AGENDA

Meeting Type:	W
Date:	02-04-1991
SUBJECT	

City of Charlotte, City Clerk's Office

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
February 4, 1991

5:00 pm	Revaluation Presentation
5:20 pm	Annexation Actions
5:45 pm	Dinner
6:00 pm	Budget Service Level Review
7:30 pm	Budget Priorities for Joint Luncheon
8:00 pm	Four Year Terms of Office

City Council Workshop
February 4, 1991
June 30, 1991 Annexation Areas

The following actions relate to the annexation of five areas: Prosperity Church Road/Browne Road, Old Concord Road/I-85, Plott Road, Margaret Wallace/Independence Boulevard, and Beam Road. An explanation will follow each action, but in summary, Council is asked to: (1) amend certain annexation reports to reflect changes; (2) adopt the five annexation ordinances and set the effective date of annexation as June 30, 1991; (3) adopt the annexation budget ordinance to finance City services in the annexation areas; (4) state the City's intent to compensate the qualified refuse collection haulers for their "economic loss" rather than executing contracts with them to provide services; (5) approve fire protection contracts with applicable volunteer fire departments; and (6) amend the annexation agreement with the Town of Matthews.

These steps have already been taken by City Council as required by State Statute:

Septembers 10, 1990 - adopted resolutions of intent to consider annexation of the five areas on this agenda

Septembers 24, 1990 - approved annexation plans for each area

November 8, 1990 - held public hearings on each proposed area

A. Recommend adoption of resolutions amending annexation reports as a result of: paying the economic loss of qualified refuse haulers; fire protection contracts with volunteer fire departments; boundary changes; and some budgetary corrections.

The annexation reports are amended to reflect the changes arising from paying the economic loss of qualified refuse haulers; the approval of fire protection contracts; boundary changes in the Prosperity Church Road/Browne Road and Margaret Wallace/Independence areas; and budgetary corrections for Police and Public Transportation costs.

B. Recommend adoption of the annexation ordinances extending the corporate limits to five areas with effective date for each area as June 30, 1991.

State annexation statutes require City Council to adopt an ordinance extending the corporate limits to include all, or such part, of the area described in the notice of the public hearing and which City Council has concluded should be annexed. The annexation areas are: Prosperity Church Road/Browne Road, Old Concord Road/I-85, Plott Road, Margaret Wallace/Independence Boulevard, and Beam Road. The recommended effective date of June 30, 1991 satisfies the statutory requirements.

C. Recommended adoption of the annexation budget ordinance estimating revenues and providing appropriations and positions for governmental operations in the annexation areas.

The annexation budget for first year operating costs totals $8,844,678 for general government operations and $246,119 for Specialized Transportation. One Hundred and Seventy-Eight (178) new positions are recommended for the General Fund and four positions for Specialized Transportation. First year Powell Bill expenses for Street Maintenance work are estimated at $484,943. Economic loss in the amount of $345,035 will be required to be paid to private refuse haulers. The first year contractual costs for volunteer fire departments will total $52,794. Start-up costs for early hire of police and fire personnel totals $869,668.

Revenues to support these expenditures are to be received through the Property Tax ($6,085,949) and from other General Fund revenues ($1,120,124), such as automobile licenses, animal licenses, utility franchise fees and beer and wine taxes. These revenues, however, are insufficient to cover first year expenses. Therefore, the following one-time transfers and fund balance drawdowns are recommended to balance first year revenues and expenditures: one-time transfer of the property tax revenues generated by the Pay-As-You-Go tax rate ($416,721) and the Debt Service tax rate ($601,931); use of available Capital Equipment Fund funds ($615,185), which are available from capital outlay savings, interest earnings and approved capital outlay not purchased; an appropriation of $750,000 from Pay-As-You-Go Fund Balance, and; an appropriation of ($624,436 + economic loss over $500,000) from General Fund Fund Balance. Normal revenues will be sufficient in the second year of annexation to cover annexation expenses, once required heavy capital outlay purchases are completed.

The second year costs of annexation are estimated at $6,796,527 for general government operations, while generating $9,449,123 in revenues.

Appropriations for the construction of water and sewer lines and the annexation fire stations are included in the FY91-FY95 Capital Improvement Program.

D. Recommend adoption of a resolution stating the intent of the City to compensate the qualified refuse collection haulers for their "economic loss" as opposed to executing contracts with them to provide the service.

State annexation law provides two options for annexing cities to compensate qualified refuse haulers for reductions in their service areas - two-year contracts, or a sum equal to the economic loss. We recommend the City compensate each of the qualifying firms its "economic loss" because of the financial and operational advantages of the economic loss option.

In November 1990, the Solid Waste Services and Finance Departments prepared an Analysis of The Options For The Provisions of Refuse and Recyclables Collection Service In The Proposed Annexation Areas. A comparison of financial and operational considerations between the 2 options, i.e. Economic Loss or Contract, reveal:

1. Two year cost for the Economic Loss Option is $ 3,038,256 as compared to the Contract Option cost of $ 3,413,987.
2. The City's current collection and disposal cost for providing four types of solid waste collection service is $ 7.76 per month per service unit as compared to an average $ 14.16 which the private firms charge for providing one or two types of service.
3. Under the "Economic Loss" option the City would
   - Pay economic loss to seven qualified firms in Year 1.
   - Provide the same level of backyard, curbside, recyclables and yard waste collection service to all service units in the proposed annexation areas in the most productive manner utilizing only City crews.
   - Directly service all customer complaints, in accordance with the City's public service objectives.
4. Under the contract option
   - City crews and seven private solid waste collection firms would have to provide backyard and curbside collection service to all the service units in the proposed annexation areas. This could result in one or more private firms and City crews providing service to the same street on the same day.
   - The City would have to provide recyclables and yard waste collection service to all service units in the proposed annexation areas, since none of the private firms currently provide these services.
   - Eight solid waste collection agencies would most probably have eight different levels of service.

A copy of the analysis is available in the Council library.

E. <u>Recommend approval of fire protection contracts with volunteer fire departments which have properly requested a contract to serve certain annexation area.</u>

State statutes require that the City offer a contract to provide fire protection services to any volunteer fire department serving an annexation area which requires a contract in accordance with G. S. 160A-49.1. The following volunteer fire departments have requested contracts for annexation areas indicated: Newell Volunteer Fire Department for the Old Concord/I-85 Area and Derita Volunteer Fire Department for the Prosperity Church/Browne Road and Old Concord/I-85 Areas.

Under these contracts, the Fire Department will dispatch Newell and Derita along with the normally assigned Charlotte companies to fires in their respective areas. As required by statute, each contract has a five year term. First year payments under the

contracts are: Newell $36,972 and Derita $11,018 (Prosperity Church/Browne Road) and $804 (Old Concord/I-85). The Fire Department will provide any training that may be necessary to bring the volunteers up to the Department's standards. The volunteers will maintain a pumper that meets the Fire Department's standards, and the Fire Department will provide radios so that necessary communication can occur. In addition, Newell will provide a ladder truck and personnel until the new city fire station is completed in the Old Concord/I-85 area at a cost of $1,000 per month.

F. Recommend adoption of an amendment to the Annexation Agreement with the Town of Matthews to transfer the property proposed for voluntary annexation to the City's sphere of influence.

This action was initiated by a request from Crosland-Erwin, developers of Crown Point, to release a 15 acre tract from the Matthews sphere to allow this tract to be voluntarily annexed into Charlotte. The Town of Matthews Board of Commissioners has agreed that this property's release would be appropriate.

After reviewing the sphere of influence map for a fairly equivalent exchange of property, staff selected approximately 29 acres off Hayden Way between Independence Boulevard and Sam Newell Road which is the very southern portion of the proposed Margaret Wallace annexation area. This exchange of property would also straighten out a very irregular sphere of influence boundary. The legal description for the Margaret Wallace annexation area was amended in Part A.

At the February 11 Council meeting, Council will be asked to set a public hearing for the voluntary annexation of the Crown Point tract.

MEMORANDUM

TO: O. Wendell White
City Manager

FROM: Viola T. Alexander, Director
Budget and Evaluation

SUBJECT: FY92-FY93 Budget Process

DATE: January 30, 1991

At the retreat, Council requested a review of department service levels in conjunction with the budget process. Our office brainstormed to determine a method which would be helpful in this review. After much discussion, we built upon the recommendation of the 1988 Private Sector Productivity Review chaired by Hugh McColl. Their recommendation was that we compare our services to other municipalities and that when we stand on either the high or low end that those services be scrutinized.

This approach was used with a major local corporation during their productivity review. The corporation surveyed their competitors, established a benchmark and asked specifically if the objective was to be better or equal in this service. After identifying those areas, the business plan focused on achieving specific productivity gains to allow for growth in other areas. More importantly, it clearly defined the focus of the productivity planning efforts.

This is a beginning step. There are weaknesses in this method. The comparisons do not address specific levels of service, nor do they measure effectiveness or efficiency. Further, not all services are customer driven in the public sector; many are mandated by federal and state law.

The comparisons do establish a benchmark that you can use to determine how we might set priorities for the staff work in the budget. It can help the Council determine, with other information, if we are in or out of line.

While this approach carries some risks of how the data was compiled and interpreted, it does give an overall relative weight to those services as illustrated.

SERVICE LEVEL REVIEW

INTRODUCTION

The 1989 Productivity Task Force, chaired by Hugh McColl, recommended that the City compare itself to other municipalities to determine how we stood. The Task Force further suggested that if our comparison was either high or low that there be specific review of those areas. This is a common practice in the private sector which establishes a benchmark for review of components of the organization.

At the retreat, Council requested a review of service levels. This report uses the recommendation of the Productivity Task Force as a basis to do this.

REPORT

Attached is a report by the Budget and Evaluation Department that uses comparisons of Charlotte's service delivery to other municipalities. The municipalities were chosen based on other N.C. cities, regional competitors for economic development, and cities noted for quality of life.

The report identifies the following services in comparison as high:

- Animal Control (cost per capita and staff per 100,000 population)
- Community Development (cost per capita)
- Special Transportation Services (cost per ride)
- Purchasing (cost per employee and percentage of total operating budget)

The report identifies the following services in comparison as low:

- Budget and Evaluation (percentage of total operating budget)
- Central Services (maintenance cost per square foot)
- Economic Development (percentage of total operating budget and department expenditures per capita)
- Human Resources-Personnel (percentage of total operating budget and cost per number of City employees)
- Parks and Recreation (percentage of total operating budget and department expenditures per capita)
- Police Department (department expenditures per capita)

The report identifies the following services in comparison as average:

- Finance (cost per employee and department expenditures per capita)
- Fire (cost per capita and uniformed per square mile)
- Legal (percentage of total operating budget)
- Manager's Office (staff per 100,000 population)
- Mayor/Council (department expenditures per capita)
- MIS (percentage of total operating budget)
- Planning (cost per capita)
- Public Service and Information (department expenditures per capita)
- Solid Waste (cost per 1,000 population)
- Street Maintenance (cost per lane mile)
- Utilities (cost per month)

The comparison can be used as a guide for further review of those areas highlighted to determine if the budget should incorporate change, either increases or decreases.

ACTION REQUESTED

Council may use this report as one basis of targeting services for review.

Council should identify any service or function that staff should focus on in the budget process.

EXPENDITURE COMPARISONS

CITY DEPARTMENTS AGAINST COMPARABLE CITIES

COUNCIL WORKSHOP
February 4, 1991

Prepared By: Budget & Evaluation

SERVICE DELIVERY

PURPOSE

As recommended by the Productivity Task Force, the City of Charlotte is continuing to evaluate service delivery using various methods including municipal comparisons. By comparing City departments to those in similar cities, Council can identify areas where resource allocation is either high, average, or low.

These service comparisons are snapshots taken at a given point in time. They are not intended to be an indication of the cost of all services for a particular department, but rather a sampling of the costs of representative city services. These comparisons do not measure effectiveness or efficiency of service delivery.

Nonetheless, these measures serve as a useful guideline during the budget process and help to establish whether or not resources are allocated comparably.

The majority of services were measured as follows:

- Cost or Expenditures Per Capita
- Cost Per Unit of Service Provided
- Units Per Square Mile
- Department's Budget as a Percentage of City's Total Operating Budget

BACKGROUND

When comparing City services using these snapshot comparisons, it is important to consider the many factors that have influenced how the current city organization is shaped and what priorities were assigned to them:

- Local Ordinances
- Council Priorities
- Taxpayer Requests
- The Economy
- Climate/Topography

The cities that were asked to participate in this comparison were chosen from those used in the Organization Review Advisory Committee report. These cities completed very general requests for information. While a city may be providing service at a lower cost, there is no way of knowing without more detailed study if the quality of the service is acceptable to citizens.

BENEFITS

As a result of this assessment, City Council and staff can improve the decision-making process concerning resource allocation. Priorities can be changed, resources can be re-directed. Also, Council can determine whether these snap shot comparisons are of significant use to make recurring surveys of value.

Following are the specific comparisons for each of the functions.

Prepared by:

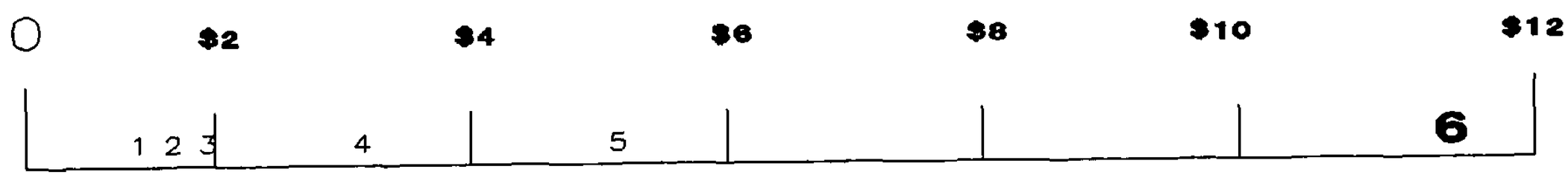
Budget and Evaluation
January 30, 1991

ANIMAL CONTROL
Cost Per Capita
($'s)

	CITY	POPULATION SERVED
1.	Raleigh, NC	225,470
2.	Greensboro, NC	196,000
3.	Fort Worth, TX	451,900
4.	Virginia Beach, VA	404,478
5.	**Charlotte, NC**	396,487
6.	Albuquerque, NM	390,000

ANIMAL CONTROL
Cost Per Capita
($'s)

	CITY	POPULATION SERVED
1.	Raleigh, NC	225,470
2	Greensboro, NC	196,000
3.	Fort Worth, TX	451,900
4.	Virginia Beach, VA	404,478
5	Albuquerque, NM	390,000
6.	**Charlotte, NC**	396,487



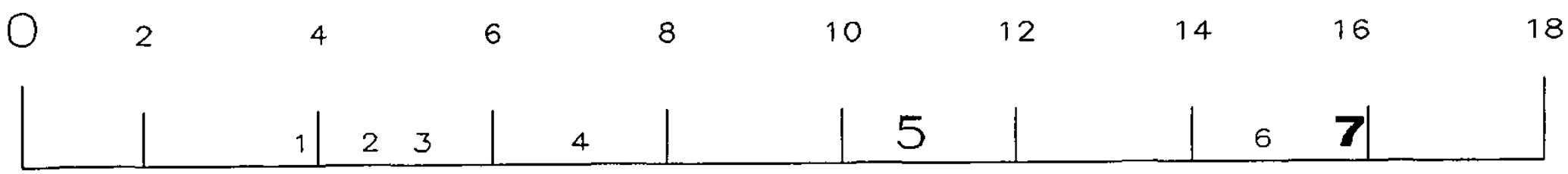
HIGHER QUARTILE

The following services displayed measures that were higher than average for the comparable cities:

Animal Control
Community Development
Special Transportation Services (Paratransit)
Purchasing

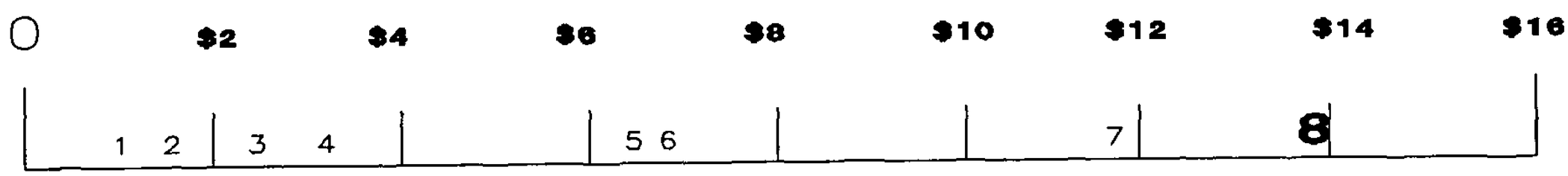
ANIMAL CONTROL
STAFF PER 100,000 POPULATION

	CITY	POPULATION SERVED
1.	Raleigh, NC	225,470
2.	Greensboro, NC	196,000
3.	Fort Worth, TX	451,900
4.	Virginia Beach, VA	404,478
5.	Mecklenburg County	498,506
6.	Albuquerque, NM	390,000
7.	**Charlotte, NC**	396,487



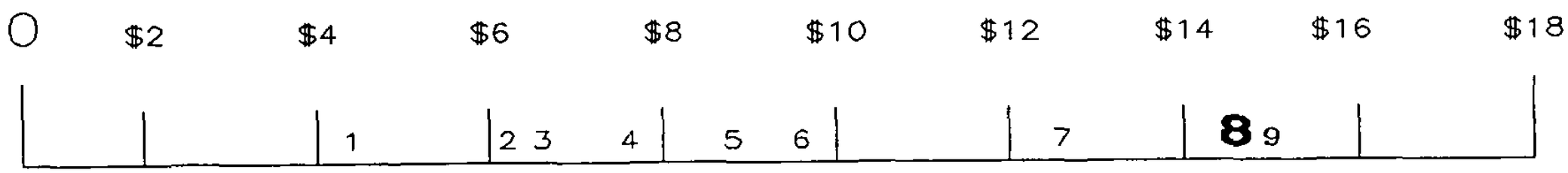
COMMUNITY DEVELOPMENT
Cost Per Capita
($'s)

	CITY	POPULATION SERVED
1.	Fort Worth, TX	451,900
2.	Greensboro, NC	196,000
3.	Raleigh, NC	225,470
4.	Winston-Salem, NC	147,658
5.	St. Petersburg, FL	246,769
6.	Virginia Beach, VA	404,478
7.	Albuquerque, NM	390,000
8.	**Charlotte, NC**	396,487



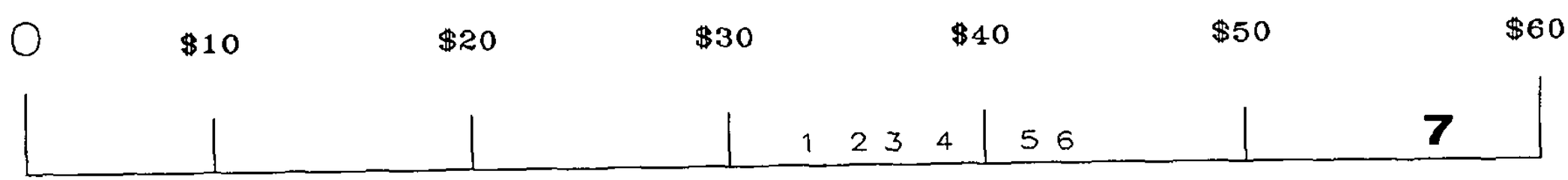
SPECIAL TRANSPORTATION SERVICES
(Paratransit)
Cost Per Ride

	CITY	FY91 BUDGET
1	Salt Lake City, UT	$653,000
2	Tampa, FL	$1,250,000
3	Birmingham, AL	$501,287
4	Greensboro, NC	$700,000
5	Atlanta, GA	$800,000
6	Richmond, VA	$1,200,000
7.	Seattle, WA	$1,350,000
8.	**Charlotte, NC**	$849,000
9.	Columbus, OH	$1,000,000



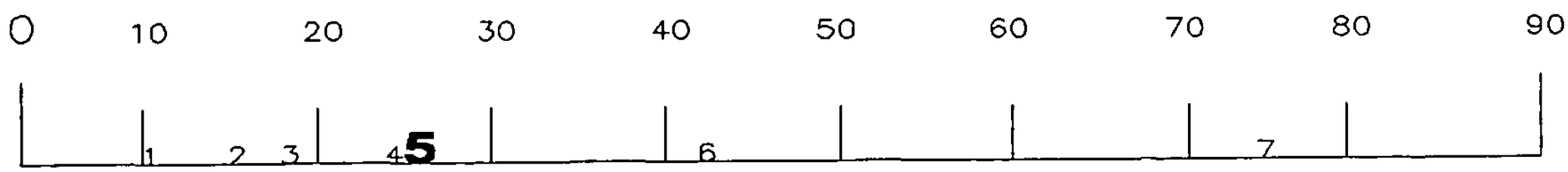
PURCHASING DEPARTMENT
Cost Per Employee
($000's)

	CITY	FY91 BUDGET
1.	Fort Worth, Tx	$581,345
2	Virginia Beach, VA	$578,809
3	Raleigh, NC	$183,149
4.	Albuquerque, NM	$914,000
5.	Phoenix, AZ	$3,400,000
6	St. Petersburg, FL	$877,000
7.	**Charlotte, NC**	$969,243



PURCHASING DEPARTMENT
Percentage of Total City Operating Budget

	CITY	FY91 Budget
1.	Raleigh, NC	$183,149
2.	Virginia Beach, NC	$578,809
3.	Albuquerque, NM	$914,000
4	Fort Worth, TX	$581,345
5.	**Charlotte, NC**	$969,243
6.	Phoenix, AZ	$3,400,000
7.	St. Petersburg, FL	$877,000



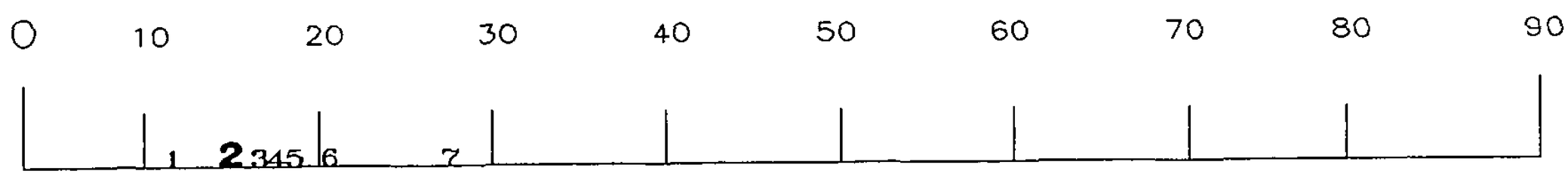
LOWER QUARTILE

The following services displayed measures that were lower than average for the comparable cities:

Budget & Evaluation
Central Services – Building Maintenance
Economic Development
Human Resources
Parks & Recreation
Police

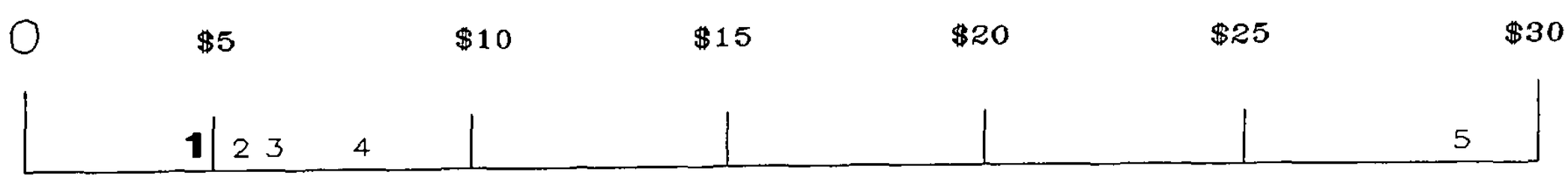
BUDGET & EVALUATION
Percentage of Total City Operating Budget

	CITY	FY91 Budget
1	Albuquerque, NM	$589,000
2.	**Charlotte, NC**	$762,698
3	Greensboro, NC	$321,265
4.	Winston-Salem, NC	$338,770
5	Virginia Beach, VA	$776,775
6.	St Petersburg, FL	$533,000
7.	Fort Worth, TX	$784,370



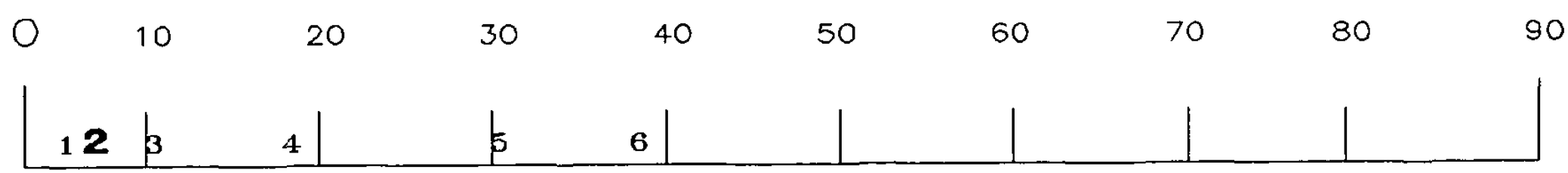
CENTRAL SERVICES
Building Maintenance
Cost Per Square Foot
($'s)

	CITY	FY91 BUDGET
1.	**Charlotte, NC**	$2,020,470
2	Greensboro, NC	$990,350
3	Virginia Beach, VA	$11,635,792
4	Raleigh, NC	$1,274,058
5	St Petersburg, FL	$1,678,000



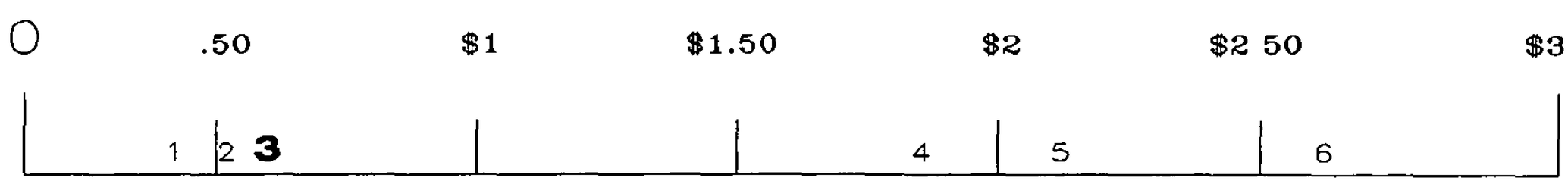
ECONOMIC DEVELOPMENT
Percentage of Total City Operating Budget

	CITY	FY91 Budget
1	Greensboro, NC	$81,115
2.	**Charlotte, NC**	$210,350
3	Fort Worth, TX	$224,944
4.	Winston-Salem, NC	$317,130
5	Virginia Beach, VA	$1,053,920
6	St. Petersburg, FL	$454,000



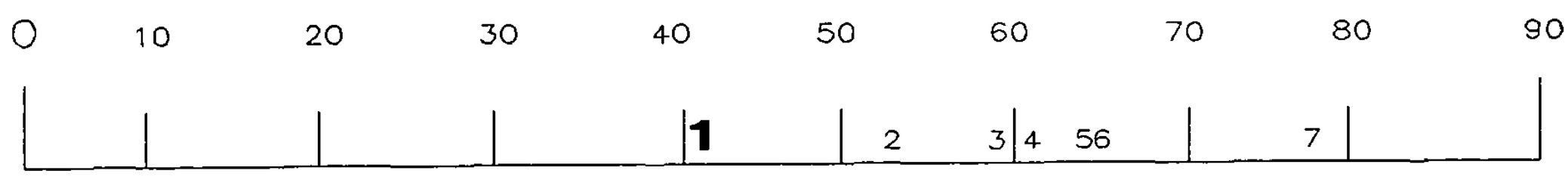
ECONOMIC DEVELOPMENT DEPARTMENT EXPENDITURES PER CAPITA ($'s)

	CITY	POPULATION SERVED
1.	Greensboro, NC	196,000
2.	Fort Worth, TX	451,900
3.	**Charlotte, NC**	396,487
4.	St. Petersburg, FL	246,769
5	Winston-Salem, NC	147,658
6	St. Petersburg, FL	404,478



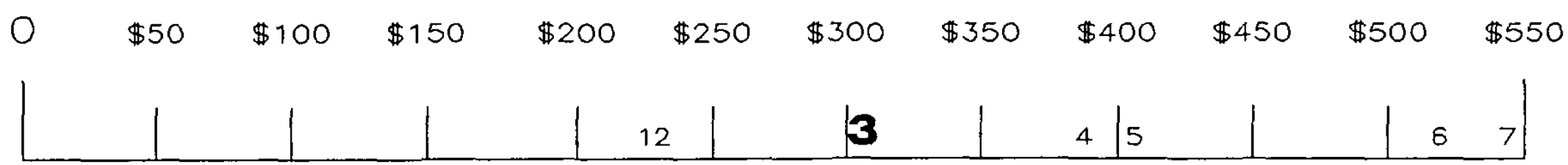
HUMAN RESOURCES
(Personnel)
Percentage of Total City Operating Budget

	CITY	FY91 BUDGET
1.	**Charlotte, NC**	$1,546,308
2	Virginia Beach, VA	$1,774,743
3	Raleigh, NC	$1,022,052
4.	Fort Worth, TX	$1,385,484
5.	Albuquerque, NM	$3,119,000
6	St. Petersburg, FL	$749,200
7.	Greensboro, NC	$1,258,350



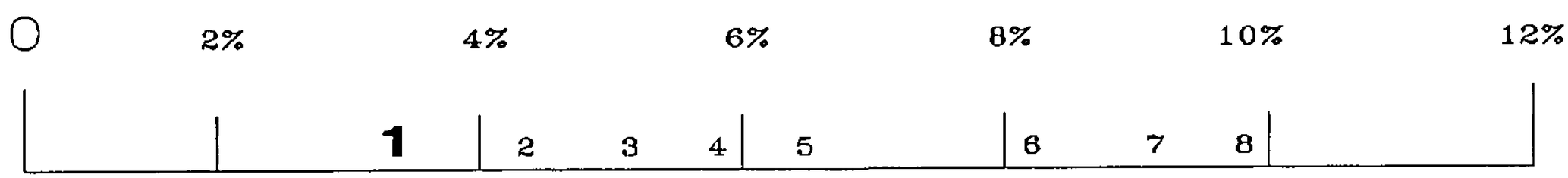
HUMAN RESOURCES
(Personnel)
Cost Per Number of City Employees

	CITY	FY91 BUDGET
1	St Petersburg, FL	$749,200
2.	Fort Worth, TX	$1,385,484
3.	**Charlotte, NC**	$1,546,308
4.	Virginia Beach, VA	$1,774,743
5	Raleigh, NC	$1,022,052
6	Albuquerque, NM	$3,119,000
7	Greensboro, NC	$1,258,350



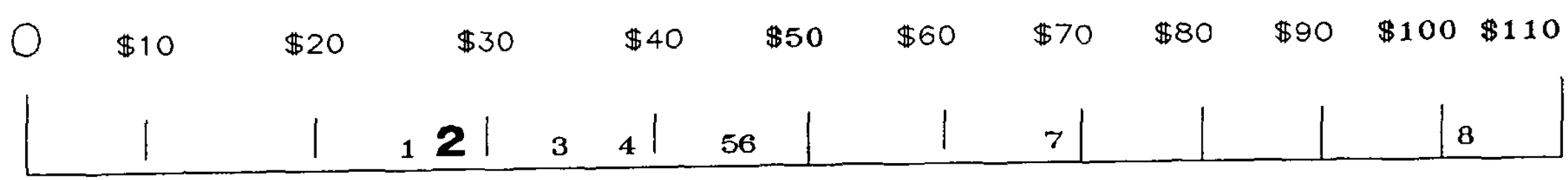
PARKS AND RECREATION
Percentage of Total Operating Budget

CITY	POPULATION SERVED
1. **Charlotte, NC**	$11,838,259
2. Virginia Beach, VA	$14,347,599
3 Phoenix, AZ	$38,800,000
4 Fort Worth, TX	$12,998,494
5. Raleigh, NC	$10,951,380
6 Greensboro, NC	$13,024,160
7. Winston-Salem, NC	$15,208,960
8. St. Petersburg, FL	$11,368,000



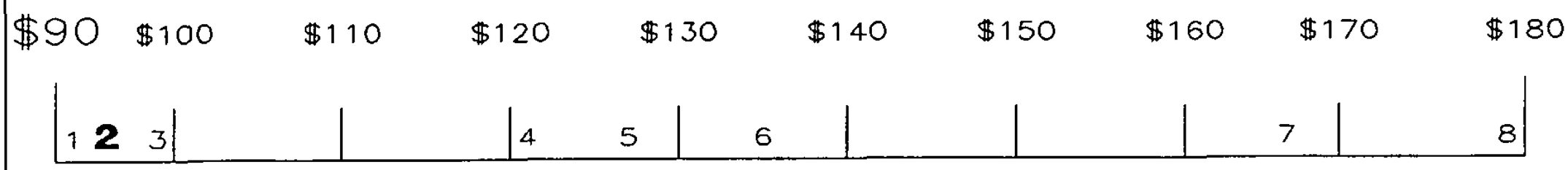
PARKS AND RECREATION
Department Expenditures Per Capita

	CITY	POPULATION
1.	Fort Worth, TX	451,900
2.	**Charlotte, NC**	396,487
3.	Virginia Beach, VA	404,478
4.	Phoenix, AZ	983,000
5.	Raleigh, NC	225,470
6	St. Petersburg, FL	246,769
7	Greensboro, NC	196,000
8	Winston-Salem, NC	147,658



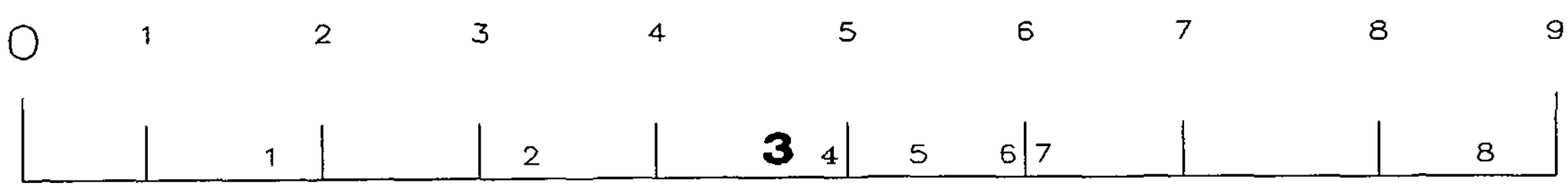
POLICE DEPARTMENT
Department Expenditures Per Capita

	CITY	POPULATION
1.	Raleigh, NC	225,470
2.	**Charlotte, NC**	396,487
3.	Virginia Beach, VA	404,478
4.	Fort Worth, TX	451,900
5.	Albuquerque, NM	390,000
6	Greensboro, NC	196,000
7	St. Petersburg, FL	246,769
8	Winston-Salem, NC	147,658



POLICE DEPARTMENT
Sworn Officers Per Square Mile

	CITY	FY91 BUDGET
1.	Virginia Beach, VA	$38,969,066
2.	Fort Worth, TX	$54,554,430
3.	**Charlotte, NC**	$37,202,496
4.	Raleigh, NC	$20,603,813
5.	Greensboro	$25,006,330
6.	Winston-Salem, NC	$26,387,100
7	Albuquerque, NM	$53,062,000
8.	St. Petersburg, FL	$41,303,000



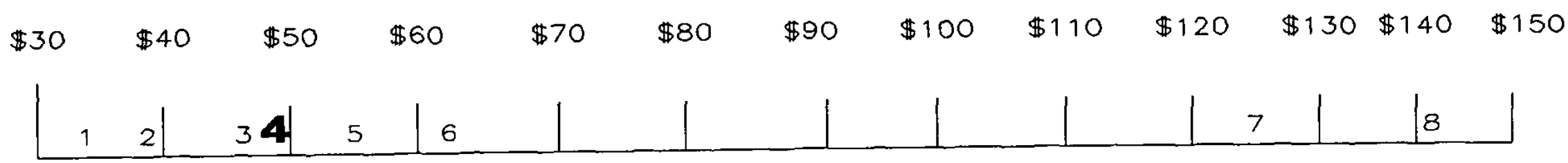
AVERAGE

The following services displayed measures that were average or in the 50% median level for the comparable cities:

Finance
Fire
Legal
Manager's Office
Mayor/Council
MIS
Planning
PS & I
Solid Waste
Street Maintenance
Utilities

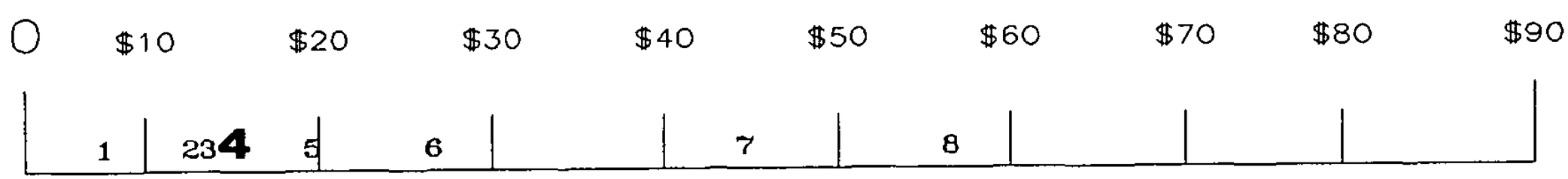
FINANCE DEPARTMENT
Cost Per Employee

	CITY	FY91 BUDGET
1.	Raleigh, NC	$3,090,950
2	Fort Worth, TX	$2,679,769
3	Greensboro, NC	$2,502,765
4.	**Charlotte, NC**	$6,055,242
5	Virginia Beach, VA	$14,158,169
6	Winston-Salem, NC	$2,921,330
7	Albuquerque, NM	$13,648,000
8.	St. Petersburg, FL	$13,913,000



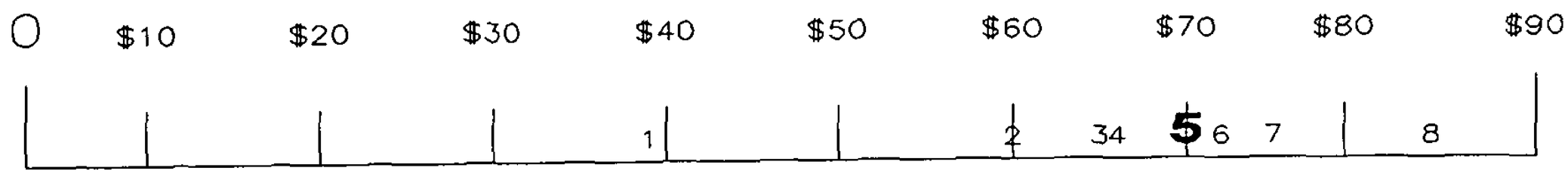
FINANCE DEPARTMENT
Department Expenditures Per Capita

	CITY	POPULATION
1	Fort Worth, TX	451,900
2	Greensboro, NC	196,100
3.	Raleigh, NC	225,470
4.	**Charlotte, NC**	396,487
5	Winston-Salem, NC	147,658
6.	Virginia Beach, VA	404,478
7	Albuquerque, NM	390,000
8	St Petersburg, FL	246,769



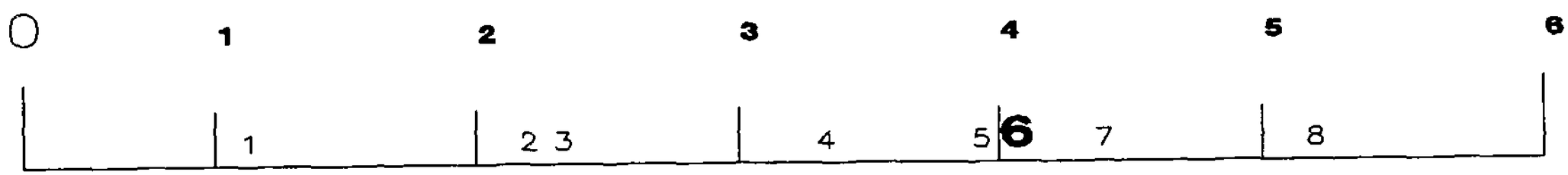
FIRE DEPARTMENT
Cost Per Capita

	CITY	POPULATION
1	Virginia Beach, VA	404,478
2	Raleigh, NC	225,470
3	Winston-Salem, NC	147,658
4.	Albuquerque, NM	390,000
5.	**Charlotte, NC**	396,487
6	Greensboro, NC	196,000
7	Fort Worth, TX	451,900
8.	St. Petersburg, FL	246,769



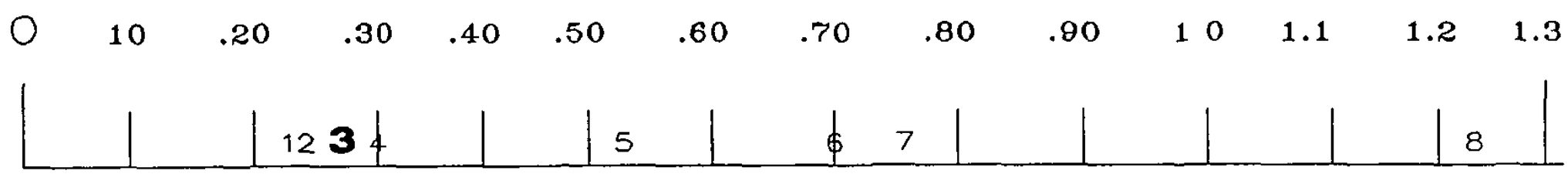
FIRE DEPARTMENT
Uniformed Per Square Mile

	CITY	SQUARE MILES SERVED
1.	Virginia Beach, VA	309
2.	Fort Worth, TX	295
3.	Albuquerque, NM	135
4	Winston-Salem, NC	72
5.	Raleigh, NC	90
6.	**Charlotte, NC**	176
7.	Greensboro, NC	80
8	St. Petersburg, FL	60



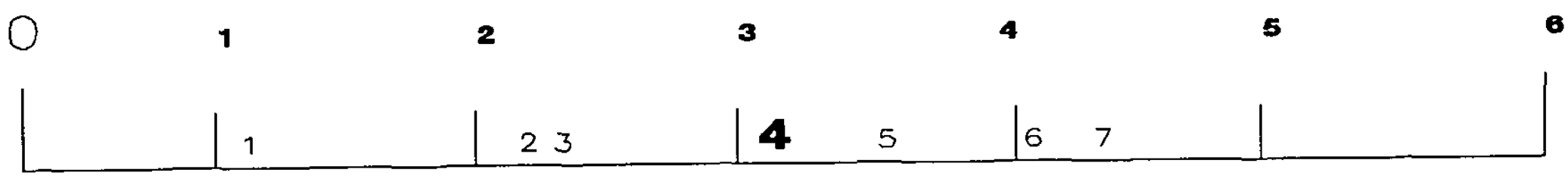
LEGAL DEPARTMENT
Percentage of Total City Operating Budget

	CITY	FY91 BUDGET
1	Winston-Salem, NC	$385,950
2	Raleigh, NC	$448,790
3.	**Charlotte, NC**	$971,379
4	Greensboro, NC	$463,605
5	Virginia Beach, VA	$1,773,592
6	Albuquerque, NM	$3,420,000
7	Fort Worth, TX	$1,718,984
8	St. Petersburg, FL	$1,421,000



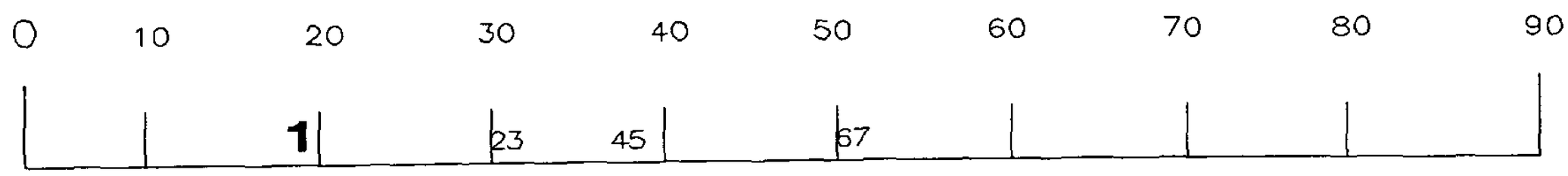
MANAGER'S OFFICE
Staff Per 100,000 Population

	CITY	POPULATION SERVED
1	Phoenix, AZ	983,000
2.	Fort Worth, TX	451,900
3	Greensboro, NC	196,000
4.	**Charlotte, NC**	396,487
5.	Raleigh, NC	225,470
6.	Winston-Salem, NC	147,658
7.	Albuquerque, NC	390,000



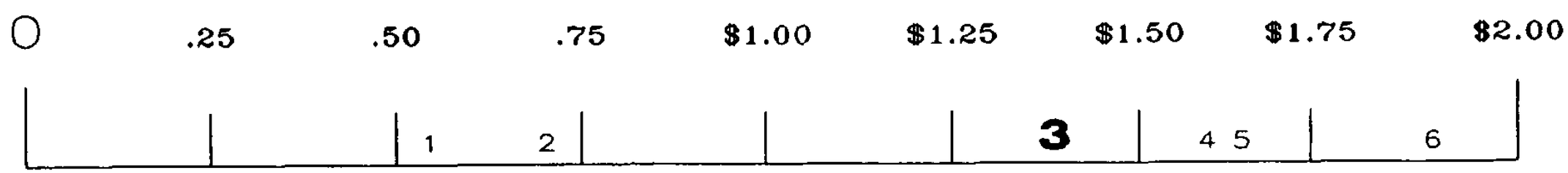
MANAGER'S OFFICE
Percentage of Total City Operating Budget

	CITY	FY91 Budget
1.	**Charlotte, NC**	$797,430
2	Winston-Salem, NC	$535,080
3	Greensboro, NC	$600,965
4.	Raleigh, NC	$681,884
5.	Albuquerque, NM	$702,000
6	Fort Worth, TX	$926,099
7.	Phoenix, AZ	$928,274



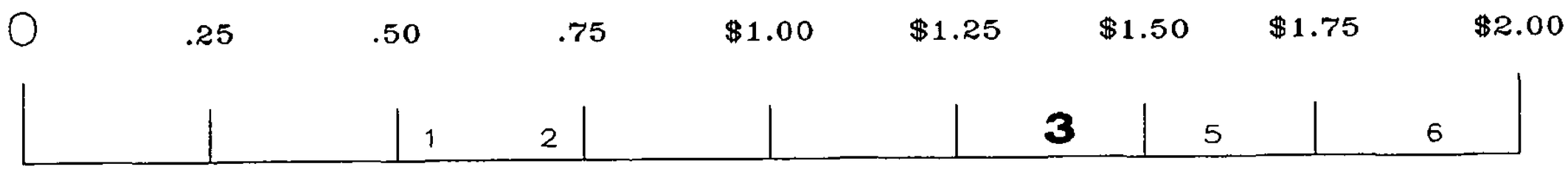
MAYOR/COUNCIL
DEPARTMENT EXPENDITURES PER CAPITA
($'s)

	CITY	POPULATION SERVED
1	Fort Worth, Tx	451,900
2.	Raleigh, NC	225,470
3.	**Charlotte, NC**	396,487
4	Virginia Beach, VA	404,487
5	Greensboro, NC	196,000
6.	St. Petersburg, FL	390,000



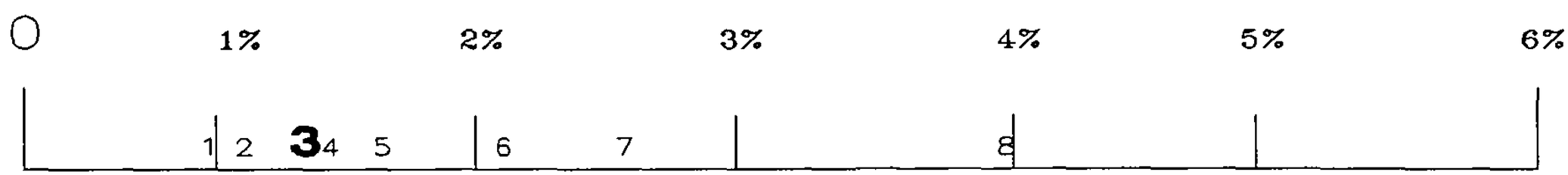
MAYOR/COUNCIL
DEPARTMENT EXPENDITURES PER CAPITA
($'s)

	CITY	POPULATION SERVED
1	Fort Worth, Tx	451,900
2.	Raleigh, NC	225,470
3.	**Charlotte, NC**	396,487
4	Virginia Beach, VA	404,487
5	Greensboro, NC	196,000
6.	St. Petersburg, FL	390,000



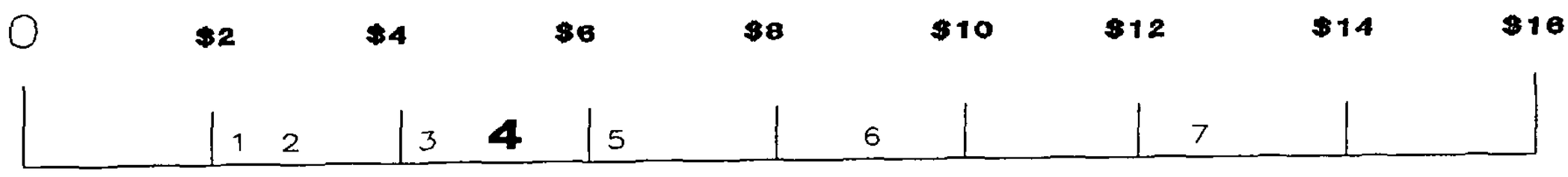
MIS DEPARTMENT
Percentage of Total City Operating Budget

	CITY	FY91 BUDGET
1	Albuquerque, NM	$4,796,000
2	Greensboro, NC	$1,665,035
3.	**Charlotte, NC**	$4,823,456
4	Virginia Beach, VA	$4,798,080
5	Raleigh, NC	$2,851,506
6	Fort Worth, TX	$4,699,302
7.	Winston-Salem, NC	$4,573,130
8	St Petersburg, FL	$4,605,000



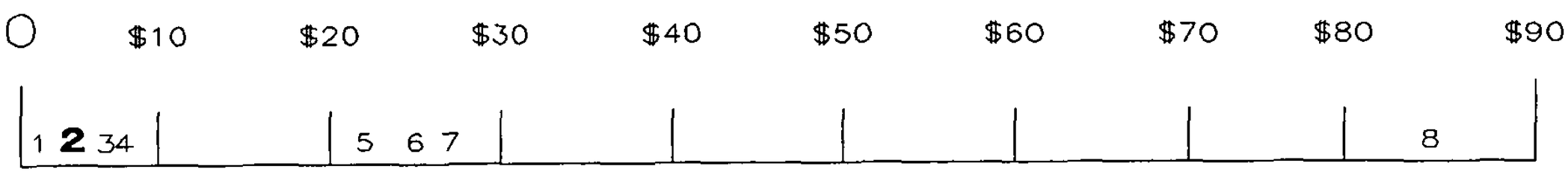
PLANNING DEPARTMENT
Cost Per Capita
($'s)

	CITY	POPULATION SERVED
1	Fort Worth, TX	451,900
2.	Greensboro, NC	196,000
3.	Virginia Beach, VA	404,478
4.	**Charlotte, NC**	498,506 (County)
5.	St. Petersburg, FL	246,769
6.	Raleigh, NC	225,470
7	Winston-Salem, NC	147,658



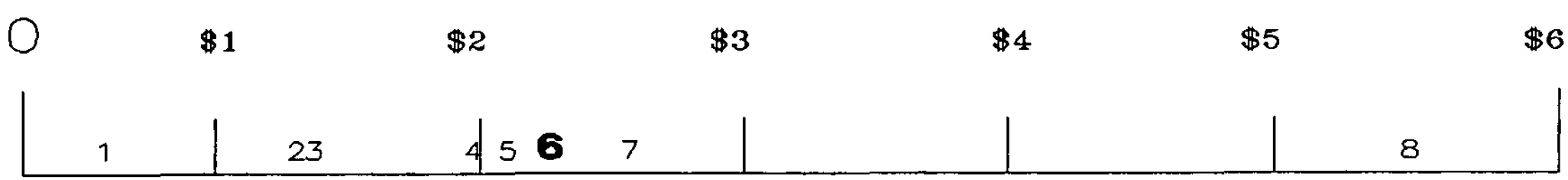
PLANNING DEPARTMENT
Cost Per Square Mile
(000's)

	CITY	FY91 BUDGET
1.	Fort Worth, TX	$997,883
2.	**Charlotte, NC**	$2,454,430
3.	Virginia Beach, VA	$1,639,131
4.	Greensboro, NC	$563,015
5	Raleigh, NC	$2,012,048
6	St. Petersburg, FL	$1,551,000
7.	Winston-Salem, NC	$2,000,580
8.	Albuquerque, NM	$11,557,000



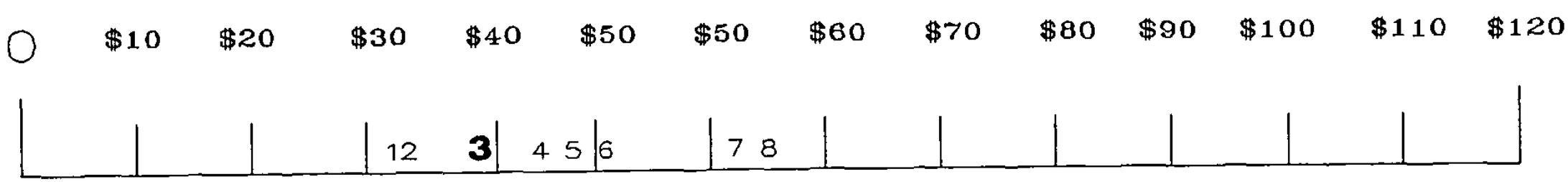
PUBLIC SERVICE & INFORMATION
Department Expenditures Per Capita

	CITY	POPULATION
1.	Fort Worth, TX	451,900
2.	Raleigh, NC	225,470
3.	Greensboro, NC	196,000
4.	Phoenix, AZ	983,000
5.	Virginia Beach, VA	404,478
6.	**Charlotte, NC**	396,487
7.	Winston-Salem, NC	147,658
8.	St. Petersburg, FL	246,769



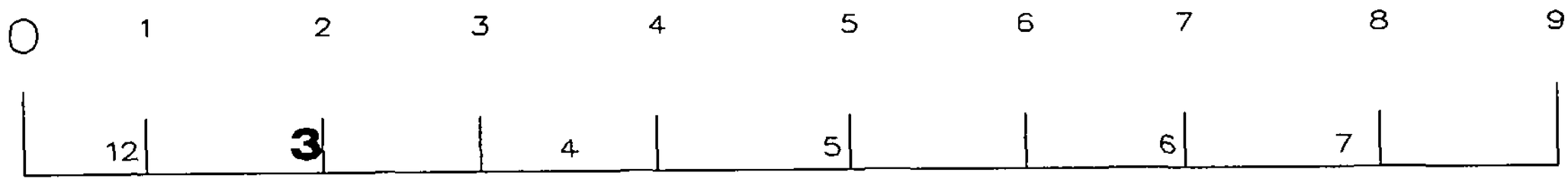
SOLID WASTE
Cost Per 1,000 Population
($000's)

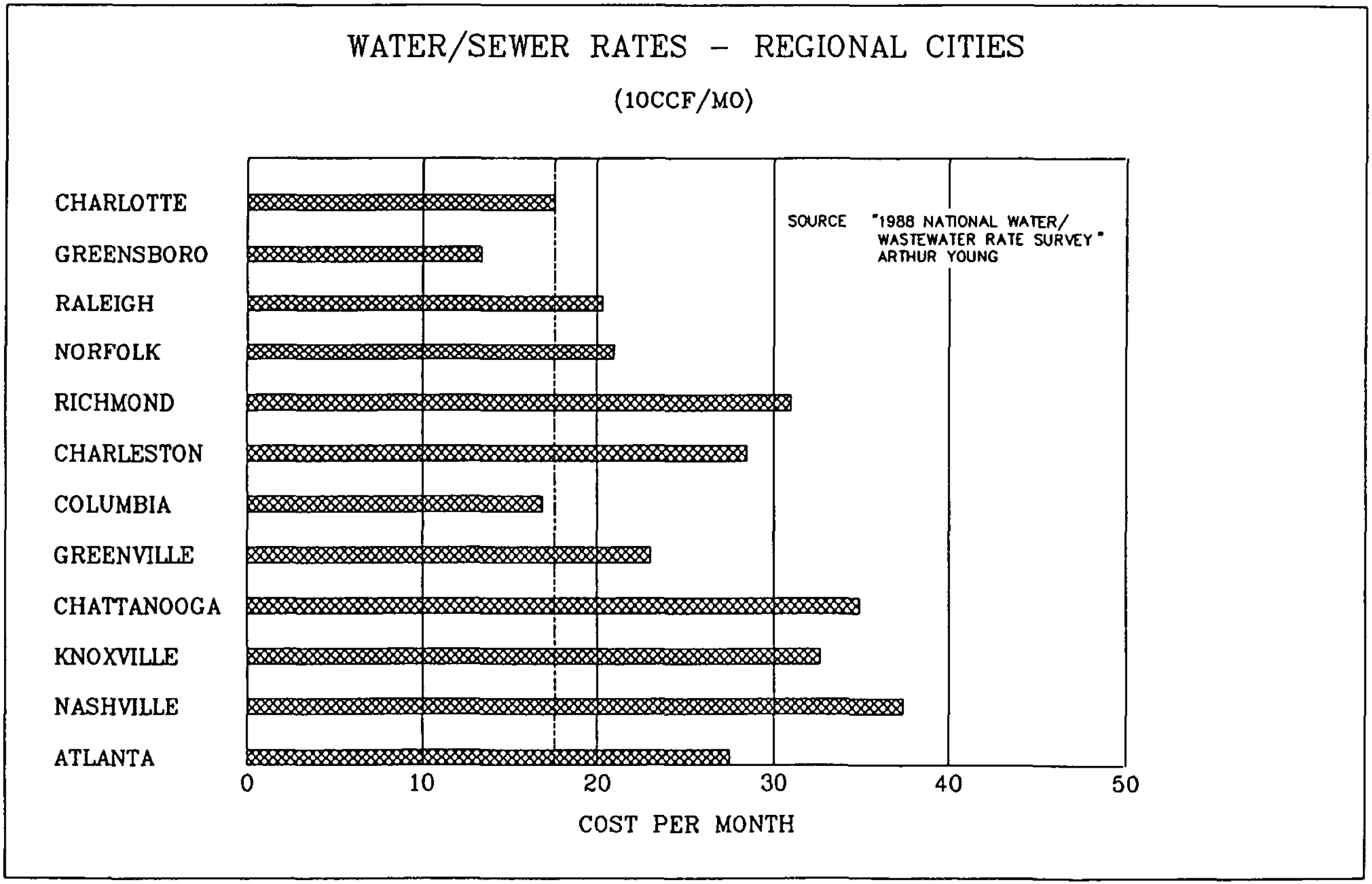
	CITY	POPULATION SERVED
1	Fort Worth, TX	451,900
2	Phoenix, AZ	983,000
3.	**Charlotte, NC**	396,487
4	Virginia Beach, VA	404,478
5	Greensboro, NC	196,000
6	Raleigh, NC	225,470
7	Albuquerque, NM	390,000
8.	Winston-Salem, NC	147,658



STREET MAINTENANCE
Cost Per Lane Mile
(000 s)

	CITY	FY91 BUDGET
1	Fort Worth, TX	$3,872,546
2	St. Petersburg, FL	$973,000
3.	**Charlotte, NC**	$6,676,423
4	Raleigh, NC	$2,819,821
5.	Virginia Beach, VA	$13,025,604
6.	Greensboro, NC	$6,248,856
7	Winston-Salem, NC	$5,845,560

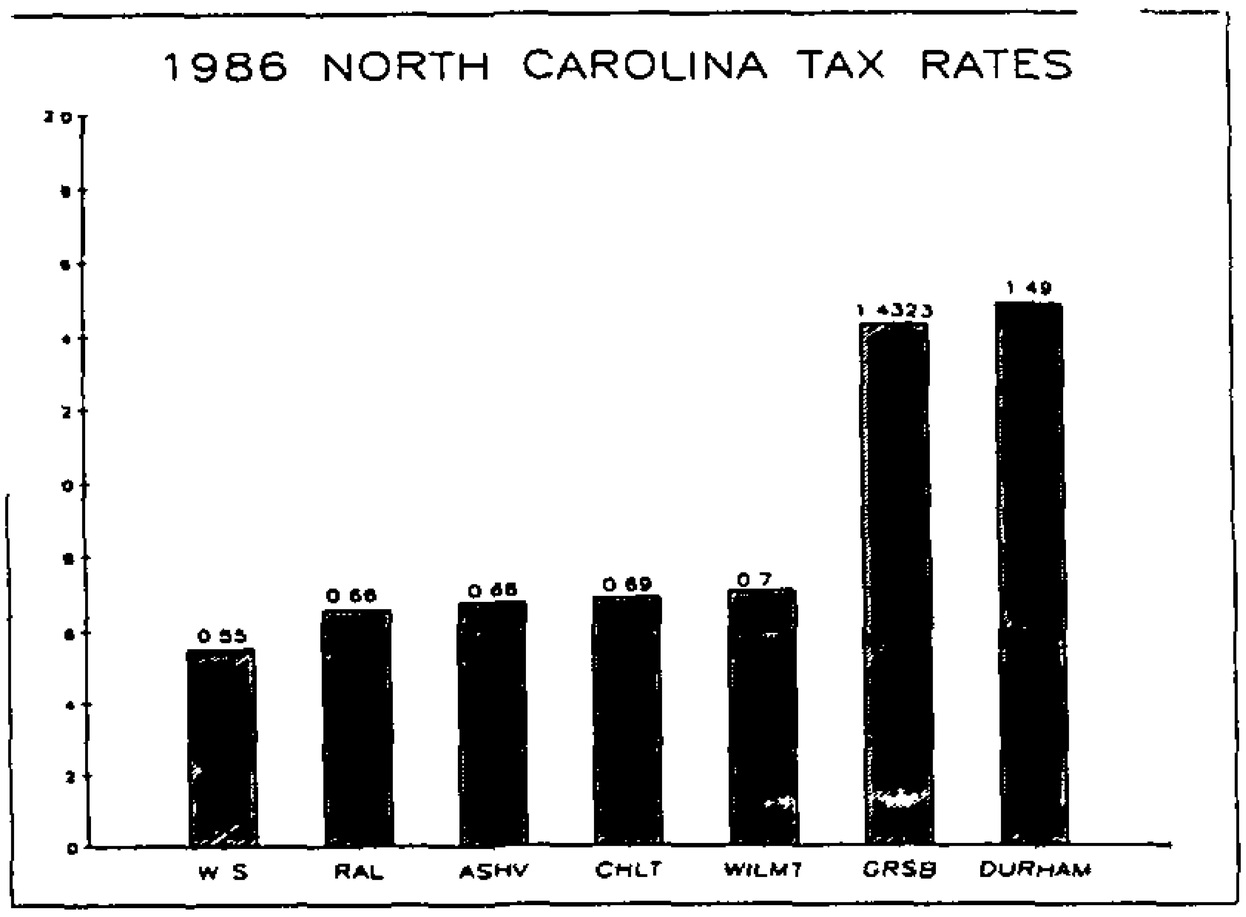


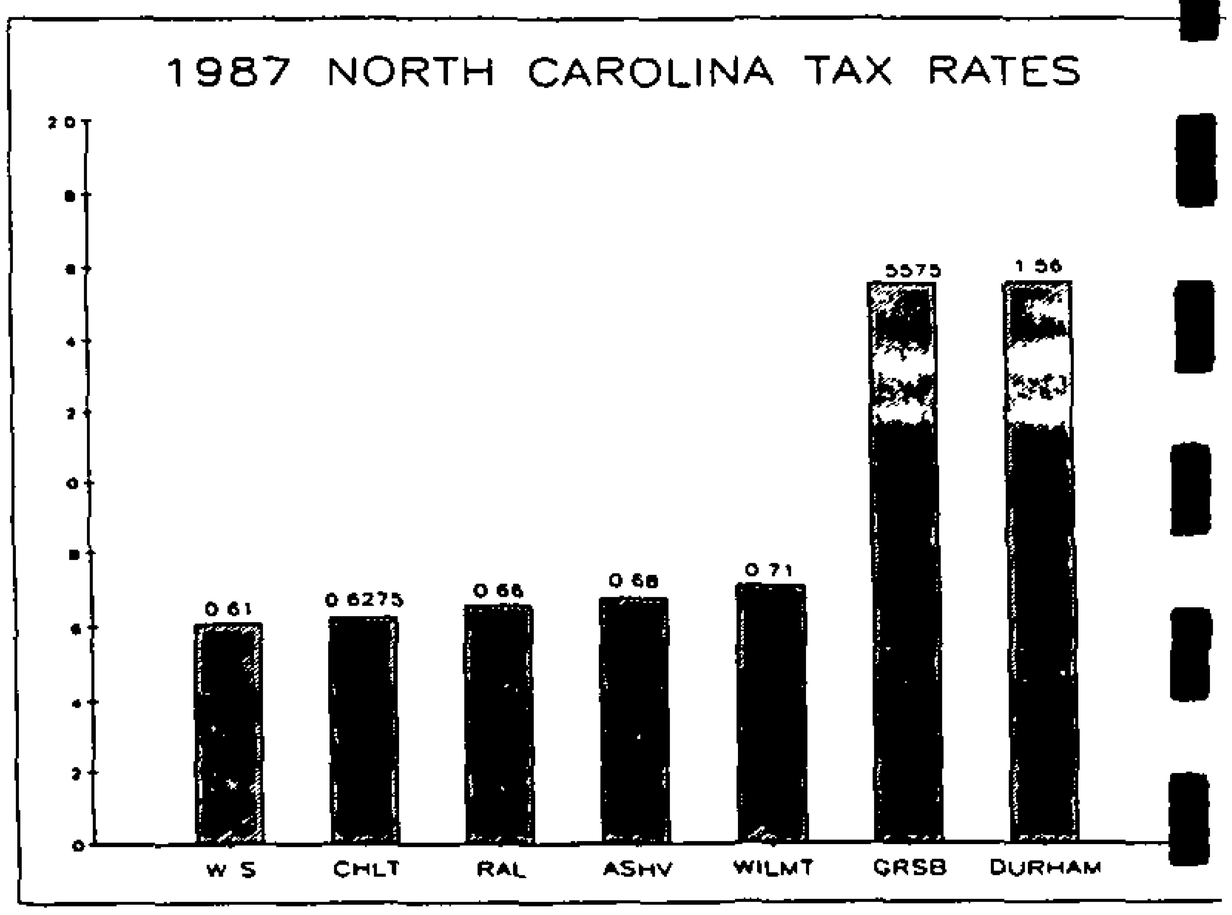

WATER/SEWER RATES - REGIONAL CITIES
(10CCF/MO)
CHARLOTTE
GREENSBORO
RALEIGH
NORFOLK
RICHMOND
CHARLESTON
COLUMBIA
GREENVILLE
CHATTANOOGA
KNOXVILLE
NASHVILLE
ATLANTA
SOURCE "1988 NATIONAL WATER/ WASTEWATER RATE SURVEY" ARTHUR YOUNG
0
10
20
30
40
50
COST PER MONTH

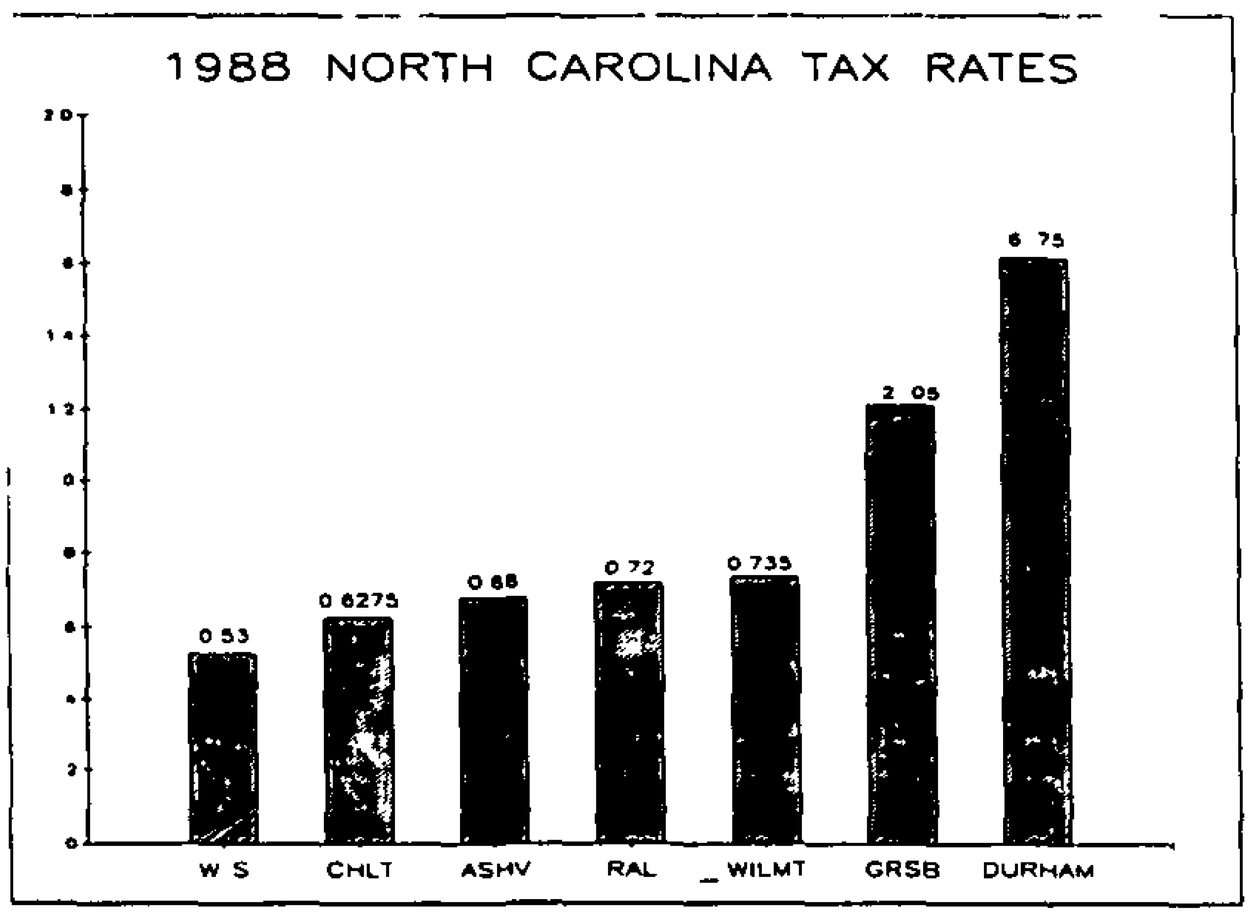
NORTH CAROLINA TAX RATES
1986 - 1990

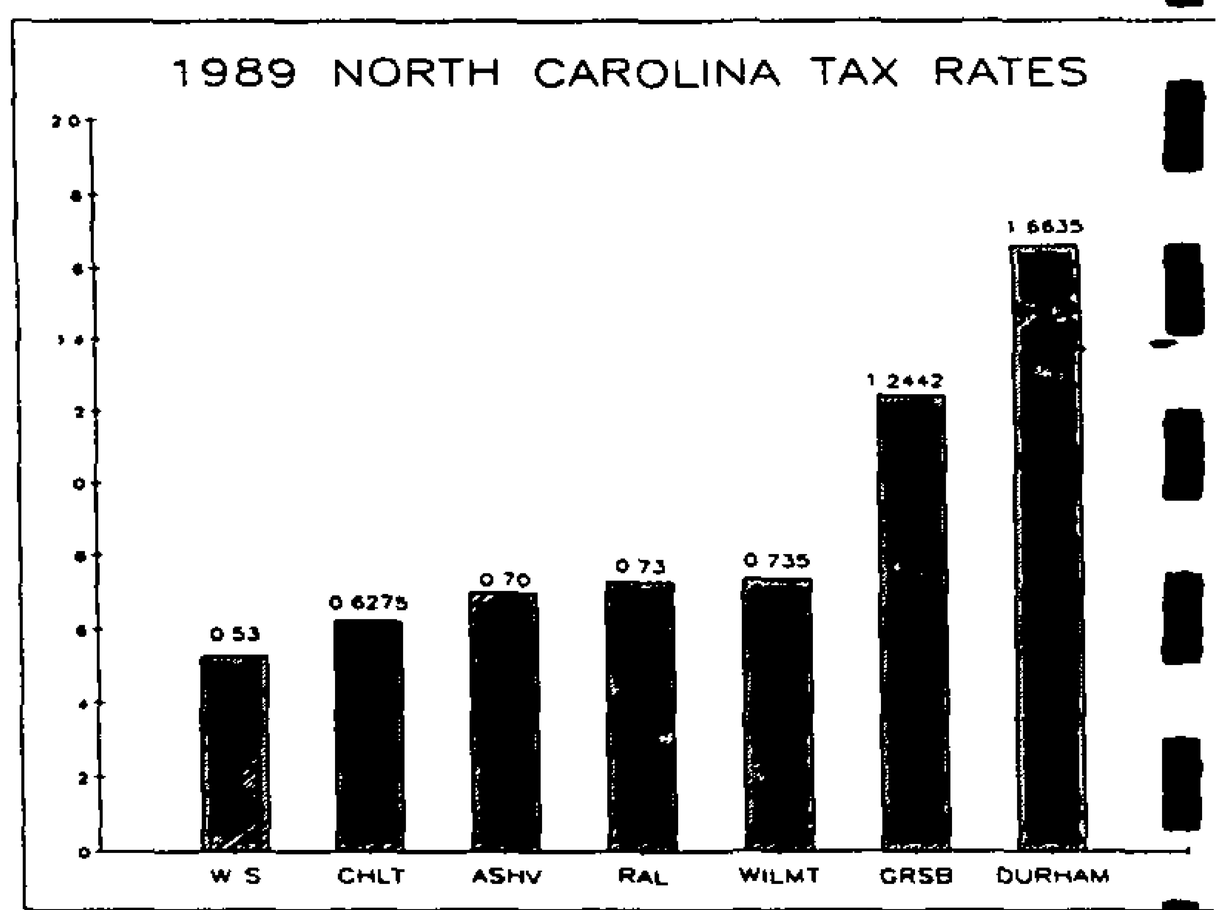
Comparisons are presented of North Carolina cities operating under same revenue/expenditures statutes.

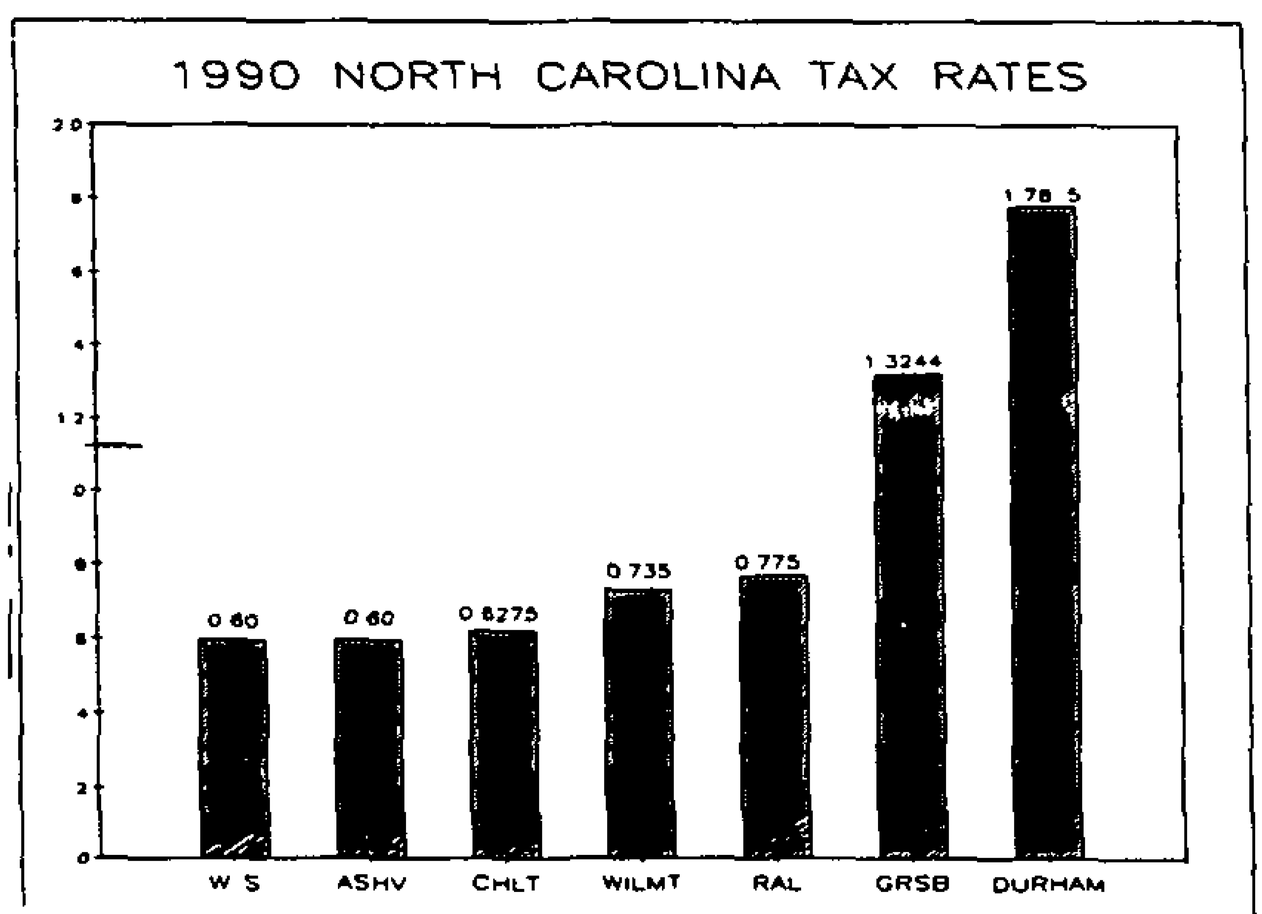
NORTH CAROLINA TAX RATES
1986 - 1990











LIMITED RESPONSE

Efforts were made to obtain measures of the following services but due to their nature, it was difficult or time consuming to obtain comparable data and therefore a limited response was returned:

Aviation
Community Improvement
Employment & Training
Equipment
Public Transit
Radio Shop
Signal Operations

FY92-FY93 BUDGET PROCESS
SERVICE LEVEL CHANGE SUBMISSION

Following is a summary of Service Level changes requested by departments for the upcoming two-year budget. In a few instances, the cost of the new program or the number of positions involved is not known at this time. Therefore, no costs or positions are shown for these programs.

Staff is currently evaluating requested Service Level Changes and each will be assigned a funding priority designation as High, Medium or Low. Staff will prepare a document with a description of each request for discussion at the March workshop.

The costs of action steps developed at the November City Council Retreat are not included in this information. Service Level Changes resulting from these action steps will be complete within the next 30 days.

SERVICE LEVEL CHANGE
INDEX

Department	Page
Engineering	1
City Clerk	2
Budget and Evaluation	2
Fire	3
Solid Waste	4
Parks and Recreation	4
DOT	6
CRC	7
Community Development	7
Planning	7
Purchasing	8
Employment and Training	8
MIS	9
Human Resources	9
Police	10
General Services	12
PS&I	15
Neighborhood Centers	15
Aviation	15
Transit	15
Utilities	16

FY92-FY93 SERVICE LEVEL CHANGES

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
ENGINEERING	Asst Survey Supervisor	FY91	29 177	1
		FY92	29 177	1
ENGINEERING	Survey Crew	FY91	80 099	4
		FY92	80 149	4
		FY93	80 149	4
ENGINEERING	Drafting Tech-mapping	FY91	45 721	2
ENGINEERING	Real Estate Appraiser	FY91	30 636	1
ENGINEERING	Real Estate Agent I	FY92	55 575	2
		FY93	55 575	2
ENGINEERING	Real Estate Agent II-Acquisit	FY92	32,168	1
ENGINEERING	Adm Officer I	FY91	18 807	1
ENGINEERING	Office Assistant IV	FY92	22 860	1
ENGINEERING	Civil Eng I--Project Eng	FY92	101 328	3
		FY93	67 552	2
ENGINEERING	Drafting Tech II	FY92	45 721	2
		FY93	22 860	1
ENGINEERING	Drafting Tech III	FY92	27 787	1
		FY93	55,575	2
ENGINEERING	Civil Engineer I	FY93	64 335	2
ENGINEERING	Landscape Architect II	FY92	32 168	1
ENGINEERING	Office Asst IV	FY92	19 748	1
ENGINEERING	Administrative Officer I	FY92	22 860	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
ENGINEERING	Accountant I	FY91	27 787	1
ENGINEERING	Accounting Technician	FY92	22 860	1
ENGINEERING	Administrative Officer II	FY92	27 787	1
ENGINEERING	Construction Inspector	FY92	52 928	2
		FY93	50 408	2
ENGINEERING	Materials Tech I	FY92	19 748	1
ENGINEERING	Chief Const Insp	FY93	30 636	1
ENGINEERING	Civil Engineering II	FY93	37 239	1
ENGINEERING	Urban Forester	FY93	50 408	2
ENGINEERING	Administrative Officer I	FY92	22,303	1
ENGINEERING	(Stormwater-Unclassed)	FY92	32,168	1
		FY93	32,168	1
ENGINEERING	Drafting Tech II	FY91	22 860	1
ENGINEERING	pagers/radios/phones			0
City Clerk	PPT-Office Asst to Full-Time	FY92	14 000	1
City Clerk	Administrative Secretary I	FY92	32,000	1
Budget	Budget Technician	FY92	(4 581)	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Fire	PPT Office Asst to Full-Time	FY92	17 000	1
Fire	Video Equipment	FY92	19,100	0
Fire	Asst Physical Fit Coord	FY92	25 076	1
Fire	EMS First Responder Vehicles	FY92	250,000	0
Fire	Platform on Demand System	FY92	110 000	0
Fire	Permit Fees	FY92		0
Fire	Fire Inspector II	FY92	36 819	1
Fire	Safety Modifications	FY92	50 000	0
Fire	Video Editing Equipment	FY93	35 700	0
Fire	Platform on Demand System	FY93	104,135	0
Solid Waste	Recycling Expansion	FY92	761 286	6
Solid Waste	Pilot Multi-family Recycling	FY92	390,743	5
Solid Waste	Pilot Multi-family Recycling Private Haulers	FY92	?	?
Solid Waste	Tire Program	FY92	139,433	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Solid Waste	Neighborhood Reinvestment	FY92	150,000	11
Solid Waste	Adm Officer I Special Services	FY92	31 389	1
Solid Waste	Inventory Control	FY92	49,910	1
Solid Waste	Fax Machine	FY92	3,440	0
Solid Waste	Street Sweeping	FY92	172 687	0
Solid Waste	Make Wash Crew Permanent	FY92	9 512	4
Solid Waste	Multi-Family Recycling	FY93	2 839,745	15
Solid Waste	Multi-Family Recycling Private Haulers	FY93	?	?
Parks and Rec	Hawthorne to 'Teen Center"	FY92	103,416	0
Parks and Rec	Landscaping	FY92	710 000	30
Parks and Rec	Rangers for New Facilities	FY92	211,769	7
Parks and Rec	ROW and Vacant Property Program	FY92	62,000	3
Parks and Rec	PPT Office Asst to Full-Time	FY92	4,000	1
Parks and Rec	PPT Office Asst to Full-Time	FY92	4,800	1
Parks and Rec	Temp Crew to Permanent	FY92	14,796	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Parks and Rec	Horticulturalist	FY92	38 204	1
Parks and Rec	Contracts Inspection Program	FY92	52,000	3
Parks and Rec	Bldg Maintenance Staff	FY92	80,000	3
Parks and Rec	Library Fountain Maintenance	FY92	15 000	0
Parks and Rec	Tree Inventory	FY92	150 000	0
Parks and Rec	Clerical Staff at Rec Annex	FY92	20 807	1
Parks and Rec	Safety Officer	FY92	24 589	1
Parks and Rec	Personnel Officer-Park Op	FY92	22,100	1
Parks and Rec	Street Tree Planting Price Inc	FY92	20,000	0
Parks and Rec	Systems Analyst	FY92	35,000	1 5
Parks and Rec	Program Staff-Reedy Creek	FY92	40,000	1 5
Parks and Rec	CIP Manager	FY92	34 158	1
Parks and Rec	Staff for Adopt-a-Park & Vol	FY92	8,000	0
Parks and Rec	Tennis Lessons	FY92	10,000	0
Parks and Rec	Customer Service Officer	FY92	24 589	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Parks and Rec	Park Rangers	FY93	112 106	4
Parks and Rec	New Park Maintenance	FY93	30 000	2
Parks and Rec	Seasonal Temps to Permanent	FY93	92 147	12
Parks and Rec	Equipment Upgrade	FY93	318 622	0
Parks and Rec	Computerize lights and timing	FY93	200 000	0
Parks and Rec	Tree Maintenance	FY93	155 000	3
Parks and Rec	Landscape Tech Gardener	FY93	33 735	1
Parks and Rec	Add AFOS to Tree Maintenance	FY93	60 000	1
Parks and Rec	Trade Offs Lab for Tree Trim	FY93	70 000	5
DOT	Sight Obstruction Removal	FY92	88 527	2
DOT	In-House Design	FY92	131 424	2
DOT	Work in R-O-W Safety	FY92	153 940	3
DOT	Electronic Systems field staff	FY92	48 602	1
DOT	Intersection Maintenance	FY92	108 038	1
DOT	Workload in Eng Services	FY92	57 532	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
DOT	Transfer of Programs from Eng	FY92	44 532	1
DOT	Transfer ROW Program	FY92	47 543	1
DOT	Clerical for DOT Planning	FY92	24 800	1
DOT	Resurfacing Insp In-house	FY92	270 614	5
DOT	Office Asst-Administration	FY92	24 800	1
DOT	Printing and Publishing	FY92	5 000	0
CRC	Neighborhood Agent Program	FY92		
CRC	PPt Specialist I to FT	FY92	18 161	1
CRC	Specialist I for Dispute Sett	FY92	30 561	1
CRC	Peer Mediation in Schools	FY92		
Comm Develop	Paralegal	FY92	26 000	1
Comm Develop	Comptroller	FY91	36 000	1
Comm Develop	Rehab Specialist I	FY92	28 000	1
Planning	Drafting Technician	FY92	23 349	1
Planning	Regional Planner	FY92	37 383	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Planning	School Master Plan Planner	FY92	27,310	1
Planning	Population/Employment Update	FY92	40 000	0
Planning	Special Projects Planner	FY92	33 110	1
Planning	Capital Project Planner	FY92	37,383	1
Planning	Art Plan Consultant	FY92	20 000	0
Planning	Art Commission Program Support	FY92	58,858	0
Planning	Policy Implementation Planner	FY93	31 110	1
Planning	City-Within-A-City Planner	FY93	37 383	1
Planning	Automobile	FY93	10 500	0
Planning	Historic District Planner	FY93	33,110	1
Planning	Adm Asst. Hist Districts	FY93	21,772	1
Purchasing	Office Asst IV-Administration	FY92	18 000	1
Purchasing	Stores Supervisor	FY92	18,000	1
Purchasing	OA III-Investment Recovery	FY92	18 000	1
E & T	General Fund contribution	FY92	167,000	0
	in excess of 3%, excluding	FY93	175,000	0

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION Action Steps	YEAR	COST	POSITIONS
MIS	Hardware/Software	FY92	625 657	0
	Hardware/Software	FY93	323 623	0
MIS	User Equipment Requests	FY92	2 491 221	0
	User Equipment Requests	FY93	872,128	0
	User Requested Staff Support	FY92/93		?
MIS	PPT-Office Asst to Full time	FY92	4 378	1
MIS	Electronic Shop Coordinator and Repair Facility	FY92	85 000	1
MIS	Technical Writer	FY92	29,961	1
MIS	Additional Programming Team	FY93	83 021	3
MIS	GIS Manager and Improvements	FY92	395 756	1
Human Resources	Training Position	FY92	31 383	1
Human Resources	Increase in Training Funds	FY92	20 000	0
Human Resources	Video Equipment-Training	FY92	3 000	0
Human Resources	Training Equipment	FY92	7 000	0

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Human Resources	Personnel Asst PPT to FT	FY93	5 500	1
Human Resources	Filing Clerk PPT to FT	FY92	11,000	1
Human Resources	Personnel Analyst II position	FY92	62,000	2
Human Resources	Service Awards Program	FY92	30,000	0
Human Resources	Background Checks	FY92	35,000	0
Police	Patrol Officers	FY92	2 135,548	64
Police	Patrol Sergeants	FY92	488 056	10
Police	Bicycle Patrol Uptown	FY92	241 668	9
Police	Walking Patrol Uptown	FY92	103,336	4
Police	Felony Investigations	FY92	287,006	9
Police	Youth Services	FY92	182,608	4
Police	Training Staff	FY92	119,269	3
Police	Communications-Expeditor	FY92	74 636	2
Police	SMARTNET/CAD Interface	FY92	51 000	0
Police	FAX Machines	FY92	21,650	0

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Police	Records Clerks	FY92	91 464	5
Police	Criminalist	FY92	30 636	1
Police	Crime Lab Techs	FY92	74 216	2
Police	Property Control Clerks	FY92	53,568	3
Police	Investigative Technicians	FY92	240,185	13
Police	Office Asst-Administration	FY92	17,059	1
Police	Office Asst-Training	FY92	19,199	1
Police	Office Asst-FIB and Baker	FY92	30,234	2
Police	PPT Custodians	FY92	?	4
Police	Automotive Service Asst	FY92		2
Police	Officer-Police Att Office	FY92	22,411	1
Police	800 MgHz	FY92	132,848	0
Police	Mobile Radios	FY92	853,662	0
Police	Additional MDTs	FY92	90,000	0
Police	Training Materials	FY92	1,812	0

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Police	New Capital Outlay-Assorted	FY92	184 783	0
Police	Custodian- Training Academy	FY92	12,880	1
Police	Additional Patrol Officers	FY93	2,084,752	62
Police	Felong Investigation Officers	FY93	269,688	9
Police	Youth Services Officers	FY93	119 084	3
Police	Officers-Communications	FY93	66 741	3
Police	Criminalist II	FY93	32 876	1
Police	Shotguns	FY93	78 780	0
Police	New Capital Outlay	FY93	78 000	0
General Serv	Equip Services Service Coordinator/OAIV (offsets)	FY92	(3 354)	2
General Serv	Cent Serv -CMGC Mgr & OAIII	FY92	37,758	1
General Serv	Cen Svc-parkg deck mgmt inhse	FY92	(41,447)	0
General Serv	Telecom-telecom specialist and automation	FY92	(29,086)	1
General Serv	Telecom-add OA upgrade Tele Spec I to II	FY92	22 034	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
General Serv	Central Services - roof maintenance crew	FY92	3 971	2
General Serv	Central Services - painter reduce contract painting	FY92	(651)	1
General Serv	Central Serv - CMGC fountain maintenence in-house	FY92	(1 525)	1
General Serv	Cable TV - OAV	FY92	19 899	1
General Serv	Central Services-portable radios, 8 x $1800	FY92	14 400	0
General Serv	Central Services - van for bldg maintenance staff	FY92	11 560	0
General Serv	Central Services - van for maintenance mechanic staff	FY92	11 560	0
General Serv	Cable TV - computer	FY92	2 500	0
General Serv	CMGC - base station radio	FY92	4,000	0
General Serv	CMGC - van for staff	FY92	11 560	0
General Serv	Radio-upgrade Elec Tech I to Elec Tech II for supervision	FY92	1 570	0
General Serv	Radio - relocate microwave site	FY92	15 400	0
General Serv	Telecom-consultant to	FY92	10 000	0

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
	evaluate ESSX needs			
General Serv	CMGC added building security	FY92	30 619	2
General Serv	Radio-air condition shop	FY92	35 000	0
General Serv	Central Services-OAIV for operations & contracts	FY92	16 643	1
General Serv	Radio-emergency generator for shop	FY92	100 000	0
General Serv	Central SErvices Admin Off special projects coord	FY92	25 819	1
General Serv	Telecom-law enforcement center telecom system	FY92	108,000	0
General Serv	CMGC upfit and renovations	FY92	242 000	0
General Serv	Central SErvices-rack storage and shelving Spratt St	FY92	8 500	0
General Serv	CMGC Mission -added staff Admin officer maint mechanic	FY92	47 692	2
General Serv	Central SErvices-admin off to survey facilities	FY92	26 269	1
General Serv	Telecom-add tele Tech I offset by lower contract	FY93	(15 000)	1

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
P S & I	Audio/Visual Specialist	FY92	300	1
P S & I	Upgrade end of studio	FY92	24 000	0
P S & I	Printing Technician	FY92	16 600	1
Neighborhood Centers	Center Supervisor	FY92	25 819	1
Aviation	Painters	FY92	36 000	2
Aviation	Building Maintenance Super's	FY92	39 000	2
Aviation	Admin Officers II	FY92	48 900	2
Aviation	Drafting Tech III	FY92	22 600	1
Aviation	Civil Engineer I	FY92	30 100	2
Transit	Service Expansion	FY92	600 000	19
Transit	Service Expansion	FY93	600 000	19
Transit	Special Transp Reorgan	FY92	203 064	4
Transit	Transfer Gen Fund STS Pos	FY92	165 000	5

FY92-FY93 SERVICE LEVEL CHANGES
GENERAL FUND ONLY

DEPT/DIV	DESCRIPTION	YEAR	COST	POSITIONS
Transit	4 Vanpool Vans	FY92	92 000	0
Transit	Passenger Advocate	FY92	40 000	1
Transit	Parts Clerk	FY92	23 000	1
Transit	Maintenance Foreman	FY92	42 000	1
Transit	Street Supervisor	FY92	72 000	2
Transit	Transp Altern AOI	FY92	28 763	1
Transit	Safety & Train Instru	FY92	35 000	1
Transit	STS Service Expans	FY93		
Utilities	Various Service Level Changes	FY92	1 737 581	35
			29 397,602	578

BUDGET PRIORITIES FOR DISCUSSION
AT FEBRUARY 19
CITY-COUNTY-SCHOOL BOARD LUNCHEON

On February 19, the City Council, County Commission and School Board will meet to discuss budget priorities for FY92.

The purpose of this item is to determine which issues the City Council would like to address at that meeting and determine the Council's position on the issue. Since the list is extensive, Council may wish to choose the *top five issues for presentation at the luncheon and list the remainder in a* written report.

Issue: Council Expectations

Council has established the following expectations as the focus for the year:

Crime and Drugs
Economic Development
Public Resources
Growth/Regionalism
Education

The Focus 1990 booklet which defines the mission, roles and strategy statements for each expectation will be available for distribution at the February 19 luncheon.

In addition to the retreat issues, staff has identified the following budget issues for discussion:

Issue: The Planning Commission Workplan and Budget Request.

The Planning Commission has submitted a two-year workplan that requests increases above current services totaling $400,000 including nine new positions. (Attachment 1)

Based on the City Manager's request to identify trade-offs for service increases, the Planning Director has responded. (Attachment 2)

The request continues to place a high priority on regional planning, uptown design planning and economic development. To accomplish these tasks, trade-offs can be made in the workplan.

Issue: Criminal Justice Commission

The County has requested an interlocal agreement be established splitting the cost of the Commission 50/50. Council approved a contribution to be reviewed annually in the budget process.

Issue: Tax Office Support including Frequency of Revaluation

During the discussions regarding the assessed value estimates, the Tax Administrator stated that staffing and automation studies of the office are underway. The studies will have budget implications. The current budget for the Tax Administrator and Property Tax Office is supported 100% by the County under State law.

Council has also discussed more frequent revaluations.

Issue: Solid Waste Disposal

In 1984, the City and County entered into an interlocal agreement outlining governmental responsibility for solid waste collection and disposal.

Since that time, the City has implemented a recycling program including multi-material and yard waste. In the FY92 budget proposal, the following was requested to expand new services in the following areas:

- expansion in existing recycling routes, at a cost of $761,286.
- pilot recycling program for multi-family housing served by City forces, at a cost of $390,743.
- pilot recycling program for multi-family housing served by private haulers, the cost of which is not yet known.

Critical issues for the County include:

- location of landfill space
- operation of incinerators
- increases in the blended rate to support the Enterprise Fund
- impact of recycling on the waste stream tonnage.

Attachment 1

CHARLOTTE - MECKLENBURG PLANNING COMMISSION

January 14, 19'1

Gerald G. Fox, County Manager
O. Wendell White, City Manager

Re: Submission of Planning Commission's Work Program for Fiscal Years 1992 and 1993

Gentlemen:

In accordance with the Interlocal Agreement governing the Planning Commission, I am submitting to you the FY 92 and FY 93 Planning Commission Work Program for transmittal to your respective governing body. The central focus of the new work program is the theme, "Development Vision for the 21st Century" which encompasses a coordinated set of initiatives to be undertaken by the Planning staff to update the current 2005 Plan. The 21st Century initiative is further explained in the accompanying work program document.

The Planning Commission is particularly concerned about the staff's ability to support this work program with current staff resources. The Planning staff is overloaded now. The new work program places greater demands on the staff by continuing to address high priority ongoing programs as well as providing minimum levels of support for emerging major initiatives, such as regionalism and school planning. The Commission's fear is that the delicate balance struck in this document will be upset by unanticipated additions to the "to do" list. As you know, it is not unusual for initiatives to take on a life of their own, i.e. the new zoning ordinance. To address some deficiencies in staff resources, we have proposed the modest personnel adjustments outlined in the appendix of the attached work program document. These changes will eliminate the most glaring current deficiencies and provide suitable staffing levels to address adequately some of the new major initiatives.

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The Art Commission should be given its own staff resources and budget because it represents a major program. It consumes 1.25 staff positions and places demands on the clerical and graphic productions areas of the Planning Commission. Recommendations are included in the appendix to address this area.

The Planning Commission does recognize that public funds are limited. Nevertheless, if the Elected Officials want to continue to receive the same quantity and quality of Planning services provided in the past, suitable resources must be invested to keep up with the expanding public agenda. Absent receipt of such support, the Planning Commission must jealously guard the integrity of the proposed work program. Otherwise, unanticipated expansion of a current project or the addition of a new program will necessarily result in the deletion of some other work program item. There just are no more nights, weekends or shifts to be used. We have instructed the Planning Director to bring to us all proposed new expanded or new initiatives along with his recommendation of what should be eliminated from the current work program so that we can pass that information onto you and the elected officials. The Planning Commission feels it must vigorously exercise this "gate-keeping" function to maintain the integrity of the Planning program.

I will be happy to meet with you or the Elected Officials to discuss the work program further. Please contact me if you have any questions.

Sincerely yours,

Frank E. Emory, Jr.
Chairman

FEEjr:lfb
cc: Planning Commission
Del Borgsdolf, Assistant City Manager
Wanda Towler, Assistant County Manager
Vi Alexander, City Budget Director

Charlotte-Mecklenburg Planning Commission

WORK PROGRAM
FOR FISCAL YEARS 1992 AND 1993

Approved by Planning Commission
January 7, 1991

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Charlotte-Mecklenburg Planning Commission

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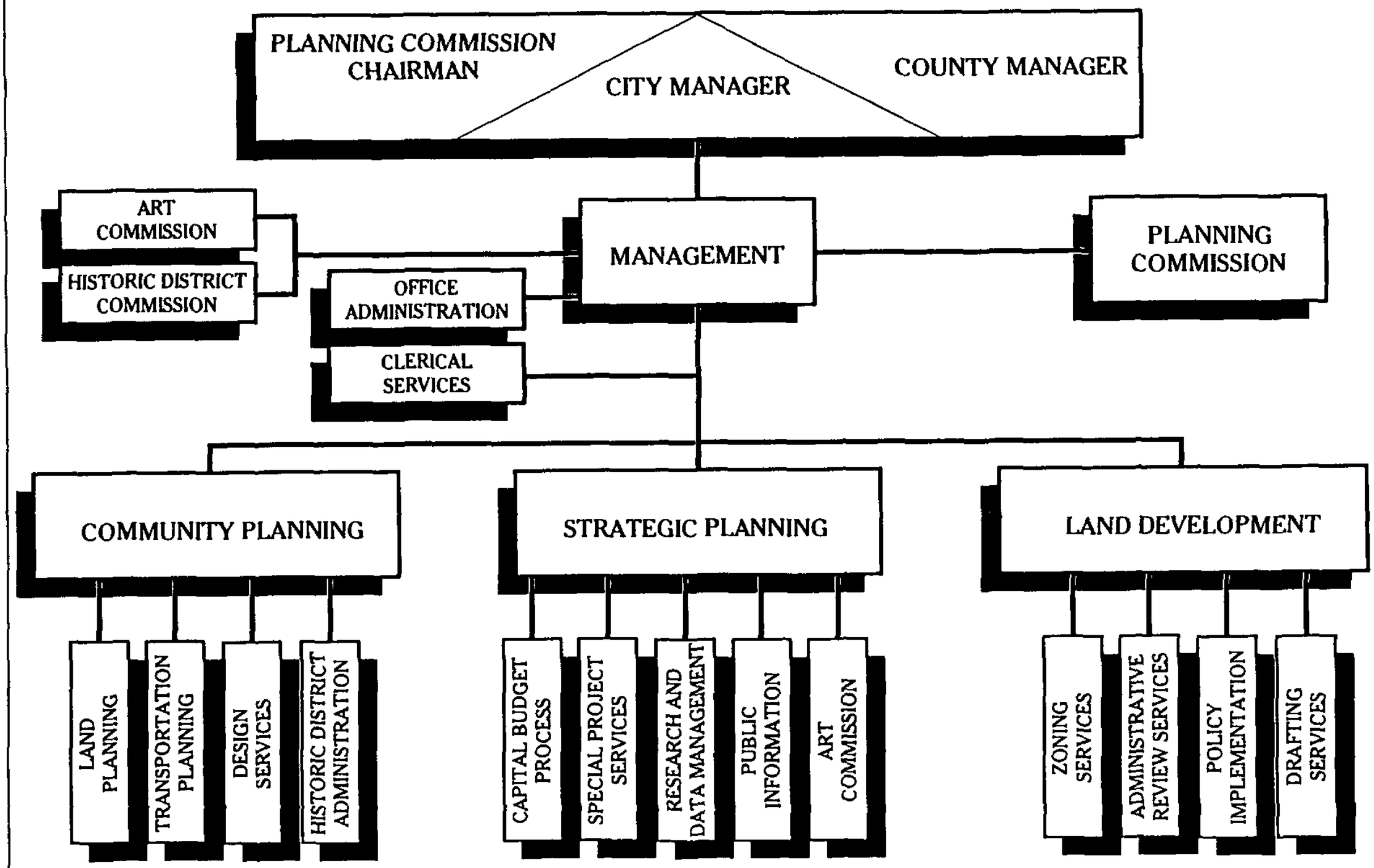
CHARLOTTE - MECKLENBURG PLANNING COMMISSION



Fiscal Years 1992 and 1993

WORK PROGRAM AND BUDGET REVIEW REQUIREMENTS

The Interlocal Cooperation Agreement specifies the conditions and process under which the annual work program and budget for the Charlotte-Mecklenburg Planning Commission are developed and approved.

Under the agreement, the Planning Director, Planning Commission, City and County Have various duties and responsibilities, which are as follows:

- Planning Director

  Prepares and submits to the Planning Commission (with copies forwarded to the City and County Managers) the agency's annual work program and budget for its approval.

- Planning Commission

  Reviews and approves the annual work program and budget submitted by the Planning Director with any additions, deletions, or changes it deems appropriate. Upon approval, the Chairman of the Planning Commission and the Planning Director present the work program and budget to the City and County Managers.

- City and County

  The City Manager and County Manager submit the work program, along with their input, to the governing bodies for comment and action. The budget goes to the City for review and approval under their normal budget procedures. The budget for the Planning Commission is shared 50/50 between the City and County.

For Fiscal Years 1992 and 1993 -- covering the period of July 1, 1991 through June 30, 1993 -- the Planning Commission will review and approve the proposed work program and budget in a three-step process:

- Phase One (December 3, 1990) -- review and approve a general two-year work program based on our current level of resources.

- Phase Two (January 7, 1991) -- review and approve the detailed work program and the proposed service level changes to be requested.

- Phase Three (February 4, 1991) -- review and approve the proposed two-year budget.

MISSION STATEMENTS

CHARLOTTE-MECKLENBURG PLANNING COMMISSION

The principal mission of the Charlotte-Mecklenburg Planning Commission is planning service, focusing upon policy, program, and technical assistance goals:

- Policy

  To provide information, advice, and counsel to the Planning Commission, elected officials, and the public, toward understanding and dealing with community choices and concerns regarding urban growth, resources conservation, housing, neighborhood planning, urban design, transportation, citizen involvement, economic development, regional coordination, capital needs and regulatory administration as well as revisions.

- Program

  To maintain a planned, cooperative approach incorporating strategic planning methods to address urbanization over the balance of this century, and to provide for timely, orderly, and environmentally sensitive development of Charlotte-Mecklenburg in accordance with the public health, safety, general welfare and economic vitality through implementation of the Generalized Land Plan goals, objectives, and strategies.

- Technical Assistance

  To provide technical assistance on management issues and coordination problems at the request of the City and County Managers.

In addition to the principal mission statement described above, there are mission statements for the specific functional areas within the Planning Commission staff:

MANAGEMENT SECTION

The mission of the Management Section is to create an innovative organization which maintains a fresh mind-set that is not limited by custom-bound behavior or tradition. A successful organization is one that focuses on cultivating employee creativity, dedication, and teamwork, adding value to every encounter with customers and promoting productivity through a clearly-stated vision and objectives which are communicated

throughout the organization. (Related work program objective and page number:)

1. Management. 8

COMMUNITY PLANNING SECTION

The mission of the Community Planning Section is to provide leadership and professional expertise in developing mid- to long-range land use plans, urban design plans and programs, park master plans, and coordinating both the Historic District program and transportation planning for the community. (Related work program objectives and corresponding page numbers:)

2. Land Planning 9
3. Transportation Planning 10
4. Design Services 10
5. Historic District Administration. 11

LAND DEVELOPMENT SECTION

The Land Development Section is the administrative arm of the Planning Commission staff with respect to development review and regulations. The section manages the zoning and special use permit processes and is the approval authority for all subdivision review and planned multi-family. Major components of these activities include the timely preparation of reports and recommendations, providing public information and education, and efficient conflict resolution of land development issues. (Related work program objectives and corresponding page numbers:)

6. Zoning. 11
7. Administrative Review Services. 12
8. Policy Implementation 13
9. Drafting Services 14

STRATEGIC PLANNING AND RESEARCH SECTION

The mission of the Strategic Planning and Research Section is to provide diverse, specialized planning services and technical support to the Planning Commission agency, City and County governments, and the general public. (Related work program objectives and corresponding page:)

10. Capital Budget Process. 14
11. Special Project Services. 15
12. Research and Data Management. 15
13. Public Information. 16
14. Art Commission. 17

CLERICAL SECTION

The Clerical Section mission is to provide timely and efficient office services to support the Planning Commission, Historic District Commission, Art Commission, and Planning Department. (Related work program objective and corresponding page number:)

15 Clerical Services 18

TWO-YEAR WORK PROGRAM OVERVIEW

FOCAL POINT: "DEVELOPMENT VISION FOR THE TWENTY-FIRST CENTURY"

The two-year Planning Commission staff work program for Fiscal Years 1992-1993 will be focused on the theme, "Development Vision for the 21st Century." This theme will be the heart of the staff's mission and the focal point for work program activities.

This theme supersedes plans for updating the 2005 Plan, at least in a conventional way. The need for an alternative approach to updating the 2005 Plan comes from several factors: the first that district plans are "built-out" futures; the need to set priorities for infrastructure activities; recognition of emerging "regionalism" concerns; and recognition of distinct, critical issues in the "city-within-a-city," the area generally covered by the Central District Plan in which the need for community economic development and individual empowerment require new planning approaches.

The Development Vision for the 21st Century is seen as a coordinated set of initiatives comprised of the following:

- Long-Range Plan Initiatives (part of Objective 2)
- Long-Range Capital Needs and Priorities (part of Objective 10)
- Transit Corridor Strategy (part of Objective 3)
- Environmental Initiatives (part of Objective 8)
- "City-Within-A-City" Initiative (part of Objective 2)
- Plan for Planning (part of Objective 1)

These individual initiatives were described in detail in the Phase I document submitted to the Planning Commission on December 7, 1990.

While this theme is the focal point for work program activities, the Planning Commission will also be carrying out its ongoing responsibilities as set forth in the detailed work program in this document.

OTHER MAJOR WORK PROGRAM ACTIVITIES TO BE CONSIDERED

In addition to the work program activities related to the "Development Vision for the 21st Century," and in addition to ongoing work program functions, there are a number of other issues competing for planning resources. Among them are:

- Regional Initiatives (part of Objective 2)
- Central Area Urban Design Plan Implementation (part of Objective 8)
- Open Space Initiatives (part of Objective 11)
- Schools Master Planning (part of Objective 11)
- Social Indicator Analysis (part of Objective 12)
- Intergovernmental Planning Initiatives (part of Objective 11)

The FY 92-93 Work Program, based upon the current funding level, cannot accommodate a full response to the above needs. Bits and pieces from these, however, will be essential to the completion of the primary planning mission ahead.

DETAILED WORK PROGRAM

The detailed work program in the following pages spells out the major types of activities to be performed under each of the objectives, and when those activities are to be carried out.

> The work program is based on activities the Planning Commission is likely to be involved in during the next two years. However, it is important to emphasize that not all activities are staffed at the 100% level with current resources -- and in the appendix of this document are the service level changes to enable us to meet fully the expectations.

In other words, we recognize that a level of involvement will be expected of the Planning Commission (for example, on the School Master Plan) and our work program lists that activity -- with the level of involvement based on existing resources. However, if our role is to be greater than the level of resources allocated it would be necessary to have additional resources. In anticipation of that, we have proposed the "service level changes" spelled out in the final part of this document.

<u>Note:</u>

In the chart on the following pages, the quarterly schedule is based on:

FY 1992	1st Quarter:	July-September, 1991
	2nd Quarter:	October-December, 1991
	3rd Quarter:	January-March, 1992
	4th Quarter:	April-June, 1992
FY 1993	1st Quarter:	July-September, 1992
	2nd Quarter:	October-December, 1992
	3rd Quarter:	January-March, 1993
	4th Quarter:	April-June, 1993

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
1. <u>MANAGEMENT</u>									
To Manage the planning program in a manner that:	Policy Development	X	X	X	X	X	X	X	X
	Advisory Commission Support	X	X	X	X	X	X	X	X
o manages planning resources within the approved work program and its objectives set for FY 92-93, while providing timely consensus mechanism for responding to unexpected needs, problems, and shifts in priorities;	Work Program/Budget Administration	X	X	X	X	X	X	X	X
	Staff Development	X	X	X	X	X	X	X	X
	Office Administration	X	X	X	X	X	X	X	X
o prepares and maintains a longer-term assessment of planning needs in order to anticipate possible needs, problems, or conflicts;	Plan for Planning	X	X	X	X				
o maintains a customer-friendly attitude through positive relationships with citizens, elected officials and appointed officials, and specific departmental clients.									

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
2. LAND PLANNING									
To promote neighborhood preservation, encourage housing and economic opportunities, and support enhancement of the livability of specific geographic areas through technical planning and project development assistance as a component of the Generalized Land Plan 2005 implementation.	AREA PLANS								
	Statesville Road/Wilson Height SPP			X	X	X			
	North Charlotte SPP				X	X	X		
	Midtown Land Use Plan				X	X	X		
	Plaza Road SPP			X	X	X			
	Oakhurst SPP						X	X	X
	TWENTY-FIRST CENTURY VISION	X	X	X	X				
	PLAN IMPLEMENTATION								
	Funded Project Coordination	X	X	X	X	X	X	X	X
	District Plan Densities	X	X	X	X	X			
	District Plan Rezonings	X	X	X	X				
	CITY-WITHIN-A-CITY								
	Develop Program	X	X						
	Coordinate Program		X	X	X	X	X	X	X
	REGIONALISM								
	Information and Support	X	X	X	X	X	X	X	X
	Coordination	X	X	X	X	X	X	X	X
	OTHER ACTIVITIES AND PROJECTS								
	Mandatory Referrals	X	X	X	X	X	X	X	X
	Land Use Analysis for Road Widening	X	X	X	X	X	X	X	X
	Economic Development Plan Support	X	X	X	X	X	X	X	X
	Public Assistance	X	X	X	X	X	X	X	X
	Corridor Overlay Zone					X	X		
	District Plan Revision Per LRT Recommendations						X	X	X
	School Master Plan Support	X	X	X	X	X	X		

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
3. TRANSPORTATION PLANNING									
To promote and pursue implementation of a balanced, safe, and efficient transportation system by evaluating land use impacts and relationships of transportation projects, and to provide ongoing support of the transportation planning process for the TCC, MPO, and the general public.	Light Rail Transit Study	X	X	X	X	X	X	X	X
	Transportation Improvement Program		X	X			X	X	
	Unified Planning Work Program		X	X			X	X	
	Metropolitan Planning Organization	X	X	X	X	X	X	X	X
	Technical Coordinating Committee	X	X	X	X	X	X	X	X
	Transportation Project Review	X	X	X	X	X	X	X	X
	Thoroughfare Plan Alignment Studies	x	X	X	X	X	X	X	X
	Public Information	X	X	X	X	X	X	X	X
	Street Name Changes	X	X	X	X	X	X	X	X
4. DESIGN SERVICES									
To promote a strong emphasis on the aesthetic and economic value of good design by providing design analysis and recommendations for various planning projects and park planning projects by increasing community awareness of design issue.	URBAN DESIGN								
	North Tryon Corridor Plan	X	X	X					
	South Boulevard Corridor Plan	X	X	X					
	LRT Station Urban Design Plans	X	X			X	X		
	Corridor Plan Implementation	X	X	X	X	X	X	X	X
	Inner City Urban Design Standards			X	X				
	Educational Piece	X	X	X	X				
	PARK PLANNING								
	Sugar Creek Greenway	X	X						
	Tree Planting Program for Parks		X	X					
	Park Evaluation Updates			X	X	X	X	X	X
	City Park Support	X	X	X	X	X	X	X	X
	County Park Support	X	X	X	X	X	X	X	X
	Urban Open Space Master Plan					X	X		
	OTHER PROJECTS AND ACTIVITIES								
	Public Assistance	X	X	X	X	X	X	X	X
	UMUD Review	X	X	X	X	X	X	X	X

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
5. HISTORIC DISTRICT ADMINISTRATION									
To preserve Charlotte's historically significant areas, structures, and sites which are a part of the city's heritage.	Fourth Ward	X	X	X	X	X	X	X	X
	Dilworth	X	X	X	X	X	X	X	X
	Plaza-Midwood		X	X	X	X	X	X	X
	Expansion of Dilworth		X	X	X	X	X	X	X
	North Charlotte HD Study					X	X	X	X
	Commission Support	X	X	X	X	X	X	X	X
	Public Information	X	X	X	X	X	X	X	X
	Historic Preservation Plan	X	X	X	X				
	Revision of HDC Policies and Procedures Manual	X	X						
6. ZONING SERVICES									
To provide zone change/special use permit processes that:	Zoning Process	X	X	X	X	X	X	X	X
	Special Use Permit Process	X	X	X	X	X	X	X	X
o maintain an efficient and timely process which facilitates decisions on proposed changes in land use;	Ordinance Amendments	X	X	X	X	X	X	X	X
	Ordinance Revision	X	X	X	X	X	X	X	X
o develop efficient and effective administrative procedures in conjunction with evolving land use controls;	New Ordinance Support (Education, Information, Interpretation)	X	X	X	X	X	X	X	X
	Public Information	X	X	X	X	X	X	X	X
o maintain public information and assistance for rezoning;	Advisory Support	X	X	X	X	X	X	X	X
	Records Management	X	X	X	X	X	X	X	X
o provide advisory support on rezoning to City and County agencies, Planning Commission, and elected officials;	Miscellaneous Special Projects	X	X	X	X	X	X	X	X

(continued)

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
o maintain all official records of zoning and special use permit cases;									
o administer both the current and new zoning ordinances simultaneously (many aspects of the current ordinance will remain in effect for some time);									
o prepare text amendments to the new zoning ordinance as experience in its administration justifies; and									
o maintain public information and assistance regarding the new ordinance.									
7. ADMINISTRATIVE REVIEW SERVICES									
To provide subdivision, planned multi-family, and other specialized site review services that:	Subdivision Review	X	X	X	X	X	X	X	X
	Subdivision Ordinance Amendments	X	X	X	X	X	X	X	X
o coordinates the review and approval of subdivisions, planned multi-family and other plans with other City and County departments to assure conformance with land development regulations and policies;	Subdivision Public Information	X	X	X	X	X	X	X	X
	Subdivision Advisory Support	X	X	X	X	X	X	X	X
	Subdivision Records Management	X	X	X	X	X	X	X	X
	Multi-Family Review	X	X	X	X	X	X	X	X
o develops, as appropriate, new review procedures to implement and administer new land development regulations;	CD/SUP Review	X	X	X	X	X	X	X	X
	UMUD Review	X	X	X	X	X	X	X	X

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
o maintains public information and assistance for subdivision, planned multi-family, and plan review;	New Ordinance Support (Education, Information, and Interpretation)	X	X	X	X	X	X	X	X
	Public Information	X	X	X	X	X	X	X	X
o develops and maintains support for a computerized development tracking system to assist development review and related planning activities;	Records Management	X	X	X	X	X	X	X	X
o maintains all official records of subdivisions, planned multi-family and other plan review;	Advisory Support	X	X	X	X	X	X	X	X
o provides advisory support on subdivisions, planned multi-family, and other plan reviews to City and County agencies, Planning Commission, and elected officials.									
8. *POLICY IMPLEMENTATION*									
To coordinate and conduct various activities related to implementation of the Central Area Urban Design Plan, and work with the State of North Carolina and other local agencies in developing or revising existing ordinances for water protection.	CENTRAL AREA URBAN DESIGN PLAN IMPLEMENTATION								
	Coordinate implementation of all projects in the plan	X	X	X	X	X	X	X	X
	Conduct specific studies and programs for specific elements of the plan	X	X	X	X	X	X	X	X
	ENVIRONMENTAL INITIATIVES								
	Coordinate implementation of watershed management regulations	X	X	X	X	X	X	X	X
	Coordinate review of environmental issues	X	X	X	X	X	X	X	X

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
9. DRAFTING SERVICES									
To provide support services to the planning staff by:	Base Mapping	X	X	X	X	X	X	X	X
o maintaining current base and zoning maps as a portion of the land development ordinance;	Zoning Mapping	X	X	X	X	X	X	X	X
	Special Projects	X	X	X	X	X	X	X	X
o providing mapping support to other ongoing activities;	Base & Zoning Map Computer Conversion	X	X	X	X	X	X	X	X
	New Ordinance Map Conversion		X	X	X	X	X	X	X
o converting base and zoning maps to a computer-based system; and									
o converting existing maps to new ordinance maps.									
10. CAPITAL BUDGET PROCESS									
To prepare and maintain the bi-annual City and County Ten-Year Capital Needs Assessment, develop other long-range capital facilities planning tools, provide staff support to the Five-Year CIP, and monitor the Area Plan Capital Improvement Program.	City Ten-Year Capital Needs	X	X	X	X				
	County Ten-Year Capital Needs	X	X	X					
	Long-Range Capital Plan		X	X	X	X	X		
	City CIP Support			X				X	
	County CIP Support			X	X			X	X
	Capital Facilities Review/Monitoring	X	X	X	X	X	X	X	X

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
11. SPECIAL PROJECT SERVICES									
To provide annexation and other specialized planning services in a timely manner for projects requested by the City, County, and Planning Commission.	New Zoning Ordinance	X	X						
	Schools Master Plan Development	X	X	X	X	X	X		
	Annexation	X	X	X	X	X	X	X	X
	County Strategic Planning	X	X	X		X	X	X	
	County Voting District Study	X	X						
	City Council Voting District Study							X	X
	Intergovernmental Planning Initiatives							X	X
	Miscellaneous Special Projects	X	X	X	X	X	X	X	X
12. RESEARCH AND DATA MANAGEMENT									
To provide research support for the planning program by managing a land use data base, by providing the capability for research and analysis, by conducting technical research projects, and by providing computer support.	Data Base Management	X	X	X	X	X	X	X	X
	Computer Systems Development	X	X	X	X	X	X	X	X
	Research Projects	X	X	X	X	X	X	X	X
	GIS System Development	X	X	X	X	X	X	X	X
	Microcomputer Support	X	X	X	X	X	X	X	X
	1990 Census Analysis	X	X	X	X	X	X		
	2010 Projections	X	X	X	X				
	Social Indicator Analysis				X	X	X		

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
	Annual Population Estimates		X				X		
	County Voting District Analysis		X						
	Annexation Support		X						
	Special Neighborhood Census Areas							X	X
	Transportation/Employment Census Analysis							X	X
	City Voting District Analysis							X	
13. PUBLIC INFORMATION									
To respond to public information and service requests and to provide visual and graphic support to the planning program by designing and preparing regular and special publications on planning projects and services, and by providing graphic design.	Public Information	X	X	X	X	X	X	X	X
	Zoning Notification	X	X	X	X	X	X	X	X
	Department Highlights	X	X	X	X	X	X	X	X
	Annual Report				X				X
	Presentation and Display Graphics	X	X	X	X	X	X	X	X
	General Report Graphics	X	X	X	X	X	X	X	X
	Area Plan Publications	X	X	X					
	District Plan Publications	X	X	X					
	21st Century Vision Publications				X	X	X	X	
	Special Planning Publications/Reports	X	X	X	X	X	X	X	X
	Special Planning Seminars/Meetings	X	X	X	X	X	X	X	X
	Library Development		X	X					

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
14. ART COMMISSION									
To provide program administration for the "1%-for-art in public buildings" program for the City and County, and support to the Charlotte-Mecklenburg Art Commission.	MECKLENBURG COUNTY PROJECTS								
	Charlotte-Mecklenburg Aquatic Center	X	X	X					
	Criminal Courts Plaza	X	X						
	Hal Marshall Center	X	X						
	Tom Ray Center	X	X	X					
	Latta Park Equestrian Center	X							
	Sharon Regional Public Library	X							
	University City Public Library Branch	X	X	X	X				
	Copperhead Island	X	X	X	X				
	Tilley Morris District Park	X	X	X	X				
	Mecklenburg County Detox Center	X	X	X	X				
	New Projects to be Determined					X	X	X	X
	CITY OF CHARLOTTE PROJECTS								
	Charlotte Convention Center	X	X	X	X	X	X	X	X
	New Animal Shelter Facility	X	X	X	X	X	X		
	Law Enforcement Center Expansion	X	X	X	X	X	X	X	X
	Charlotte/Douglas International Airport	X	X	X	X				
	Performing Arts Center	X	X	X					
	Police and Fire Academy	X	X	X	X				
	York Road Renaissance Park	X	X						
	Discovery Place Omnimax Theatre	X	X	X	X				
	Reedy Creek Park Nature Center	X	X						
	New Projects to be Determined					X	X	X	X

OBJECTIVE	WORK PROGRAM	FY 92 QUARTERLY SCHEDULE 1st	2nd	3rd	4th	FY 93 QUARTERLY SCHEDULE 1st	2nd	3rd	4th
15. CLERICAL SERVICES									
To use the personnel pool and word processing technology for the most efficient provision of office services for the support of the planning program.	Administrative Tasks	X	X	X	X	X	X	X	X
	Clerical Services	X	X	X	X	X	X	X	X
	Public Contact	X	X	X	X	X	X	X	X
	File Maintenance	X	X	X	X	X	X	X	X
	Equipment and Supply Maintenance	X	X	X	X	X	X	X	X

APPENDIX

SERVICE LEVEL CHANGES

Attached is a list of service level changes requested by the Planning Department for Fiscal Years 92-93.

These service level requests respond to important areas of focus. All are externally driven needs related to either a Council identified priority such as the City-Within-A-City initiative, or support for multi-departmental efforts like the GIS program, or other Planning Commission, Historic District Commission or Art Commission identified priority. Below is a summary list of our requests in order of priority.

FY 92 SERVICE LEVEL CHANGES

Planning		
1.	Drafting Technician I	$23,349
2.	Planner II, Regional Planner	37,383
3.	Planner I, (Temporary; School Master Plan)	27,310
4.	21st Century Population/Employment Update	40,000
5.	Planner I, Research/Special Projects	33,110
6.	Planner II, Capital Project/Plan Implementation	37,383
	SUBTOTAL	$198,540
Art Commission		
7.	Art Plan Consultant	20,000
8.	Art Commission Program Support	58,858
	SUBTOTAL	$78,853
	TOTAL	$277,393

FY 93 SERVICE LEVEL CHANGES

Planning		
1.	Planner I, Policy Implementation	$31,110
2.	Planner II, City-Within-A-City	37,383
3.	New Automobile	10,500
	SUBTOTAL	$68,503
Historic District		
4.	Planner I, Historic District	33,110
5.	Administrative Assistant, Historic District	21,772
	SUBTOTAL	$54,872
	TOTAL	$123,375

1992 REQUESTS FOR SERVICE LEVEL CHANGES

PRIORITY		COST*	SERVICE LEVEL CHANGES
1.	P E T	$17,349 6,000 $23,349	**DRAFTING TECHNICIAN I, DRAFTING SERVICES (Land Development):** Need a full-time drafting person to augment the current 4-person staff which consists of a Planning Assistant (Supervisor), a Drafting Technician II, a Drafting Technician I and an Engineering Clerk I to support the map creation and maintenance program. The Planning staff is currently embarked on an ambitious program to convert the existing 187 official zoning and base maps from a manually created and maintained system to a computerized map system. The conversion is about 66% complete. This effort is becoming the forerunner of a county-wide Geographic Information System (GIS) planning map program. Annually, approximately 6,000 map changes are generated through rezonings, new subdivision creations, and other property boundary changes. These official maps are depended upon by developers, builders, real estate agents and the general public for accurate and updated boundary descriptions. Even with GIS system in place, it will be extremely difficult for the Drafting Section to keep up with map changes generated and perform other work program responsibilities with current resources. Without additional resources to this area, the Planning staff risks losses in efficiency, creating potentially inaccurate officials maps, and reductions in the level and quality of service to the public.
2.	P E T	$31,383 6,000 $37,383	**PLANNER II, REGIONAL PLANNER (Community Planning):** Need a full time planner to coordinate planning and transportation efforts with the small towns in Mecklenburg County and the towns, cities, and counties in the region. City Council and County Commission have strongly indicated the need for greater attention to regionalism. A number of efforts are underway and are being considered for 1992-93.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

PRIORITY	COST*	SERVICE LEVEL CHANGES
		Currently, there is no central clearinghouse of information and coordination for regional efforts within city and county government. The expectation is that the Planning Commission will assume the coordinating function. In 1990, a land use planner has been assigned to do very basic information gathering and coordination; however, as regionalism becomes a greater priority, the work will exceed that of a part-time project and will require full-time coordination. If the regional coordination responsibilities are absorbed by the current staff, other planning priorities must be shifted or work program items deleted.
3.	P $27,110 E 200 T $27,310	**PLANNER I (Temporary); SCHOOL MASTER PLAN (Strategic Planning):** A new temporary planner (Planner I) is needed to support the School Master Plan project. The master plan process calls for extensive citizen participation and education, as well as, an assessment of school conditions, development of school development scenarios and preparation of a plan document. The project, which will began in January, 1991, is expected to last approximately 18 month period. The temporary planner will assist a senior project planner on the staff in the day-to-day work activities with School Board staff to develop the master plan. A temporary position is warranted because existing staff resources are already assigned to other important projects such as providing support to the 21st Century Vision program and the Ten Year Capital Needs program.
4.	$40,000	**21st CENTURY POPULATION/EMPLOYMENT UPDATE:** A consultant (Al Stuart, UNCC) is needed to update the 21st Century Plan population and employment projections based upon the 1990 Census. Projections will be made to the Year 2010. A consultant is needed because sufficient resources are not available in-house to address this project and an independent analysis by a recognized demographer is viewed as being more acceptable to the business community and the general public.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

1992 REQUESTS FOR SERVICE LEVEL CHANGES

PRIORITY		COST*	SERVICE LEVEL CHANGES
5.	P E T	$27,110 6,000 $33,110	**PLANNER I, RESEARCH/SPECIAL PROJECTS (Strategic Planning):** A project planner is needed to respond to the growing demand for research and special project services. This position is to offset the loss of the Planner I to the Art Commission program. The need for the position is driven by the increased expectations imposed by the "21st Century Vision" program. A key component of that program is the Long-Range Capital Needs Assessment, together with the increasing expectation of the bi-annual City and County Needs Assessment, will require a greater level of staff commitment to capital needs. Furthermore, detailed 1990 Census data will be released during this period. As the official local census agency, considerable time is needed by Planning to analyze and report that data. The 1990 Census will also lead to specific studies, such as the proposed Social Indicator Analysis, that will be applied to other work program projects such as the City-Within-A-City project. The County Commissioner's Strategic Planning Project, originally a special project, has become an ongoing project. There are also other projects, such as annexation, that require additional staff support for limited periods and overall, the agency's experience has shown that demand has increased for quick policy analysis and special studies from the City and County Managers Offices and the Elected Officials as the community continues to grow.
6.	P E T	$31,383 6,000 $37,383	**PLANNER II, CAPITAL PROJECT AND PLAN IMPLEMENTATION (Community Planning):** Need a full-time planner to: coordinate with other departments on projects funded through the area plan capital fund ($500,000 per year); corridor improvement fund ($6 million); and neighborhood reinvestment fund ($8 million). In addition, the implementation planner will be responsible for coordinating plan initiated rezonings. These responsibilities are currently being handled by a land use planner who has been attempting to juggle plan implementation with long range planning projects.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

PRIORITY	COST*	SERVICE LEVEL CHANGES
		In 1992-93, the number of projects in the design and/or construction stage will increase significantly, and interdepartmental coordination will become more critical and time consuming. Also, the number of staff initiated rezonings is expected to increase in 1992 as a result of district plan implementation. Because of the projected increased need for coordination, it will be impossible for a land use planner to continue to share the responsibilities of plan implementation and land use planning. The section can not afford to lose a land use planner to the implementation role because of other planning priorities and expectations for land planning services.
7.	$20,000	**ART PLAN CONSULTANT (Art Commission):** A consultant is needed to develop an art plan for the strategic placement of art at key locations on public property in the community. The consultant will survey Charlotte and Mecklenburg County for public locations for placement of public art, recommend an art developmental focus and suggest strategies and priorities for art placement.
8.	P $48,858 E 10,000 T $58,858	**ART COMMISSION PROGRAM SUPPORT (Planning Commission Request):** A senior planner position (Planner II), clerical support (Office Assistant IV) and a separate operating budget allocation are needed to support the Art Commission program. Currently, critical Planning Staff resources are now being used to support a program which does not directly relate to the Planning Commission's primary goals and objectives. Existing planning resources could be better used addressing other critical issues on the urban agenda. The Art Commission should become a self-supporting program, similar to the Historic District, with separate staff and budget allocations.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

1993 REQUESTS FOR SERVICE LEVEL CHANGES

PRIORITY		COST*	SERVICE LEVEL CHANGES
1.	P	$27,100	**PLANNER I, POLICY IMPLEMENTATION**
	E	6,000	**(Land Development):**
	T	$31,110	
			A planner is needed to assume the role of coordination and implementation of the Central Area Plan and undertake environmental initiatives such as the Watershed Protection Study. These important projects are beyond the capacity of current staff resources to address. The Central Area Plan program will involve the implementation of numerous strategies to be developed for the Uptown plan's implementation, and will require the coordination of various groups, committees, other governmental agencies, Planning Commission and Elected Officials activities in the Uptown area. The Watershed Protection study involves the identification and development of strategies or ordinances designed to implement any future watershed protection measures or other environmental initiatives and policies adopted or identified by the Elected Officials. These projects are important to the community's long term future.
2.	P	$31,383	**PLANNER II, CITY-WITHIN-A-CITY**
	E	6,000	**(Community Planning):**
	T	$37,383	
			Need a full time planner to develop a comprehensive program for improving the quality of life and economic stability in the central district of the city and to coordinate resources within government and the community to implement the program. City Council has identified the City-Within-A-City program as one of its top priorities for 1992-93. As indicated by Council, this program should be very focused, pulling resources from various departments, agencies and private sector groups. Planning staff will have the critical and time consuming role of coordinating the efforts of the program in addition to doing much of the actual planning. This program will be a large undertaking for the Planning Commission, similar in magnitude to the 2005 Plan or ordinance revision. Although the existing staff will be expected to provide considerable support for the program, it will be

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

PRIORITY	COST*	SERVICE LEVEL CHANGES
		necessary to have an additional Planner II on staff to oversee the project, while the current staff attends to other priorities for long range planning.
3.	P E $10,500 T $10,500	**NEW AUTOMOBILE:** A third automobile is needed to augment our present 2-car fleet. Personnel usage of the current automobiles is higher than it has ever been. High demand has created scheduling conflicts for planners. Also, higher expenditure levels are being experienced for reimbursements for personal car usage and use of automobiles in the City's car-pool.
4.	P $27,110 E 6,000 T $33,110	**PLANNER I, HISTORIC DISTRICTS:** A full time planner is needed to support the historic district program if the number of districts increases as anticipated. An additional area in Dilworth and a new area in Plaza-Midwood are being considered for district designation in 1992-93. North Charlotte and several other inner city neighborhoods are also being considered for designation after 1993. Planning staff is preparing an historic preservation plan for the city and county that will identify additional districts for potential designation in the future. One planner and a part-time administrative assistant are currently providing the administrative and technical resources for the Dilworth and 4th Ward historic districts. If additional districts are designated, the amount of work involved with initiating and coordinating the new districts, including considerable public education, will more than double the existing work load of the current staff. New districts cannot be designated without this position to support them.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

1993 REQUESTS FOR SERVICE LEVEL CHANGES

PRIORITY		COST*	SERVICE LEVEL CHANGES
5.	P	$21,772	ADMINISTRATIVE ASSISTANT, HISTORIC DISTRICTS:
	E	0	
	T	$21,772	
			Need a full time administrative assistant to support the historic district program if additional districts are designated in 1992-93. Currently, a part-time administrative assistant is providing support for the two designated historic districts (Dilworth and 4th Ward). This involves support for the Historic District Commission as well. If the additional districts are designated, the need for administrative assistance will increase to a level that can not be met with the current part-time position; thus the position would need to be expanded to full-time to provide the necessary support for the program.

*COST: P = Personnel Cost; E = Equipment and Supplies Costs; and T = Total

ATTACHMENT 2

CHARLOTTE-MECKLENBURG PLANNING COMMISSION

INTER-OFFICE COMMUNICATION

DATE January 23, 1991

JAN 23 '91

TO Vi Alexander
Budget Director

FROM Martin R. Cramton, Jr.
Planning Director

SUBJECT: Response to Service Level Change Memorandum

As you are aware, Planning's work program and budget approval process requires the involvement of the City Council, Board of County Commissioners, and Planning Commission in its development and final approval. This is in accordance with the Interlocal Agreement governing the Planning Department. This year, we have gone through an extensive multi-step process with the Planning Commission to attempt to match our current resources with existing and proposed program initiatives. This process is outlined in our work program which was sent to you previously.

Unlike many other departments, our work program is established for the most part externally. The City Council, Board of County Commissioners and Planning Commission all identify program initiatives for our agency. Therefore, it is very difficult for me to identify program trade-offs. Initiatives which are not important from the City perspective may be very important to the County or the Planning Commission.

Nevertheless, I have attempted to respond to your January 14, 1991 memorandum. Below you will find our original requested positions, equipment and services for FY 92 and FY 93 along with the corresponding Council related program or potential trade-off, if applicable. Also, I have provided an alternative idea you might consider to address two of our key resource deficiencies.

FY 92 SERVICE LEVEL CHANGES

Planning	Program/Trade-off
1. Drafting Technician I	Continue current temporary positions
2. Planner II, Regional Planner	Related to action steps adopted by City Council and anticipates evolving regional participation
3. Planner I, School Master Plan (Temporary)	No longer needed, School Plan initiative should be substantially completed by the end of this fiscal year

4. 21st Century Population/Employment Update	Staff delay ongoing work program to undertake work
5. Planner I, Research/Special Projects	Eliminate the Art Commission program
6. Planner II, Capital Projects/Plan Implementation	Relates to Council's Action Step 64 for Economic Development

Art Commission

7. Art Plan Consultant	No possible trade-off; requested by the Art Commission
8. Art Commission Program Support	No possible trade-off; requested by the Planning Commission

FY 93 SERVICE LEVEL CHANGES

Planning	Program/Trade-off
1. Planner I, Policy Implementation	Supports Uptown Design Plan Implementation and Council's Economic Development Action Steps
2. Planner II, City-Within-A-City	Related to Council's Economic Development initiatives
3. New Automobile	Annual auto allowance reimbursements cover lease payments

Historic District

1. Planner I, Historic District	Program Expansion
2. Administrative Assistant, Historic District	Program Expansion

An alternative idea is to fund two of the higher priority positions for FY 92 and FY 93 -- Planner II, Regional Planner and Planner I, Policy Implementation -- through either permanent part-time positions or contract services. In lieu of receiving no positions, we could have two people work half-time on the payroll or through contract services. It is better to have some support in the two aforementioned areas rather than no support at all. The programs these positions will support are considered very high priority by the City Council. Both positions would be hired in FY 92. As a reminder, the two positions would perform the following duties:

Planner II, Regional Planner

- Networking and coordinating with the County, small towns in Mecklenburg County.
- Coordination with the Charlotte-Mecklenburg Utility Department on regional water and sewer issues.
- Coordination with regional transit authority and light rail extensions.
- Provide additional support to the City and County Managers Offices for regional committees.
- Provide technical and coordination services for land use planning.

Planner I, Policy Implementation

- Resource person for the Uptown Plan Implementation (FY 91-FY 93) -- the majority of the work will occur in FY 92.
- Support person for start-up and work program elements associated with the new zoning ordinance adoption or support the special text amendment process if the new ordinance is not adopted.

If you have any questions, please contact myself or Stanley Watkins on my staff. We are prepared to address the City Council regarding any questions pertaining to our request.

MRC/SDW:sls

cc: David A. Howard
Walter G. Fields, III
Stanley D. Watkins

FOUR YEAR TERMS

Currently, City Council and the Mayor are elected to two year non-staggered terms. To change this requires a change in the City Charter which can be done one of three ways.

Option I: Council Passes Ordinance

Step 1: Council passes resolution of intent and sets public hearing.
Step 2: Council holds public hearing.
Step 3: Council approves ordinance.

Note: Step 3 must be completed by June 25, 1991 in order for the Council elected in November 1991 to hold four year terms.

Option II: Council Passes Ordinance Contingent upon a Successful Referendum

Steps 1-3: Same as Option I
Step 4: Citizens vote on referendum

Note: If this referendum passed in November 1991, the first Council elected to four year terms would be elected in November 1993.

Option III: Citizen Initiative and Referendum

Step 1: Citizens present petition with signatures of 5,000 registered City voters.
Step 2: Citizens vote on referendum.

Note: Terms of office is one of the few issues that North Carolina law allows citizen initiated referendums.

RELEVANT INFORMATION

Filing Dates for Mayor and Council:	July 22 - August 9, 1991
Primary Election:	September 24, 1991
Election Day:	November 5, 1991

CONSIDERATIONS

In order to assist Council, staff has developed the following items Council may wish to consider in discussing this issue. This is not meant to be an all-inclusive list, but merely a starting point.

1. Staggered vs. non-staggered terms.

2. Amount of time needed for new Council members to "learn the ropes" and effectively participate prior to running for re-election.

3. Impact on campaign financing.

4. Continuity of City Council.

5. Effect on people's willingness to serve due to the longer term commitment.

6. Will the voters perceive Council members as being less responsive if they are elected for four year terms?

7. Developing national trend of limiting incumbents terms in office.