AGENDA

Meeting Type:	S
Date:	11-16-1990
SUBJECT	Retreat

City of Charlotte, City Clerk's Office

1990 MAYOR & CITY COUNCIL RETREAT
NOVEMBER 16 & 17, 1990
PARK HOTEL, 2200 REXFORD ROAD

NOTEBOOK CONTENTS

AGENDA/RETREAT PROCESS

EXPECTATION ISSUE PAPERS

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

The Park Hotel

11/16/90 8 05 a m

Mayer ✓
Campbell ✓
Clodfelter ✓
Hammond ✓
Mc Crary absent until noted / at 1st prop session
Mangum ✓
Marlen ✓
Matthews ✓
Patterson ✓
Scarborough ✓
Vinroot ✓
Wheeler ✓

Mayor
Richard Aisenault Mgr Park Hotel
White

Frank Joseph Myers Brigg
patterns of behavior
① focus energy
exercises / Exercises

(2) how do you perceive what is happening?
sensors / intuitive

(3) how do you process information?
thinkers / feelers

(turn topic)

(4) how do you act things out?
judge / perceive

Matthews — sensors :- best decisions on facts

Crampton — intuitors - changes day to day, do what's done the last

Martin — thinkers : reasons, experience, personal — impatient, ignore

Patterson — feelers. - try people together, dislikes not easy/making

is black or white, empathy

Carpto - ① visionary NT Tom/Dave/Ann/Richard/Hayle

② catalyst NF Cynde

③ traditionalist SJ Greg W/Alex/Sue

④ trouble shooters SP Stan/Ray/Pat

Recess 10 03 a m

Reconvene 10:20 a m

Mayor
Wheeler
Michael Gallis

regionalism
slide presentation
from sub route to the age
of technological / financial
locations (network)
regionalism Charlotte out
10 - 20 - and beyond mile

Wendell White
Vi Alexander

budget

high impact areas :-
liability insurance; fuel costs;
opening new facilities;
transit service; the slow
revenue growth
(pages 13 & 14)

public resources — general fund FY92 - FY96

Martin
Alexander
Matthews
Alexander

page 14 (Erosion of the
revenue base County page 14 of 28
of page 28 of Ref.

Clodfelter
Alexander
Patterson
Alexander

new expenses added
add yes

Clodfelter
Curt Walton

hospital fees are not
from ambulance -
I cannot know

Alexander
Vinroot

Alexander
Martin
Alexander
White

2 1/2 - 3 m left

Alexander

- retreat process
issue papers

(page 5)
Patterson
Alexander

① crime & drugs
② public resource 1st tow for
③ public nuisance

Bill Guerrint

rooms

Frank Joseph

① E group leader - prearraign
② J time
③ F concerns police/bridge
burden

Hammond
Joseph

Hammond
Patterson
Matthews
Patterson
Closfuter
Patterson
Watts
Hammond
Patterson
Thayer

Meeting 11:58 am
meeting 1:15 pm

Group Sessions

Time Resources	Crime and Drugs
Stan Campbell	Cynthia Patterson
Ann Hammond	Dan Closfuter
Sue Myrick	Roy Matthews
Hope Martin	Ellen Scrivener
Tom Morgan	Richard Vincent
Pat McCoy	Lynn Wheeler

Frances Reynolds
Doris Morton
Pat McCrory
Sue Myrick
Cynthia Patterson
Ann Hemmard
Tom Morgan

Jeanne Dalton
Lyon Wilson
Ray Mathews
Ella Scarborough
Kathleen Vincent
Alex Campbell
Don Clifford

Recess 5:10 pm.
11/16/90

Reconvene 8:45 am
11/17/90

absent:
Ella Scarborough

Vincent

Crime and Drugs
Crime symposium in
February by Citizens
Criminal Justice Commission.
(Tom Kulman, Treasurer Emp.)

Wheeler
Patterson
Vinroot
Mayor
Patterson
Mayor
McCrory
Mayor
McCrory
Vinroot
McCrory
Mayor
Mathews
Mayor
Clodfelter
Vinroot
McCrory
Martin
Mayor
Vinroot
Martin
Vinroot
Mayor

(11/26 Mrs Kaplan)

Belmont Project

nuisance ordinance

Wheeler	treatment
Vinroot	
Martin	
Matthews	
Frank Joseph	Public Resources
Martin	
Alexander	
Martin	
Alexander	
Closfuller	
Alexander	
Martin	
Campbell	breakdown of funds
McCrory	
Martin	
Mayer	
Martin	
Matthews	
Alexander	
Matthews	
Alexander	
McCrory	

Mangum
Martin
Matthews
Mayor
White
Matthews
Martin
White
Martin
McCrory
White
Martin
Mayors
Clotfelter
White
Vinroot
McCrory
Clotfelter
Hammond.
Matthews
White
Mayor
Matthews

"what ifs"

problem with ourselves

Martin
Matthews

Recess 10 05 a m
Reconvene 10 15 a m

Clobfuter
Mayor
Wheeler
White
Clobfuter
Unroot
Clobfuter
Flynn
Clobfuter
Martin
Clobfuter
White
Clobfuter
Martin
Clobfuter
White

Economic Development
(tape 7-8)

Bikes & recreation, " Vaden

use neighborhood centers

Clodfelter
White
Clodfelter
Vinroot
Clodfelter
Vinroot
Mc Crory
Clodfelter
Patterson
Matthews
Martin
Mayor
White
Vinroot
Clodfelter
Matthews
Wheeler

Ann Hammond. Growth
Mayor,
Martin
Hammond.
Martin
Hammond

Vinroot
McCrory
Closfelter
Martin
Closfelter
Martin
Vinroot
Patterson
Matthews
Campbell
Mangum
Perkins
Patterson, Vinroot

increase Airport Advisory Board to include other agencies

Vinroot
Perkins
Closfelter
McCrory
Closfelter
Trayer

Adjourned 11:00 "

Clodfelter

Education

(1) reuse of abandoned schools.

(2) demographics & information

(3) need for PHD programs

(8) UNCC & business/CPCC

(4) staff apprentice

(6) try on pilot basis

(7) drop

(9) drop

(11) encourage staff business

NEW

(10) OK

McCrory
Clodfelter

Matthews
Clodfelter
Mangum
Clodfelter
Mayor
Pam

11/26 - briefing - 4 p.m
Mayor
DH

new Asst. City Prog, etc

Mayor
McGurn
Martin
Vincent
White
Matthews
Patterson
Hammond
Architects
McCrory
Campbell
Patterson
Vincent
McCrory
Vincent
Martin
Matthews
Matthews / Campbell

McCrory
White
Architects
Mangum

Police Chief / consolidation

Functional Fire & Police Department

Consider Fire Chief Commissioner
police chief, etc. to be
consolidated?

Mayor
White
Mangum
White
Mc Crory
Patterson

Frank Smith, unan.

adjourned 12.15 pm

Agenda and Retreat Process

1990 MAYOR AND CITY COUNCIL RETREAT
NOVEMBER 16 & 17, 1990
PARK HOTEL

AGENDA

FRIDAY, NOVEMBER 16

7:30 a.m.	Coffee and Danish	
8:00 a.m.	Team Building Exercise - Myers Brigg	Facilitator Frank Jazzyk
10:00 a.m.	Break	
10:15 a.m.	Presentation on Regionalism	Michael Gallis
11:15 a.m.	Review Retreat Process	Staff
12:00 Noon	Lunch	
1:15 p.m.	Discussion of Expectation Issue Papers: - Crime and Drugs - Public Resources	Small Groups
3:15 p.m.	Break	
3:30 p.m.	Discussion of Expectation Issue Papers (cont'd)... - Economic Development - Growth/Regionalism - Education	Small Groups
5:00 p.m.	Free Time	
6:30 p.m.	Reception	
7:15 p.m.	Dinner	

SATURDAY, NOVEMBER 17

	Breakfast - on your own	
8:30 a.m.	Overview of Friday Discussions	Facilitator
9:00 a.m.	Small Group Reports - Crime and Drugs - Economic Development - Public Resources - Growth - Education	
11:45 a.m.	Wrap Up	Facilitator
12:30 p.m.	Adjourn	

OUTLINE FOR SMALL GROUP PROCESS

I. The Mayor and Council will discuss issue papers on the expectations from the February 1990 Retreat and follow-up Workshops.

1. Crime and Drugs
2. Economic Development
3. Public Resources
4. Growth
5. Education

II. The Expectation issue papers will be discussed in three groups in the first half of the afternoon session and two groups in the second afternoon session. Groups have been determined by the Council Retreat Committee.

Each issue paper includes mission, roles and strategy statements and potential action steps. Each action step was characterized as being either:

- No Cost - can be implemented in current budget.
- Low Cost - can be implemented in existing budget through trade-off or minor increase; generally under $25,000.
- Expanded Cost - adds to an existing serivce.
- New Cost - above current budget; generally more than $100,000.

III. Each group will review an expectation issue paper and will discuss and make recommendations on:

1. The Mission Statement: A mission statement is a declaration of the organization's intent to meet specific needs in the environment.

   Question:

   - Does the Mission Statement accurately reflect the scope of responsibility to which the City Council is committed?

2. Roles Statement: The roles statement should identify the key stakeholders who have responsibilities for all or part of the issue area and describe the range of authority or responsibility.

   Questions:

   - Are all stakeholders identified?

   - Does the role statement for City Council reflect the involvement desired by City Council?

   - Does the role statement accurately reflect limits of City Council's responsibility?

3. Strategy Statements: The strategy statements begin to focus the program possibilities which City Council may engage in to address this mission.

   Question:

   - Will the strategies identified begin to accomplish this mission?

4. Action Steps: The action steps describe specific programs or actions that the City can take to implement the strategies.

   Question:

   - For each action step identified, does City Council want to pursue this program or drop the project from further consideration?

IV. On Saturday, the small groups will report and make recommendations on the mission, roles, strategy statements, and action steps. Mayor and Council will develop a consensus on each committee report.

SMALL GROUP DISCUSSION

The following lists the small groups for discussion of the Expectation Issue Papers.

Expectation Issue: Education Vi + Jule + Curt

1. Stan Campbell, Group Leader
2. Dan Clodfelter
3. Ann Hammond
4. Tom Mangum

Caucus OMIT

Expectation Issue: Growth/Regionalism Melvin Boyd Ann

1. Hoyle Martin, Group Leader ✓
2. Pat McCrory ✓
3. Mayor Myrick ✓
4. Cyndee Patterson ✓
5. Ann Hammond ✓
6. Tom Mangum ✓

Forum

Expectation Issue: Economic Development Larry + Don + Flynn

1. Lynn Wheeler, Group Leader ✓
2. Roy Matthews ✓
3. Ella Scarborough ✓
4. Richard Vinroot ✓
5. Stan Campbell ✓
6. Dan Clodfelter ✓

the Mem

Expectation Issue: Public Resources Richard - Vi - Nancy

1. Stan Campbell, Group Leader ✓
2. Ann Hammond ✓
3. Hoyle Martin ✓
4. Tom Mangum ✓
5. Pat McCrory ✓
6. Mayor Myrick ✓

Caucus

Expectation Issue: Crime and Drugs Sam - Don - Julie + Henry - Curt

1. Cyndee Patterson, Group Leader ✓
2. Dan Clodfelter ✓
3. Roy Matthews ✓
4. Ella Scarborough ✓
5. Richard Vinroot ✓
6. Lynn Wheeler ✓

Forum

MAYOR & CITY COUNCIL
RETREAT PROCESS
1990

February, 1990 — RETREAT

Determined 5 priority areas

July 1990 — WORKSHOP

Approved the 1990 retreat objectives to develop policy papers and action plans for 5 key issues

* Crime & Drugs
* Economic Development
* Public Resources
* Growth
* Education

July-Oct , 1990 — WORKSHOPS

Held open discussions on each of the 5 issues

November, 1990 — RETREAT

Team Building
Review Expectation Issue Papers

* mission
* roles
* strategies/action steps

Vote on each action step to

* continue to work on,

or

* drop from consideration

Reach consensus on Expectation Issue Papers

January, 1991

COUNCIL AGENDA

Formal adoption of Expectation Issue Papers
<u>without</u> action steps

Jan –July, 1991

ACTION STEP PROCESS

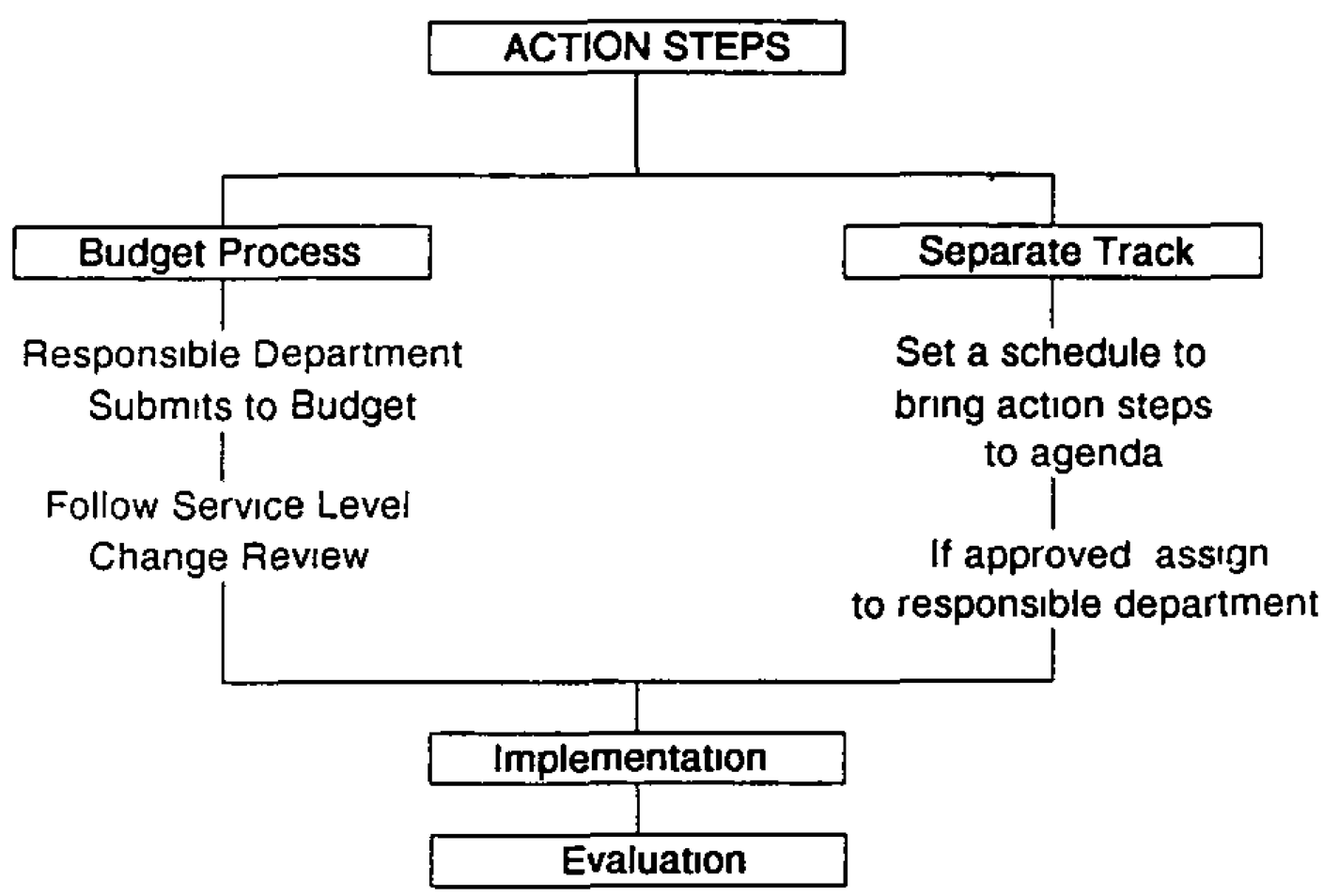
Each action step will have an implementation plan developed with

* detailed description of the action/service
* budget/personnel requirements
* implementation plan/schedule
* evaluation objectives

Jan –July, 1991

STAFF REVIEW

Staff will review the action steps to determine those that can be implemented immediately or those that require incorporation into the 1992 – 93 budget process



CRIME AND DRUGS

MISSION

- The City of Charlotte is committed to using its influence, energy, and resources to help build a community where violent crime and illegal drug abuse is not tolerated.

- The City of Charlotte will be an active force in mobilizing all segments of the community toward a zero tolerance attitude toward violent crime and illegal drug abuse.

- The City of Charlotte will provide a level of public safety services that will make its residents feel safe in their community and send the message that criminal activity will not be tolerated.

- The City of Charlotte will maintain a strong commitment to those programs which have a positive impact on the root causes of crime and drug abuse. (i.e., affordable housing, employment, etc.)

CRIME AND DRUGS

BACKGROUND

- The City provides the basic service to protect the safety of its residents. The Police Department's budget is $43 million (24% of the General Fund) and has over 1,000 employees. Current initiatives in the Department include:
  - Staffing a Street Drug Interdiction Unit
  - Staffing of DARE for all sixth graders
  - Allocation of additional School Resource Officers
  - Enforcement of the ordinance prohibiting loitering for drug-related activity
- Awareness is being enhanced through Police/Community dialogues, drug symposiums, town meetings and participation in the Drug and Alcohol Commission.
- The City has provided funding for the Citizens Criminal Justice Commission and staffing in support of the District Attorney's Office.
- Staff participates in the Intake Center Board, the MCCJIS (Corputer System Advisory Committee), and the Jail Needs Advisory Committee.
- Several municipal programs are operating to impact the causes of criminal and drug abuse behavior including housing, job training, recreation, etc.

ROLES

- The City Council will continue to recognize its role in the criminal justice system by providing public safety services to the community.

- City Council would like to emphasize and expand those municipal services which impact the root cause of crime. The City Council recognizes the inter relationships between social and employment services and crime and drug abuse prevention and would enhance cooperative and collaborative community programs.

- The City Council will cultivate a community attitude toward zero tolerance for drug abuse.

- Mecklenburg County provides public safety services through the County Police Department and the Sheriff's Department. Mecklenburg County is also the primary provider of human services to the community.

- The State of North Carolina provides resources for operation of the District Attorney's Office, the courts and the State prisons. The State also is a major funding source for education and social programs.

- A successful effort to eradicate crime and drugs requires the assistance and support of the Community including the business community, the media, the clergy, the Housing Authority, the Drug Education Center, drug treatment providers, service agencies such as United Way and the Youth Involvement Council, civic groups, neighborhood organizations and the community at large.

CRIME

STRATEGY: DRUG PREVENTION

Expand the City's role in drug prevention efforts and in programs which have a positive impact upon crime and drug abuse.

1. Design and implement a neighborhood based substance abuse prevention model that includes both drug education and delivery of city-county services. Apply for a grant to finance implementation of the model from the Office of Substance Abuse Prevention (OSAP) with the Drug Education Center as the implementing agency. New Cost.

2. Redirect use of Hawthorne Recreation Center to a teen center for "at risk" teens; staff with personnel experienced in needs and interests of teens. No cost.

3. Train neighborhood organizations in targeted neighborhoods to provide information and assistance to other residents. (Similar program was active in 1970's under title of "Neighborhood Agent"). New cost.

4. Have Neighborhood Centers Department coordinate the presentation of drug awareness and prevention programs (presented by Police and the Drug Education Center) for targeted neighborhoods as a component of their expanded mission. Low cost.

5. Build on the Belmont concept, adding a social services component with emphasis on those services to residents which increase self sufficiency and prevent drug abuse. Expanded cost.

6. Create a Code Enforcement Team, composed of personnel from Police, Fire, Community Development, and Community Improvement. The team would target areas where housing and other code violations are contributing factors in criminal activity. The team's goal would be to reduce crime through enforcement of code violations. New cost.

STRATEGY: YOUTH PROGRAMS

Place an emphasis on programs involving young people, the community, and the schools in order to reduce the involvement of young people in violent crime and drug abuse.

1. Redesign and expand the City's summer job program for at-risk youth from selected target neighborhoods. Expanded cost.

2. Add a Municipal Youth Conservation Corps and encourage private sector programs that expose young people to a wide variety of career options. New cost.

3. Research a local ordinance to hold parents responsible if children take drugs and/or weapons to school. No cost.

4. Lobby General Assembly to change laws to obtain:

   - Stricter penalties for drug sales on or near school grounds.
   - Stricter penalties for possession of weapons/drugs on school grounds.
   - Stricter penalties for use of juveniles in drug sales.
   - Revocation of driver's licenses for youth convicted of alcohol or drug charges. No cost.

5. Consider asking the General Assembly for changes in the juvenile privacy laws to allow increased communication between the Police Department, the school system, and the Housing Authority. No cost.

6. Hold dialogues between police and local teenagers to seek youth input in addressing problems with drugs and youth violence. No cost.

7. Develop a program to adopt the school for excluded students. This program could include allowing City employees to do volunteer work at the school, providing positive role models for excluded students, and encouraging the private sector to become involved. Low cost.

8. Develop a Youth Recognition Program to reward and publicize the positive contributions youth made to the community. Low cost.

STRATEGY: COMMUNITY APPROACH TO PREVENTION, TREATMENT, AND ENFORCEMENT

Develop a community wide approach to the substance abuse problem that encompasses prevention, enforcement, and treatment.

1. Research and develop a program that provides a series of graduated penalties for individuals arrested for drug use. The goal of the program should be treatment as opposed to prosecution. The program should be developed jointly by Police, the District Attorney's Office, the court system, and treatment agencies. New cost.

2. Encourage all businesses to adopt drug free workplace policies through employee education, drug testing, and employee assistance programs. Low cost.

3. Expand police activities to include increased interdiction of drugs at airports, bus stations, and interstate highways to reduce the amount of drugs that become available on the streets. Expanded cost.

4. Work with the County and other sponsoring agencies to define the continuing role of the Drug and Alcohol Commission in the community. No cost.

STRATEGY: ZERO TOLERANCE

Develop a program that reinforces the values of zero tolerance for violence and drugs in this community.

1. Expand the concept of Neighborhood Watch to include drug free neighborhoods. Establish criteria under which a community could qualify as a drug free neighborhood based upon their willingness to work to eradicate drugs. Erect drug free community signs at a ceremony attended by City officials. The expansion of the Park Watch program should be part of this effort. Low cost.

2. Recognize and promote neighborhood organizations through a program where both the City and the media publicize success stories from neighborhood organizations. Low cost.

3. Increase use of media outlets to get the City's anti-crime and drug message to the community. Examples may include: public access channel, "City Letter," displays in malls, City Speaker's Bureau, billboards, etc. Emphasis should be placed on finding creative ways to reach people who do not access standard media outlets. Low cost.

4. Develop public service announcements concerning efforts to combat crime and drugs and seek media cooperation to air the announcements as a public education tool. Low cost.

STRATEGY: CRIMINAL JUSTICE SYSTEM

Continue seeking realistic ways to strengthen the criminal justice system.

1. Adopt a resolution to support efforts to obtain additional resources from the state for the District Attorney's office and the courts. No cost.

2. Support the bill sponsored by the County to allow local funding of District Attorneys. No cost.

3. Work with the County to determine whether the benefits of drug testing arrestees booked into the Mecklenburg County Jail (for selected offenses) outweigh the costs. If it is determined that drug testing would be desirable, determine an appropriate source of funding for the program. New cost.

STRATEGY: SEEK ASSISTANCE OF STATE LEGISLATURE

- Strengthen the Council's working relationship with the State Legislature in order to generate a broader understanding of Charlotte's problems and their implications for the entire area.

1. Hire (in conjunction with the County) a full-time lobbyist or legislative liaison to establish consistent communications between the Council, the County Commission, and the Legislature and to present more structured information regarding Charlotte's needs. New cost.

2. Request the Citizens Criminal Justice Commission to hold a retreat with members of the State Legislature, the judicial system and other participants and make a factual presentation regarding crime and drug problems in Mecklenburg County. Low cost.

3. Include a crime and drugs component in the planned regional forum that addresses mutual problems and resource needs. Low cost.

4. Appoint a Task Force of local and state officials to review and recommend changes to the North Carolina criminal statutes that would increase efficiency of the justice system (i.e. wiretapping, investigative grand juries). Low cost.

Recommendations of the
Crime and Drugs Task Force

November 2, 1990

Introduction

The City Manager has created several task forces to address issues that require an inter-disciplinary approach and the resources of more than one City department. The Crime and Drugs Task Force, chaired by Police Chief Sam Killman, is composed of representatives of a number of city departments having responsibility for programs which impact crime and illegal drug abuse. The task force also includes representatives from several entities outside City government including the Charlotte-Mecklenburg Schools, the Drug Education Center, the District Attorney's Office, the Youth Involvement Council and the University of North Carolina at Charlotte.

The task force's initial charge was to develop a series of options for Council to consider in defining the City's role in addressing the community's problems with increased crime and illegal drug abuse. The task force's goal was to present options that were doable, affordable, and, where possible, innovative. The options range from specific programs which Council may wish to implement to positions which the Council may wish to advocate at a local or state level. Some of the suggested action steps fall within the City's traditional role and many build upon good work that is already being done; others provide some new directions for the city, particularly in the area of drug abuse prevention. All of the recommendations are predicated upon the belief that impacting crime and drug problems will require a long term commitment of time, energy, and resources not only from City government but from all segments of the community. Many of the recommendations center on mobilizing total community involvement in addressing the crime and drug problem.

There are two topics that are not specifically addressed in this report. One is the problem of alcohol abuse which is often the precursor to the use of illegal drugs. The task force felt it important to note that many of the recommendations regarding illegal drug abuse, especially those in the areas of education and prevention, are also applicable to the abuse of alcohol. The report also does not address the issue of uptown crime and the problem of the homeless in the uptown area. Those issues will be addressed by the task force at a later date and, at that time, the task force membership will be expanded to include representatives from businesses and organizations in the uptown area as well as staff from appropriate human services agencies.

This report contains a summary of the task force's recommendations. No attempt has been made to prioritize the suggested action steps; the task force will undertake this task if the Council so desires. It is the hope of the task force that, once Council selects those options in which it has an interest, the task force can take an active role in developing implementation plans for those programs.

I. Mission

The mission of the Charlotte City Council and City government in regard to crime and drugs should be:

- The City of Charlotte is committed to using its influence, energy, and resources to help build a community where violent crime and illegal drug abuse is not tolerated.

- The City of Charlotte will be an active force in mobilizing all segments of the community toward a zero tolerance attitude toward violent crime and illegal drug abuse.

- The City of Charlotte will provide a level of public safety services that will make its residents feel safe in their community and send the message that criminal activity will not be tolerated.

- The City of Charlotte will maintain a strong commitment to those programs which have a positive impact on the root causes of crime and drug abuse. (i.e. affordable housing, employment, etc.)

- The City of Charlotte will take a more proactive role in drug abuse prevention with the ultimate goal of influencing community values and keeping people out of the criminal justice system.

- The City of Charlotte will strive to develop programs that address the needs and acknowledge the worth of all of its citizens.

- The City of Charlotte will make a strong commitment to its young people who must, at a very early age, be integrated into the community and be given the skills and self-esteem necessary to become a vital part of the community.

- The City of Charlotte will continue to build a strong working relationship with the state legislature with the ultimate goal of influencing the legislature's decisions on budget priorities and needed legislation.

- The City of Charlotte will reaffirm its commitment to problem solving partnerships with Mecklenburg County, state government, the Charlotte-Mecklenburg Schools, the Chamber of Commerce, and neighborhood groups.

- The City of Charlotte, through the expenditure of public dollars, will present a balanced approach to the crime and drugs problem by funding programs that address public safety, prevention, education, and the root causes of crime and drug abuse.

- The City of Charlotte will make a concerted effort to enhance communications and share resources with agencies that address problems associated with crime and drugs.

II Background

The City of Charlotte has undertaken a number of initiatives to address the crime and drug problem. In recent years, Council has allocated additional manpower to address the growing demands on its Police Department. Council has approved a Street Drug Interdiction Unit to enable police to impact street drug sales and has adopted an ordinance prohibiting loitering for the purpose of drug related activity as an additional tool for police. Council has approved an expansion of police involvement in the schools through police participation in the DARE Program and the allocation of three additional School Resource Officers.

Council has worked to improve the local criminal justice system through active participation with the Citizens Criminal Justice Commission and its recent funding, with the County, of staff for that committee. City staff serve on a variety of boards including the Intake Center Board, MCCJIS Committee and Jail Needs Advisory Committee which encompass all aspects of the local criminal justice system. Council recently approved temporary funding enabling the District Attorney to fill three Assistant District Attorney vacancies.

In addition to its public safety programs, Council has funded a variety of programs through Community Development, the Housing Authority, and the Employment and Training Department to provide affordable housing and job opportunities to those segments of the population that are unable to access traditional markets. The goal of many of these programs has been to make the participants self-sufficient and to enhance their self-esteem and ability to work toward realistic goals. Many of these programs have suffered federal funding cuts but, where possible, Council has continued those programs with local funding. Council has enhanced the City's public transportation system which provides a vital link for the elderly and those with lower incomes in accessing employment opportunities and needed social services programs.

A number of other City departments have programs that impact upon crime and drugs. The Parks and Recreation Department sponsors a number of programs for youth which include an anti-drug component and which enhance the self-esteem of participants. The sixteen Recreation Centers operated by the department offer programs and resources to young people on nights and weekends. Neighborhood Centers offers a broad range of services to families in lower income areas. The Community Relations Committee offers the Dispute Settlement Program as an alternative to neighborhood problems ending up in court.

They also sponsor a series of Police-Community Dialogues to enhance communications between the police and neighborhoods throughout the City and to develop a cooperative relationship in identifying and solving problems unique to each neighborhood. The Housing Authority has initiated a number of programs, many with other city departments, which are designed to address crime and drug problems in public housing communities. They have also been proactive in seeking grant funding for their efforts and currently have a grant for a drug elimination program in selected housing communities.

The City has been active in increasing community awareness of the crime and drugs problem and working to develop community based solutions. The Mayor has sponsored two drug symposiums, a town meeting on violent crime, and a workshop on a church-based treatment program. The City has made appointments to the Drug and Alcohol Commission and was represented on some of the Commission's Sub-Committees. City staff participated in the County's Strategic Planning effort and are involved in the Fighting Back program funded through the county's grant with the Robert Wood Johnson Foundation. Charlotte also had significant input into the recommendations of the North Carolina Drug Cabinet, headed by Lt. Governor James Gardner.

III Role Definitions

City of Charlotte

- Public safety (police)
- Services that impact the root causes of crime (e.g. housing, employment and training, public transportation, recreational opportunities for youth)
- Prevention of criminal activity and drug abuse through education and prevention programs that reinforce the concept of no tolerance for drugs and violence.
- Advocacy of programs that could impact crime and drugs at the local and state level and encompassing both the public and private sector.

Mecklenburg County

- Provide public safety services through the Mecklenburg County Police Department and Sheriff's Department; provide jail space for three types of offenders - those awaiting trial, those already sentenced, and those on work release.
- Provide a wide variety of human services to address the social needs of the community. The County currently has the only local governmental involvement in the provision of substance abuse treatment.

State of North Carolina

- Provide resources and staff for District Attorney, Courts, prison system, schools and a variety of state services that have some impact upon crime and substance abuse.

Charlotte-Mecklenburg Schools

- Educate young people in an environment that does not tolerate violence or the illegal use of alcohol and other drugs.
- Provide a variety of programs to meet the needs of students with special needs (e.g. exceptional students, excluded students, teenage girls who are either pregnant or have already had children, students with substance abuse or emotional problems, etc.)
- Encourage the involvement of parents in their children's education and activities.
- Provide a range of educational opportunities that enable students to identify the career path that best suits their interests and abilities.

The Media

- Educate citizens about the state of their community - both positive and negative.
- Create an understanding of the issues behind the news (e.g. why certain things are occurring) and educate the public regarding their consequences.

The Clergy

- Focus the church on fostering a value system that does not enable crime, violence, or substance abuse.
- Devote church resources and facilities to activities for youth, support groups for recovering substance abusers and their families, and outreach activities directed to neighborhoods in the city which lack the resources to fully organize and provide these activities on their own.

The Business Community

- Foster the concept of a drug free workplace through drug testing, drug education, and employee assistance programs.
- Provide a work environment that reinforces community values through sensitivity to the employee's personal and family needs.
- Create a high level of private sector civic involvement by supporting employee involvement with schools and civic groups, increasing awareness of issues affecting the community, and providing tangible financial support to worthwhile community programs.

Charlotte Housing Authority

- Provide a range of programs designed to foster safety in public housing and which empower residents to take responsibility for their lives and their community.

Drug Education Center

- Provide a wide range of substance abuse education and early interdiction programs designed to meet the needs of various target populations.

Service Agencies (United Way, Youth Involvement Council, etc.)

- Provide programs that address a broad spectrum of community needs, that empower members of the community to better themselves, and help young people develop the skills, attitudes and values that will help them assume a socially positive leadership role.

Civic Groups

- Use their resources, both human and financial, to implement or supplement programs that provide activities for young people, address the issues of crime and substance abuse or their root causes, or meet any of a variety of community needs.

Treatment Providers

- Provide quality treatment programs that address all types of substance abuse and are geared to specific populations (adolescents, unwed mothers, etc.) Treatment options must be designed for all income levels and include both residential and outpatient programs, as well as appropriate aftercare options.

Neighborhood Organizations

- Take a leadership role in grass roots mobilization of the community against crime, violence, and substance abuse.

Students

- Increase their own awareness of the issues facing the community and actively create peer pressure against drugs and violence.
- Provide their input on community problems and their possible solutions through more interaction with local government and service agencies.

IV Strategies and Action Steps

Strategy:

Expand the City's role in drug prevention efforts and in programs which have a positive impact upon crime and illegal drug abuse.

1. Design a neighborhood based substance abuse prevention model that includes both a strong drug education component and the delivery of a variety of services from both City and County agencies. Implementation of this model should be funded by a grant from the Office of Substance Abuse Prevention (OSAP) with the Drug Education Center as the implementing agency. The model and the grant application should be designed by a steering committee from the Crime and Drugs Task Force, supplemented with appropriate representatives from Mecklenburg County. The Committee will seek input from the community and the Drug and Alcohol Commission in preparing the model. The model, if successful, could be adopted in neighborhoods throughout the city. The grant application should be presented to OSAP in time for consideration in its April, 1991 funding cycle.

2. Consider expanding the role of the Neighborhood Centers Department in the area of drug prevention. Neighborhood Centers would be an appropriate agency, within the city's existing infrastructure, to take the lead in prevention and education efforts, including programs providing support to parents and young people. The expanded orientation for Neighborhood Centers could be linked to the neighborhood prevention model and OSAP grant.

3. Expand the role of the City's Recreation Centers in providing programs that promote self-esteem, positive values, and drug prevention among young people.

4. Expand the Police-Community Dialogues sponsored by the Community Relations Committee to include other providers of city services including Sanitation, Community Development, Parks and Recreation, Employment and Training, and Fire along with human service agencies such as the Drug Education Center. Expansion of the dialogues will provide a more complete problem-oriented approach to addressing neighborhood concerns.

5. Target areas with deteriorated housing with programs such as the Belmont Task Force Model.

6. Work with government agencies and the business community to develop a program providing positive role models for young people from lower income and dysfunctional families.

7. Place an emphasis on programs and services that teach neighborhood leaders how to organize their communities and promote empowerment of residents.

8. Expand programs for lower income single mothers so that they can finish school and/or seek employment.

9. Expand the "Walk In My Shoes" concept to provide cross-training for city and county service providers in order to promote a greater understanding of the type of services provided by each agency.

10. Build in evaluations of programs that target crime and drugs in order to demonstrate their success or failure. Involve professors and graduate students from local universities in the development and evaluation design of programs.

11. Compile a comprehensive list of all city programs that impact, in some way, on crime and drugs.

12. Develop a stronger program to publicize available services, including creative ways of reaching people who may not access traditional media markets.

13. Have city staff research successful prevention efforts in other cities to see if there are programs that might be successfully adapted to the Charlotte area.

14. Revitalize the Neighborhood Agent concept or develop a similar program under which a resident in a target neighborhood is paid a stipend to provide information and assistance to community residents.

15. Initiate community assistance programs (CAP) in which churches, schools, government agencies, and United Way work together to provide services to target areas.

16. Create the position of Human Resources Specialist to be assigned to the City Manager's Office. This individual would look at ways to integrate city programs to share resources, avoid duplication of services, and actively seek and coordinate the involvement of the business community, school system, and civic groups in prevention, education, and community improvement programs.

17. Create a Code Enforcement Team which is an expansion of the concept used in Broward County, Florida. The team would include police, fire, community development, and community improvement personnel and would target areas where criminal activity and/or housing and fire code violations are occurring. The team concept should also include human services for those people displaced by the team's enforcement activities.

18. Actively promote Neighborhood Watch, Park Watch and Crimestoppers in areas where they are not presently used.

19. Provide support to the Drug Education Center and Parks and Recreation Department in expanding its programs. One possible area to assist them is making an outdoor adventure area (ropes course) available for groups that cannot afford private courses. Land could be provided at one or more city parks.

Strategy:

Place an emphasis on programs involving young people and a positive working relationship between the community and the schools in order to reduce the involvement of young people in violent crime and illegal drug abuse.

1. Involve community teenagers in a dialogue with city government in order to develop a better understanding of their perception of the crime and violence problems. In order to effectively address the problems of youth violence, youth must be a part of the solution. The Youth Involvement Council could be instrumental in setting up this dialogue.

2. Promote a better working relationship between neighborhoods and the schools, especially in areas where drop-out rates and/or youth violence are unusually high. This program could include a higher concentration of city services in the neighborhoods where these problems are identified.

3. Increase support for a scholarship fund for students at risk to encourage them to stay in school and seek attainable goals. Encourage the active participation of businesses, civic groups and foundations in supporting such a fund.

4. Advocate increased vocational education as a viable alternative for young people who do not have the interest, skills, or resources to pursue a regular college degree.

5. Develop an "early alert system" to identify students at risk and work with the entire family of the student to keep the student from dropping out of school. (This may be built into the community prevention model)

6. Encourage parents to be more involved in schools and their children's education by actively seeking Chamber of Commerce support for programs where parents are given paid leave to attend school functions or to volunteer in schools.

7. Encourage and/or provide more programs for pre-schoolers such as Head Start or reading programs in order to reinforce, at an early age, that education is something to be valued.

8. Work with local businesses to promote an incentive program (cash, paid leave, or other benefits) for parents whose children demonstrate satisfactory academic progress.

9. Develop a program to target truants in a selected age group to reduce the incidence of young people skipping school and becoming involved in criminal activity.

10. Emphasize positive parenting programs by encouraging the Chamber of Commerce to make such programs available to local businesses. Advocate the development of a positive parenting program which must be attended by parents of youthful offenders.

11. Conduct research on whether other communities have local ordinances that in some way hold parents responsible if their children bring drugs and/or guns to school. Consider the adoption of such an ordinance locally.

12. Expand summer job programs for youth to include a white collar agency program, such as the one used in Cambridge, Massachusetts, and have some summer job programs that are specifically designed for youth in selected target areas.

13. Actively work with local businesses and City departments to create additional employment opportunities for youth including more summer jobs and after school employment that does not require late evening hours.

14. Work with businesses and service agencies in broadening the range of affordable child care options in Charlotte.

15. Seek the participation of positive role models in programs designed to build self-esteem among young people.

16. Advocate needed changes in laws such as:

    - stricter penalties for drug sales committed on or near school grounds.

    - stricter penalties for use of juveniles in drug sales.

    - stricter penalties for possession of weapons and/or drugs on school grounds.

    - revocation of driver's licenses to youth convicted on alcohol and other drug charges.

17. Consider asking the State Legislature for changes in juvenile privacy laws that would enable the Police Department to more freely share information on juvenile criminal activity with the school system and the Housing Authority.

18. Advocate a higher priority for the trials of juveniles involved in violent crimes.

19. Encourage local businesses to develop programs that expose young people to available employment options at an early age. Those programs would not include actual jobs but would be oriented more toward information, tours, and helping young people develop realistic goals and interests.

20. Advocate programs for students excluded from schools that keep those students integrated in the community so that fewer of them will choose criminal activity as an alternative to education.

21. Provide support and encouragement to local chapters of SAVE (Students Against Violence Everywhere) and similar groups.

22. Use all available opportunities to facilitate communications between the schools, local government and neighborhoods in order to foster the idea of schools as a vital part of the communities in which they are located.

23. Encourage students who have dropped out of traditional schools to seek some alternative form of education - night school, the CPCC program for dropouts, etc.

24. Involve young people in identifying incentives for a drug free lifestyle and, where practical, work with appropriate public and private agencies to implement those incentives.

25. Develop a youth recognition program that emphasizes the positive involvement of young people in the community and which generates media attention for the positive contributions of youth.

Strategy:

Develop a community wide approach to the substance abuse problem that encompasses prevention, enforcement, and treatment.

1. Organize a small group of people consisting of representatives from Police, District Attorney's Office, the courts and treatment agencies to develop a uniform method for dealing with drug cases. The proposed methodology may include some elements of the "Do Drugs, Do Time" program which provides ways of providing treatment as opposed to prosecution for drug offenders meeting specified criteria. The program developed should include an assessment of the offender's treatment needs and a graduated system of sanctions which penalize the user for each successive drug conviction. This group should explore alternatives to incarceration including treatment and counseling, house arrest, probation, community service, and day centers for offenders. Possible sanctions may also include increased media attention by publicizing the names of offenders found guilty of drug offenses.

2. Consider whether the city wishes to adopt a program under which the employer of an offender arrested on drug charges is notified. Miami plans to implement such a program although it will probably be subject to a court challenge. It should be remembered that such a program could have negative consequences if the offender was subject to losing his job. Such a program should be approached with caution and should perhaps be initially implemented only with businesses that can channel the offender into an Employee Assistance Program. (The City Attorney believes that such a program would definitely be subject to a court challenge.)

3. Work with the Chamber of Commerce to encourage all businesses to support the concept of a drug free workplace through employee education, drug testing and employee assistance programs. Encourage businesses such as Duke Power, which have successful anti-drug efforts, to make their resources and expertise available to smaller businesses who need help in starting such a program. Consider a program under which the Drug Education Center receives resources to expand its outreach to small businesses.

4. Increase police involvement in the interdiction of drugs before they are actually available on the streets.

5. Actively seek media involvement in public education efforts concerning crime and drugs.

6. Become strong advocates for the expansion of existing drug treatment programs, especially those that meet the needs of people with lower incomes, youth, or expectant mothers. Council may wish to meet with local treatment providers to get an overview of what treatment resources are currently available and what additional programs are needed to make Charlotte a community where any citizen desiring substance abuse treatment may receive it.

7. Explore sources of grant funding including both government and private foundations. This money should be used for innovative prevention programs that promote partnerships among city, county, and private agencies.

8. Assist in providing funding and/or facilities for support groups for individuals who have been through drug treatment and their families. These programs are especially needed in public housing communities and other low income areas where some of the contributing factors to the initial drug addiction may not be easily alleviated.

9. Consider lobbying the legislature for changes in the law recommended in reports submitted by the Mayor's Drug Symposium, the N. C. Drug Cabinet, and the Drug and Alcohol Commission.

10. Work with the County to clearly define the continuing role of the Drug and Alcohol Commission. In defining their future charge, research should be conducted regarding other successful community anti-drug coalitions, including their duties, organizational structure, staff support, and funding. One example of a successful program is the Regional Drug Initiative in Portland, Oregon.

11. Conduct a drug symposium that centers on developing a community based approach to the drug abuse problem and solicits input from a cross-section of citizens and service providers. The symposium should focus on presenting a factual overview of the drug problem in Charlotte along with ways to better coordinate the community's existing efforts and develop new initiatives.

12. Seek greater involvement from the medical and legal community in establishing innovative anti-drug initiatives.

Strategy:

Continue seeking realistic ways to strengthen the criminal justice system.

1. Conduct research on the ways that district attorneys and judges are allocated in other states and present a proposal to the legislature which would provide resources more commensurate with our needs.

2. Approach the state regarding local-state funding partnerships to obtain additional resources for the criminal justice system.

3. Continue to work with the County on obtaining an uptown jail site.

4. Continue working with other components of the criminal justice system to seek ways to make the system function more effectively and efficiently.

5. Work with the County to identify sources of funding to provide drug tests for arrestees booked into the Mecklenburg County Jail for selected offenses. This will enable us to get a more definitive figure regarding how much of our crime is drug related, provide additional information to be used in making bond and pre-trial release decisions, and provide information for judges to determine whether drug testing and/or drug treatment should be a part of the offender's sentence.

Strategy:

Develop programs that reinforce the values of zero tolerance for violence and drugs.

1. Expand the concept of Neighborhood Watch to include drug free neighborhoods. Establish criteria under which a community could qualify as a drug free neighborhood based upon their willingness to work to eradicate drugs. Erect drug free community signs at a ceremony attended by City officials. The expansion of the Park Watch program should be a part of this effort.

2. Recognize and promote neighborhood organizations through a program where both the city and the media publicize success stories from neighborhood organizations.

3. Implement a program to recognize the Neighborhood Organizations of the year and work with neighborhood leaders to determine an appropriate award for receiving this designation (cash, services, etc.) Funding for such a program could perhaps come from an organization such as Foundations for the Carolinas or private sector donations.

4. Make more use of media outlets to get city's anti-crime and drugs message to the community. Consider use of public access channel, "City Letter", displays in malls, city speaker's bureau, billboards in target neighborhoods, etc. Where possible, the city should generate and encourage publicity on the positive things happening in the city.

5. Encourage the media to provide more informational coverage of local community service providers in order to make more people familiar with the wide range of services that are available in this city.

6. Devise a plan to creatively deliver the city's anti-crime and drug messages to areas where residents do not access traditional media markets.

F. Strengthen the Council's working relationship with the State Legislature in order to generate a broader understanding of Charlotte's problems and their implications for the entire state.

1. Hire, in conjunction with the County, a full-time lobbyist or legislative liaison to establish consistent communications between the Council, the County Commission, and the Legislature and to present more structured information regarding Charlotte's needs.

2. Hold a retreat with members of the State Legislature and make a factual presentation regarding the crime and drug problem in Mecklenburg County.

3. Adopt an approach to the crime and drugs problem that de-emphasizes "the Great State of Mecklenburg." Two approaches could be considered. One is joining with other cities across the state (Raleigh, Greensboro and Winston-Salem) to emphasize the problems that all of the state's urban areas are experiencing with crime and drugs. Another and perhaps preferable approach is a regional initiative in which we join with surrounding counties such as Cabarrus and Gaston and emphasize the impact that our problems have on the smaller counties that surround us.

4. Seek support from organizations such as the Fraternal Order of Police and the Police Benevolent Association in lobbying the legislature for needed changes in the criminal justice system.

5. Analyze the efforts that helped Charlotte get state support for projects such as the Performing Arts Center and duplicate those efforts for crime and drugs needs.

Crime and Drugs Task Force

Chief S H. Killman, Chairman	336-2337
Captain P S Charles	336-2365
Darrellyn Kiser	336-2339
Assistant Chief Ellison Laney	336-2971
Commander L. R Jones	336-2345
Captain T. G. Barnes	336-3110
Sgt. Curby Swindell	336-2310
Sue Spangler, Parks & Recreation	336-2884
Wes Everett, Park Rangers	336-2464
Jack Bullard, Community Relations	336-2424
George Wallace, Community Relations Committee	336-2424
Charles Cross, Neighborhood Centers	336-2754
Jay Walton, Community Development	336-2106
John Hayes, Housing Authority	336-0051
Bob Catalano, Employment & Training	336-3101
Don Steger, Assistant City Manager	336-3186
Linda Gallehugh, Public Service and Information	336-2395
Dr. Carl Shantzis, Drug Education Center	375-3784
Dr. Joe Peel, Charlotte Mecklenburg Schools	379-7285
Dr Robert Little, UNCC	547-4483
Debbie Antshell, Youth Involvement Council	335-1683
Jack Wolfe, District Attorney's Office	342-6746

PUBLIC RESOURCES

MISSION

- Charlotte City Council believes it is essential to maintain quality of life through fair and reasonable collection and balanced use of public funds.

- City Council believes that the expenditure of public funds should be equitable, both geographically and by type and level of service.

- City Council believes that the reliance of general government on the property tax should be lessened by identifying alternative revenues or alternative uses of existing dedicated revenues.

- City Council initiate a process to examine the sources of revenues, and in what proportions, and the purposes for which these revenues are spent.

PUBLIC RESOURCES

BACKGROUND

- Many components of the Public Resources debate have already been considered and acted upon. These components include:

  - identification of 12 Council policies governing the development of the operating budget (Attachment 1) and policy and financing assumptions guiding the development of the capital budget (Attachment 2);

  - establishment of service levels for major programs;

  - dedication of existing revenue sources (Attachment 3) to specific programs or funds.

- Participation in the Civic Index process, a sub-committee of which studied the distribution of public resources. The sub-committee reached the following conclusion relative to the geographic distribution of resources: "In the course of its work, the group came to the realization that the key issue was not the equal distribution of resources. Different sections of the community have differing needs. Therefore, the key issue becomes the equitable, not equal, distribution of resources in light of the varying level of needs." (August, 1990)

- Commission of a report on alternative sources of revenue ("Evaluation of Additional Revenue Sources of Charlotte-Mecklenburg", July 11, 1986).

- Establishment of Political Consolidation Review Committee, one charge to which is to recommend the most effective governmental structure by which to manage the community's public resources.

- Establishment of a City Council-County Commission review group to consider possible areas of functional consolidation.

ROLE DEFINITIONS

- City Council would like to be a keystone to ensuring that the public resources available within the Charlotte-Mecklenburg community are collected and spent equitably, with a decreasing burden on the property tax payer.

- City Council would like to develop a public resources policy which meets legal mandates and citizen expectations, fully utilizes the private sector and interlocal agreements, yet works within the constraints of the community's ability to pay.

- The City and the County must realize the mutual impact on public resources they have on each other, as well as on other Mecklenburg towns.

- The City's role in determining the regional capacity to contribute to infrastructure needs (Transit, Solid Waste Management, roads, etc.) must be decided.

- The General Assembly must be shown the revenue needs of the region as a whole as local revenue options are sought.

STRATEGY

- With regard to existing revenues, City Council should ~~verify~~ determine that current sources of revenue are acceptable, that the revenues are allocated to their highest uses, and that the level of services the revenues fund are appropriate.

- With regard to the regional revenue base, City Council should determine if it wishes to promote regional revenues and, if so, what the City's role will be in that pursuit.

- City Council should develop a level of comfort with the projections of revenues and expenditures, and identify strategies to reconcile community needs with community resources (Attachment 4).

ACTION STEPS

A. The following action steps should be concluded in a timeframe which would allow their inclusion into the FY92-FY93 Budgets (May, 1991).

1. Appoint a Council committee to review Council's participation in the budget formulation process, the presentation and content of the budget document and the budget deliberation process. No Cost. (Attachment 5)

delete

2. Review all dedicated revenues from the capital revenue stream for use in the operating budget, including all or part of the 4 1/2 cents from the property tax levy to the Pay-As-You-Go Fund (approximately $2 million per cent). No Cost.

3. Review the policy of maintaining a ratio of debt service fund balance to actual debt service costs of not less than 50%. No Cost.

delete

4. Request the General Assembly to remove the cap on the motor vehicle license tax for use as a dedicated revenue source for the Transit Fund. No Cost.

+ 15 increase

5. Review establishment of a reserve fund for future solid waste management requirements. Low Cost.

6. Evaluate the feasibility of establishing enterprise fund status for high cost, user-identifiable services, such as Solid Waste, Transit, etc. No Cost.

7. City Council should review all existing service levels early in the FY92-FY93 budget process to determine if any warrant different funding priorities. No Cost.

8. Initiate a process for sharing budgetary information, during the preparation and deliberation stages, between City and County staff and City Council and the County Commission. No Cost.

delete

B. The following action steps should be concluded by the dates shown:

agenda

1. Reach a consensus among Council and then with the County Commission regarding the consultant's report on Development Fees (Spring, 1991). Low Cost.

2. Determine if: (a) there is a discernible difference between the equal and the equitable distribution of resources; (b) if so, determine Council's preference for resource distribution, and; (c) develop a process for implementing any policy changes necessary to distribute resources accordingly (October, 1991). Low Cost.

3. Verify current delineation of City/County roles and responsibilities (November, 1991). No Cost.

give to Regional Issues Committee

4. Commission a regional report on alternative revenues, with Charlotte taking the lead role (Fall, 1992). No Cost.

5. Act upon the Political Consolidation Charter Commission report recommendations within 60 days of receipt of the report. No Cost.

Attachment 1

OPERATING BUDGET POLICIES

1. **POLICY:** **Maintain a Stable Tax Rate**

   Maintain a stable tax rate to avoid wide fluctuations from year to year.

2. **POLICY:** **Spending Benchmark**

   Growth of the City's general government operating budget is a function of the expansion of the City's population and inflation.

3. **POLICY:** **Productivity**

   Productivity Improvements will be implemented when proven to avoid increased costs, to provide service delivery with the same resources, or to improve cost efficiency.

4. **POLICY:** **Commitment to Public Safety**

   City government will provide basic services to protect the safety of Charlotte residents.

5. **POLICY:** **Reaction to Community Growth**

   Continued growth in the community has increased the demand for new infrastructure and the maintenance and repair of existing infrastructure.

6. **POLICY:** **Maintenance of Service Delivery**

   City government will continue to provide existing services at levels specified in the City's Management by Objectives Program.

7. **POLICY: Federally Funded Programs**

The City will make a contribution from the General Fund to supplement federal funding to operate Community Development, Employment and Training and the Transit Program.

8. **POLICY: Charlotte's Quality of Life**

The City will provide municipal services that promote leisure opportunities, cultural enrichment and beautification.

9. **POLICY: Citizen Involvement**

The involvement of citizens in public decision-making is a high priority.

10. **POLICY: Implementing New Programs**

The City will provide adequate resources to begin new programs as mandated by regulation, laws and Council Policy.

11. **POLICY: Employee Compensation**

The City's policy is to ensure that compensation for City employees is competitive for the region and for the job.

12. **POLICY: Excellence in City Government**

The City Manager provides leadership in promoting excellence as a goal for all City employees. The City's Mission Statement defines core values for the organization.

CAPITAL IMPROVEMENT PROGRAM POLICIES

I. POLICY ASSUMPTIONS

1. To evaluate capital project requests according to the following priority ranking system:

   1st Priority: Rehabilitation or Maintenance of Existing Facilities
   2nd Priority: Replacement of Existing Facilities
   3rd Priority: Expansion of Existing Facilities
   4th Priority: New Facilities

2. To continue a capital program which meets the highest priority needs as identified in the ten-year Capital Needs Assessment.

3. To ensure that existing infrastructure is maintained and replaced as needed.

4. To provide for some new capital projects to help meet the highest priority growth needs in the community.

5. To provide a balanced capital program which will not fund all identified needs, but will fund projects in a variety of program areas.

6. To pursue and dedicate new sources of revenue to address unfunded capital needs.

II. FINANCING ASSUMPTIONS

1. Current debt policies will remain in place. The current debt policies are:

   - Diversify revenue sources dedicated to capital formation and debt service.
   - Maintain a balanced mix of financing strategies for funding capital projects including Pay-As-You-Go, grants and debt, without an excessive reliance on any one source.
   - Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes.
   - Maintain highest credit ratings by scheduling and issuance of debt that sustains reasonable ratios (e.g., percent of outstanding debt to assessed value).

2. The dedication of specific revenue to the capital program will be maintained in Municipal Debt Service Fund. The specific revenues dedicated to the Municipal Debt Service Fund include:

   - 6.50 cents of the property tax rate
   - All of the City's proceeds from Occupancy Tax
   - Investment (interest) income
   - 1/2 Cent Sales Tax authorized in January, 1987
   - Other/miscellaneous revenue including a portion of the intangibles tax, ABC profits, beer and wine license revenues, a contribution from Mecklenburg County for its share of debt cost for the new Charlotte-Mecklenburg Government Center, and a contribution from the General Fund for the municipal facilities lease-purchase transaction.

3. Municipal Debt Service Fund Balance will be maintained at an adequate level to cover debt costs.

   - Ratio of debt service fund balance to actual debt service costs will not be less than 50%.

4. Pay-As-You-Go Tax Fund will be used in conjunction with a long-term debt financing to finance capital projects. The revenues generated by a levy of 4.5¢ and the investment (interest) income earned will be dedicated to this fund.

5. Enterprise Funds' capital programs will be established on a self-sustaining basis. (Water and Sewer and Airport).

   - Water and Sewer and Airport capital projects are financed from revenues generated from user fees and charges.
   - In order to finance the proposed debt, the Water/Sewer rate study assumes a draw-down of Water/Sewer fund balance to 10% of operating costs over the next eight years.

DEDICATED REVENUES

Description	Use
3% Occupancy Tax	49% to CCVB 51% to Municipal Debt Service
1/2% Sales Tax	Mass Transit
1/2% Sales Tax	Capital Improvement Program
Motor Vehicle License Tax ($20)	$5.00 to General Fund $7.50 to CIP $7.50 to Transit
Property Tax (62.75 cents)	51.75 cents to General Fund 6.50 cents to Debt Service 4.50 cents to Pay-As-You-Go
Interest Earnings	Capital Improvement Program
Enterprise Funds	Respective Enterprise Funds
General Fund Contribution for CMGC Repayment ($1 million per year)	Capital Improvement Program

ATTACHMENT 4

Following are General Fund revenue and expenditure projections for the next five fiscal years. The information below is found on the following pages:

Page 1	-	Expenditure Assumptions
Page 2	-	A graph illustrating an aggressive revenue picture against expenditures.
Page 3	-	A graph illustrating a conservative revenue picture against expenditures.
Page 4	-	Expenditures projected to occur which are beyond the normal expected expenditure growth.

EXPENDITURES

Assumptions:

- expenditures based on actual, rather than budgeted, expenditure trends;
- 3 1/2% growth allowed for current expenditures;
- 2% ($1.5 - $2.0 million) allowed for service level changes;
- estimated revenues and expenditures from the June 30, 1991 annexation are included for FY92 and FY93 and projected for remaining years. The estimates begin with approximately $5.5 million in FY92 and end with approximately $6.6 million in FY96;
- The cost of Council retreat initiatives, the Cultural Action Plan and potential state revenue losses have not been included because their magnitude is not known at this time.
- The cost of the Transit System shortfall is not included, due to the recommendation that an alternative revenue other than General Fund be sought.

FINANCIAL PROJECTION

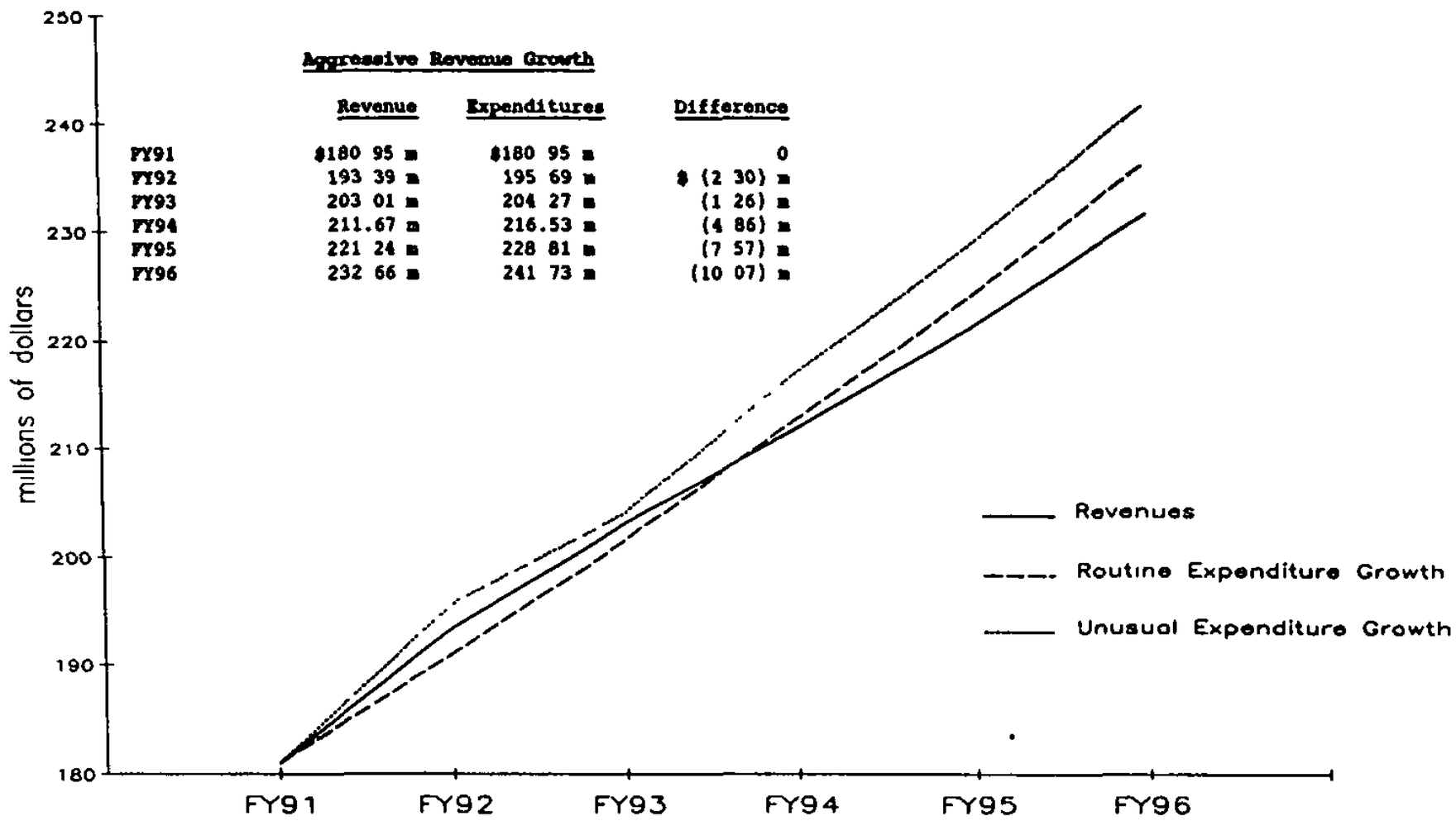
GENERAL FUND

FY92 - FY96

(in millions)

Aggressive Revenue Growth

	Revenue	Expenditures	Difference
FY91	$180 95 m	$180 95 m	0
FY92	193 39 m	195 69 m	$ (2 30) m
FY93	203 01 m	204 27 m	(1 26) m
FY94	211.67 m	216.53 m	(4 86) m
FY95	221 24 m	228 81 m	(7 57) m
FY96	232 66 m	241 73 m	(10 07) m



Assumptions

- 5.0% assessed valuation growth each year
- Sales Tax growth fluctuates, due to impact of County tax rate, from a 0 9% decrease in FY92 to a 7 0% increase in FY93
- Utility Franchise Fees increase by 6% in FY92 (includes Annexation) and by 2% in subsequent years
- Assumes no City property tax increase over the 5-year projection

FINANCIAL PROJECTION

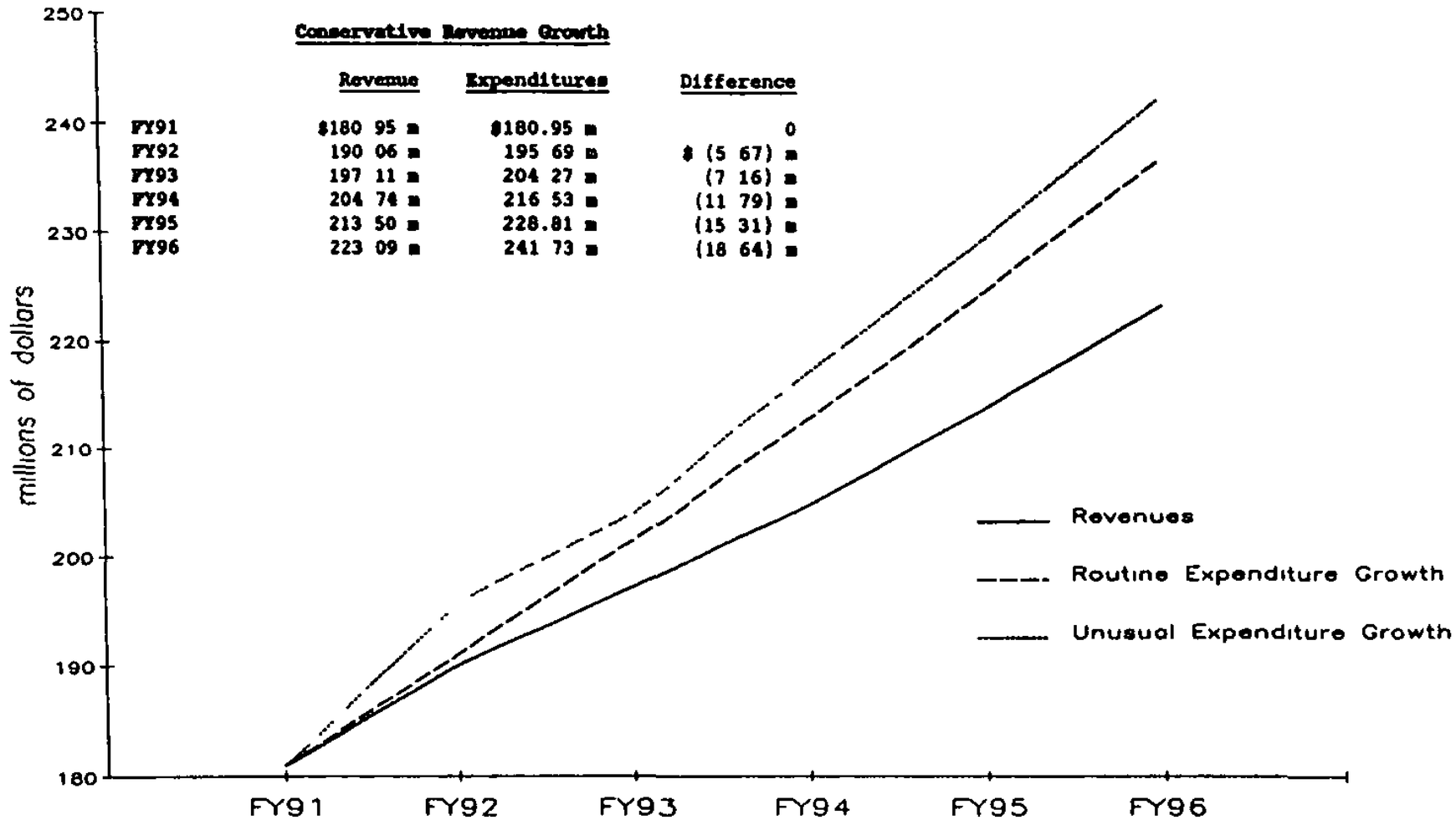
GENERAL FUND

FY92 - FY96

(in millions)

Conservative Revenue Growth

	Revenue	Expenditures	Difference
FY91	$180 95 m	$180.95 m	0
FY92	190 06 m	195 69 m	$ (5 67) m
FY93	197 11 m	204 27 m	(7 16) m
FY94	204 74 m	216 53 m	(11 79) m
FY95	213 50 m	228.81 m	(15 31) m
FY96	223 09 m	241 73 m	(18 64) m



Assumptions

- 3 5% assessed valuation growth in FY92 and FY93
- 5 0% assessed valuation growth in FY94, FY95 and FY96
- Sales tax growth fluctuates, due to impact of County tax rate, from a 1% decrease in FY92 to a 6% increase in FY93
- Utility Franchise Fees increase by 6% in FY92 (includes Annexation) and by 2% in subsequent years
- Assumes no City property tax increase over the 5-year projection

UNUSUAL EXPENDITURE GROWTH

FY92

EXPENSE	COST
Liability Insurance	$2,000,000
OmniMax Operating Cost	200,000
Performing Arts Subsidy	440,000
Increased Fuel Prices	1,000,000
Reedy Creek Nature Center	100,000
Reduced CDBG Funds	160,000
Cityfair Parking Deficits	50,000
Roadways Planting-Park Operations Impact	35,000
Landfill Fees	1,800,000
	$5,785,000

NOTE: Does not include cost for the Transit Fund deficits or for the Cultural Action Plan.

FY93

Landfill Fees	$2,100,000
Strawberry Lane Park-Operating Costs	50,000
Cityfair Parking Deficit	50,000
OmniMax Operating Cost	263,350
Roadways Planting-Park Operations Impact	57,000
Performing Arts Subsidy	163,000
Reduced CDBG Funds	175,000
	$2,858,350

FY94

Statesville Road Park-Operating Costs	$ 175,000
Strawberry Lane Park-Operating Costs	56,000
Reduced CDBG Funds	190,000
OmniMax Operating Support	275,000
Roadways Plantings-Park Operations Impact	62,000
Performing Arts Subsidy	486,203
Landfill Fees	2,547,699
LEC Expansion-Operating Impact	250,000
	$4,041,902

FY95

Statesville Road Park-Operating Costs	$ 145,000
Strawberry Lane Park-Operating Costs	60,000
OmniMax Operating Support	290,564
Roadways Plantings-Park Operations Impact	75,000
Performing Arts Subsidy	510,513
Landfill Fees	3,000,000
Reduced CDBG Funds	200,000
LEC Expansion-Operating Impact	262,500
Animal Shelter Expansion-Operating Impact	100,000
	$4,643,577

FY96

Statesville Road Park-Operating Costs	$ 155,000
Strawberry Lane Park-Operating Costs	63,000
Reduced CDBG Funds	210,000
OmniMax Operating Support	300,000
LEC Expansion-Operating Impact	275,000
Animal Shelter Expansion-Operating Impact	105,000
Roadway Plantings-Park Operations Impact	95,000
Performings Arts Center Subsidy	536,038
Landfill Fees	3,477,892
	$5,216,922

ATTACHMENT 5

FY92 AND FY93 BUDGET PREPARATION CALENDAR

NOVEMBER

Council:	Retreat to determine budget initiatives
Departments:	Preparation of Current Level needs (the cost of business as usual)

DECEMBER

Departments:	Preparation of Service Level Change and Capital Improvement Program requests
Staff:	Review of Current Level requests

JANUARY

Council:	One hour discussion at Workshop on Budget to review existing service and program priorities
Staff:	Review of Current Level, Service Level Change, and Capital Improvement program requests

FEBRUARY

Council:	One hour discussion at Workshop on Budget
Staff:	Continued review of Service Level Changes

MARCH

Council:	One hour discussion at Workshop on Budget
Departments and Staff:	Budget Hearings

APRIL

Staff.	Final Budget Request adjustments

MAY

Council:	Budget Deliberations
Staff:	Budget Presentation to Council

JUNE

Council:	Budget Adoption

GROWTH/REGIONALISM

MISSION

o Charlotte City Council believes it is fundamentally important that we have a clear vision of the kind of city we want to be, in order to plan for growth in a way that assures a high quality of life and sound environment for all citizens in our diverse population; and that we should exercise leadership in developing a similar vision for the broader community within the county and the region as a whole.

and in joint cooperation with

GROWTH/REGIONALISM

BACKGROUND

- In recent years, there has been an increasing awareness of the regional implications of growth. New entities, such as the Carolina Counties Coalition, have emerged. Existing organizations, such as the Charlotte Chamber, have broadened their focus. The Charlotte City Council has itself created a new Regional Issues Committee to relate to these developments.

- In recent months, several reports and actions have helped focus the concerns about growth and the need for regional action. In June, 1990, a special Urban Land Institute panel issued its recommendations about the "Charlotte Region." In October, the City's Economic Development Department released a report on "Charlotte in the 21st Century: Strategies for the 1990s." In November, City Council authorized a series of light rail transit initiatives that represent a major step in planning for the future.

- At the City Council workshop in July, 1990, Council members stressed the need to develop a guiding vision. It was felt that elements of the vision already exist through various sources, but they need to be integrated into a single document reflecting a general consensus. These sources include:

  - the cumulative actions of City Council, including police decisions and adopted plans such as the Generalized Land Plan 2005 and subsequent district or neighborhood plans;

  - strategic visioning exercises involving City Council and department heads that were conducted over the past year;

  - comparable mission statements of the Board of County Commissioners and the School Board, as well as civic groups such as United Way and the Charlotte Chamber;

  - special efforts such as the local Civic Index Project and the regional Urban Land Institute panel; and

  - planning efforts of other governmental entities within the region.

  - To relate the local vision to the region as a whole, the UNCC Urban Institute has separately prepared a draft proposal for City Council's consideration.

ROLE DEFINITIONS

- In regard to growth management, the City of Charlotte provides leadership, land use planning, and development regulation, as well as a range of urban public services and the infrastructure necessary to accommodate growth.

- Mecklenburg County provides similar growth management functions, with the difference that the public services it provides are primarily related to health, education, and human services.

- The Charlotte-Mecklenburg Planning Commission is the joint planning agency of the City and County, with responsibilities under an Inter-Local Agreement for advising the governing bodies on the future development of this community.

- The Charlotte Chamber of Commerce and the UNCC Urban Institute are two organizations taking active leadership roles in regional issues.

- A number of special regional-oriented entities have emerged in recent years, including:

  - Carolinas Counties Coalition is an ad hoc group of county chairpersons from Mecklenburg and twelve surrounding counties. The group organized four years ago, remains informal (with no by-laws), and generally meets on a quarterly basis.

  - Carolinas Transportation Compact grew out of the Coalition's priority concern for transportation and views itself as a regional transportation planning body. The Compact has a budget contributed by member counties, and plans to hire a staff director and adopt by-laws.

  - Carolina Issues Academy is a UNCC-based organization that provides programming for workshops on regional issues, holds an annual conference for regional leaders, and plans briefings for elected officials.

- Carolinas Partnership, Inc. (formerly the Greater Charlotte Economic Development Corporation) was initiated by the City and Charlotte Chamber to provide connections to the regional business community. It is staffed by the Chamber and organized the ULI review of the Charlotte region in 1990.

- The Regional Business Council was organized by the Charlotte Chamber to help improve economic development in the region. The Council has a wider membership (three business persons from each of the member counties) and a somewhat broader agenda than the marketing emphasis of the Partnership.

o Several other organizations with a regional scope are emerging:

  - The Urban Land Institute is trying to form a "district council" or chapter for its developer-oriented membership.

  - The former Charlotte-Mecklenburg Citizens Forum is transitioning itself to become the Central Carolinas Citizens Forum.

  - The three-county United Way of Central Carolinas, Inc., is establishing a regional planning board.

  - An informal consortium of homebuilders, relators, and apartment managers is considering a regional organization.

o Finally, there are the counties and towns throughout th region, and the Centralina COG and Catawba COG that provide technical assistance to these jurisdictions. (Geographic definitions of the region can vary according to the issue or project, but the larger area probably includes thirteen counties in parts of two states.)

STRATEGY

- City Council will initiate a process to clarify our community's vision and, further, will participate in relating that vision to the region as a whole.

- This two-phase process will be referred to here as the local vision process and the regional vision process:

  - The local vision actually has two dimensions -- the vision for the City of Charlotte itself, and the vision for the broader community within Mecklenburg County. The local vision will therefore (a) focus first on city government's own expectations, and then (b) expand to invite the participation of the Board of County Commissioners, School Board, Chamber, United Way, and other broad-based community organizations.

  - The regional vision process would encourage the participation of all counties and towns in this region in a way that assures the recognition of all viewpoints. As the region's central city, the City Council would invite other towns and counties to share our respective visions and work toward formulating a common set of goals for this region.

- The resulting vision statements should be stated concisely and communicated widely among our citizens.

ACTION STEPS

1. Make a decision on whether City Council wants to implement a process to develop a local vision. No Cost.

2. Make a decision on whether City council wants to implement a process to develop a regional vision, including the following major steps suggested by the Urban Institute in a separate proposal to Council:

   - The Mayor asks other officials in the region to join us in a dialogue about our joint future (January, 1991). No Cost.

   - The Urban Institute process calls for a series of meetings with small towns in the region "for the purpose of identifying and clarifying the urban agenda" (January-May, 1991). No Cost.

   - A day-long Spring Conference is held to determine an action plan. Primary participants would be municipal elected officials, and possibly county and legislative officials and other leaders (June, 1991). Low Cost.

   - The process culminates in a two-day regional Fall Conference for leaders of all segments in the region. The outcome is a regional vision and, possibly, elements of a regional growth management strategy (Late Fall, (1991). Low Cost.

ECONOMIC DEVELOPMENT

MISSION

Council recognizes that it is in the community's best interest to bring all areas of the city and all those able to work into the economic mainstream.

- City Council believes that economic development must make individuals and families self-sufficient by breaking the cycle of poverty for Charlotte's poor, by creating an environment that helps people prepare for and enter the world of work.

- City Council believes that economic development must revitalize deteriorated areas ~~by strengthening those areas in the core city~~ without power in the marketplace, that would remain underutilized without City involvement.

- City Council believes that our traditional support for economic development must continue by working closely with the Chamber and community leaders to support business development and providing high quality services and well-designed infrastructure.

ECONOMIC DEVELOPMENT

BACKGROUND

At the core of Charlotte is a city within a city. Were this core city of 120,000 incorporated, it would be North Carolina's fifth largest municipality, bigger than Durham, Fayetteville, High Point, and Asheville. And were this city within a city to stand alone, apart from Charlotte's regional prosperity, its social and economic problems would be even more apparent and the need for creative solutions more urgent.

In the past, Council has supported economic development efforts related to underutilized areas in the core city through:

- Economic Development Department
- Neighborhood Reinvestment Programs
- Neighborhood Small Area Plans and Capital Improvements
- Commercial Corridor Improvement Plans
- Employment and Training Programs
- City Summer Jobs Program
- Neighborhood Centers
- Belmont Task Force
- Revolving Loan Funds

ROLE DEFINITIONS/POTENTIAL PARTNERS

Council now wants to better focus the City's resources to revitalize deteriorated neighborhoods, to retain and expand businesses in and around those neighborhoods, and to prepare low and unskilled residents for productive work. However, the City cannot accomplish these goals alone. The support of others in new partnerships and in new roles will be needed.

- o City of Charlotte will:

  - Take a leadership role in the development of strategies for retention and expansion of businesses that provide quality jobs in underutilized areas of the core city.

  - Be a partner in the development of strategies that strengthen underutilized core city neighborhoods, improve the workforce, and help people become economically self-sufficient.

  - Coordinate the development of an information base that all agencies can use to make policy decisions affecting underutilized areas of the core city.

- o Mecklenburg County should.

  - Coordinate the County's provision of ~~social~~ human services with the City's efforts in Employment and Training, Neighborhood Centers, and neighborhood revitalization.

- o Charlotte-Mecklenburg Schools, CPCC, and the Universities will continue and strengthen:

  - Basic education, literacy, English as a second language, and technical training with the City's Employment and Training Department. (The Human Service Needs Survey lists educational opportunities as one of Charlotte's most needed items.)

- o Housing Authority will:

  - Continue working with Employment and Training in the development of programs to increase their residents' participation in the workforce. (Their goal is to have 50% of their residents self-sufficient within five years.)

- Chamber of Commerce/Business Community should:

  - Bring the expertise and contacts of the community's business leadership to bear in designing a new business recruitment strategy for underutilized areas in the core city.

  - Provide information on the skills that employees need, so that training programs can effectively target their efforts.

- Neighborhood, Non-Profit, and Religious Organizations should:

  - Provide information on problems and workable solutions as seen from the "front line". These organizations need to define their roles in helping support the public's commitment to the core city and identify ways the public can assist them.

STRATEGY

The economic and social health of underutilized areas of the core city is more than a City issue, it is a community issue. To effectively use its resources of leadership, information, staff time, and funding, the City will:

- Seek partnerships with community institutions and neighborhood groups that have a long term stake in the vitality of the core city.

- Target city resources and focus civic attention on people and places without power in the marketplace. City investments should, whenever possible, leverage private sector investment and community participation.

- Address core city problems as a whole, so that, as neighborhood problems are addressed, negative forces are removed, not merely relocated to adjacent areas.

ACTION STEPS

A. Form a "City Within a City Partnership":

The partnership would provide a forum for top officials of public, private, and non-profit organizations to coordinate the efforts of their institutions to improve the economic and social health of the core city, its neighborhoods, and residents. Putting aside "business-as-usual" approaches, the partnership would seek new alliances and solutions. The experience gained in focusing on core city neighborhoods could then be applied in other areas of the city.

Goals: retain and expand businesses that provide economic opportunities to neighborhoods: help people enter the economic mainstream to become self-sufficient and thus gain control over their lives; and, through timely information, address the emerging problems of the core city.

1. The Council will take the lead in convening a meeting to discuss the formation of a "City Within a City Partnership" within six months.

2. To get going now, City staff will organize three staff Working Groups to define issues and opportunities to be considered in forming a partnership.

Working Groups

I Business/Jobs	II Self Sufficiency	III Information
Economic Development	Employment & Training	MIS
Chamber	Planning Commission	County/Human Services
Business	Community Development	Quality Assurance
Real Estate	Housing Authority	Community Development
Urban Institute	Schools/CPCC/Universities	Planning Commission
	County	Urban Institute
	United Way Agencies	
	Health Care Agencies	
	Transportation	
	Neighborhood Centers	
	Neighborhood, Non profit, and Religious Groups	

The Working Groups' immediate function will be to focus the energy and expertise of top staff from public, private, and non-profit organizations on an initial work plan.

B. These Working Groups will act to: Retain businesses and expand the number of quality jobs:

The best jobs program is to keep the good ones you have. Then, add more quality jobs through business expansion and attraction. To do this, the underutilized areas in the core of our city must be made economically competitive as business locations.

1. Get business development going. Charge the Economic Development Department to assemble the Business/Jobs Working Group. No cost.

2. Focus on industrial jobs. The Working Group will contact businesses to develop comprehensive information on businesses' employment needs, current conditions, problems, and plans. In the first year, manufacturers and light industry in the core city will be targeted to determine how these jobs can be retained and expanded. Staff and funding may need to be appropriated to underwrite this effort. Low cost.

3. Identify industrial targets. The Working Group will examine the possibility of targeting new industry for location in underutilized areas in the core city. No cost.

4. Provide site information. Knowledge of land available for business location in the core city is poor. The Working Group will examine ownership, zoning, access, and other land related issues and provide a way to make information on available sites accessible to business location decision makers. Low cost.

5. Consider public land. The City and other governmental bodies own real estate in the core city that may be suitable for business location. The Working Group will comprehensively examine publicly owned land to discover opportunities for its strategic use. Low cost.

   - The State owned rail yards in the North Davidson area of North Charlotte will be examined for possible projects as well.

C. Increase the ability of core city residents to achieve economic self-sufficiency:

1. Bring service agencies together. Charge Employment and Training to convene the Self-Sufficiency Working Group. No cost.

2. Learn from Belmont. Use the existing project in Belmont as a test case for agency coordination in the delivery of services. No cost.

3. Extend Belmont. Develop a service agreement, similar to the Fairmarket Housing Agreement, with the County and others that adds certain social services (substance abuse, life skills, pregnancy care) and employment opportunities to the Belmont area. Expanded cost.

4. Expand to other neighborhoods. Examine other neighborhoods for implementing a project similar to the Belmont Project. Coordinate the location of this neighborhood with Business/Jobs Working Group. New cost.

5. Use Neighborhood Centers. Strengthen neighborhood organizations and leadership by making the resources of the Neighborhood Centers available to their surrounding residents. Explore expanding the role of Neighborhood Centers to include leadership training in conjunction with programs available in the community. Low cost.

6. Publicize programs better. Work with service providers to develop innovative methods of increasing public awareness of their programs, perhaps through information fairs in the neighborhood centers, as suggested by the Civic Index. Low cost.

D. The Working Groups will provide necessary information about the core city for policy makers and those who design programs:

1. Coordinate information agencies. MIS will convene an Information Working Group to coordinate their information and data systems. No cost.

2. Assist other Working Groups. Provide assistance in the analysis of information gathered in the business and land surveys. Map core city neighborhoods, their characteristics, and the services provided to them to determine gaps in the delivery of services. Low cost.

3. Develop strategic information. As the City Within a City Partnership considers actions, it will need information that shows the dimensions of problems and how they are changing. This Working Group will supply ongoing strategic information. No cost.

E. City Council will continue to support current efforts:

1. Continue funding Planning Commission activities and improvements through:

   - Small Area Plan (SAP) Funding

   - Neighborhood Reinvestment

   - Business Corridor Improvements

2. Complete support for the West Charlotte Business Incubator and Project Catalyst to support revitalization efforts in the Biddleville Area. No cost.

3. Airport land acquisition through the Part 150 Project on and near Wilkinson Boulevard is currently being studied for reuse. Continue support for examining how the use of the parcels can influence the rest of the Wilkinson Boulevard Corridor. No cost.

4. Economic Development currently assists Planning by serving on the boards of organizations in the Business Corridor Improvement Areas and working with them to expand their agendas, identify "doable" projects, and use the corridor improvements to leverage private sector investment. No cost.

5. Continue Transportation's assistance to Employment and Training's job transportation needs. No cost.

EDUCATION

MISSION

- The City of Charlotte expects this community to have a strong educational system that serves the needs and aspirations of its citizens. Accordingly, City Council offers its cooperation to the local public school system and to area colleges and universities in efforts to achieve an outstanding, nationally recognized system of educational opportunities and resources.

- The City of Charlotte recognizes the interrelationship of schools, housing, and land use. Accordingly, City Council expects the planning of new school locations to be done in concert with other community facilities and with the overall development of Charlotte-Mecklenburg.

EDUCATION

BACKGROUND

- At its retreat in early 1990, City Council wanted to work with area colleges and universities to encourage the development of a first-rate PhD program in this region. It now appears this effort is proceeding independently and does not need direct involvement by City Council, although Council maintains a continuing interest.

- At the same retreat, City Council asked to be a participant "at the table" in the ongoing dialogue on local education issues.

- Charlotte-Mecklenburg Schools has proposed building 40 new schools and renovating others over the next ten years at a cost of $455 million -- a figure that is nearly one-half of the County's entire ten-year capital program. This has a significant impact on overall community resources available to finance capital needs, and additional impacts can be expected from the annual cost of operating these schools.

- Locating the proposed 40 new schools will have a direct impact on community-wide land use planning. The need to coordinate school planning and land use planning is imperative. Planning Commission staff and school officials are now discussing possible joint planning in preparing a Schools Master Plan. (The City Manager and County Manager are providing oversight to this effort.)

- There is a growing concern about the ability of the school system to expand its physical facilities and still meet the community's goals related to integration and racial balance. Although school issues are traditionally the concern of the School Board and Board of County Commissioners, the implications of current school planning issues are community-wide.

ROLES

- The Charlotte-Mecklenburg School Board has statutory responsibility to set policy for the local school system.

- The Mecklenburg Board of County Commissioners has statutory responsibility for funding certain operating and capital costs. In practice, the County funds about one-third of the total including nearly all capital costs. The County Commission can restrict funds by operating or capital categories, but can neither designate specific uses nor, by statute, take any role in policy-setting.

- Most of the balance of funding comes from the State of North Carolina.

- The City of Charlotte provides funding in support of educational purposes in various ways; for example:

$ 314,000	for twelve school resource officers deployed in junior and senior high schools
$ 144,000	for ninety school crossing guards
$ 38,000	to the Cities-in-Schools program
$ 45,000	to the Youth Involvement Council
$ 30,000	for the Basic Education component of the City Employment and Training Department, enabling high school drop-outs to work toward receiving a General Equivalency Diploma.

STRATEGY

- City Council will take a direct role in promoting the coordination of school planning with the community-wide land use planning being done by the Planning Commission.

- City Council will participate with other community interests in the ongoing dialogue about public education issues.

- City Council will consider measures that can be implemented through existing programs to help meet educational needs of our citizens.

ACTION STEPS

1. Develop an agreement among the governing bodies, School Board, and Planning Commission, whereby the Planning Commission will have a specific role in assisting Charlotte-Mecklenburg Schools with the preparation of a ten-year master plan for the location, reuse, construction, and renovation of schools (staff recommendation to be made in December, 1990). Low Cost

2. Develop a memorandum of understanding that would specify ongoing planning coordination between the Planning Commission and school system, including preparation and review of capital proposals; assistance in identifying, evaluating, and acquiring school sites; and review of zoning petitions for impact on school population and facilities (staff recommendation to be made in December, 1990). Low Cost. add demographics and information

3. Request the Charlotte Chamber Education Council to accept an appointment of a City Council member to its group, to help keep the City Council advised and involved in their educational issues dialogue (December, 1990). No Cost. PHD program & grants

4. Request an staff appointment to the "Central College High School" Advisory Board. Central College is a proposed alternative for students interested in combining academic courses with technical electives or work experience (December, 1990). No Cost.

5. Explore the possibility of using "at-risk" students in work experience situations with the City (Fall, 1991). No Cost.

6. Implement a study hall program at the City's recreation centers, in which volunteer tutors or assistants are recruited and a designated time or area is set aside at the centers for homework (Spring, 1991). No Cost.

7. Develop an evening library/study hour program at the City's Belmont Center (Spring 1991). Low Cost. drop

8. Continue working with uptown + business leaders and university officials to encourage UNCC at CPCC to locate an uptown campus in the cultural district area (Spring, 1991). No Cost.

if not - Winthrop etc

Action Steps Continued

9. Initiate similar efforts to encourage Central Piedmont Community College to open an outreach office in the uptown core (Spring, 1991). No Cost. dup

10. Support a "city-as-a-classroom" program with free passes on off-peak, regular bus service for school classes on field trips (Spring, 1991). Low Cost.

11. Consider a policy to give employees leave to volunteer in school activities, to "adopt" a school, or to participate in the Cities-in-Schools program (Spring, 1991). Low Cost.
ale staff liaison