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The City Council of the City of Charlotte, North Carolina, met on Tuesday, December 18, 1973, at 2:00 o'clock p.m., in the Council Chamber, City Hall, with Mayor John M. Belk presiding, and Councilmembers Fred D. Alexander, Kenneth R. Harris, Pat Locke, Milton Short, James B. Whittington, Neil C. Williams and Joe D. Withrow present.

ABSENT: None.

MEETING CALLED TO ORDER.

Mayor Belk called the meeting to order, and it was decided by the members of Council that the meeting would adjourn at 4:00 o'clock p.m.

ITEMS SUGGESTED FOR DISCUSSION.

Mayor Belk stated he requested Council to give him a list of items they would like discussed at this meeting, and most of the members responded and everyone agreed on some of the following:

- (1) Consolidation.
- (2) Transportation.
- (3) Emergency Services.
- (4) Public Housing.
- (5) Council Meeting time, place, agenda and televised meetings.
- (6) New City Hall.
- (7) Parking Garage.
- (8) Public Incinerator.
- (9) Sharon Amity Road Widening.
- (10) New dimensions.
- (11) Council organization, area of communication with staff, relationship with Council and public.
- (12) Partisan and non-partisan elections.
- (13) Responsibilities of committees.
- (14) Office and Secretary.

Councilman Alexander stated he would like to talk about housing, but he is afraid that there may be constraints because of the litigations pending. Mr. Underhill, City Attorney, replied he could probably give Council an overall review of what the committee working on the implementation of the McKnight suit has come up with at this point in time. Some of the specifics are so tentative right now that he does not think they are even together on them, and he would not care to discuss them publicly. Some of the things involve questions of potential real estate acquisitions, and that kind of thing. Because that is so tentative, he would not want to discuss those either. But as one of the persons serving on the committee, he could give Council some idea of what type of things they are thinking about. Councilman Alexander replied that Mr. Underhill has answered his question and he will take it off his agenda and will waive any discussion of that today.

Mayor Belk stated there are several cases that Council is involved in and he would suggest that the City Attorney bring Council up-to-date on them. Mr. Underhill replied he will be happy to do that and he will work with the City Manager; that he will be glad to give Council a status report on the significant pending litigations on the police job discrimination suit, the housing case, and any other subject concerning pending litigations.

DISCUSSION OF COUNCIL PROCEDURES.

Councilman Alexander stated on the list is Council organization, and Council Meeting time and a general idea about Council operations. That he wonders if it would not be well to begin the discussions with whatever form of Council changes anyone desires to see if there is a meeting of the minds. That to him this is important enough to start the discussions, and resolve some of this.

Councilman Williams stated he agrees, and Council needs to establish procedures before getting down to the substances.

Councilman Alexander moved that Council begin its discussions with Council procedures. The motion was seconded by Councilman Harris, and carried unanimously.

Councilman Alexander stated there has been some discussion as to whether Council should go back to the conference sessions in the conference room for discussions prior to the formal meetings. That personally he sees no need in this; that he does not see what is done in that conference room that cannot be done in the Council Chamber, and he is in favor of doing away with any idea of re-instituting the prior hour of Council for a conference session. That if Council comes to a resolve at this conference session, it is a temporary motion and has to come to Council in the formal meeting, and then you have your second arguments. That he would like to see Council do away with any idea of going back to a pre-conference session.

Councilman Withrow stated one of the contentions is that the public is being put off until the end of the Council Meetings; that he would like to see that moved up to the first of the meeting, or have a break, probably at 3:30 p.m., and at that time, hear the people and then go back to the regular agenda after 30 minutes or so. This antagonizes the people, and it makes a lot of them mad. It should either be moved to the first of the meeting, or have a break.

Councilman Short stated when you leave people until the last, some of them come for the purpose of discussing something on the agenda, and when you bring them last, that item has already been handled before they have a chance to talk. He stated he wonders on the matter of organization, if Council cannot put to bed one or two items that he thinks all seem to agree on; one of which is that the zoning hearings be televised. That the tenure of comments seems to be that another meeting for zoning, separate from the normal meetings, and perhaps at night, would be a good thing.

Councilman Short moved that Council ask the City Manager to discuss this with the Planning Commission Staff as well as the members of the Commission, and present a plan for having zoning handled at another auditorium, than the Council Chamber, and at night. The motion was seconded by Councilman Whittington.

Mayor Belk suggested this be discussed with the County Commissioners also as some of the hearings are joint with the County Board.

Councilman Whittington stated he thinks this is a particularly good idea because of the length of time it takes for zoning, and this will give people the opportunity to come, which he hopes will be at night. That he agrees with others that the zoning hearings on Monday should have been in another meeting place where everyone could have been comfortable, and had an opportunity to sit down. To do this at night will give another sector of the public an opportunity to come and be involved if they want to be involved; if they do not want to come, they can see more of it on t.v.

Councilman Williams stated if this is the meeting that is to be held at night, and if it is televised, the public might get the impression that all Council does is zoning; that he does not think he would like to see only zoning meetings held at night; that he has no objections to zoning meetings at night; but he thinks it should be mixed in with the regular business meetings.

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Councilman Whittington stated he would hope that Council will agree to using several of our conference agendas the same way. This can be a conference session, and a listening session where people will be in the audience and have an opportunity to have an input. An example is the plan received from the Planning Commission. Obviously, there will have to be several more hearings on that, and it will be a conference session. If it is, then they should be special meetings, in a place where people can come and have an input if they want to, or a listening session.

Councilman Withrow stated he thinks a time limit should be set; that one of the hearings yesterday lasted two hours and fifteen minutes. That if we want it televised and if we want to hear from the people, would this be a good time for that? Perhaps set aside three hours for televised programs. That as a rule, zoning petitions last no more than two hours; if we have a televised program to fill in three hours, would it be a good time to listen to the people? Mayor Belk stated he feels it would be better to just have the zoning hearings, and stick to the one subject. Councilman Withrow stated his concern is whether the zoning petitions will take up enough time for one meeting. Is there enough zoning each month to have a televised program? Councilman Short replied the plan the Manager will give Council can cover this question also.

The vote was taken on the motion, and carried unanimously.

Councilman Short stated if anyone wants to add television or the general plan of development or anything else, it is another matter.

Councilman Whittington stated he would like to hear from the new members about their feelings on televised meetings. He stated he thinks this is an excellent opportunity for Council to let people know what is going on, and zoning hearings is a good time to do that; that he also agrees with Mr. Williams on just the zoning; but he feels we can be flexible enough, after the hearings on zoning which must be advertised for a certain time and place, and the City Manager can have conference agendas at the end of some of the zoning hearings which will be of interest to the Council and to the public, such as the Land Use Development Plan.

Mr. Underhill, City Attorney, stated all zoning hearings must be advertised, and that advertisement must run at least 15 days prior to the date established for hearing. That notice must contain the time, and place of the meeting. That you really do not have as much flexibility in scheduling the meeting as you think because of the advertisement. That the hearings for January have already been advertised. Councilman Short stated these are the kinds of factors Mr. Burkhalter will want to consider in formulating a plan.

Mr. Burkhalter stated he may come back to Council with more questions before developing a plan as there are several things to be considered. One is the fact that the Planning Commission now meets after the Council hearings, and they may not be able to do that at night, and it may mean another meeting for them. These are factors he is sure they will bring up to Council. Another thing is that you cannot select at random when you want a meeting televised; these schedules are made in advance. It depends on whether you will be televised live at the time you meet or whether it will be taped. There are a lot of factors involved, and he may have to come back to Council with a general plan. That if it is televised, it will have to be in the Meeting Room, at the Board of Education, as it is equipped for television.

Councilwoman Locke stated during the campaign, all of them talked about wanting to have some of the Council Meetings televised. That the zoning hearings are great to be televised; that she thinks people should be educated in what City Council does; that what Mr. Withrow says about people speaking is fine; but she does want the people to be educated in what City Council really actually does for them. That she knows it is difficult for a lot of people to understand just what Council does do. That the one meeting Council had televised was great; that she thinks it is an educational process she would like to see Council use; that Council will have to decide when, what, how, where, and how often.

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Mayor Belk stated he does not know of any City Council that gets better news coverage than Charlotte; that television is not the only way to get to the people. That there are people here today, giving news coverage that other cities in the State of North Carolina never get.

Councilman Alexander asked if there was ever any response to the televised meeting that was held, or did someone just say that was great, and that was it. Who knows what kind of response we did receive? That this comes back to his question. What would be the element expense to what we are talking about; that he is talking about the whole expense. Are we talking about added expense for our administrative heads? Would this not mean new notice boards and such. How much additional money will have to be budgeted that going to this type of meeting brings? That Council should have some estimates as to what this whole idea will cost. Mr. Burkhalter replied he does not know if a price tag can be put on it. As the plan is developed, he will try to put some cost on it.

Mr. Burkhalter stated we talk a lot about getting the citizens involved and citizen participation. That he thinks it is the consensus of opinion of elected and appointed officials all over the United States in getting people involved is the contacts made every day with these officials. He stated this Council over the past two years has been one of the most reactive and responsive groups he has ever dealt with. That Council has spent hour after hour listening to these people.

He stated for four years, Council has had one of the outstanding programs in the United States in Model Cities and citizens' participation. The reason this Council was given this \$3.0 million was to try to do this very thing in an area of one particular location. It was first called the Demonstration Program, but the name was changed to Model Cities. He stated these people have been making an input into a program that has spread out through this city, particularly in the educational field. That we are doing some of this in medical fields; that 600 people were involved in the Neighborhood Agent Program. That nobody knows what is going to happen with the local grant. The best information seems to indicate there will be a great fight between the Administration Bill and two other Bills. Chances are there will be a supplementary appropriation. He stated we already have approved a position called (1) Community Development Planner to develop a community development plan. Also, Council has approved a position called Citizen Participation Staff Member who will act as a liaison between city government and citizens groups. He stated if any phase of the Better Communities Act is approved, we will have to present a plan, and some of the plans are mandatory that you have citizen participation, and some are just suggestions. That for two years we have been struggling with something to show Council that it is planning for citizen participation.

Mr. Burkhalter stated in the middle of all this the suggestion came in that the City have a program called the New Dimensions. This is not a city sponsored program but is sponsored by private corporations involved in getting opinions; that they will cover everything and will be things from which this Council can draw considerable ideas. He stated their aim is to funnel this information into Council; to bring it to Council's attention so that Council can be reasonably assured that decisions made are based on the best information possible, and that Council is reasonably getting a feedback from the community.

Councilman Whittington stated he appreciates what Mr. Burkhalter has said; but Council has been going now since two o'clock and has talked ten minutes on two coordinators that have not been appointed as yet; that Council came down here today to have an input into what the Councilmembers want staff to do. That he would hope Council would get back to the agenda.

Councilman Alexander stated as much as he is interested in when the zoning hearings are held, he is more concerned with the manner in which Council

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conducts the zoning process - period. That he will not do it today, but later he proposes to present to Council a change in the entire format of the manner in which we hear zoning matters now; that he thinks this is important, and he thinks it is something that has been needed for a long time.

STRUCTURE OF COUNCIL AGENDA CHANGED.

Councilman Harris moved that the agenda be structured so that the public is heard first, the business matters on the agenda second, and the input by the individual councilmembers third. The motion was seconded by Councilwoman Locke.

Councilman Withrow suggested that it might be better to hear the public in the middle of the agenda, perhaps at 3:30, rather than at the beginning. Councilman Harris stated this is a good point, but perhaps Council should discuss the time. Will Council meet at 2:00 o'clock, 3:00 o'clock, or 1:30 o'clock as the normal business time? Councilman Withrow stated he personally would like to have the meeting begin at 1:00 o'clock. Mayor Belk stated it would suit him better to begin at 2:00 o'clock.

Councilman Harris stated in the past the conference sessions have been held at 2:00 o'clock; that you do not know how many people will want to be heard every week either and that will be inflexible. He suggested that from 2:00 to 3:00 o'clock be set as sessions to talk among ourselves, or if there are people to be heard, they would be heard at that time. Then, at 3:00 o'clock, the formal agenda begin. In that way everyone would understand when the formal agenda is started if they want to be heard on an agenda item. If extra time is needed after the formal agenda, then others could be heard.

Councilman Alexander stated in discussing at which time we hear the public, when do we hear from citizens who want to be heard on an agenda item? Councilman Harris replied when the item is presented from the agenda.

Councilman Alexander stated he would like to talk about the place that Councilmembers will appear on the total agenda. They have a certain political responsibility they owe the citizens. That he thinks we made a big mistake in shutting ourselves out. Many times a Councilmember has had discussions with citizens in various communities about certain matters and promises that an attempt will be made to do something about it; and the citizens expect the Councilmember to do this. Many times they come to Council to hear what you will do about these matters. That there could be a long agenda and when it gets to Council, there is not time to talk about it, and if you start to talk about it, you create the eye of your colleague, and you will not get the attention you should get about the matter that is important in some areas of the community. That he says the time the Councilmembers have to bring things before Council is just as important as arranging a specific time to hear citizens tell us a lot of things. That he brings this up to see if Council wants to give any discussion to moving up the opportunity for Council to speak before the end of the meeting, and get them behind the public, if need be even before going into the agenda.

Councilman Harris stated from two to three there will be time to do both; there will be time to hear from the public as well as for Councilmembers to say what they would like to say also. That we should have a definite time to start the agenda, and in the two or three times, there may be 20 minutes of things to do and then adjourn for 40 minutes to wait until three o'clock to start the normal agenda.

Councilman Alexander stated his only point is when Council will have an opportunity to bring the matters they want to bring before Council. Councilman Harris replied he does not think Council will ever waste an hour by being together without consuming it by discussion. That he thinks the ideal thing is when Council gets together at 2:00 o'clock, if there is no discussion from the floor, then they can be brought out then, and talk about them, and then move to the agenda.

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Councilman Withrow suggested that the motion be amended to include that Council hear from the public from 2:00 til 2:30 and items from Councilmembers will be heard from 2:30 til 3:00 and the agenda will begin at 3:00 o'clock, and if any of the people come in later that have not been heard, they can be heard at the end, or if any Councilmembers have not had an opportunity to be heard, they can be heard at that time. Councilman Harris and Councilwoman Locke agreed to the amendment.

The vote was taken on the motion, and carried unanimously.

DISCUSSION OF TELEVISED AND NIGHT MEETINGS.

Councilman Williams stated he was sidetracked some place and Council started talking about zoning instead of nightly meetings and t.v. meetings. As he understands it now, the only time Council is considering nocturnal meetings is for zoning hearings. That he would propose that at least one business session per month be at night and be televised. That he is afraid the public will be misled. If they only watch television, they will think the only thing Council does is zoning. That he is not making a motion because it appears to be in conflict with what Council has already done.

Mayor Belk stated the reason for getting off on zoning is because it concerns more people, and older people and people who are not able to come down and hear the discussion when they are concerned. Another thing is there are some people who know nothing about zoning, when all of a sudden they find that someone has rezoned the property next door to them. This will give all a chance to see and hear it. That most people would not be concerned with the average business that goes on in City Hall.

Councilman Harris stated he would agree with Mr. Williams except for one thing - the comprehensive development plan that has been mentioned. The two things he thinks are more pressing for general exposure to the public are (1) on a continuing basis, zoning; and (2) the comprehensive development plan. Once City Council and the County Commissioners have the hearing from the Planning Commission, we should take segment by segment from the plan and have it as a televised meeting where people are encouraged to come and talk about that particular segment. If it is transportation, then we will talk about that, and that only; it would be about an hour session. This will consume several months of meeting. This is what the plan was developed for; it was developed for the people. Councilman Williams replied that is the reason he said he proposed rather than to move. That he is willing to experiment with the one zoning televised meeting at night and see how we get along with that. Councilman Short asked if we could include the thought that sometimes zoning is lighter than it once was, and in instances of that sort, include some listening sessions. That the City Manager of his own arranging include a listening session. That he is sure he will select something such as the general plan of development that the public will be interested in as well as the Council.

Councilman Withrow stated as a general rule the regular agenda is boring, and would be boring to the public. But he thinks the public would enjoy being educated about what the city is doing, and what is going on. This could be included with the zoning.

Mayor Belk stated he thinks Council can have a series of meetings with other groups such as the Housing Authority, the Park and Recreation Commission - have a meeting at the Police Department, Fire Department, Public Works and Sanitation Division, and so forth. Have the City Manager arrange a series of meetings that will be very informative. That he thinks Council should be informed.

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MAYOR LEAVES MEETING AND MAYOR PRO TEM PRESIDES.

Mayor Belk left the meeting at this time, and Mayor pro tem Whittington presided until his return as indicated in the minutes.

DISCUSSION OF EDUCATION OF THE PUBLIC.

Councilman Withrow stated in San Juan one of the cities had a speaker bureau made up of nothing but Councilmembers. That the Councilman said the people wanted to hear Councilmembers; they did not want to hear the City Manager, or the City Attorney; they wanted to hear the people they had elected. So they made up "canned speeches". Their city public relations department had written speeches for everything the city did, and civic clubs would call for a speaker on a certain issue. That the Councilmember said this did more for their community than anything else. That he thinks Charlotte should do this. This was a city of 150,000 people.

The City Manager was requested to include this suggestion in his recommendations.

MAYOR RETURNS TO MEETING.

Mayor Belk returned to the meeting at this time and presided for the remainder of the session.

DISCUSSION OF CONFERENCE SESSIONS.

Mayor Belk asked Council to clarify its feelings on conference sessions. Councilman Short replied it was sort of the feeling of Council that the City Manager might include this in some of the night meetings. The idea is that Council has adopted the 2:00 o'clock and 2:30, and 3:00 o'clock procedure, it has just about foreclosed the time that has normally been used for these conference sessions. He stated these conference sessions should be included somehow in the other meetings, at another time.

DISCUSSION OF COUNCIL ORGANIZATIONS.

Councilman Short stated he would like to discuss the committee matter that Councilmembers have been talking about. That on December 10, he gave Council a paper that suggested about nine committees. That he has talked about this with a number of the Councilmembers, and he feels the suggestion has within it the seeds of greater Council involvement, a way to formulate policy, and translate it into some sort of effort. In talking it over with various people around the table today, it is clear to him these committees would have to be not related to city departments or on-going city operations. That he agrees this would be a built-in, in-run around the city staff and it would not be appropriate within a city manager form of government. Some topics that would have to be deleted for this reason are such things as (1) solid waste, which gets right into the Sanitation Department operation; (2) water and sewer planning; (3) Fire Department; (4) Police Department, and (5) Public Works Department.

Councilman Short stated the best he can put together in trying to keep the most people happy are seven topics:

- (1) Long range planning and priorities.
- (2) Revenue planning.
- (3) Housing planning.
- (4) Zoning and growth management.
- (5) Emergency service planning.
- (6) Transit planning.
- (7) Street planning.

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Councilman Williams stated he thinks the idea is excellent. Many of Councilmembers have been in favor of some sort of committee system. That he would be in favor of calling them committees. That at the earlier meeting, Councilman Short indicated there would not be a chairman of the committees, but he thinks each should have a chairman, and he would propose that each have three members on them. Since seven have been enumerated by Councilman Short, it would fit very conveniently the number of Councilmembers, and each Councilman or Councilwoman could have one of the committees. How they would be assigned, he does not know.

He stated he likes the idea very much except he is a little concerned that some of these departments have been deleted. When you look at the Fire Department and Police Department, they could be grouped together under emergency services, and have those come under emergency service.

Councilwoman Locke stated she agrees with that, and thinks it is a good suggestion.

Councilman Alexander stated he does not say that he agrees with the format that has been presented at this point. That he is more or less favorable to the system that has been used in the past. Whenever there was an important issue to come up that needed extra looking into, Council has appointed various members of the Council to be a committee to look into that particular matter at that time. That did not mean that Council had members of Council on general committees. That he would rather use that system.

Councilman Alexander stated he has to go back to explorations he has made in discussing with various representatives from other cities who have had Council committees and who have gone away from it, and those who still have them, those who have city manager forms of government, and those who do not. That he had the opportunity at the time we were searching for a city manager to interview personally several prospects; that he discussed at length with them their thinkings about committees and the city manager form of government in relation to committees. From none of those did he get the impression that the Council committee form of government had any advantages over the direct city manager form of government. That it could impede the progress of the city manager form of government in that it moves Councilmembers into administrative authorities over which nobody has any control or power to handle the responsibility placed in the committee form; that it has a tendency to draw a line of division of whose authority is whose out of the nature of this presentation between administrative heads and city managers. Charlotte, itself, at one time had the aldermatic form of government, and had committees. If you read the history of Charlotte, Charlotte moved into some undesirable positions growing out of that type of activities. It was one of the things that lead Charlotte to move toward the city manager form of government. That he would not like to see us at this advanced stage go back to a committee form of government if we are going to continue our city manager form of government. The authority that is implied, whether intended or not, stands out as a sore thumb when you begin to move into the city manager form of government's administrative point of view where authorities vested in Council committees that lead him to not being in favor of an outright Council being set up in the various Council committees to look into the various departments of government. He stated he can see a system as we have conducted in the past, such as when we were trying to resolve the water system and Councilman Short was one of the Councilmembers who worked on the water situation. Out of that we came up with some good facts, and a type of relationship that lead to the resolve of our water problems. At one time, Council named a committee to look into some housing matters, and that was done. The fire situation was handled the same way. A committee was named to look into the fire problems, along with the McCann report, and we got some good yardage out of that, and resolved it.

Councilman Whittington stated he is somewhere between what Mr. Short and Mr. Alexander have said. That a while ago, he rapped at the City Manager, and he apologizes to him for that; but he thought this was a Council input meeting, and it should be that. He stated if he said the wrong thing to the Manager, he apologizes publicly here.

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Councilman Whittington stated he thinks that local government has long reached the point where everything is close vested to the city manager and staff. That Mr. Burkhalter said a while ago that Councilmembers can communicate with people better than anyone else, and most people in this city are not going to bring a problem they have to the City Manager or one of his staff; they are going to bring it to Council because they vote for a Councilmember and they want that member to give them an answer, yes or no, or help them one way or the other, or tell them you cannot help them.

He stated if Council to a lesser degree than some of the new members and perhaps some of the older members want, with the help of the City Manager, and his staff, develop a way for Council to have more input into long range planning, as an example. That he is also concerned in agencies and departments like fire and police. That he thinks Council can make an input here, and be helpful to the City Manager and helpful to the citizens.

But when you look at what was accomplished in the water and sewer; in the governmental plaza; in public housing at Strawn Village by three members of Council going to Lumberton and coming back with a plan; when you look at the Master Plan Downtown where Sandy Jordan and Jerry Tuttle served on a committee; and the McCann Report that has been referred to, these are things that Council had a real input into. He stated he would be the last one on Council to say that it would be the proper thing to get organized to the extent that we would be in conflict with the City Manager and his staff and the departments. Somewhere in between there is some real meaningful good that can come out of this by working closer together.

Councilman Harris passed around a written statement, and stated as a preface he quotes three sections of the City Charter, mainly as a matter of information to himself; that it specifically relates to Section 3.41, Power of City Council which reminds Council of its obligations. The second section is 4.01 which talks about the Council's responsibility to create, abolish or whatever, the right types of departments. Section 4.23, Council-Manager Relationship, reads as follows: "The City Council shall hold the City Manager responsible for the proper management of the affairs of the city and he shall keep the City Council informed of the conditions and needs of the City, and shall make such reports and recommendations as may be requested by the City Council or as he may deem necessary. Neither the Mayor, City Council or any member thereof shall direct the conduct or activities of any city employee, directly or indirectly, except through the City Manager."

Councilman Harris stated these quotations of these sections are most important in the discussion we are having today concerning our duties and responsibilities as City Councilmembers. It is incumbent on us to not only do our best in our endeavor to serve in our capacities, but also relate to the structure of our government we have had operating in this area. We have a responsibility to maintain the direct line responsibility of our City Manager in supporting him in his efforts to be our "professional" in directing the day-to-day activities of our city. We also have a responsibility to act intelligently and inform on decisions of policy brought before us. Because of this responsibility of policy direction, and because of the rapid growth and expansion of the needs of city government, he feels it is incumbent on us to utilize any organizational abilities we have to make sure we accomplish our responsibilities as thoroughly as possible.

He stated as a businessman, he long ago realized the limitations of his time and knowledge can only be removed by the enhancement of delegation of certain duties and specialization in only limited areas. By our true identification as "part-time" Councilmembers and relying on the professionals to do the day-to-day administration of our government, we need to rely on one another to make the best of each of our talents.

For these reasons, he is recommending today that we establish an internal committee structure of the Council to accomplish our purposes of policy leadership and decision-making. In the published pamphlet entitled: "Objectives FY-74", the City functions are clearly enunciated, utilizing the "Management

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by Objectives" approach. In this pamphlet, these areas are broken down into six categories, namely:

1. Community Development Program.
2. Environmental Health and Protection.
3. Protection of Persons and Property.
4. Transportation Programs.
5. Leisure Time Opportunities Program.
6. Policy formulation and administration program.

These six areas encompass the entire areas of responsibility to which we have been elected to oversee. He, therefore, recommends that Council do the following:

1. Establish six council committees, one in each of the above areas.
2. Each of six Councilmembers would become the chairman of the specific area chosen or elected.
3. Two additional councilmembers would serve with the chairman in each of the six categories.
4. The Mayor and Mayor pro tem would be ex-officio members of all committees.
5. No committee would have any "line" of authority relating to any city employee or areas.
6. Since each committee would be less than a quorum, no committee could take any official action binding the Council as a whole.
7. Matters relating to the areas assigned within each committee would be referred to that committee for study and appropriate recommendations to the Council as a whole with information copies being made for each councilmember.
8. Various appointed boards and commissions within the committees area would work with the respective committee on their assigned function.

He stated realizing this technique, each of the Councilmembers would be involved in three of the six functions of our city government on a chosen basis. Rather than being a generalist in all areas, this would strengthen the scope of individual councilmember's abilities to be as thoroughly informed as possible. By serving as chairman of one committee and as a member of two additional committees, the Council as a whole should benefit from more informed reports in the Council itself. Citizens would also know about the Councilmember or members who are assigned to certain committees and would know more about the direction of their government through this specialized approach.

No action of any committee would preclude any Councilmember from being informed or available to inquire into any area of city government. The true "team" concept of our seven members should be drawn together even closer by utilizing these approaches.

He stated he recommends this idea to each Councilmember for their consideration and also to solicit ideas of this approach in helping each of us reduce duplication of efforts on common areas and at the same time benefit from more informed opinions and thoughts from our colleagues.

Mayor Belk stated he thinks the thing is absurd. Back in the 19th Century, they had this kind of government for 60 or 70 years, and it was not until 1900 that Charlotte had 20,000 people, and they found out this form of government did not have very much benefit as the city grows and prospers.

In 1929, the City decided to have the City Manager form of government, and Charlotte has been very progressive ever since. And cities in North Carolina have followed Charlotte. Greensboro has just gone in on it.

He stated you realize the longer you are associated with people, the better management is and the better off you are. That he thinks these suggestions given here all sound real good. That he thinks this is the reason all these big cities have gone into crooked politics, ward healing and dishonesty.

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That he thinks this is the root of bad government when you have all the authority and not a single bit of responsibility. All management teaches you this. That these suggestions might sound good, but it is against all management principles that he knows about to not have any responsibilities on anything, but have authority.

Mayor Belk stated when you break up a seven member Council, you destroy it. That is what you will be doing with this. You are belittling what a Council group is elected for as has been referred to and read one portion of. You are getting out of the ball park what a Councilmember is elected for. In a City Manager form of government, the Manager is in charge of the operations; he is in charge of management, and he brings all this information to Council, and the responsibility is on his neck, not on the City Council. He stated a Councilmember does not hire or fire an individual. That they have been through this since he has been on the Council, and others who were here before him know that we had the same problems in the police and fire departments. That the Mayor of High Point lost out on the same point because he got caught in this same thing that has been talked about today. You get politics mixed in with your clean form of government. That he thinks they are on the wrong track. That he hates to see the City of Charlotte go down the wrong track as has been displayed here. He stated he knows their intentions are good. But if they just want personal contact, there is more going on in the City of Charlotte than any Councilmember will ever be able to do. He stated if you want to accept a strong Mayor system with a full time City Council, then you are talking this type of government. This is the form of government Detroit and Cleveland have and that is the reason they are corrupt. This way here, you have the monkey on the back of the other guy. Anytime a Council goes to tell a Police Chief, Fire Chief or Public Works man what to do, he thinks he should resign, because this guy was hired to do a particular job. To go against management as has been suggested here is one of the worse things that can happen to management. That he thinks it will lead to the destruction and the breakdown of the form of government we have in Charlotte.

Mayor Belk stated he would like to suggest that each Councilmember take the American Management Association Course so they will understand what he is trying to explain.

He stated when he was first elected, Bishop Spaugh told him there were two things he would like to give him a word of advice on. One is when you don't know what to do, form a committee. Second, try to keep a little humor in so that people will laugh as you go through. He stated he has found both of these suggestions are useful because there are a lot of things you cannot solve, and there are a lot of times when the world is so cold, and you joke about it a little bit and it comes out a lot better.

Councilman Withrow stated he thinks what the Mayor has said has a lot of merit. When he said he agreed with Mr. Short, he did not say he agreed with the committee system. When he was first elected as City Councilman, he said one Councilman could select an item that he was interested in, and he would take it upon himself to go to these meetings if he desired and bring back to Council his knowledge. So he is saying the same thing in these seven things. One Councilmember could be interested in housing, and would attend the Housing Authority meetings, and the other Councilmember can attend also, and he would bring back to Council the knowledge he has received; not as a committee. The same is true of long range planning. One of the Councilmembers could go to the Chamber of Commerce meetings, and bring back to Council, the knowledge he has received. This is what he is talking about when he says he agreed with the seven items. That the committees appointed in the past, such as water and sewer, should be continued. But in these other realms of responsibility, a Councilmember could select.

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Councilman Williams stated he appreciates the benefit of the Mayor's experience in these matters. During the campaign, this business of committees and accountabilities was discussed. The Mayor is right in that we have had clean and efficient government in Charlotte. This is what happened when the cry went out many years ago for the City Manager form of government; they wanted to get rid of corruption, and have clean, efficient government. We have that. But at what cost? The cost is in responsiveness, or a feeling on the part of the electorate that somebody is responding to them. He stated the City Manager does not have to run for election, but Councilmembers do have to run for election. And Council is responsible and accountable to the people. If Council is responsible, then some authority should go with that responsibility. Council is on the firing line in that respect. He stated he understand the County Commission has committees; they are still progressing, and without any usurpation of the County Manager. He stated Council is not attempting to usurp Mr. Burkhalter's authority by any means. He stated he still likes the concept of committees basically for that reason - accountability and responsibility to the electorate.

Councilman Short asked if Council is supposed to be managers or policy makers? The Mayor suggests that Councilmembers take a course in management. That is the very thing they are seeking to avoid. Mr. Burkhalter is the manager. Council is seeking to get its minds together to be policy makers.

Councilman Harris stated he has taken the management course, and has a graduate degree in Business Administration, and he has run a couple of businesses and is serving on several Boards. That all he is trying to say is that he is trying to endorse Mr. Burkhalter's job and his staff and his function. The whole purpose of his suggestion is to help the seven Councilmembers relate to what their functions are so that he, for one, can be better informed, and he hopes he could help inform the other members. That if he could be assured that one Councilmember is chairman of a certain committee and he would rely on him to tell him about a specific area, then he can forget that area. He stated this is all internal. The idea that Council is trying to infringe on the City Manager type of government is absolutely wrong. That he has no intention to infringe on it. That he endorses it 100 percent. But he has been on Boards where they have formed committees on this same basis of trying to keep the functions of the Board itself operable on an intelligent basis.

Councilwoman Locke stated you cannot know all there is to know all of the time. This would help overcome that.

Councilman Alexander stated Councilman Williams spoke about the political responsibilities that Councilmembers have with their constituents, who are the people. He stated this is the thing that has lead government into more trouble than anything that ever was - various interpretations of what is political responsibility to a people. If that is to be the case, then we do not need any City Manager form of government. We, the Council, become the persons to do the administrative process if we have to be responsive to our citizens from a political point of view and the history of policits so proves it. That Mr. Williams states the matter of getting necessary information is a great adjunct to this form of government. He stated his experience with the Charlotte City Council from the time he was elected in May 1965, he has found no problem in this regard. That he has not known the time he needed information on any matter coming before Council that he has not been able to get it and he thinks he should have gotten it. That is by sitting down with the City Manager and the Heads of the Departments involved and asking all the questions he wanted, and getting all the information he needed to come to a decision. He stated he is certain that he got more professional information, and more things that were factual than he could ever get from a Council committee that could not help but submit some facts based on political opinion.

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Councilman Short suggested that Council not put this subject aside; there is a clear division here, and he appreciates the comments that have been made. He suggested that each digest what has been said; and as frequently happens in Board activities and Committee activities of this sort, you eventually evolve something that can be agreed upon.

Councilman Whittington stated this has been a good meeting and has been a healthy meeting, and he intends to ask the Mayor and other members of Council and the City Manager to continue on all of these items, and all of us listen. That at this time he thinks Council should adjourn and wish everyone a Merry Christmas, and as soon as Christmas is over, come back to this agenda. That the word "team" has been used today, and information is what the new members are trying to get, with the old members trying to gain more. From all of this, a good Council will come.

ADJOURNMENT.

Upon motion of Councilman Whittington, seconded by Councilman Alexander, and unanimously carried, the meeting was adjourned.



Ruth Armstrong, City Clerk