving benefits to families of officers killed in the line of duty?**

On June 11, 2007, City council approved extending medical coverage to covered spouses and children of City employees killed in the line of duty. The action was made retroactive and applies to all employees killed in the line of duty from March 31, 2007 forward. In order to be eligible for the benefit, the employee must have been killed in the line of duty. The definition of "killed in the line of duty" and coverage was discussed extensively at the budget workshop.

In its adoption of the pay and benefits recommendations, the City Council gave authority to the City Manager to adopt the definition of "killed in the line of duty". The City Manager adopted that definition on June 22, 2007.

The coverage is as follows:

1. Covered spouse: The spouse must have been covered by the City's insurance plan prior to the death of the City employee. The spouse continues coverage for three years or upon remarriage, whichever occurs first.
2. Covered dependent children: The dependent children must have been covered by the City's insurance plan prior to the death of the City employee. The dependent children can continue coverage for three years, until the spouse gets remarried, or until the children "age out" of dependent eligibility, whichever occurs first.
3. Cost: The spouse/dependent children will pay the active employee rates for the period of coverage.
4. All employees killed in the line of duty, not just police officers, are covered under this budgetary action.

**Question 10: Is there a law that says foreclosures have to be posted?**

The North Carolina foreclosure statutes (Article 2A of Chapter 45 of the General Statutes) require notification of the owners of, and others with a legal interest in, property that is the subject of a foreclosure proceeding. The requirement is that notice of a Hearing on the lender's right to foreclose the property must be given, in part, by personal

"service of process" upon each individual/entity entitled to notice. However the statutes authorize alternative means of notice if the persons/entities cannot be personally served. One of those alternative means is the posting of a Notice of Hearing in a conspicuous place and manner on the property that is the subject of the foreclosure for at least twenty days before the court hearing. Since a substantial number of property owners abandon their property when serious default occurs, many cannot be located and personally served. As a result, posting the property becomes the preferred means to comply with the statutes in such cases. Eliminating posting as an alternative method of notification would require a change in law.

**Question 11: What is our program to help police officers with housing?**

The Police Officer Home Purchase Incentive Program is offered through the City's HouseCharlotte Program. Employed police officers who purchase homes in designated neighborhoods are eligible for assistance up to \$15,000. Of the 289 HouseCharlotte loans approved between July 1 and December 31, 2007, five were to Charlotte-Mecklenburg Police Officers.

**Question 12: Could we get an up date on the Parole Accountability Committee, Target 100, and the Tolerate No Truancy program?**

**Parole Accountability Committee**

The Citizens Parole Accountability Committee (CPAC) was established in 1994 as an initiative of the 1994 Community Safety Plan adopted by the Charlotte City Council and the Charlotte-Mecklenburg Police Department. The plan included the development of a review process and recommendations to the North Carolina Parole Board to prevent violent or career criminals from obtaining early parole. The committee reviews high profile cases involving serious offenders that were sentenced under the Fair Sentencing Act and would be released in Mecklenburg County. After a review of the cases, the committee can send a letter to the Parole Commission opposing the early release of an inmate.

There are currently nine members assigned to the Parole Accountability Committee. The committee is chaired by Harvey Katowitz, a retired police captain with the New York City Police Department, and meets on the first Thursday of every month. During 2006, the committee reviewed cases involving 130 inmates in the Department of Corrections. Of those inmates, 60 were denied parole and were rescheduled for another review date in 2007. Eighteen of the inmates were granted parole and are currently out of custody. Twenty-two of the inmates were approved for the MAPP program which is a scholastic and vocational program. Thirty of the inmates remain in custody; however, the committee has not received notification of their parole status from the Parole Commission. In 2007, the Parole Accountability Committee reviewed 101 cases but has not received any notification from the Parole Commission regarding the outcome.

Inmates with cases adjudicated on or after October 1, 1994 are sentenced under the Structured Sentencing Act. Under this act, inmates are required to serve at least 100% of the minimum sentence for their offense or 85% of the maximum sentence. The Parole Commission has no decision making power under this act which essentially eliminates

parole. Due to the Structured Sentencing Act, the committee will, at some point, phase out.

## **Target 100**

The Target 100 Program was initiated to identify those habitual criminals in Charlotte-Mecklenburg who were responsible for the majority of serious crimes and target those persons for investigation, prosecution, and incarceration. Candidates for the Target 100 Program were identified by detectives, patrol officers, officers from other law enforcement agencies and citizens of Charlotte-Mecklenburg. A review board selected the offenders to be targeted by the program based upon defined selection criteria.

Over time, it became extremely difficult to coordinate 100 habitual offenders as it required maintaining updated offender lists with current information; targeting those individuals; making arrests; and following those arrestees as their cases made their way through the court system. Tracking of the offenders was difficult for both CMPD and the District Attorney.

Target 100 has evolved into a more workable program, largely due to the advances that CMPD has made in technology that allows the department to better identify, track, and remove habitual offenders from the community. Our growing use of link analysis enables us to better identify chronic offenders, the locations they frequent and where they commit their crimes, their associates, their method of operations, their vehicles, criminal records, and other information related to their activities. Target 100 targeted individuals at the global level but most of the targeting of offenders is now done at the patrol division level. Most of the patrol divisions have some type of project that targets suspects. For example, the Eastway Division identifies and maintains a list of five to seven chronic offenders, concentrates on their criminal behaviors, and is usually successful in making significant criminal cases against these individuals. Centering this function in the patrol divisions results in targeting a manageable number of offenders; the officers and suspects usually know one another and there is more community involvement due to citizens' relationships with officers, including the community coordinators assigned to their neighborhoods. CMPD achieves the same objective as with Target 100 but in a more effective and efficient manner.

In addition, the department has created a Violent Criminal Apprehension Team (VCAT) as a centralized group of ten officers whose sole function is finding and arresting chronic offenders. VCAT began as a division level team in the Eastway Division in 2005. The success of the concept resulted in the formation of a departmental unit in 2006 which operates under the command of the Street Crimes Division Commander. The VCAT has formed strong partnerships with a number of federal agencies to maximize their opportunities to bring fleeing criminal offenders to justice. VCAT has proven its effectiveness in apprehending the community's most chronic offenders with the arrests of 237 offenders in 2007.

One other successful tool that CMPD has used to target offenders is the CMPD Most Wanted List. This list includes photographs of ten suspects along with a description of the crime for which they are wanted. The list is on the department's website and posted

in a number of locations. The department has a high success rate in arresting these suspects since the list generates citizen tips and causes some of the suspects to surrender to police.

Although the Target 100 initiative has evolved over time, the emphasis on repeat criminal offenders has not diminished. The focus on and effectiveness of apprehending criminals with extensive criminal histories has improved with technology and stronger police-community relationships.

### **Tolerate No Truancy (TNT)**

In 1997, CMPD partnered with the Charlotte-Mecklenburg Schools to address the truancy problem in Charlotte-Mecklenburg through the TNT program. Police officers responded to calls from citizens, made to a special TNT number, regarding young people who might be skipping school. Officers served as roving truancy prevention specialists by responding to these calls and conducting a preliminary investigation into whether a juvenile was truant from school and subject to the compulsory attendance law. Those juveniles found to be truant were returned to school.

The primary flaw in this program was the revolving door syndrome with officers seeing the same chronic truants over and over. The strategy had no prevention component to identify the cause of truancy and no links to resources that would help the juvenile break the truancy cycle, attend school, and become a productive student. The community lost interest and the program disappeared over time.

CMPD is now taking an approach to truancy that explores the relationship between truancy and daytime crime. Several of the patrol divisions developed problem solving projects which focused on identifying and picking up truants around high schools. In 2004, the Eastway Division noticed an increase in crime around Garinger High School during school hours. These crimes were typically residential burglaries, larcenies, auto thefts, and other property crimes. During the first semester of the school year, officers returned over 100 truants to Garinger High School and saw a reduction in crime in the area around the school. CMPD expanded the program to West Charlotte and West Mecklenburg High Schools with similar results. These projects have been continued in some form at all three schools.

In 2005, CMPD received a grant through Project Safe Neighborhoods to address truancy problems in the communities around specific Charlotte-Mecklenburg schools. The project pays police officers outside their normal duty hours to identify and return truants to the school in which they are enrolled. The premise is that reducing truancy will reduce daytime crimes such as residential burglary and larceny from vehicle, two of the main sources of guns illegally on the streets. The project also features an intervention team consisting of school counselors, school social workers and police officers who work together to identify why a particular youth is truant and then develop a strategy to remove the obstacles to attending school. The intervention team developed a resource network similar to that used by Gang of One. The intervention includes home visits to youth who are chronic truants who may not be visible in the neighborhood in order to initiate the

intervention process. As a last resort, officers file charges against the parents of chronic truants who are not working with the project team to resolve their child's truancy issues.

The intervention team concept was piloted at MLK Middle School, since all middle school students are still subject to the compulsory attendance law. During the current school year, the MLK Middle School project identified two housebreaking rings, resulting in arrests of truant students.

CMPD also partners with Weed and Seed in expanding truancy courts to several middle schools. Truancy court brings a sitting judge in to talk with youth and their parents regarding truancy. Both the MLK truancy model and truancy courts have been successful in reducing truancy. CMPD is also exploring the feasibility of a daytime curfew which would prohibit students who are subject to the compulsory attendance law from being in public space during specific school hours. Any proposed daytime curfew would have appropriate exceptions as does the evening curfew.

CMPD believes the current approach to the truancy problem is more effective because it addresses the root causes of truancy in order to effect long term truancy reductions. It also addresses the links between truancy and daytime crime in areas surrounding the targeted schools. This approach is also linked to Gang of One since truancy and gangs have a close relationship. The department is exploring ways to reactivate the TNT component to engage the community in truancy recognition and prevention.

**Question 13: Is there a correlation between crime stats and the rise of the youthful population?**

The attached charts and graphs are intended to provide some insight into the relationship between youth and crime. We have examined the arrest data for both Mecklenburg County and the entire U.S. for the period from 2000-2006. Actual arrests are the only way we can definitively track the age of criminal suspects. For this study, we defined youth as ages 17 and under. The population figures are estimates based on the average yearly percent change between 1990 and 2000, assuming that rate of change would continue through 2006. The 1990 and 2000 figures were from the U.S. Census Bureau. It is important to note that the local data includes all of Mecklenburg County, not just CMPD's jurisdiction.

What you see is that the trends in Charlotte-Mecklenburg generally mirror national trends. Youth ages 17 and under comprise approximately 25% of the population. They also account for approximately 25% of all overall arrests for index crimes (homicide, rape, robbery, aggravated assault, burglary, larceny, auto theft, and arson). Locally, arrests of youth under the age of 17 for violent crime comprise less than 20% of total arrests for violent crime, although they did increase between 2005 and 2006. Most of that increase (9.5% for CMPD's jurisdiction) can be attributed to robbery and assault. One of the trends that we see in robbery is fairly well organized groups of young people committing a number of robberies in a specific neighborhood or along business corridors. Those offenders are targeted by the patrol divisions and the Street Crimes Division which is primarily assigned to robbery hot spots. We also use electronic monitoring and the

Dusk to Dawn Curfew program to reduce recidivism among these offenders while they are awaiting trial.

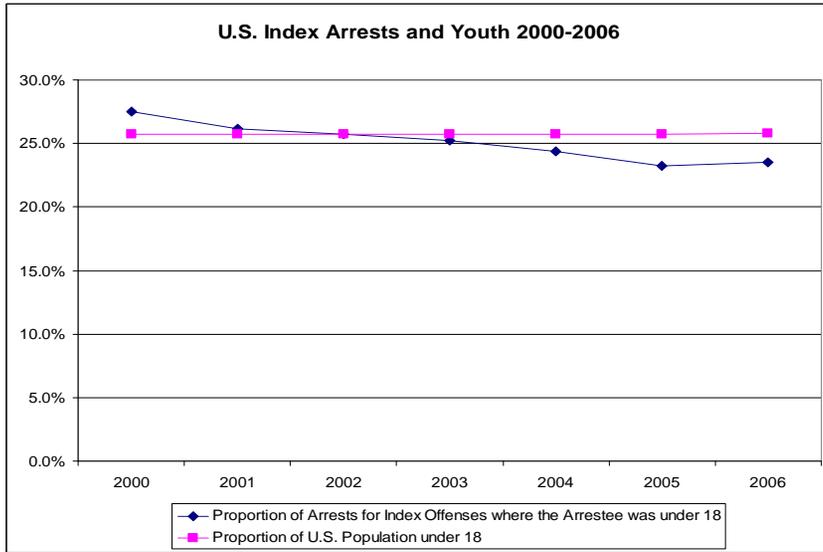
Youth 17 and under account for around 30% of arrests for property crimes in Mecklenburg County. There was a slight downward trend in those arrests between 2005 and 2006; the decline in CMPD's jurisdiction was 5%. Young people are often involved in property crimes such as larceny, vandalism, burglary, and vehicle theft. Many of these crimes can be directly linked to truancy and the lack of meaningful activities for young people in the after school hours of 3 to 6 p.m. Our efforts to deal with truancy are outlined in the response to question 8. We continue to advocate for and participate in after school programs that provide young people with meaningful activities that help improve their academic performance, social skills, and life choice.

Retreat Q&A Attachments

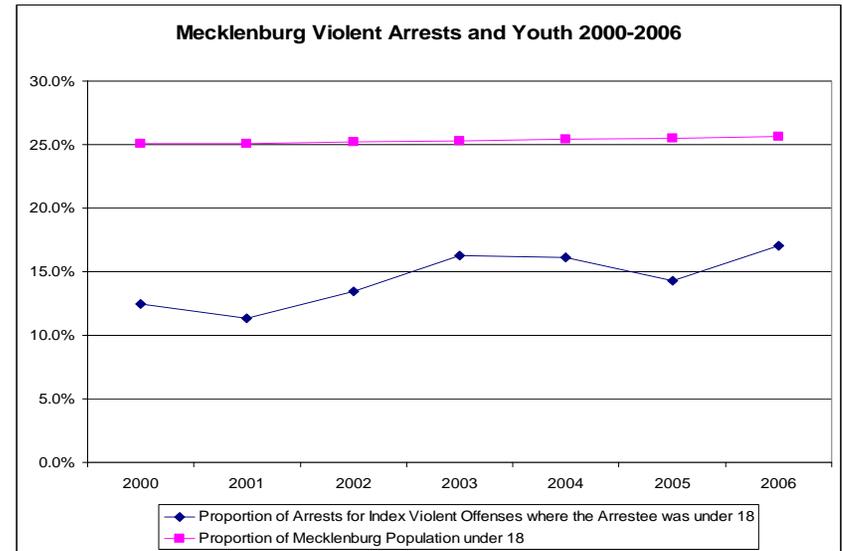
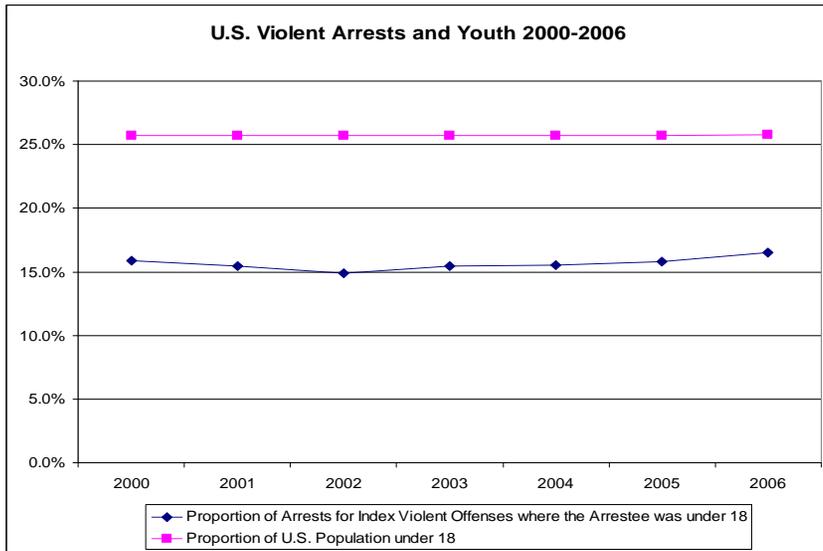
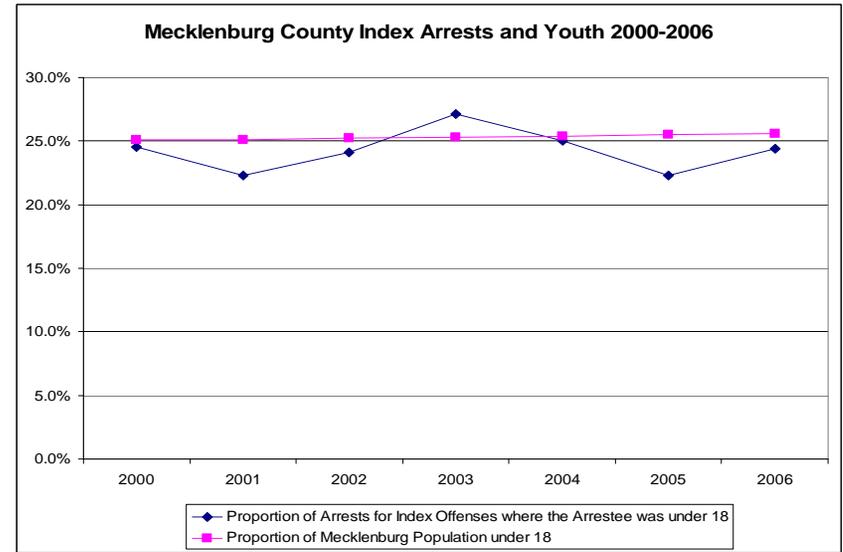
Mecklenburg County Index Offense Arrest Data, 2000-2006										
Year	Index Offense Arrests- Youth	Total Index Offense Arrests	% Index Offense Arrests- Youth	Index Property Offense Arrests- Youth	Total Index Property Offense Arrests	% Index Property Offense Arrests- Youth	Violent Index Offense Arrest-Youth	Total Violent Index Offense Arrests	%Index Violent Offense Arrest- Youth	% of Pop- Youth
2000	1791	7295	24.6%	1392	4098	34.0%	399	3197	12.5%	25.1%
2001	1704	7644	22.3%	1318	4239	31.1%	386	3405	11.3%	25.1%
2002	1840	7626	24.1%	1364	4080	33.4%	476	3546	13.4%	25.2%
2003	1990	7340	27.1%	1475	4176	35.3%	515	3164	16.3%	25.3%
2004	1741	6952	25.0%	1252	3922	31.9%	489	3030	16.1%	25.4%
2005	1518	6804	22.3%	1101	3885	28.3%	417	2919	14.3%	25.5%
2006	1619	6638	24.4%	1144	3854	29.7%	475	2784	17.1%	25.6%

U.S. Index Offense Arrest Data, 2000-2006										
Year	Index Offense Arrest- Youth	Total Index Offense Arrests	% Index Offense Arrests- Youth	Index Property Offense Arrests- Youth	Total Index Property Offense Arrests	% Index Property Offense Arrests- Youth	Violent Index Offense Arrest- Youth	Total Violent Index Offense Arrests	%Index Violent Offense Arrest- Youth	% of Pop- Youth
2000	411,641	1,496,370	27.5%	345,731	1,080,797	32.0%	65,910	415,573	15.9%	25.7%
2001	407,106	1,554,737	26.2%	340,104	1,120,346	30.4%	67,002	434,391	15.4%	25.7%
2002	415,607	1,617,213	25.7%	349,099	1,170,165	29.8%	66,508	447,048	14.9%	25.7%
2003	393,622	1,558,324	25.3%	328,823	1,139,360	28.9%	64,799	418,964	15.5%	25.7%
2004	391,615	1,606,559	24.4%	326,312	1,186,390	27.5%	65,303	420,169	15.5%	25.7%
2005	381,369	1,641,406	23.2%	310,887	1,195,560	26.0%	70,482	445,846	15.8%	25.7%
2006	372,559	1,584,534	23.5%	298,568	1,136,602	26.3%	73,991	447,932	16.5%	25.8%

### United States Youth Crime Trends

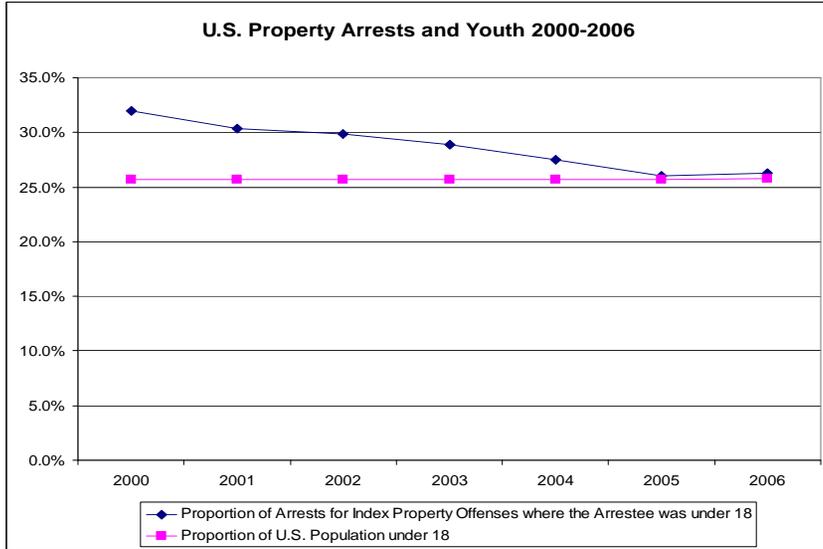


### Mecklenburg County Youth Crime Trends

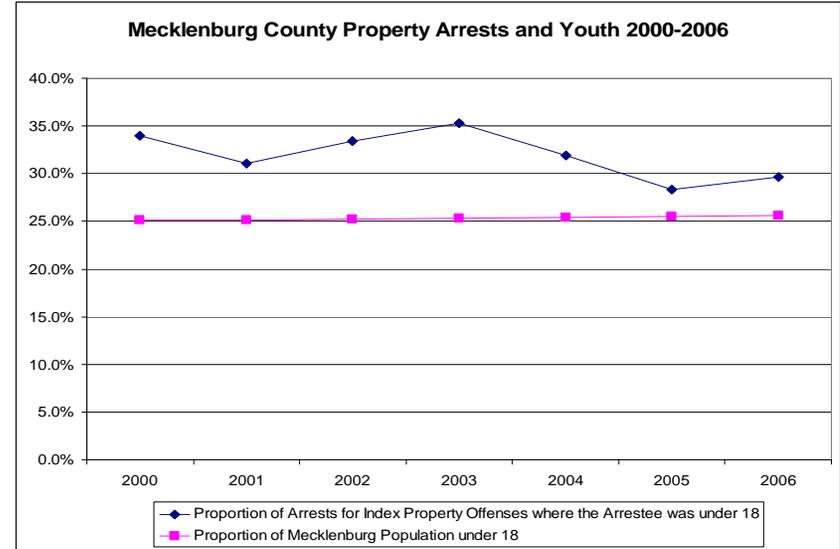


# Retreat Q&A Attachments

## United States Youth Crime Trends



## Mecklenburg County Youth Crime Trends



# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Crime in Rental Properties

**COUNCIL FOCUS AREA:** Community Safety and Housing & Neighborhood Development

**RESOURCES:** Deputy Chief Ken Miller, CMPD

**KEY POINTS:**

- Council requested that staff review the relationship of crime to rental properties in Charlotte.
- CMPD has looked at the issue and will make a presentation that includes:
  - The impact of crime in rental properties
  - Comparisons between apartment complexes with low crime vs. those with high crime to identify best practices
  - Current initiatives to deal with problems at rental properties
  - Possible responses to reducing crime in rental properties

**COUNCIL DECISION OR DIRECTION REQUESTED:**

Council is asked to provide staff with direction on one or more possible responses to reducing crime in rental properties.

**ATTACHMENTS:**

None.

# ***COUNCIL WORKSHOP AGENDA ITEM SUMMARY***

**TOPIC:** Charlotte Region Fast Lanes Study

**COUNCIL FOCUS AREA:** Transportation

**RESOURCES:** Norm Steinman and Tim Gibbs

**KEY POINTS:**

- In May 2007, Council adopted a resolution supporting a regional study to determine which highways should be considered for managed lanes such as High Occupancy Vehicle (HOV), High Occupancy Toll (HOT), or Truck Only Toll (TOT) facilities.
- Phase One of the study, now known as the Charlotte Region Fast Lanes Study, has been completed.
- The consultant team used criteria including congestion, demand, and physical attributes to recommend which corridor segments should be included for the next study phase.
- Phase Two of the Study will analyze the lane treatments, operations strategy, revenue potential, access and project phasing for the subject roadways.

**COUNCIL DECISION OR DIRECTION REQUESTED:**

City Council is asked to refer this topic to the Transportation Committee for further analysis and development of a MUMPO recommendation.

**ATTACHMENTS:**

None.