AGENDA

Meeting Type:	WORKSHOP
Date:	04/06/1994

City of Charlotte, City Clerk's Office

CITY COUNCIL WORKSHOP AGENDA

April 6, 1994

AGENDA

5:00 p.m.	*Focus '94* • *Community Safety* • *City Within A City*
6:00 p.m.	*Dinner*
6:15 p.m.	*Focus '94* • *Public Resources* • *Transportation* • *Economic Development*
7:15 p.m.	*Proposed Transit Center*
8:00 p.m.	*Rebidding of Multi-Family Refuse Collection Contracts*
8:30 p.m.	*Adjourn*

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Council Retreat Initiatives

KEY POINTS: (Issues, Costs)

- As part of the April 6 workshop material we have included two working documents

- The first is the rough draft of the FOCUS '94 book The FOCUS '94 book highlights the five initiatives identified as part of the February, 1994 City Council Retreat Included under each initiative are the goals for that initiative and a summary of activities currently underway under that initiative area.

- The second document includes five working papers which outline the staff proposed action steps for each of the initiative areas These working papers have sorted the action steps by major program areas under each initiative and link the goals, and action steps

Task for the Workshop:

1) Review goals for each initiative area
2) Give staff direction on proposed action steps that Council wants to have for review to bring forward during the next year or two

COUNCIL WORKSHOP
APRIL 6, 1994

Discussion of Retreat Initiatives

1. INTRODUCTION AND OVERVIEW — Pam Syfert

-Purpose of workshop discussion
-Review of FOCUS'94 draft

2. REVIEW OF FOCUS'94 INITIATIVES

-Community Safety (40 minutes)	Don Steger/Curt Walton
-City Within A City (20 minutes)	Del Borgsdorf
-Public Resources (20 minutes)	Pam Syfert
-Transportation (20 minutes)	Julie Burch
-Economic Development (20 minutes)	Del Borgsdorf

COMMUNITY SAFETY

The Community Safety Initiative is presented in more detail than the other Council initiatives Both the importance of safety within our community and staff beginning work on this initiative much earlier than the other initiatives are primary reasons why greater detail is available and provided for the Community Safety Initiative. In addition, as there will be specific budget recommendations coming out of this initiative, inclusion in the budget required the detail for the Community Safety Initiative to be developed sooner.

For each of the recommendations under consideration for the first year of the 5-year Community Safety Plan, the following information is provided

- A strategy statement of the problem we are addressing or the results we are trying to achieve;
- A description of the project
- Preliminary action steps

Staff will take Council's comments from this workshop and prepare the final Manager's recommendations for the first year of the Community Safety Plan for presentation at the May 2, 1994 workshop At that time, these strategies under consideration for the first year will be discussed more fully and the plan for development of the remaining four years of the plan will be outlined.

Goal 1: *To decrease the rate of crime and increase the perception of community safety through neighborhood-based services.*

Community Policing

Strategy: Further develop our general philosophy of community policing as it relates to approach, resources, response time and implementation differences between neighborhoods. Structure these discussions through Council workshops and discussions with neighborhoods In the interim, continue to expand the current approach to Community Policing countywide.

Project Description: Our current approach to community policing places community policing coordinators in patrol districts Adam 2, Adam 3, Charlie 1 and the 5 suburban patrol districts currently have community police coordinators Community Policing is partially in place in Adam 1

The 27 officers provided by the Federal grant will be used to expand community policing into Baker 1 and Charlie 2. The city's share (25%) of these officers for 3 years has already been funded at the time of grant acceptance from General Fund Fund Balance. Permanent funding for these positions will be included in the fourth year of the Community Safety Plan.

Under this approach, full implementation in Adam 1 and expansion into Charlie 3 is the next logical phase of community policing In addition, sergeants which have never been added in association with community policing need to be added to each of the 7 patrol districts which have or are proposed to have community policing. Sergeants are needed for field supervision.

Baker 2 and Baker 3, primarily the southern parts of the City, have needs that will be addressed through an alternative form of community policing

First year costs are estimated to be $1 7 million.

Action Step(s):

1. Continue to refine our community policing philosophy and approach by conducting a workshop with City Council prior to October 1, 1994 Specifically included in the workshop is to be a discussion of response time versus problem-solving policing, as well as the call prioritization system

2. Expand Community Policing into Baker 1 and Charlie 2 through the 27 officers provided by the Federal grant

3. Fully implement community policing in Adam One by adding 8 officers

4 Expand community policing into Charlie 3 by adding 15 officers as community policing coordinators into that patrol district

5. Enhance field supervision by adding 1 sergeant to each urban patrol district with community policing.

6. Determine the form of community policing to be used in Baker 2 and Baker 3 by June 30, 1995.

Note: Funding is included for the complete fiscal year with the expectation that officers will be recruited, trained and in service by June 30, 1995

Neighborhood Violations

Strategy: Prosecute Neighborhood Violations by adding a City Attorney or contracting for legal services to manage prosecution workload of neighborhood civil violations. The attorney would by physically located in the District Attorney's Office and would report to the District Attorney

Project Description: Neighborhood-related violations, usually civil in nature, cannot be adequately prosecuted by the District Attorney because of the heavy caseloads of more violent crime Nonetheless, these violations (vacant lots, litter, vagrancy, etc.) are often those that the neighborhoods perceive to the greatest problem and greatest threat to neighborhood self-sufficiency. An additional prosecutor, dedicated to the prosecution of neighborhood violations, can be provided either on the City payroll or through contracted services.

First year costs are estimated to be $44,000

Action Step(s):

1. The City Attorney, the Police Attorney and the District Attorney will evaluate the options for providing the prosecutorial support and make a recommendation by April 15, 1994 for how best to address this need

Decentralize Services

Strategy: Decentralize police and social services to increase visibility and accessibility.

Project Description: The construction of the new Police headquarters assumes construction of one decentralized bureau station in 1996 Funds are already budgeted for that facility A second bureau station is projected to be needed by the year 2002 Police and other service providers need to develop recommendations not only about the services that are to be included in the decentralized facilities, but also what type of facilities best address the needs (ie stand alone bureau stations, storefronts, multi-purpose facilities)

Action Step(s): (1) Proceed with the planning and construction of the first decentralized bureau station (2) Police, Neighborhood Development, the School System and related county agencies will develop a recommendation on the design and occupants of the decentralized facilities prior to the establishment of additional storefront or multi-purpose facilities

Neighborhood Improvements

Strategy: To comprehensively address infrastructure needs in distressed neighborhoods through special funding.

Project Description: A 1992 survey of City Within a City (CWAC) neighborhoods indicated that 40% (32 neighborhoods) lack basic infrastructure Thirty two neighborhoods have a received a high rating for infrastructure needs. Initial funding should be targeted to high crime areas to provide street lights, sidewalks, curbs and gutters.

Action Step(s): To be determined by May 2

Neighborhood Assessment

Strategy: Conduct a survey of neighborhoods outside City-Within-A-City to determine future neighborhoods that should be targeted for public improvements.

Project Description: This project will provide for a survey to be conducted by Planning Commission staff in coordination with the City's Engineering and Property Management Division and summer youth employees to assess infrastructure needs Two summer youth employees have been assigned to the Planning Commission staff. The employees will be paid with federal funds. The survey is included in the Planning Commission's FY95 Work Program and will be absorbed in the existing operation budget

Action Step(s): Initiate the survey process using summer youth employees; collect and compile the data, prepare and report prior to the January 1995 CIP process.

Neighborhood Development Department

Strategy: Finalize the establishment of the Neighborhood Development Department, which has combined Employment and Training, Economic Development, Community Relations, Community Development and Neighborhood Services into a single Key Business.

Project Description: The organizational structure for the Key Business needs to be finalized, as well as recruitment of the Key Business Executive. Following completion of these steps, staffing and operational needs will be assessed to determine if each is sufficient to meet the goals and missions fo the new business

Action Step(s):

1. Finalize the Neighborhood Development organizational structure by July 1, 1994.

2. Recruit and appoint the Neighborhood Development Key Business Executive by December 31, 1994.

3. Assess the operational and staffing needs of the Key Business in time for recommendations to be considered as part of the next two-year budget cycle.

Goal 2: To decrease the rate of violent crime.

Conflict Management

Strategy: Provide training in the use of conflict management skills to resolve inter-personal disputes

Project Description: The Community Relations Committee has trained a limited number of volunteers to provide conflict management training for family and neighborhood groups It is proposed to expand this work by adding an additional staff member.

Action Step(s): Include new position in the FY 95 budget The duties of this position are to recruit volunteer conflict management trainers, train the trainers, and develop opportunities for trainers to work with family and neighborhood groups

Domestic Violence

Strategy: Create Domestic Violence Intervention Teams in the Police Department.

Project Description: Modeling after the San Diego program, considered one of the premier domestic violence programs in the country, create an investigative unit of specially trained officers and counselors working as a team to intervene in chronic abuse situations and to investigate domestic violence complaints and trends. The teams can identify and address locations of frequent domestic dispute calls and serve to intervene or to act as a liaison between the victim and the criminal justice system and other local service agencies

First year costs are estimated to be $216,000

Action Step(s):

1. Develop Charlotte's approach to the domestic violence intervention teams by September 30, 1994;

2. Create a domestic violence investigative unit comprised of 1 sergeant, 4 investigators and 2 counselors. Begin the unit mid-year.

3. Provide the necessary extensive training and begin actual intervention of domestic violence cases during the last quarter of FY95

Violent Crimes Task Force

Strategy: Expand the Violent Crimes Task Force targeting violent offenders The Task Force was established 18 months ago by pulling resources from other investigative functions. This strategy would make permanent staffing allocations

Project Description: The Violent Crimes Task Force was established to identify and prosecute groups of criminals who band together to commit violent acts. Included in those groups are gangs and loosely-knitted criminal organizations involved in drugs and crimes involving firearms

The Police Department, the SBI, the FBI, and the Bureau of Alcohol, Tobacco and Firearms join forces through this task force to prosecute these groups of individuals in Federal Court, which hands down lengthy prison sentences The assignment of permanent personnel would ensure that this successful effort continues.

First year costs are estimated to be $422,000

Action Step(s):

1. Add 8 investigators and 1 Sergeant to staff the Violent Crime Task Force permanently.

Felony Investigations

Strategy: Expand felony investigations (homicide, armed robbery, aggravated assault, rape, housebreaking, storebreaking, auto theft and fraud)

Project Description: Felony investigators currently have an average case load of up to 70 cases at a time, depending on the type of investigation Additional investigators will ease this caseload to investigator ratio, as well as allow investigators to coordinate cases between the new task forces, such as the violent crimes task force and domestic violence intervention

Action Step(s):

1. Add 3 investigators to the Homicide Division of the Felony Investigations Bureau

2. Add 7 investigators to the remaining divisions within Felony Investigations, with assignment to investigative functions at the discretion of the Chief

Educational Campaign on Securing Guns

Strategy: Develop an informational campaign that stresses the importance of the proper maintenance and storage of any weapons kept in the home or automobile

Project Description: In 1993 there were 1,146 reported incidents of guns stolen from homes and automobiles Few of these weapons are ever recovered. An educational campaign would stress the importance of keeping guns off the street, demonstrate how to avoid having a gun stolen, and stress the safety issues of properly storing guns A similar campaign was conducted in 1985

Action Step(s): (1)Develop an informational campaign that includes literature, public service announcements, talk shows and club appearances (2)Identify resources for Police Department and Public Service and Information Office to use to implement such a campaign.

Goal 3: To decrease the rate of crime committed by youth.

D.A.R.E

Strategy: Expand the DARE program into the seventh grade. Currently DARE officers teach the Drug Abuse Resistance Education curriculum to 5th or 6th graders, depending on the structure of the school The steepest increase in student drug use is in middle school, particularly during the 7th grade. This program expansion would reinforce the education students received earlier at the time the greatest risk for drug use is experienced.

Project Description: Increase the number of DARE officers to offer the drug resistance curriculum in either the 5th or 6th grades and the 7th grade Officers would be available to the school system at-large, therefore, officers could be deployed in either the suburban or urban division at the discretion of the Police Chief following discussions with school administrators

First year costs are estimated to be $359,000

Action Step(s):

1 Add 6 officers and required supplies and equipment for expansion of DARE into the 7th grade The officers would be funded for the full fiscal year in order to be available for the start of the 1994-1995 school year

Youth Investigations

Strategy: Expand the Police Department's youth investigations to address sharp increases in workload and to respond to a new State mandate to initiate child abuse investigations within 48 hours.

Project Description: Over the past 5 years, in increase in the rate of crimes committed by juveniles has risen at quadruple the rate of adult crime The current workload is approximately 70 cases per investigator. Investigators have been shifted from other investigative areas to accomodate the State mandate Investigators need to be added so that other functions can return to full staffing levels.

Investigators, investigative technicians and required supplies and equipment will be added to improve the ratio of investigators to caseloads The Serious Juvenile Crime Unit and the Domestic Violence Intervention Unit, both explained as separate projects, will work in tandem to further improve the workload of unit and to address the serious nature of crime committed by and against young people

First year costs are estimated to be $355,000

Action Step(s):

1. Add 4 investigators to the Youth Investigations Bureau as well as the required equipment and supplies.

2. Add one Investigative Technician to the Youth Investigations Bureau Investigative Technicians complete paperwork, do follow-up, contact parties involved in a case, etc., all of which allows the officer to devote more time to those tasks which a only sworn officer can do.

Serious Juvenile Crime Unit

Strategy: Create a Serious Juvenile Crime Unit in the Police Department

Project Description: A serious juvenile crime unit would allow the Youth Bureau to target repeat youthful offenders committing violent crimes This unit would receive specialized training for developing profiles for violent juvenile offenders and for investigation of violent crimes committed by juveniles

Action Step(s):

1. Add 6 officers and 1 sergeant to create the Serious Juvenile Crime Unit

2. Add an Investigative Technician and an Office Assistant to support the Unit and to reduce administrative functions to be performed by sworn personnel

3. Develop evaluative measures the assess the success of the Unit

SHOCAP

Strategy: Develop a local Serious Habitual Offender Comprehensive Action Program (SHOCAP) based on the US Department of Justice Office of Juvenile Justice and Delinquency Prevention model.

Project Description: SHOCAP is an information network which provides criminal information on juvenile repeat offenders to the Police, the Courts, the Schools and to child advocacy groups The elements of the model program are

- establishing a data base and determining access to it
- determining criteria for what constitutes a habitual offender
- developing procedures for early identification
- determining what special crime analysis capabilities are necessary
- determining the linkages and flow of information
- establishing special criminal justice procedures
- developing interagency and community support
- identifying resources not currently available

Repeat offenders information on juveniles is currently not available, but it is estimated that approximately 70% of juvenile arrests involved offenders who had previously been arrested.

Action Step(s):

1. With Police as the lead, assemble the appropriate participants (school representatives, the District Attorney and other court officials, etc) and reach a consensus on the type of program to develop;

2. Begin design of the program, including identification of resource needs for system development;

3. Identify program design and resource needs for the second year of the Community Safety Plan

Boot Camp

Strategy: To develop consensus on a local boot camp and secure State funding

Project Description: To establish a local boot camp for youthful offenders incorporating educational, vocational, and substance abuse treatment programs in a structured 90-day period

Action Step(s): (1) Request to the State was included in proposed priorities to the special legislative session, (2) Work with the State to establish a site in Mecklenburg County; and (3) determine what job training, basic education and employability skills could be provided to the program by the Employment and Training Division of the Neighborhood Development Department

Teenage Curfew

Strategy: To explore a teenage curfew to impact youthful crime

Project Description: To research the curfew issue and provide City Council with a recommendation. Included in the research will be information on type of curfew, legal issues, resource needs to implement and expected impact on youthful crime

Action Step(s): (1) Thoroughly research the curfew issue (2) Present information to City Council by November 1, 1994 (3) If adopted by Council, prepare ordinance and implementation plan, including a public education campaign

Public/Private Programs for Youth

Strategy: Increase coordination of public/private neighborhood based initiatives for at-risk youth This would include providing information and assistance to religious, civic and recreational organizations seeking involvement

Project Description: There are numerous private initiatives aimed at assisting at-risk youth. Many of the community's religious organizations have formed partnerships with churches or housing projects to begin preschools, summer day camps, afterschool enrichment programs, recreational programs, etc While some ministerial alliances coordinate these efforts, many are done by single churches seeking to meet a need The Children's Services Network is the process of developing a policy framework for collaboration of children's services. Also the City has played a role in providing direct services to youth through the Police Athletic League and various employment programs for youth. This strategy seeks to provide information and coordination to religious and other private organizations seeking to assist at-risk youth in a neighborhood setting In addition, the function would look at re-energizing the Police Athletic League through possible coordination with the YMCA's or school athletic programs and establishing a late night/weekend basketball league The Community Relations Office is playing a key role in the formation of the Neighborhood Development Department by coordinating the various neighborhood organizations

Action Step(s): (1) City Council's adoption of the Children's Services Network policy framework for collaboration of children's services, (2) Adding a position in Community Relations to act as a coordinator for religious organizations and other private groups seeking to initiate or support programs for youth in distressed neighborhoods, and (3) Begin discussions with the County Commission on use of recreational centers for late night basketball league

Goal 4: To decrease the rate of substance abuse-related crime.

Drug Court

Strategy: Continue court's ability to focus on drug-related crimes through the continued operation of a drug court and assist in planning a treatment component to the drug court

Project Description: The drug court funded through 1992 has enabled the District Attorney's office to prosecute felony drug cases previously disposed of as misdemeanors, due to lack of staff and court time It is necessary to find new state funding either specified for the drug court or an additional allocation of prosecutors under the state formula In addition, a group of court officials and substance abuse treatment providers are reviewing other successful drug court programs and are developing an expanded drug court concept that includes treatment and employment components. The group has applied to the Governor's Crime Commission for a planning grant.

Action Step(s): (1) Support state funding of the existing drug court (2) Participate in the planning of a treatment component to the drug court through involvement of Police and Neighborhood Development Staff. (3) Provide one half of the matching grant ($13,500) for the drug treatment court planning grant during the current budget year. (4) Consider how job training slots might be used in support of a drug treatment court.

Street Drug Interdiction

Strategy: Expand the Street Drug Interdiction Task Force, currently in place only in Charlie One, to all patrol districts

Project Description: The Street Drug Interdiction Task Force concept is comprised of a drug intervention officer, a vice and narcotics officer and two patrol officers who form a team to address the drug problems in the district This approach strengthens each of these police functions which previously operated more independently.

The Task Force concept has worked well in Charlie 1. Adding 9 narcotics officers, 9 drug interdiction officers and a sergeant for each function will allow for the Task Force concept to be placed in each urban patrol district, as well as in the suburban division The task forces may be moved among districts, whether urban or suburban, at the discretion of the Chief

Action Step(s):

1. Expand the Street Drug Interdiction Task Force concept countywide by implementing the concept in 9 additional patrol districts based upon the Charlie One model.

Goal 5: To decrease the rate of repeat offender crime

Jobs for Offenders

Strategy: Determine City's policy regarding utilization of employment and training funds to support offender programs

Project Description: There are numerous alternative punishment programs for offenders which provide rehabilitative opportunities in the community Such programs include Community Service, Substance Abuse Treatment, and Boot Camp Offenders in these programs are on probation or parole Studies have shown that of all these programs, the Community Service program may be the only one to statistically show a rehabilitative effect on offenders This program both restricts freedom and provides an opportunity to develop job skills and values Providing job training, basic education and employability skills to offenders in substance abuse treatment, boot camp or halfway houses for parolees it is believed would decrease the recidivism rate of offenders This strategy would determine how the city might utilize federal job funds to address the repeat offender problem

Action Step(s): (1) Review current alternative sentencing programs to see if employment and training components are needed (2) Develop a City policy regarding local financial support of Employment and Training funds committed to offender programs. (3) Provide necessary training to staff liaison to facilitate effective service to offender population

Parole Accountability

Strategy: To establish a Citizens Parole Accountability Committee to evaluate cases of inmates under consideration for parole and impact the parole process when determined appropriate.

Project Description: The Citizens Parole Accountability Committee would consist of 6-8 members The activities of the committee are (1) to evaluate cases of inmates under consideration for parole to identify those cases where the community's best interest is served by the offender remaining in prison; (2) to correspond or appear before the Parole Commission on such cases, (3) to interact where requested with victims and their families to help them present their case to the Parole Board, and (4) to assist in educating the citizens of Charlotte on the parole process and individuals being released into the community The Committee would be assisted in this effort by a police officer assigned to the parole function The police officer would screen cases and focus on offenders who were convicted of violent crimes, offenders with lengthy criminal records, and offenders who committed the offense for which they are incarcerated while on parole

Action Step(s):

1 Appointment of the Citizens Parole Accountability Committee by the Mayor and City Council.

2. Assignment of a police officer to the parole function (3) Training of the Committee.

Note· The cost of this strategy is the salary of one police officer ($35,075) Initially the Police Department will reassign an existing officer to this function After an evaluation of the program the department will decide on the need for a permanent allocation for this function

Goal 6: To ensure the most efficient utilization of resources.

Police Training

Strategy: Provide 40-hours of in-service training per year to make Advanced Law Enforcement Training mandatory.

Project Description: The 40-hours of mandatory training would ensure that officer training is an on-going process This training would allow officers to receive training on topics such as our approach to community policing, the appropriate use of force, legal liability issues, hazardous materials, defensive driving, and firearm training. To allow Patrol Division field personnel to be in training during each of the 47 available training weeks per year, 30 officer positions must be added to maintain sufficient manpower In addition, 3 training officers and the required equipment will need to be added.

First year costs are estimated to be $1.1 million

Action Step(s):

1. Design the curriculum for the mandatory in-service training program by January 1, 1995.

2. Add 30 officers and stagger allocation of these officers into recruit classes throughout the fiscal year, with the intent of providing recruit training to all 30 by June 30 1995

3. Add 3 training officers and the required training equipment

4. Develop evaluative measures to assess the impact of the Advanced Law Enforcement Training.

Equipment Purchases

Strategy: Address law enforcement equipment needs

Project Description: Police has identified equipment requests in the first year of the Community Safety Plan of approximately $1.9 million Many of the requests will be evaluated as part of the information study to be conducted on the Police Department's technological needs The completion of that study is expected mid-year during FY95

Action Step(s):

1. Police will prioritize its equipment list

2. Provide partial funding either through lease purchase or from General Fund Fund Balance to address police equipment priorities

Support Personnel

Strategy: Evaluate all police support personnel to ensure sufficient support for field personnel.

Project Description: Support personnel have not been added as the number of sworn officers has increased Many of these support functions are critical to helping the officer make maximize use of time These support personnel can write reports, do telephone follow-up, manage evidence and records, take citizen calls and analyze crime trends and statistics

Police has identified those functions in the most critical need for staff increases

First year cost is estimated to be $681,000

Action Step(s):

1. Add 9 Investigative Technicians to assist patrol field personnel with reports and to assist Sergeants so that they can spend more time in the field doing direct supervision.

2. Add 5 Investigative Technicians for Felony Investigations to provide support to investigators.

3. Add 2 Property Control Clerks to assist with evidence management

4. Add 2 Records and 1 supervisor to help manage the growing volume of police records and the increasing public requests for records

5. Add 3 positions to the Expeditor Unit to improve the quality of response to citizen calls for service. The positions have been costed as non-sworn personnel. The organizational study will help determine whether to maintain sworn or non-sworn personnel in that unit

6. Add one Crime Analyst position to assist with statistical analysis of crime trends and associated information

Goal 7: To determine the process to develop the 5-year Community Safety Plan and to conduct and evaluation of the first year of plan.

Evaluation

Strategy: Develop appropriate evaluation and measurement components to determine the degree of goal achievement for the Community Safety Plan

Project Description: A formal annual evaluation plan is necessary to measure the implementation success, and the effectiveness and efficiency of the results of the plan. It is recommended that the City contract with the Criminal Justice Department and/or the Urban Institute at the University of North Carolina at Charlotte to provide this evaluation for the first two years of the plan Subsequent evaluations would be done internally.

Action Step(s): (1) To contract with the Criminal Justice Department and/or Urban Institute at UNCC to develop evaluation criteria and to measure achievement of strategies for the first two years of the; (2) To review in March 1995 the evaluation criteria for the following four year plan, (3) To review by June 1 of each year an evaluation of the Plan.

Community Safety Plan Process

Strategy: To continue to refine priorities and determine strategies for the following four years of the Community Safety Plan

Project Description: While a considerable effort has gone into developing goals and outlining a number of strategies for addressing Community Safety in Charlotte-Mecklenburg, additional work is needed to determine the most important strategies to be pursued An initial plan for the first year has been recommended A part of that plan is to refine the strategies for the following four years This will allow greater involvement of the new Chief of Police and the Neighborhood Development Department Director, as well as the other very crucial partners in this effort, the County Commission and the School Board

Action Step(s): (1) To establish a high level staff task force chaired by the Chief of Police and including representatives from the Neighborhood Development Department, the District Attorney's Office, and the County, to take the information included in the draft Community Safety Plan and refine and give priority to strategies for the following four years of the Plan; (2) Concurrently continue a community input process that involves neighborhoods and businesses in the development of the Plan; (3) Begin a dialogue with both the County Commission and School Board on joint issues and programs; and (4) Work with UNCC staff in developing criteria to measure goal attainment

City Within A City

Goal 1: *Produce a strategic plan for City Within A City that will guide the new Neighborhood Development Key Business and also serve as our Empowerment Zone application.*

City Within A City Strategic Plan/Empowerment Zone Application

Action Steps:

1) Develop in draft a grassroots driven strategic plan by May.

2) Get the formal commitment of Council & other community partners develop a to strategic plan prior to June 30th deadline.

Goal 2: *Get City services closer to the customer by decentralizing them into neighborhood facilities owned by the City or its partners.*

Decentralization

Action Steps:

1) Review current decentralization plans and their service/location/cost implications

2) Decide if any of these services are a target for competition, then determine which services to push for decentralization

3) Relocate & consolidate Neighborhood Development Departments into Old City Hall (Community Development,Community Relations, Economic Development, Employment & Training, and Neighborhood Services)

Goal 3: *Develop a strategy, as part of an urban economic development plan, to retain and expand the jobs base in the City Within A City area. Focus especially on those jobs that are upwardly mobile and those that pay in the $7/hr and up category.*

City Within A City Jobs

Action Steps:

1) Within the context of the metropolitan economy, analyze information on the City Within A City jobs base to understand growth industries, trends, threats, and opportunities.

2) Define a strategy and, if appropriate, specific projects such as an inner city industrial campus or employment center

3) Develop the private industry council as the focal point for public-private workforce development partnerships.

Goal 4: *Facilitate partnerships between community development corporations and national banks for housing and economic development projects as well as other community needs.*

Building Capacity of Community Development Corporations and Neighborhood Based Partnerships

Action Steps:

1) Develop a neighborhood advisory committee with banks and CDC representatives to determine current and potential bank support for CDC activities

2) Establish an overall mission and strategy for banks and Community Development Corporations' investment partnership building.

3) Identify potential Community Development Corporation projects in qualified areas and prioritize in order of readiness.

4) Prepare a plan with time lines to transfer City's financial assistance being received by the Community Development Corporations for administrative costs to Banks/Community Development Corporations within two years

Goal 5: Provide an appropriate mix of social services in those neighborhoods where the City delivers a concentration of neighborhood based services to complement the City's physical and economic development efforts.

Leveraging Human Services

Action Steps:

1) Convene County staff, non-profit, civic, and religious groups to develop issues & options for providing coordinated services in the same neighborhoods as the City and for designing strategies to develop neighborhood capacity.

2) Utilize the City Within A City Task Force to focus community resources

Public Resources

Goal 1: *Attract and retain the most qualified and motivated talent, reward successful behavior in support of business objectives.*

Performance Pay and Benefits

Action Steps:

1) Approve a framework for recruiting and retaining a qualified and motivated workforce
2) Review retiree health insurance
3) Approve incentive pay program
4) Approve the FY95 Pay and Benefits recommendations
5) Review and approve revised pay plan proposals for Police & Fire Personnel
6) Continuously review performance pay and benefits program to meet the public resources mission
7) Review results of broadbanding pay plan

Goal 2: *Provide for continuous review of City services, internal systems and processes to increase productivity and/or enhance quality of services to the customer.*

Continuous Improvement

Action Steps:

1) Complete a services assessment process prior to the FY96-97 budget

2) Systematically identify and target areas to reduce duplication, and recommend areas for functional consolidation

3) Review results of the organization's strategies and control/reduce costs through re-engineering of internal processes

4) Evaluate the organization's initiatives to develop and implement excellent customer service that offers the public easy and convenient access to all City services

Goal 3: *Provide public services in the most effective and efficient way by using a competitive process*

Competition

Action Steps:

1) Implement a competitive process for one-fourth of the residential garbage collection in the City

2) Target Landscape Management and Special Transportation Services for a competitive process

3) Continue to identify other services for competition

4) Use the Competition Advisory Committee for advice on issues in implementing the goals and processes of competition

5) Implement Asset Management

Goal 4: *Capital infrastructure such as roads, water and sewer lines, City Within A City initiatives and police facilities are crucial to the quality of life. Capital needs have been identified in the Capital Need documents. A long-range financing plan is necessary to meet growth and infill needs.*

Infrastructure

Action Steps:

1) Review existing capital policies to determine if appropriate for the future

2) Review and put in priority the Ten Year Capital Needs Assessment

3) Provide financing of all high priority infrastructure needs for the FY96-00 Capital Investment Plan

Goal 5: *Review how governmental revenues are structured to finance existing services and the need for expanded services in Charlotte-Mecklenburg*

Revenues

Action Steps:

1) Establish a process to evaluate the revenue structure and any changes needed to maintain the community's economic development and quality of life goals

2) Review the revenue structure for the city to determine the appropriate mix of taxes and fees

3) Establish a policy in cooperation with the County Commission on tax equity for police services

Transportation

Goal 1: *Decide on the type of organizational structure or partnerships, with the appropriate funding sources, best suited to implement major transportation improvements.*

Organization & Funding

Action Steps:

1) Develop the 2015 Transportation Plan for the Mecklenburg/Union urbanized area

2) Develop an organizational structure to facilitate coordination with adjoining jurisdictions

3) Determine revenue sources for
   - regional roadway and/or transit improvements
   - City's transit capital and operating programs
   - City's roadway capital program

Goal 2: *Improve air quality by implementing proven programs for reducing auto use and vehicle emissions.*

Environmental & Trends in Transportation Technology

Action Steps:

1) Participate in Uptown electric vehicle shuttle demonstration*

2) Revise City's sidewalk construction and repair policy*

3) Ask General Assembly to implement auto-related air quality improvement programs

4) Implement reduced transit fares on days with high potential for poor air quality*

5) Reduce emissions from the City's vehicle fleet*

Goal 3: *Prepare a land development vision for the entire metro area upon which Charlotte's planning efforts can be based. The vision must:*

- *be a consensus of all jurisdictions involved to be successful.*
- *provide for the orderly growth and development of the region to ensure its long term quality of life and global economic competitiveness.*
- *support, create and encourage opportunities for economic development.*
- *recognize the relationship between transportation and land use and integrate those strategies.*
- *protect the identity and uniqueness of individual communities within the region.*

Land Use & Quality of Life

Action Step:

1) Adopt the "Centers and Corridors" regional land development vision*

Goal 4: *Provide efficient and affordable alternative transportation services which address immediate, short-range, and long-term needs.*

Transit Service Alternatives

Action Steps:

1) Construct an Uptown transit terminal*
2) Review Charlotte Transit management contract*
3) Determine future of EZ Rider and crosstown service demonstrations, consider additional new transit service concepts*
4) Determine next step in fixed guideway implementation
5) Bid competitively Special Transportation Services*

Goal 5: *Develop a road network which provides convenient, efficient, and safe access throughout the City.*

Roads

Action Steps:

1) Revise Mecklenburg-Union Thoroughfare Plan*
2) Develop regional roadway plan*
3) Develop new truck route ordinance and network*
4) Review City road construction policies (in light of 2015 Plan highway needs)*

*Action steps which are not dependent on final recommendations of "Committee of 100"

Economic Development

Goal 1: *Invest in partnerships to promote economic development.*

Economic Development Partnerships

Action Steps:

1) Review economic development partnerships currently under contract to ascertain whether they are effectively serving Council's goals for the City of Charlotte

2) Develop a policy paper for City Council consideration on the requirements and necessary steps to establish a sports commission.

3) Develop a City of Charlotte Urban Economic Development Policy which clarifies the City's role in economic development, identifies the City's unique business opportunities, and provides a strategic action plan to guide City investments and program initiatives that focus local business opportunities

Goal 2: *Create jobs, economic opportunities, and a growing tax base by promoting business formation, expansion and retention.*

Create Economic Opportunities

Action Steps:

1) Comprehensively review City regulations and policies to identify items that are an impediment to local economic development for possible City Council or General Assembly action.

2) Redesign the M/WBE program to accomplish the following:
   - Maintain or increase minority-owned business utilization
   - Maintain or increase women-owned business utilization
   - Maintain or increase small local business utilization
   - Encourage private sector utilization or MBE, WBE and/or small businesses
   - Promote existing MBE, WBE and/or small business growth and profitability
   - Promote MBE, WBE and/or small business start-up and development

Goal 3: *Stimulate economic growth in City Within A City area using public resources to leverage new investment.*

Capital Investment

Action Steps:

1) Complete development concept for the Old Convention Center Reuse to support uptown economic development

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Rebidding of Multifamily Solid Waste Collection Contracts

KEY POINTS (Issues, Cost, Change in Policy):
In 1979, the City contracted with the successful bidder, Container Corporation of Carolina, for multifamily refuse collection service Since that time the service has not been competitively bid and the City currently contracts with four contractors to collect refuse and recyclables from 58,969 service units in 450 complexes

In 1993 City Council directed staff to renegotiate the contracts to correct two problems

1 Collection rate disparities between the contractors for the same service level
2 The tonnage reporting method i e the full capacity of a dumpster was reported even if the dumpster was not full

Now, several issues have come up which require us to review the existing contracts

1 Anticipated increase in costs due to Mecklenburg County's ruling that haulers deliver "actual" refuse from City accounts to County designated disposal site
2 Verification study results showing that cost savings can be achieved by a change in the current ratio of dumpsters to service units

Rebidding these contracts could result in lower costs and better service

OPTIONS:

1 Rebid the contracts to receive more cost effective service and comply with Mecklenburg County's rules and regulations regarding disposal of "actual" refuse

2 Renegotiate existing contracts with anticipated rate increases

COUNCIL DECISION OR DIRECTION REQUESTED:

Approve staff recommendation to rebid the City's multifamily refuse/recyclable collection contracts in order to receive cost effective service and comply with Mecklenburg County's rules and regulations

ATTACHMENTS:

Issues impacting the multifamily solid waste collection contracts

MULTIFAMILY SOLID WASTE COLLECTION CONTRACTS

ISSUES

BACKGROUND:

In 1979, the City contracted with the successful bidder, Container Corporation of Carolina, for multifamily refuse collection service Since that time, the service has not been competitively bid, but the City has contracts with three additional haulers to provide this service The four haulers collect refuse and recyclables from 58,969 service units in 450 complexes The contract haulers and the units they service are as follows

Browning-Ferris Industries	41,528 units
Container Corporation of Carolina	15,283 units
Waste Management of Carolina	2,112 units
Chambers Waste Systems	46 units

In 1993, City Council directed staff to renegotiate the contracts to correct two problems

1 Collection rate disparities between the contractors for the same service level
2 The tonnage reporting method, i e the full capacity of a dumpster was reported even if the dumpster was not full

The highlights of the renegotiated contracts are

1 $ 5 25 per dumpster per collection for all contractors
2 A physical verification of the tonnage collected
3 After Year 1, deduction of recyclables tonnage from the verified refuse tonnage

Currently the ratio of dumpsters to service units in 1 20 The City customizes the service to suit the needs of the multifamily complex, while maintaining the 1 20 ratio for payment purposes

The Interlocal Agreement between the City and Mecklenburg County requires that the City and its contractors haul solid waste collected to County designated disposal sites In July 1993, the County introduced a residential solid waste disposal fee, assessed directly on County residents (excluding the Town of Matthews) At the same time, the County ruled that the City and its contractors had to haul actual' waste collected to the County designated facility This ruling has a major impact on current collection practices by the contract haulers since the only way in which the 'actual refuse collected from City accounts can be isolated from refuse collected from other accounts is through the use of trucks dedicated to the City's accounts

1. TONNAGE:

The City contracts for multifamily refuse and recyclables collection at locations all over the City Contractors collect refuse from City accounts as well as from their private customers utilizing the same vehicle The average weight of tonnage from City accounts was determined by the physical verification study Therefore, the contractors deliver to the City designated disposal sites, tonnage that is equivalent in weight to the average tonnage that they are expected to collect from City accounts They haul all other tonnage (which is equivalent to the amount collected from their private customers) to disposal facilities of their choice

In July 1993, Mecklenburg County ruled that "actual" tonnage collected from City accounts had to be delivered to the designated disposal sites and "equivalent" tonnage was not acceptable Prior to July 1993, the City's contractors delivered "equivalent" tonnage to the designated disposal sites, and this was never an issue The only way in which haulers can isolate the City's refuse is to dedicate vehicles to collect from only City accounts

This is an additional expense for which the haulers expect additional compensation from the City Container Corporation of Carolina has requested a rate increase from $ 5 25 to $ 6 38 per collection per dumpster This request is based on the dedication of three trucks to service the City's contract Browning-Ferris Industries have verbally indicated that they will expect a similar rate increase Waste Management have indicated that with the limited number of units they service, that it would be cost prohibitive for them to utilize a dedicated truck to service the contract

Issue The County's ruling that "actual" tonnage collected from City accounts must be delivered to County designated disposal sites is going to increase the operating cost of this program

Impact The "actual" tonnage concept that the County is now enforcing will increase the City's cost of this program by approximately $ 342,000 per year This increase negates the $ 250,000 cost savings which the City gained through the 1993 renegotiation process

Haulers who currently have a small share of this business, i e Waste Management and Chambers, will probably not be able to dedicate trucks to collect from the multifamily complexes they currently service under contract with the City

2. COST:

The City's tonnage verification study indicated that on weight alone, dumpsters were 20% full at each collection The City can obtain cost savings in this program by lowering the ratio of dumpsters to service units Current ratio is one 8-cubic yard dumpster to 20 service units In lowering the ratio of dumpsters to service units, the City will consider weight, volume and seasonal variances

The City pays the haulers a collection rate per dumpster Therefore, if the City reduces the number of dumpsters needed to service multifamily complexes, the cost of the service could be reduced by at least 25-30% This change may impact the convenience of multifamily complex residents However, many large complexes, in order to save space on their properties, are moving from several small dumpsters located at different locations within the complex to a single large rolloff container located in one area of the complex, where residents deposit their refuse

Savings could be higher if the contracts were competitively bid

Issue The physical verification study indicates that the current ratio of dumpsters to service units is too high

Impact The City would be able to lower its collection costs through reduction in the number of dumpsters and competition

3. PRIVATE HAULERS:

The multifamily complex business is shared unequally by 4 contractors Some contractors have had contracts for this collection service since 1979, which was the last time that this service was competitively bid Limited opportunities are available for current or new haulers to obtain a share of this business

Issue The present contracts have not been competitively bid since 1979

Impact Rebidding these contracts could result in lower costs and better service

PUBLIC RESOURCES

ICON

CITY'S MISSIONS:

- Continue to be a well-managed, fiscally sound City committed to providing cost-efficient services,
- Maintain a quality workforce and an informed constituency,
- Demonstrate that competition with the private sector can result in a win-win solution for controlling cost of providing services to our citizens

WHAT WE ARE DOING:

- Charlotte has maintained a AAA credit rating since 1972
- Charlotte has had a stable tax rate throughout the last decade, has fewer employees per 1000 population than it did in 1982, and has a lower cost per capita now than 1979 (when adjusted for inflation)
- Charlotte has implemented the recommendations of the Mayor's Compensation and Benefits Task Force by beginning the first phase of a pay for performance pay system, instituted broad banding as part of the job classification system, and changed to a managed care health insurance system for employees
- Charlotte has begun to compete with the private sector for the delivery of services which are also available in the private sector Scheduled to be bid in 1994 are residential garbage collection, yard waste and recycling services, landscaping, right-of-way mowing and cemetery maintenance, and employee medical services

WHERE WE ARE GOING:

Contact person: Viola T. Alexander, Director
Budget & Evaluation Department
City of Charlotte
704/336-2306

TRANSPORTATION

ICON

CITY'S MISSIONS:

- Reduce traffic congestion, air pollution and traffic accidents
- Provide efficient and affordable mass transportation
- Maintain a safe and efficient road system that meets the community's population and business growth needs
- Form partnerships that Develop transportation and transit systems that serve the entire region

WHAT WE ARE DOING:

- The Transit/Transportation Committee of 100 was created to reach regional consensus on future transit/transportation needs
- Local Transportation staff are developing a 2015 Transportation Plan for the Mecklenburg/Union Metropolitan Planning Organization
- Charlotte Transit System targets the transit dependent and the uptown commuter Two new cross-town routes and van service to north and west Charlotte have recently been initiated
- Most of the 1987-88 street bonds totalling $146 million have been spent, and the remaining funds are allocated through FY97 for roadway projects

- The City continues to form partnerships with non-profit organizations to leverage resources Examples include

  Success By Six
  Fighting Back
  Charlotte/Mecklenburg Housing Partnership
  Housing Authority

- The City also targets loans and matching grants to increase job opportunities and build neighborhood capacity

WHERE WE ARE GOING:

Contact Person: **Del Borgsdorf, Assistant City Manager**
City of Charlotte
704/336-2241

CITY WITHIN A CITY

ICON

CITY'S MISSION:

- Develop partnerships between the City and local non-profit organizations and to implement a coordinated revitalization effort targeting the 60 square miles and 73 neighborhoods which form the core of the City

- Utilize the City's resources of leadership, staff, information and funding to

  enable individuals and families to become self-reliant,
  strengthen and revitalize deteriorated neighborhoods,
  support economic development, job creation and increased employment,
  provide high quality services and infrastructure

WHAT WE ARE DOING:

- The City currently targets resources to neighborhoods and neighborhood-based organizations to develop housing, improve safety and employment Examples include

  Seversville - housing development
  Genesis Park - safety & housing development
  Belmont - infrastructure, code enforcement & job training
  Reid Park - housing rehabilitation

- The Police Department targets community-based policing to City Within A City neighborhoods

- The City is developing neighborhood action plans to measure neighborhoods' progress in '94-'95

WHERE WE ARE GOING:

Contact Person: **Bob Pressley, Director**
Department of Transportation
City of Charlotte
704/336-2261

ECONOMIC DEVELOPMENT

CITY'S MISSIONS:

ICON

- Create jobs, economic opportunities, and a growing tax base by promoting business formation, expansion, and retention
- Support Charlotte's economic growth and development through capital investment
- Stimulate economic growth in City Within A City area using public resources to leverage new investment
- Invest in partnerships to promote economic development

WHAT WE ARE DOING:

- Selected as America's No 1 pro business attitude city in Fortune Magazine, Recognized by **Financial World** as the "Benchmark City for Economic Development"
- Established a Mayor's International Cabinet staffed by State Department Pearson Fellow to increase the City's international profile and develop an international strategic plan
- Provide business ombudsmen services and assistance to commercial corridor business associations
- Strategically use the City's real estate assets to achieve community objectives such as development around the Charlotte Coliseum, land assembly for the NFL stadium, and acquisition around the airport

- Implemented innovative approaches to crime such as Street Drug Interdiction Task Force, Violent Crimes Task Force, and the Expanded School Resource Program

WHERE WE ARE GOING:

Contact Person: **Don Steger, Assistant City Manager**
City of Charlotte
704/336-2241

COMMUNITY SAFETY

CITY'S MISSIONS:

ICON

The City of Charlotte has drafted an integrated, comprehensive, five-year Community Safety Plan to best utilize its resources to reduce crime and to increase the perception of community safety The plan should position City Government to

- Determine a balanced approach of prevention, intervention and enforcement strategies,
- Identify types of offenders (i e , violent, youthful, substance abusing, repeat) on which to focus resources,
- Participate with other local and state entities to improve the criminal justice system, and
- Provide an ongoing evaluation of the strategies

WHAT WE ARE DOING:

- Began the transition to community policing by initiating this concept in the Charlie One patrol district
- Effective October 1, 1993 the City and County police departments merged
- Developed a profile of desired characteristics for the new police chief by soliciting and receiving input from the community, Council, and staff
- Conducting an Organizational study of the police department to define the best organizational structure to deliver the desired service

WHERE WE ARE GOING:

Contact Person: **Del Borgadorf, Assistant City Manager**
City of Charlotte
704/336-2241

FOCUS 94 OVERVIEW

In February, 1994, City Council met in its annual retreat and agreed on five FOCUS areas for City government to work on in 1994

- COMMUNITY SAFETY
- PUBLIC RESOURCES
- CITY WITHIN A CITY
- ECONOMIC DEVELOPMENT
- TRANSPORTATION

This booklet outlines the City's missions, existing efforts, and also highlights the proposed strategies and action steps for responding to the needs identified in the FOCUS areas These FOCUS areas will be part of the FY95 budget development process to give priority to departmental requests that fulfill the missions and goals of the 1994 FOCUS areas

The City will continue to take a lead role in responding to the community's needs Successful responses to the FOCUS areas require the assistance, support and partnership of the COMMUNITY, including businesses, media, clergy, government, service agencies, neighborhood and civic organizations