AGENDA

Meeting Type:	WORKSHOP
Date:	12/02/1996

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory   Mayor Pro Tem Al Rousso

Charles Baker	*Don Reid*
Patrick Cannon	*Ella Butler Scarborough*
Malachi Greene	*Tim Sellers*
Mike Jackson	*Sara Spencer*
Nasif Rashad Majeed	*Lynn Wheeler*

Council Agenda

CITY COUNCIL WORKSHOP
Monday, December 2, 1996

5:00 p.m.   FY96 Annual Financial Report

5:30 p.m.   Dinner

5:45 p.m.   Transportation: Challenges and Committee of 10 Update

7:15 p.m.   Public Funding of the Arts Citizens Task Force Report

8:15 p.m.   Restructuring Government: Balanced Scorecard

8:45 p.m.   Council Budget Committee: Recommended 1998 Budget Calendar

9:00 p.m.   Adopt a motion to hold a closed session pursuant to G.S. 143-318.11(a)(3) to consult with an attorney and give instructions concerning the settlement of a lawsuit captioned <u>SCE, Inc. v. City of Charlotte; Camp Dresser & McKee, Inc.; and Bryant Electric Repair Company</u>.

If the Council authorizes the settlement of the lawsuit, the Council will be asked during the open session of the meeting to adopt a budget ordinance to transfer funds to the appropriate account to allow the settlement to be implemented. Information on this item is being sent to you on a confidential basis by the City Attorney's Office.

Adjourn

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Fiscal Year '96 Comprehensive Annual Financial Report

COUNCIL FOCUS AREA: The Comprehensive Annual Financial Report covers the financial status of all City operations.

KEY POINTS (Issues, Cost, Change in Policy):

- Woody Nail, partner with Deloitte & Touche, our independent audit firm, and Richard Martin, Director of Finance, will make a presentation on the City's FY96 Comprehensive Annual Financial Report which you received with your Council/Manager memo on November 1.

- Woody Nail will discuss the purpose of the audit and the Certificate of Achievement for Excellence in Financial Reporting which the City has received for eleven consecutive years.

- Richard Martin will present an overview of the status of the City's financial condition on June 30, the date of the report.

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: None - this is an information presentation.

ATTACHMENTS:
- A copy of the presentation material will be given to Council at the workshop.

- Please bring your copy of the Comprehensive Annual Financial Report. Extra copies will be available at the workshop.

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Transportation Challenges & "Committee of 10" Update

COUNCIL FOCUS AREA: Transportation

KEY POINTS (Issues, Cost, Change in Policy):

- On March 28, 1996 Mayor McCrory appointed a ten-member committee to:
  1) review and reaffirm/revise the "Committee of 100's" recommendations
  2) determine which of the "100's" recommendations are the most feasible for implementation; develop a strategy to accomplish these.
  3) work with the State's Transit 2001 Commission to see if Charlotte's transit needs can be addressed in part by the Commission's proposals.
- The Committee has met eight times since April. Former Chairman Rick Ray spoke to the 2001 Commission in May while current Chairperson Johnsie Beck addressed the group on November 26. Several "Committee of 10" members visited Ottawa to tour that city's busway system.
- During September, Chairperson Beck met individually with City Council members to obtain input on transportation priorities and "politically feasible" funding sources.
- At the December 2 workshop, Council will:
  1) hear background information on the Charlotte region's transportation system,
  2) review and comment on a list of transportation challenges for the region, and
  3) hear from Chairperson Beck on the common themes resulting from her September discussions with Council members
- CDOT staff and the Committee are working on a transportation vision and five-year plan for Council review at your January workshop.

OPTIONS: Not applicable

COUNCIL DECISION OR DIRECTION REQUESTED: Confirm the "Committee of 10's" direction, based on Council's September input, for use by CDOT staff in developing the transportation vision and five-year plan. Approve and add/delete to the transportation challenges which will be used in vision and plan development.

ATTACHMENTS: "Committee of 10" membership
Transportation Challenges

TRANSPORTATION COMMITTEE OF 10

Johnsie Beck, Chair	Chair, Workforce Development Board
Sara Spencer, Vice-Chair	Chair, Council's Transportation Committee
Frank Emory, Jr.	Member, N. C. Board of Transportation
Mac Everett	Chair/CEO, First Union of N. C.
Jick Garland	Mayor, City of Gastonia
Jim Hance	Vice-Chair/CFO, NationsBank
Peter Pappas	Member, N. C. Board of Transportation
Charlie Shelton	General Partner, The Shelton Company
Bill Simms	Chairman, "Committee of 100"
Lynn Wheeler	Vice Chair, Council's Transportation Committee & Charlotte Representative to the Metropolitan Planning Organization

TRANSPORTATION CHALLENGES

(Not in priority order)

1) Provide capacity to move workers to growing economic centers.

2) Move the transit dependent and physically challenged to jobs, schools, shopping and other services.

3) Enhance quality of life by protecting/limiting encroachment on existing neighborhoods, providing transportation choices and benefiting air quality.

4) Develop land development patterns that support transit.

5) Encourage/support transportation alliances.

6) Be proactive in developing a transit system to attract new riders.

7) Balance system efficiency and effectiveness.

8) Development of stable revenue sources including appropriate farebox recovery for transit.

AGENDA
PUBLIC FUNDING TASK FORCE PRESENTATION
CHARLOTTE CITY COUNCIL
MONDAY, DECEMBER 2, 1996
7:15 - 8:00 PM (45 MINUTES)

(9 min.)	I.	Presentation of Findings	Mr. Bill Simms, Co-Chair
(3 min.)	II.	Reflections	Rev. Dr. John Kuykendall, Co-Chair
	III.	Individual Task Force Member Statements	
(3 min.)		A. Statement I	Rev. Dr. Joe Chambers
(3 min.)		B. Statement II	Ms. Debbie Ware
(3 min.)		C. Statement III	Rev. Randy Votsch
(3 min.)		D. Statement IV	Mr. David Ferebee
(3 min.)		E. Statement V	Rev. Claude Alexander
(3 min.)	IV.	Next Steps	Ms. Cyndee Patterson
(15 min.)	V.	City Council Questions/Answers	Mr. Bill Simms/Ms. Cyndee Patterson

(45 min.)

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Public Funding for the Arts Task Force Report

COUNCIL FOCUS AREA:

KEY POINTS (Issues, Cost, Change in Policy): Following *Angels in America*, the Arts and Science Council appointed a citizens task force to examine funding for the arts and sciences in Charlotte-Mecklenburg. The task force has completed its report and has requested time to present its findings to the City Council and the County Commission. Presentation to the County Commission occurred on November 19, 1996.

The findings of the task force are divided into four categories: Mutual Respect, Legal, Community Standards and Process.

The presentation of the report will be made by Bill Simms, co-chair of the task force. Several of the 27 task force members are expected to speak briefly. Cyndee Patterson, Chair of the Arts and Science Council, will conclude the presentation.

OPTIONS: None

COUNCIL DECISION OR DIRECTION REQUESTED: None

ATTACHMENTS: Public Funding for the Arts Task Force Report

MEMORANDUM

TO: Charlotte City Council
                 Mecklenburg County Board of Commissioners
                 ASC Board of Directors

FROM: Public Funding Task Force

THROUGH: Michael Marsicano, ASC President

DATE: November 6, 1996

RE: Public Funding Task Force Deliberations

BACKGROUND

In June of 1996, the Arts & Science Council (ASC) pledged to appoint a task force of citizens to examine public funding for the arts and sciences in the wake of *Angels in America.* In August of 1996, Mr. William Simms, President of Transamerica Reinsurance, and Dr. John Kuykendall, President of Davidson College, agreed to co-chair the Task Force of 27 individuals drawn from the diverse citizenry of Charlotte and Mecklenburg County. During the months of September, October, and November 1996, the Task Force met on six separate occasions for a total of 12 hours.

INTRODUCTION

Despite diverse opinions on specific matters, all members of the Task Force are strongly in agreement that public funding for the arts and sciences enables gifted and creative members of our community to share their talent in a way which both expands our horizons and deepens the wellsprings of our common humanity. The arts and sciences are indeed windows to the human spirit, and our exposure to their best expressions, both classical and contemporary, enriches our lives individually and as a community. While there are occasions upon which people of good will differ as to the value of specific artistic and scientific works, we should all be grateful for the ways in which creative expressions of talented people enable us to enjoy and appreciate life more fully.

The following report represents the collective judgment of the Task Force which has been meeting to discuss the issues surrounding public funding. We have experienced both joyful and painful moments in our deliberations, but we are all committed to establishing a strong foundation for public funding of the arts and sciences in our community. We ask for your thoughtful consideration of our findings, which are divided into four categories: Mutual Respect, Legal, Community Standards, and Process.

DECLARATION OF FINDINGS

Mutual Respect

- Task force members believe that our great community supports the value and dignity of each individual citizen. Accordingly, public funding of the arts and sciences must affirm the dignity of the individual and respect the right to self-expression.

- Guiding principles of democracy are dignity, respect, inclusion, and tolerance of all and for all. No group of citizens should be entitled to deprive or harm another group of citizens.

- Throughout history, the arts, the sciences, and religious beliefs have intersected; and they continue to do so today. Religious preferences are deeply rooted in the people of Charlotte and Mecklenburg County. While the majority of our citizens may be informed by the Bible, public funding of the arts and sciences calls for a healthy respect for those who may be informed by something else.

- Some cultural programming is controversial and may distress some individuals. It is appropriate for citizens to disagree strongly on the merits of cultural programs as long as they tolerate and respect one another. All individuals have the right and responsibility to voice their objections in a manner that does not ridicule or belittle others. Confrontation can be avoided if concerted efforts are made to approach the community in search of common ground. Cultural institutions that receive public funding are strongly encouraged to develop an understanding of the differing views that exist within our community and to consider these views in making programmatic decisions.

- Public funding decisions in the arts and sciences will not violate the civil rights of an individual or a group, or violate the guidelines of the Arts & Science Council, nor shall they violate the four categories of guiding principles that constitute this declaration (Mutual Respect, Legal, Community Standards, and Process).

Legal

- As American citizens, the Task Force acknowledges the United States Constitution as the supreme law of the land. Cultural institutions receiving public dollars must inspire public confidence by abiding by the law. In the City of Charlotte and Mecklenburg County, the legal tests for public funding of the arts and sciences are the laws and Constitution of North Carolina and the laws and Constitution of the United States of America. While many laws, statutes, and ordinances may guide public funding discussions, the whole range of law, be it common law or statutory law, is encompassed by the constitutional test.

Community Standards

- The arts, sciences, and humanities reflect the high place accorded by the citizens of Charlotte and Mecklenburg County to our rich cultural heritage and to the fostering of mutual respect for the diverse beliefs and values of all persons and groups. Believing that state and federal constitutions provide broad parameters of community standards, it is not necessary to define such standards. Personal standards are not community standards, and uses of public funds cannot be limited to the preference of a majority. The Task Force believes that community standards are upheld by a process of allocating public funds that assures maximum diversity on volunteer citizen panels.

Process

- There is no better way to determine artistic and scientific opportunities and constraints than through a process that involves groups of citizens giving their best judgments toward inherently subjective decisions. Local citizen groups are the best source for making decisions about public arts and science funding. The collective judgments of the numerous volunteer citizen panels at the Arts & Science Council is equally as advantageous and representative as that of the City Council and the Board of County Commissioners.

- The Arts & Science Council should assure the City Council, the Board of County Commissioners, and the citizens at large that volunteer citizen panels are as representative and inclusive as is practicable. Volunteer citizen panels must be drawn from the diversity of the Charlotte community beyond the traditional notions of race, religion, and gender; professional expertise must be balanced by ordinary citizens who can bring to the table common-sense concerns and wisdom. Public sponsorship of the arts and sciences requires representation in decision-making from the broadest spectrum of the community. Also, the Arts & Science Council should embrace citizens who have disagreed with past funding decisions as much as it embraces those who have supported those decisions.

- The Arts & Science Council should establish a comprehensive program of public education regarding, and public access to, the guidelines and procedures for the allocation of public dollars. An active approach to the dissemination of information is favored over a passive approach. Nomination forms for service on volunteer citizen panels must be disseminated as widely as possible. Citizens must have maximum access to timelines for grant application availability and grant application deadlines.

- The general public should understand that the allocation of City and County dollars to the Arts & Science Council is not "blank-check" funding. To the contrary, the Arts & Science Council has orchestrated a rigorous and accountable review process of cultural institutions in selected areas. For example, in the areas of fiscal responsibility, organizational management, and board diversification, cultural institutions are under great scrutiny; they clearly understand the consequences of operating out of concert with these policies.

- The Arts & Science Council grant application review process is designed to support high-quality programs. Cultural institutions report on the results of their program menu for the year recently completed, as well as their program plans for the year ahead. The package of programs is considered as a body of artworks and reviewed for balance, diversity, educational merit, excellence, public participation and community outreach. While potentially controversial performances or exhibitions have a place in the vast network of cultural programs in our community, these presentations must be handled with great care and respect.

- The City and County governments should continue their ongoing assessment and review of arts and science funding on a systematic basis.

CONCLUSION

With endorsement by general consensus, the Task Force submits this memorandum to the Charlotte City Council, the Mecklenburg County Board of Commissioners, and the Arts & Science Council Board of Directors. The Task Force respectfully requests the submission of this document into public record by both elected bodies. The Arts & Science Council Board of Directors is asked to take the appropriate actions that weave these findings into policies, guidelines, and practices.

Thank you for your thoughtful consideration.

MM/kg

Attachment (List of Task Force Members)

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COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: BALANCED SCORECARD: Approval of Corporate Scorecard and Strategic Themes

COUNCIL FOCUS AREA: Restructuring Government

KEY POINTS (Issues, Cost, Change in Policy):

-Council will receive an update on progress in developing the corporate scorecard, strategic themes, objectives and measures across the strategic themes.

-The methodology of balanced scorecard will be discussed.

-The corporate linkage model will be reviewed in detail.

OPTIONS: not applicable

COUNCIL DECISION OR DIRECTION REQUESTED: Request concurrence from Council that the strategic themes and objectives reflect Council's goals and objectives under their focus areas. [The pages in the workbook to be approved have been color-coded in blue.]

ATTACHMENTS:
   -Copies of slides on the Balanced Scorecard methodology
   -The corporate linkage model
   -The strategic themes and objectives for each theme
   -The full model for the Community Safety theme including
         objectives statements, lead and lag measures

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City of Charlotte
Balanced Scorecard

City Council Workshop

December 2, 1996

The methodologies reflected in the enclosed material,
including the benchmark comparisons, are confidential
and proprietary information of *Renaissance Solutions, Inc.*
and are for the internal use of addressee only.

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Agenda

- Balanced Scorecard Conceptual Overview
- Applying the Scorecard to the City of Charlotte
- City of Charlotte Scorecard Themes
- Next Steps

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What is the Balanced Scorecard?

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Charlotte's BSC Will Render Its Vision, Mission and Strategic Themes Operational

Strategy: **Develop** ⟹ **Translate** ⟹ **Deploy** ⟹

Charlotte's Vision and Mission — **Themes** — **Balanced Scorecard** — **Strategic Agenda** — **Capabilities Platform** — **PERFORMANCE**

Phase I: Launch

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RENAISSANCE   CHARLOTTE.
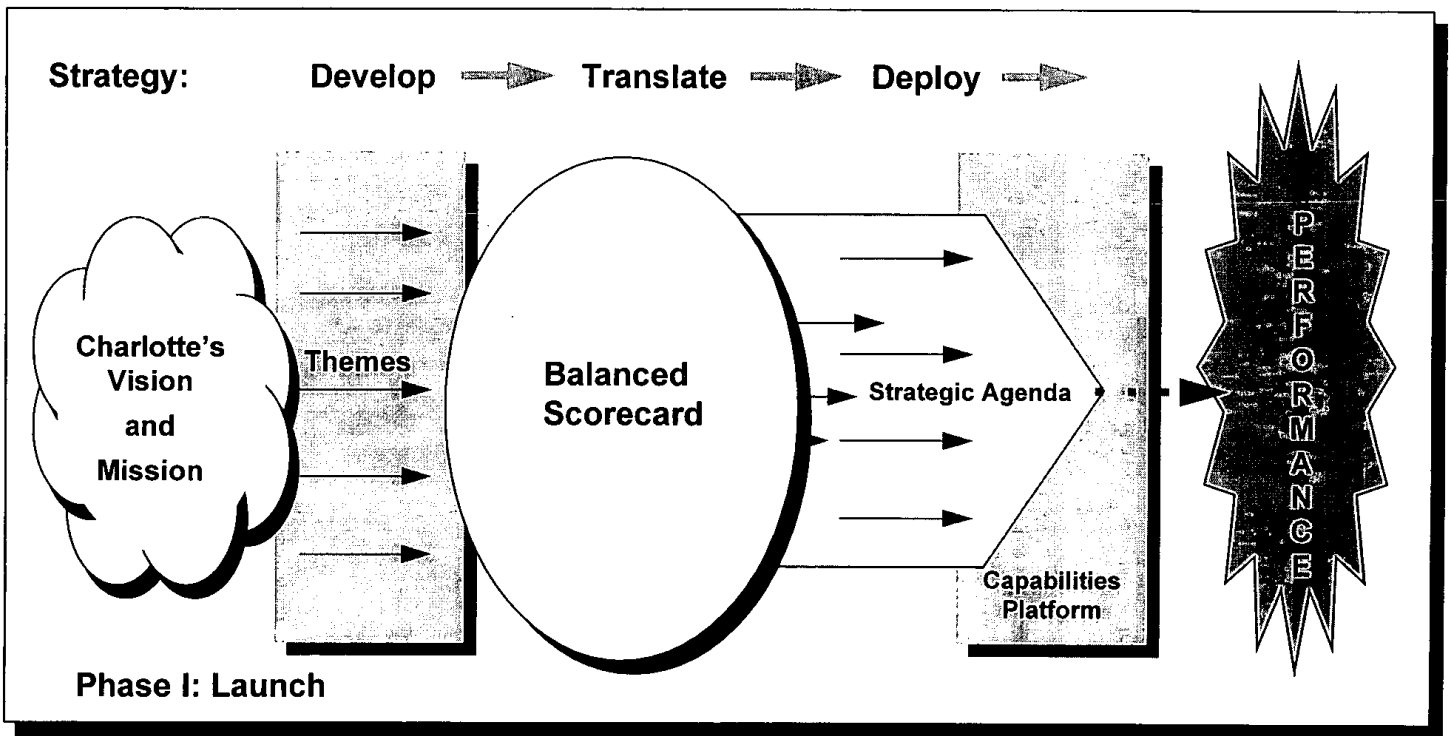
The Balanced Scorecard Provides a Four Perspective Framework to Translate Strategy into Operational Terms

- ❑ *Measurement is the language that gives clarity to vague concepts*

- ❑ *Measurement is used to communicate, not simply to control*

- ❑ *Building the scorecard develops consensus and teamwork throughout the organization*

City of Charlotte Vision

Customer Perspective

| "To achieve our vision, what customer needs must we serve?" | • Price • Service • Quality |

Financial Accountability Perspective

| "If we succeed, how will we look to our citizens?" | • Costs • Growth • Value |

Internal Process Perspective

| "To satisfy our customers and stakeholders, at which business processes must we excel?" | • Cycle Time • Productivity • Cost |

Learning and Growth

| "To excel in our processes, what must our organization learn?" | • New Skills • Climate • Information Technology |

R E N A I S S A N C E   CHARLOTTE.

Strategic Management Is a Process of Communication, Long-Range Planning and Continual Learning

❑ The strategy is the reference point for the entire management process

❑ The shared Vision is the foundation for strategic learning

❑ Goal alignment exists from top to bottom

❑ Education and open communication about strategy are basis for employee empowerment

❑ Strategy is linked to MBR

Translating the Vision

Communicating and Linking

Balanced Scorecard

Feedback and Learning

Business Planning

❑ Feedback system used to test the hypotheses on which strategy is based

❑ Team problem-solving

❑ Strategy development is a continuous process

❑ Stretch targets are rationalized and accepted

❑ Strategic initiatives are clearly identified

❑ Investments are rationalized by the strategy

❑ Annual budgets are linked to long-range plans

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What has been done with the City so far?

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Getting Started — A Balanced Scorecard Management Program Consists of Four Components

Once the Balanced Scorecard has been developed, it should be integrated into the management process

2: The Linkage Process

Linking the Board Room to the Back Room through cascading objectives/Scorecards, strategic communications and incentive compensation

1: Develop the Balanced Scorecard

Translate the vision and strategy into a set of objectives and measures

3: The Planning Process

Building the pathways to stretch performance through stretch targets, resource allocation and strategic initiative design

4: The Feedback & Learning Process

Testing the theory of the strategy and updating the strategy to reflect learning

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The City of Charlotte Has Identified Focus Areas Which are Translated into Strategic Themes of the City's Scorecard

- City Within A City
- Economic Development
- Transportation
- Community Safety
- Restructuring Government
- ******************************

- *Regionalism*
- *Neighborhoods*

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The Council's Priorities Are Reflected in the
Corporate Level Linkage Model

Customer Perspective

| Reduce Crime | Increase Perception of Safety | Strengthen Neighborhoods | Improve Service Quality | Maintain Competitive Tax Rates | Availability of Safe, Convenient Transportation | Promote Economic Opportunity |

Financial Accountability Perspective

| Expand Non-City Funding | Maximize Benefit/Cost | Grow Tax Base | Maintain AAA Rating |

Internal Process Perspective

| Secure Funding/Service Partners | Streamline Customer Interactions | Promote Community Based Problem Solving | Improve Productivity | Increase Positive Contacts | Increase Infrastructure Capacity | Promote Business Mix |

Learning and Growth Perspective

| Enhance Knowledge Management Capabilities | Close Skills Gap | Achieve Positive Employee Climate |

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R E N A I S S A N C E

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Community Safety

Mission: The City will build problem-solving partnerships with our citizens to prevent the next crime and to enhance the quality of life throughout our community, always treating people with fairness and respect.

Customer Perspective	Reduce Crime	Increase Perception of Safety
Financial Accountability Perspective	Expand Non-City Funding	
Internal Process Perspective	Secure Funding/Service Partners	Improve Productivity / Increase Positive Contacts
Learning and Growth Perspective	Enhance Knowledge Management Capabilities	Close Skills Gap / Achieve Positive Employee Climate

- The "Community Safety" Theme focuses on "preventing the next crime" and increasing the public's perception of safety by leveraging City and community resources to more effectively fight crime

- "Not only do people need to be safe, they need to feel safe."

- The City should expand and leverage its financial resources by partnering with other public and private sources

- Partnering is the key:
  - To more effectively using private, community, state, and Federal resources
  - To more effectively using internal resources (i.e., targeting repeat offenders)
- Increasing positive interactions with community members can impact the perception and reality of safety
- To succeed we must support employees with the training and technical resources to solve community problems
- Care must be taken to prevent "burn-out" by promoting an environment which instills pride and motivation in the workforce

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Community Safety Objectives and Objective Statements

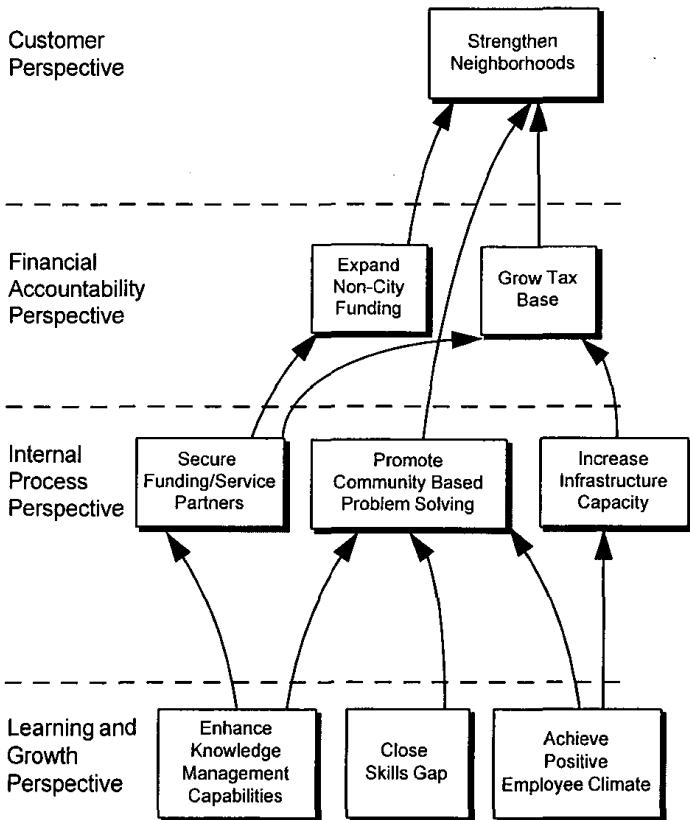| Perspective	Objective	Objective Statement
Customer	**Reduce Crime**	*Decrease overall crime rates, particularly violent crimes, domestic violence, repeat offenders, juvenile crime and substance abuse*
	Increase Perception of Safety	*Improve perception of community safety through neighborhood services, communication, increased police visibility, and active participation of community members*
Financial Accountability	**Expand Non-City Funding**	*Extend City resources to meet its strategic goals via contributions and participation of non-City Government partners (e.g. state, federal, businesses, non-profit organizations, community members)*
Internal Process	**Secure Funding/Service Partners**	*Leverage City resources by partnering with private and public organizations*
	Improve Productivity	*Minimize costs and increase service output by improving capital and labor productivity*
	Increase Positive Contacts	*Increase the interactions with City personnel perceived by customers and partners as a positive experience*
Learning & Growth	**Enhance Knowledge Management Capabilities**	*Use technology to leverage the knowledge base of the workforce*
	Close Skills Gap	*Increase the availability of skills required to support City priorities through recruitment, training and retention in key skill areas*
	Achieve Positive Employee Climate	*Create an environment where employees are motivated and empowered to be responsive to the Theme's objectives*

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Community Safety Objectives and Measurements

	Objective	Lag Measures	Lead Measures
Customer	**Reduce Crime**	❑ **Crime Rate:** Part I and part II crime rates per 1000 population	
	Increase Perception of Safety	❑ **Citizen Surveys:** Citizen survey of residents' perception of safety in their neighborhoods	
Financial	**Expand Non-City Funding**	❑ **Funding Leverage:** $ of non-city government funds invested in strategic areas	
Internal	**Secure Funding/ Service Partners**	❑ **Number of Partners:** # of partners assisting in achieving the Theme's objectives (e.g., community watch programs)	❑ **Leverage Prospects:** New funding/resource partners identified
	Improve Productivity	❑ **Repeat Offender Arrests:** Repeat offenders targeted and apprehended	❑ **Time Allocation:** % of time in non-administrative tasks (e.g., patrol, investigation, community relations)
	Increase Positive Contacts	❑ **Customer Surveys:** Results of survey of customers concerning quality of contacts with CMPD officers	❑ **NBPS Usage:** Number of neighborhood problems identified and assigned to teams
Learning & Growth	**Enhance Knowledge Management Capabilities**	❑ **Information Access:** % strategic information available vs. users' requirements	❑ **IT Infrastructure:** % completion of relational database to allow information sharing across Key Business and Support Units
	Close Skills Gap	❑ **Skills Gap Coverage:** Ratio of actual vs. required strategic skills	❑ **Training:** # of training hours per employee on strategic skills
	Achieve Positive Employee Climate	❑ **Employee Climate Survey:** % of employees satisfied or very satisfied with jobs per employee feedback survey	❑ **Employee Goal Alignment:** Employee training/career development goal alignment with Mission

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R E N A I S S A N C E   CHARLOTTE.

City Within A City

Mission: This focuses on comprehensively dealing with the economic development and quality of life issues in Charlotte's older, urban neighborhoods, including both residential and business areas

Customer Perspective

```
              Strengthen
             Neighborhoods
```

Financial Accountability Perspective

```
   Expand              Grow Tax
  Non-City               Base
  Funding
```

Internal Process Perspective

```
    Secure          Promote          Increase
Funding/Service   Community Based   Infrastructure
   Partners       Problem Solving      Capacity
```

Learning and Growth Perspective

```
   Enhance
  Knowledge          Close          Achieve
 Management        Skills Gap       Positive
 Capabilities                   Employee Climate
```

- "The ultimate goal is to make Charlotte a City where residents of all neighborhoods enjoy personal safety, decent and affordable housing, good jobs, adequate infrastructure, ready access to shopping, educational and recreational amenities, and effective representation through community-based organizations."

- "Neighborhoods are this city's greatest asset."

- Partnering with private and other funding sources extends and makes more effective the City's use of its resources

- Growing a neighborhood's tax base by attracting new businesses and encouraging the expansion and retention of existing ones is important to its economic vitality

- Promoting "community-based" problem solving:
  - empowers neighborhood residents
  - may reduce the level of City involvement to solve a problem
  - reduces duplication of effort
  - builds neighborhood capacity
  - enhances delivery of City services

- To succeed we must support employees with the training and technical resources to facilitate solutions

- While focusing on the City's older urban neighborhoods, this problem-solving model will be shared as a best-practice for managing similar issues in other City areas

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City Within A City Objectives and Objective Statements

Perspective	Objective	Objective Statement
Customer	**Strengthen Neighborhoods**	*Promote vital neighborhoods that are safe and offer housing and economic opportunity for individuals and businesses in the community*
Financial Accountability	**Expand Non-City Funding**	*Extend City resources to meet its strategic goals via contributions and participation of non-City Government partners (e.g. state, federal, businesses, non-profit organizations, community members)*
	Grow Tax Base	*Grow a neighborhood's tax base by attracting new businesses and encouraging the expansion and retention of existing ones*
Internal Process	**Secure Funding/ Service Partners**	*Leverage City resources by partnering with private and public organizations*
	Promote Community Based Problem Solving	*Promote community problem solving skills and relationships, reducing the need for City involvement*
Learning & Growth	**Enhance Knowledge Management Capabilities**	*Use technology to leverage the knowledge base of the workforce*
	Close Skills Gap	*Increase the availability of skills required to support City priorities through recruitment, training and retention in key skill areas*
	Achieve Positive Employee Climate	*Create an environment where employees are motivated and empowered to be responsive to the Theme's objectives*

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R E N A I S S A N C E

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Transportation

Mission: Develop a system of roads, transit, and air transport that is balanced and coordinated in order to offer citizens and businesses safe, acceptable, and timely work travel and mobility

Customer
Perspective

Availability of
Safe,
Convenient
Transportation

Financial
Accountability
Perspective

Expand
Non-City
Funding

Internal
Process
Perspective

Secure
Funding/Service
Partners

Improve
Productivity

Increase
Infrastructure
Capacity

Learning and
Growth
Perspective

Enhance
Knowledge
Management
Capabilities

Close
Skills Gap
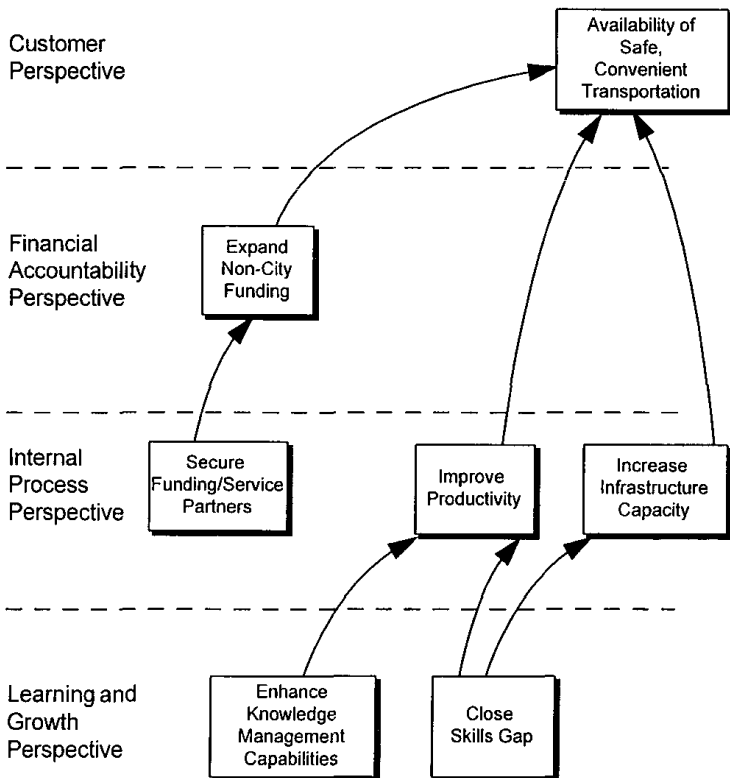
- "We must consciously promote a balanced system of roads, public transit, and air transport."

- In order to extend transportation funding the City must pursue opportunities to leverage external resources (e.g. NCDOT, federal transportation funds, major business partners)

- The City must focus on activities which yield the greatest positive impact
  - Funds must be allocated productively
  - Activities must concentrate on increasing transportation systems capacity
  - Actions must be consistent with the community / environmental context

- The City must promote project and resource management skills that enhance productive use of internal and external resources

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R E N A I S S A N C E   CHARLOTTE.

Transportation Objectives and Objective Statements

Perspective	Objective	Objective Statement
Customer	**Availability of Safe, Convenient Transportation**	*Operate and develop transportation systems (i.e., roads, public transit, aviation) that enable people and goods to move easily and safely to, from and within the City and the region*
Financial Accountability	**Expand Non-City Funding**	*Extend City resources to meet its strategic goals via the participation of non-City Government partners (e.g. state, federal, businesses, non-profit organizations, community members)*
Internal Process	**Secure Funding/Service Partners**	*Leverage City resources by partnering with private and public organizations*
	Improve Productivity	*Minimize costs and increase service output by improving capital and labor productivity*
	Increase Infrastructure Capacity	*Add new capacity and optimize existing infrastructure to support growth*
Learning & Growth	**Enhance Knowledge Management Capabilities**	*Use technology to leverage the knowledge base of the workforce*
	Close Skills Gap	*Increase the availability of skills required to support City priorities through recruitment, training and retention in key skill areas*

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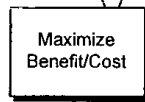
Restructuring Government

Mission: The City will deliver quality services at competitive costs

Customer Perspective	Improve Service Quality — Maintain Competitive Tax Rates
Financial Accountability Perspective	Maximize Benefit/Cost
Internal Process Perspective	Streamline Customer Interactions — Improve Productivity
Learning and Growth Perspective	Enhance Knowledge Management Capabilities — Close Skills Gap — Achieve Positive Employee Climate

- By efforts that cut across all Strategic Themes, Key Businesses, and Departments, the City will improve service quality while maintaining its competitive tax rates

- In order to minimize the cost and size of government while providing the maximum benefit to its stakeholders, the City will:
  - eliminate marginal services;
  - outsource to private service providers where appropriate
  - enable simple, fast, and efficient services
- Benchmarking and competition promote productivity improvements, which will minimize costs
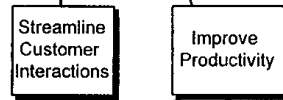
- "We can drive cost consciousness by emphasizing competition."
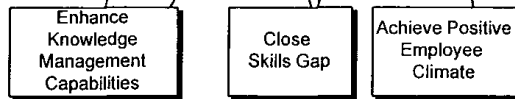
- Training to close skill gaps will enhance workforce preparedness and help drive productivity improvements

- Internally, the City must focus on retaining individuals in key positions which keeps in-house the knowledge to support effective allocation of resources

- Technological applications will be deployed to streamline customer transactions and improve employee productivity

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Restructuring Government Objectives and Objective Statements

Perspective	Objective	Objective Statement
Customer	**Improve Service Quality**	*Maintain exceptional service levels through improved internal processes and competitively sourced services*
	Maintain Competitive Tax Rates	*Maintain tax rates, including property and other taxes and user fees, which are competitive with other cities*
Financial Accountability	**Maximize Benefit/Cost**	*The City will aggressively maximize the benefits from every tax dollar spent*
Internal Process	**Streamline Customer Interactions**	*Enable easier customer transactions by improving processes*
	Improve Productivity	*Minimize costs and increase service output by improving capital and labor productivity*
Learning & Growth	**Enhance Knowledge Management Capabilities**	*Use technology to leverage the knowledge base of the workforce*
	Close the Skills Gap	*Increase the availability of skills required to support City priorities through recruitment, training and retention in key skill areas*
	Achieve Positive Employee Climate	*Create an environment where employees are motivated and empowered to be responsive to the Theme's objectives*

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Economic Development

Mission: Support a business environment that fosters economic opportunity for citizens and businesses

Customer
Perspective

| Maintain Competitive Tax Rates | Promote Economic Opportunity |

Financial
Accountability
Perspective

| Grow Tax Base | Maintain AAA Rating |

Internal
Process
Perspective

| Secure Funding/Service Partners | Streamline Customer Interactions | Increase Infrastructure Capacity | Promote Business Mix |

Learning and
Growth
Perspective

| Enhance Knowledge Management Capabilities | Close Skills Gap |

- Focuses on creating and retaining jobs by promoting an environment that attracts and retains businesses and promotes entrepreneurship

- By attracting new business and promoting economic growth the City will raise the standard of living of its residents, grow the tax base, and maintain competitive tax rates

- The City must identify and remove hurdles that discourage a diversity of businesses from locating and prospering in Charlotte, which helps maintain the City's AAA Rating

- By promoting a sense of partnership with economic stakeholders the City will be more effective in its efforts to attract and retain businesses

- The City should promote and accommodate economic development by ensuring that sufficient infrastructure exists to support growth
  - airport
  - water and sewer
  - transit system

- City employees interfacing with economic partners must have the knowledge which supports their ability to service them and to be responsive to economic development opportunities

RENAISSANCE   CHARLOTTE.

Economic Development Objectives and Objective Statements

Perspective	Objective	Objective Statement
Customer	**Maintain Competitive Tax Rates**	*Maintain tax rates, including property and other taxes and user fees, which are competitive with other cities*
	Promote Economic Opportunity	*Support development of a business environment that provides economic opportunity for citizens and businesses and attracts and retains City businesses*
Financial Accountability	**Grow Tax Base**	*Increase tax revenue through economic growth, not by increased property tax rates*
	Maintain AAA Rating	*Pursue investment activities and fiscal policy that will maintain the City's AAA credit rating*
Internal Process	**Secure Funding/Service Partners**	*Leverage City resources by partnering with private and public organizations*
	Streamline Customer Interactions	*Enable easier customer transactions by improving processes*
	Increase Infrastructure Capacity	*Provide infrastructure which promotes growth*
	Promote Business Mix	*Promote industry/service diversity of City's businesses*
Learning & Growth	**Enhance Knowledge Management Capabilities**	*Use technology to leverage the knowledge base of the workforce*
	Close the Skills Gap	*Increase the availability of skills required to support City priorities through recruitment, training and retention in key skill areas*

R E N A I S S A N C E

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Regionalism

Mission: Promote effective intergovernmental relations as a critical element in maintaining both a strong, competitive region and Charlotte as a location of choice to live, work and do business and as a place with a high qualty of life.

Customer Perspective

Promote Economic Opportunity

Financial Accountability Perspective

Expand Non-City Funding

Maximize Benefit/Cost Ratio

Internal Process Perspective

Secure Funding/Service Partners

Increase Infrastructure Capacity

Promote Business Mix

Learning and Growth Perspective

Enhance Knowledge Management Capabilities

Close Skills Gap

-In 1960, only Mecklenburg county and its 7 cities formed the metro area. Over the past 15 years, a larger 12 county region has emerged as a focus for development and fully half of the region's growth has occurred within Mecklenburg County. Nearly 60% of the 1993 total metro employment was located within Mecklenburg County.

-Partnering with private, regional and other funding sources extends and makes more effective the City's use of its resources.

-By promoting a sense of partnership with economic stakeholders in the region, the City, as the center of the region, will be more effective in its efforts to attract and retain businesses.

-The City should promote and accommodate economic develop-ment in the region by ensuring that sufficient infrastructure exists to support growth:
        -airport
        -water and sewer
        -transit system

-City employees, interfacing with economic partners in the region must have the knowledge which supports their ability to service them and to be responsive to economic development opportunities.

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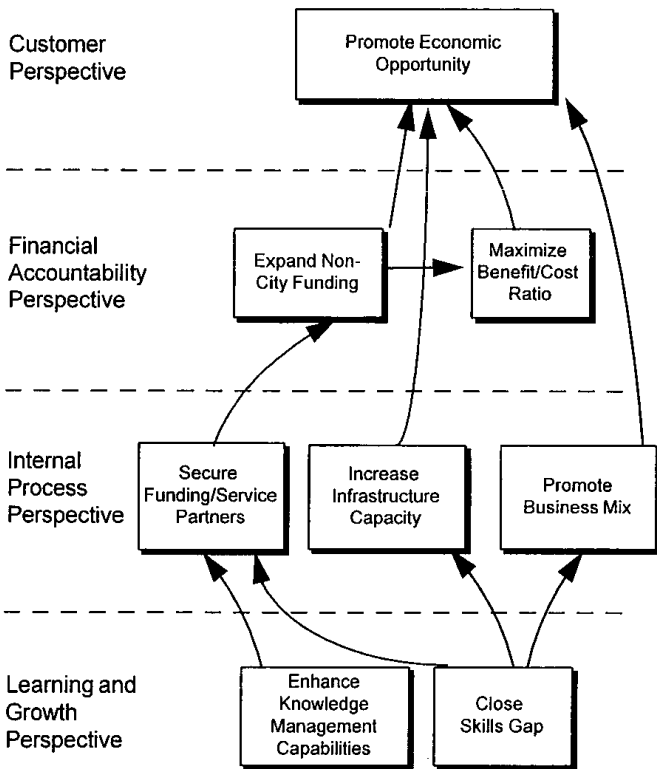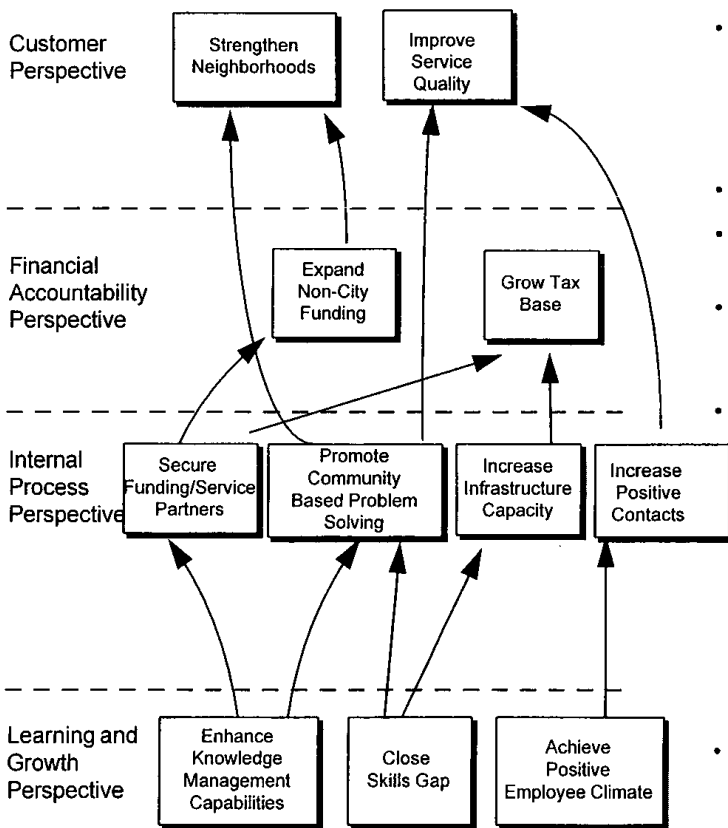
Neighborhoods

Mission: The Neighborhood theme will focus on identifying and providing solutions to the unique needs of Charlotte's neighborhoods, both residential and business, in order to maintain economic vitality and quality of life.

Customer Perspective
- Strengthen Neighborhoods
- Improve Service Quality

Financial Accountability Perspective
- Expand Non-City Funding
- Grow Tax Base

Internal Process Perspective
- Secure Funding/Service Partners
- Promote Community Based Problem Solving
- Increase Infrastructure Capacity
- Increase Positive Contacts

Learning and Growth Perspective
- Enhance Knowledge Management Capabilities
- Close Skills Gap
- Achieve Positive Employee Climate

- "The ultimate goal is to make Charlotte a City where residents of all neighborhoods enjoy personal safety, decent and affordable housing, good jobs, adequate infrastructure, ready access to shopping, educational and recreational amenities, and effective representation through community-based organizations."

- "Neighborhoods are this city's greatest asset."

- Partnering with private and other funding sources extends and makes more effective the City's use of its resources

- Growing a neighborhood's tax base by attracting new businesses and encouraging the expansion and retention of existing ones is important to its economic vitality

- Promoting "community-based" problem solving:
  - empowers neighborhood residents
  - may reduce the level of City involvement to solve a problem
  - reduces duplication of effort
  - builds neighborhood capacity
  - enhances delivery of City services

- To succeed we must support employees with the training and technical resources to facilitate solutions

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Next Steps

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Steps to Build a Business Unit Balanced Scorecard

1. Define the business unit's strategic role and mission:

2. Identify the specific Corporate Level strategic objectives that the business unit can influence across the four perspectives

3. Build the Customer perspective of the unit's Balanced Scorecard:
   - Identify the unit's customers.
   - Define customers' needs.

4. Design the Financial perspective:

5. Identify the key internal processes of the unit and establish the internal objectives
   - Build the unit's value chain
   - Establish the internal objectives which will help achieve the Customer and Financial objectives

6. Identify the Learning and Growth objectives in terms of skills, information and climate that the unit must develop internally to reach the internal objectives

7. Define measures for each of the strategic objectives

8. Define targets and initiatives

R E N A I S S A N C E   CHARLOTTE.

The Council's Priorities Are Reflected in the
Corporate Level Linkage Model

Customer Perspective

| Reduce Crime | Increase Perception of Safety | Strengthen Neighborhoods | Improve Service Quality | Maintain Competitive Tax Rates | Availability of Safe, Convenient Transportation | Promote Economic Opportunity |

Financial Accountability Perspective

| Expand Non-City Funding | Maximize Benefit/Cost | Grow Tax Base | Maintain AAA Rating |

Internal Process Perspective

| Secure Funding/Service Partners | Streamline Customer Interactions | Promote Community Based Problem Solving | Improve Productivity | Increase Positive Contacts | Increase Infrastructure Capacity | Promote Business Mix |

Learning and Growth Perspective

| Enhance Knowledge Management Capabilities | Close Skills Gap | Achieve Positive Employee Climate |

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COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Council Budget Committee Recommendation on the FY98 Budget Calendar

COUNCIL FOCUS AREA: Restructuring Government

KEY POINTS (Issues, Cost, Change in Policy): The Committee recommends a Budget calendar which includes the following (shown as Option 1 in the *blue* section):
- monthly Council Budget Committee meetings
- half day budget retreats for the full Council, February through June, dedicated to budget development
- the recommended date the third Friday in each month from 7:30 a.m. until noon (May and June are exceptions)
- recommended half-day retreats are the second and fourth Friday mornings in May and the second Friday morning in June to facilitate final decisions and straw votes, respectively
- designated times in May and June for Council to review the budget informally with staff
- an agreed upon goal to distribute the half day retreat material 2 weeks in advance
- three weeks between final decisions (5 or more votes to get alternatives/add/deletes on the list) and straw votes (6 or more votes to get changes into the budget adoption agenda item and the budget ordinance)
- televised straw votes
- budget adoption on June 23, 1997
- approximately 40 hours of budget development and review

OPTIONS: Two other options were considered, both variations on the traditional budget workshop approach:
- Option 2 (*Yellow* section) included a budget topic at each monthly workshop and one budget workshop per week for six weeks in May and June
- Option 3 (*Pink* section) included a budget topic at each monthly workshop and two budget workshops per week for three weeks, with two weeks between the last workshop and final decisions

COUNCIL DECISION OR DIRECTION REQUESTED: Approval of the Council Budget Committee recommendation (Option 1 in the attached *blue* section).

ATTACHMENTS: Council Budget Committee material, calendar options and committee discussion highlights.

Development of the FY98-FY99 Operating Budget and FY98-02 Capital Investment Plan

December 2, 1996

Budget Development Goals

1. Provide Council with the appropriate amount of time for policy development, budget discussions and review of materials.

2. Inform Council throughout the budget development process of major issues and decision points.

Status

Council has approved use of a Budget Committee to steer the budget process. Objectives are to:

1. Present major budget issues monthly to the Budget Committee from November through June.

2. Present the same issues and Committee discussion to the full Council at the monthly half-day retreats.

3. Receive direction from Council on the Manager's Recommended two-year Budget and five-year CIP.

4. Provide more time for Council review of materials.

Calendar Options

Three options were presented for development and review of the FY98-FY99 Operating Budget and FY98-02 Capital Investment Plan. All options include:

*   monthly Budget Committee Meetings
*   approximately 40 hours of Council budget review.
*   budget adoption on June 23, 1997

Option 1 (Blue section in Attachment):   Use half-day Budget Retreats February through June on major issues to develop the Manager's Recommended Budget.

    a.   Use six, half-day monthly retreats (February through June) to replace Budget Workshops (May and June).

    b.   Present the budget package in late May at the conclusion of the first 4 half-day retreats. Package would reflect all Council decisions to that point.

    c.   No weekly budget workshops as in the past.

    d.   Go from presentation of budget package to final decisions (5 or more votes to get alternatives on the list).

    e.   Three weeks between final decisions and straw votes.

    f.   Straw votes (6 or more votes to prepare the budget adoption agenda item) at June's half-day budget retreat (televised).

    g.   Public Hearing between final decisions and straw votes.

Option 2 (Yellow section in Attachment): A revision of the traditional budget review approach.

    a.   Budget topic at each monthly Workshop.

    b.   Present the Manager's Recommended Budget in late April rather than early or mid-May as in the past.

    c.   Schedule <u>one</u> 3-hour Budget Workshop per week for six weeks. One workshop per week instead of two allows more time for Council to review materials and to receive information from staff.

    d.   The Budget Public Hearing will be after presentation and one 3-hour budget workshop.

    e.   Designate 2 hours per week for review time with staff. Designated hours would be weekly for seven weeks following Budget presentation.

    f.   One week between the final Budget workshop and straw votes.

    g.   Straw votes to be televised.

Option 3 (Pink section in Attachment):   A revision of the traditional budget review approach.

    a.   Budget topic at each monthly Workshop.

    b.   Present the Manager's Recommended Budget in late April rather than early or mid-May as in the past.

    c.   Schedule <u>two</u> 3-hour Budget Workshops per week for three weeks. Two workshops per week allows more time between the last workshop and final decisions to more fully develop alternatives.

    d.   The Budget Public Hearing will be after presentation and two 3-hour budget workshops.

    e.   Designate 2 hours per week for review time with staff. Designated hours would be weekly for seven weeks following Budget presentation.

    f.   One week between the final decisions and straw votes.

    g.   Straw votes to be televised.

November 26 Budget Committee Issues

Following are issues raised at the November 26, 1996 Council Budget Committee. These issues are representative of the type of issues that will be identified at Budget Committee meetings. These issues may be addressed more fully at later Budget Committees, or may be referred to other Council committees that deal with related issues.

All Councilmembers are encouraged to attend any of the Budget Committee meetings. If you have issues that you would like addressed at the meetings, please call any member of the City Manager's staff or the Budget Office.

Issues

1.   Examine the City's relationship with the Housing Authority. Is closer supervision of the Housing Authority by the City warranted? Should we consider having the Authority report directly to the City Manager?

2.   Transportation issues: reserving rights-of-ways for future mass transit routes; fare box recovery.

3.   Examine programs that used to be in the budget but were cut in recent years, such as the tree replacement, landscape maintenance and beautification programs.

4.   Review of all financial partners and the accountabilities we have in place for them.

5.   Police/Public Safety issues:
    - what is the status of a new/additional helicopter?
    - what is the reason for reduced response time to car break-ins?
    - is the frequency of police patrols appropriate for high-crime areas?
    - have we changed patrol procedures in high crime areas to a frequency greater than other areas?
    - how much extra do our citizens pay because of the high rate of vehicular accidents and home break-ins?
    - how many police per thousand do we have and how does it compare to other comparable cities?
    - 911 dispatchers need additional training so they can provide accurate information with positive attitudes.
    - What would be the cost of video cameras in patrol cars, both the cost of a test case and of putting them in all vehicles?
    - What is the policy for when officers ride alone or in pairs?
    - How much would it cost to enforce all speed limits?

Overview of Options

Option 1

Budget Committee Meetings
(3:30-5:00 p.m.)
January 6 (Monday)
February 3 (Monday)
March 3 (Monday)
April 7 (Monday)
May 5 (Monday
June 2 (Monday)

Budget Presentation
May 19 (Monday at 4:00 p.m.)

Budget Public Hearing
June 9 (Monday at 7:00 p.m.)

Budget Adoption
June 23 (Monday at Council Mtg)

Designated Staff Times
May 13 (Tuesday 7:30-9:00 a.m.)
May 27 (Tuesday 3:00-5:00 p.m.)
June 10 (Tuesday 11:00 a.m.-1:00 p.m.)
June 17 (Tuesday 3:00-5:00 p.m.)

1/2 Day Retreats
(7:30 a.m. - Noon)
February 21 (Friday)
March 21 (Friday)
April 18 (Friday)
May 9 (Friday)
May 23 (Friday)
June 13 (Friday)

Option 2

Budget Committee Meetings
(3:30-5:00 p.m.)
November 26 (Tuesday)
December 16 (Monday)
January 21 (Tuesday)
February 17 (Monday)
March 17 (Monday)
April 21 (Monday)

Regular Monthly Workshops
(5:00-8:00 p.m.)
December 2 (Monday)
January 6 (Monday)
February 3 (Monday)
March 3 (Monday)
April 7 (Monday)
May 5 (Monday)
June 2 (Monday)

Budget Presentation
April 28 (Monday at 4:00 p.m.)

Budget Public Hearing
May 12 (Monday at 7:00 p.m.)

Budget Adoption
June 23 (Monday at Council Mtg)

Designated Staff Times
May 6 - 3:00-5:00 p.m. (Tuesday)
May 13 - 7:30-9:00 a.m. (Tuesday)
May 20 - 11:00 a.m. - 1:00 p.m. (Tuesday)
May 27 - 3:00-5:00 p.m. (Tuesday)
June 3 - 7:30-9:00 a.m. (Tuesday)
June 10 - 11:00 a.m.-1:00 p.m. (Tuesday)
June 17 - 3:00-5:00 p.m. (Tuesday)

Budget Workshops
(5:00-8:00 p.m.)
May 8 (Thursday)
May 15 (Thursday)
May 22 (Thursday)
May 29 (Thursday)
June 5 (Thursday)
June 12 (Thursday) Straw Votes - televised

Option 3

Budget Committee Meetings
(3:30-5:00 p.m.)
November 26 (Tuesday)
December 16 (Monday)
January 21 (Tuesday)
February 17 (Monday)
March 17 (Monday)
April 21 (Monday)

Regular Monthly Workshops
(5:00-8:00 p.m.)
December 2 (Monday)
January 6 (Monday)
February 3 (Monday)
March 3 (Monday)
April 7 (Monday)

Budget Presentation
April 28 (Monday at 4:00 p.m.)

Budget Public Hearing
May 12 (Monday at 7:00 p.m.)

Budget Adoption
June 23 (Monday) Budget Adoption

Designated Staff Times
May 6 - 3:00-5:00 p.m. (Tuesday)
May 13 - 3:00-5:00 p.m. (Tuesday)
May 20 - 3:00-5:00 p.m. (Tuesday)
May 27 - 3:00-5:00 p.m. (Tuesday)
June 3 -3:00-5:00 p.m. (Tuesday)
June 10 - 3:00-5:00 p.m. (Tuesday)
June 17 - 3:00-5:00 p.m. (Tuesday)

Budget Workshops
(5:00-8:00 p.m.)
May 6 (Tuesday)
May 8 (Thursday)
May 13 (Tuesday)
May 15 (Thursday)
May 20 (Tueday)
May 22 (Thursday)
June 5 (Thursday) Final Decisions
    (5 or more)
June 12 (Thursday) Straw Votes - televised
    (6 or more)

Option 1 - Budget Development Process (1/2 day monthly retreats)

1997		January			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Council Workshop	7	8	9	10	11
12	13 Council Meeting	14	15	16	17	18
19	20 Martin Luther King Holiday	21 Zoning Meeting	22	23	24	25
26	27 Council Meeting	28	29	30	31	

	1997	February				1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Monthly Workshop	4	5	6	7 Retreat Material Distribution	8
9	10 Council Meeting	11	12	13	14	15
16	17 Zoning Meeting	18	19	20	21 1/2 day Budget Retreat 7:30-noon	22
23	24 Council Meeting	25	26	27	28	

1997		March			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Monthly Workshop	4	5	6	7 Retreat Material Distributed	8 NLC Congressional City March 8-11
9 NLC Congressional City - March 8-11	10	11	12	13	14	15
16	17 Zoning Meeting	18	19	20	21 1/2 day Budget Retreat 7:30-noon	22
23	24 Council Meeting	25	26	27	28 Easter Holiday	29
30 Easter	31					

1997		April			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4 Retreat Material Distributed	5
6	7 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Monthly Workshop	8	9	10	11	12
13	14 Council Meeting	15	16	17	18 1/2 day Budget Retreat 7:30-noon	19
20	21 Zoning Meeting	22	23	24	25 Retreat Material Distribution	26
27	28 Council Meeting	29 InterCity-Visit - Jacksonville, Florida (April 29 - May 1st)	30			

1997		May			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Monthly Workshop	6	7	8	9 1/2 day Budget Retreat 7:30-noon	10
11	12 Budget Public Hearing at Council Meeting	13 Staff Available 7:30-9:00 a.m.	14	15	16 Retreat Material Distribution	17
18	19 Budget Presentation 4:00 p.m. Zoning Meeting	20	21	22	23 1/2 day Budget Retreat 7:30-noon (Final Decisions - 5 or more votes)	24
25	26 Memorial Day Holiday	27 Town Hall Day Staff available 3:00-5:00 p.m.	28	29	30	31

1997		June			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Council Budget Committee Meeting 3:30-5:00 p.m. Regular Monthly Workshop	3	4	5	6 Retreat Material Distribution	7
8	9 Public Hearing at Regular Council Meeting	10 Staff available 11:00 a.m.-1:00 p.m.	11	12	13 1/2 day Budget Retreat 7:30-noon Straw Votes (televised)	14
15	16 Rebroadcast of Straw Votes on Channel 16 Zoning Meeting	17 Staff available 3:00-5:00 p.m.	18 Rebroadcast of Straw Votes on Channel 16	19	20 Rebroadcast of Straw Votes on Channel 16	21
22	23 Budget Adoption at Council Meeting	24	25	26	27	28
29	30					

Option 2 - Budget Development Process (1 workshop/week in May and June)

1997		January			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 Regular Council Workshop <u>with</u> <u>Budget Topic</u>	7	8	9	10	11
12	13 Council Meeting	14	15	16	17	18
19	20 Martin Luther King Holiday	21 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	22	23	24	25
26	27 Council Meeting	28	29	30	31	

1997		February			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Regular Monthly Workshop with Budget Topic	4	5	6	7	8
9	10 Council Meeting	11	12	13	14	15
16	17 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	18	19	20	21	22
23	24 Council Meeting	25	26	27	28	

1997		March			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Regular Monthly Workshop with Budget Topic	4	5	6	7	8 NLC Congressional City - March 8-11
9 NLC Congressional City - March 8-11	10	11	12	13	14	15
16	17 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	18	19	20	21	22
23	24 Council Meeting	25	26	27	28 Easter Holiday	29
30 Easter	31					

1997		April			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 Regular Monthly Workshop with Budget Topic	8	9	10	11	12
13	14 Council Meeting	15	16	17	18	19
20	21 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	22	23	24	25	26
27	28 Budget Presentation (4:00 p.m.) Council Meeting	29 InterCity-Visit - Jacksonville, Florida (April 29 - May 1st)	30			

1997		May			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Regular Monthly Workshop with Budget Topic	6 Staff available 3:00-5:00 p.m.	7	8 Budget Workshop 5:00-8:00 p.m.	9	10
11	12 Budget Public Hearing at Council Meeting	13 Staff Available 11:00 a.m.-1:00 p.m.	14	15 Budget Workshop 5:00-8:00 p.m.	16	17
18	19 Zoning Meeting	20 Staff Available 11:00 a.m.-1:00 p.m.	21	22 Budget Workshop 5:00-8:00 p.m.	23	24
25	26 Memorial Day Holiday	27 Town Hall Day Staff available 7:30-9:00 a.m.	28	29 Budget Workshop 5:00-8:00 p.m.	30	31

1997		June			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Regular Monthly Workshop with Budget Topic	3 Staff available 7:30-9:00 a.m.	4	5 Budget Workshop - Final Decisions (5 or more votes) 5:00-8:00 p.m.	6	7
8	9 Council Meeting	10 Staff available 11:00 a.m.-1:00 p.m.	11	12 Budget Workshop Straw votes (6 or more votes) 5:00-8:00 p.m. televised)	13	14
15	16 Zoning Meeting	17 Staff available 3:00-5:00 p.m.	18	19	20	21
22	23 Budget Adoption at Council Meeting	24	25	26	27	28
29	30					

Option 3 - Budget Development Process (2 workshops/week in May and June)

1997		January			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 Regular Council Workshop with Budget Topic	7	8	9	10	11
12	13 Council Meeting	14	15	16	17	18
19	20 Martin Luther King Holiday	21 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	22	23	24	25
26	27 Council Meeting	28	29	30	31	

1997	February				1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Regular Monthly Workshop with Budget Topic	4	5	6	7	8
9	10 Council Meeting	11	12	13	14	15
16	17 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	18	19	20	21	22
23	24 Council Meeting	25	26	27	28	

	1997		March			1997	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 Regular Monthly Workshop with Budget Topic	4	5	6	7	8 NLC Congressional City - March 8-11
9 NLC Congressional City - March 8-11	10	11	12	13	14	15
16	17 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	18	19	20	21	22
23	24 Council Meeting	25	26	27	28 Easter Holiday	29
30 Easter	31					

1997		April			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 Regular Monthly Workshop with Budget Topic	8	9	10	11	12
13	14 Council Meeting	15	16	17	18	19
20	21 Council Budget Committee Meeting 3:30-5:00 p.m. Zoning Meeting	22	23	24	25	26
27	28 Budget Presentation 4:00 p.m. Council Meeting	29 InterCity-Visit - Jacksonville, Florida (April 29 - May 1st)	30			

1997		May			1997	
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Regular Monthly Workshop with Budget Topic	6 Staff Available 3:00-5:00 p.m. Budget Workshop 5:00-8:00 p.m.	7	8 Budget Workshop 5:00-8:00 p.m.	9	10
11	12 Budget Public Hearing at Council Meeting	13 Staff Available 3:00-5:00 p.m. Budget Workshop 5:00-8:00 p.m.	14	15 Budget Workshop 5:00-8:00 p.m.	16	17
18	19 Zoning Meeting	20 Staff Available 3:00-5:00 p.m. Budget Workshop 5:00-8:00 p.m.	21	22 Budget Workshop 5:00-8:00 p.m. (identification of alternatives)	23	24
25	26 Memorial Day Holiday	27 Town Hall Day Staff available 3:00-5:00 p.m.	28	29	30	31

						1997	June	1997

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Regular Monthly Workshop with Budget Topic	3 Staff available 7:30-9:00 a.m.	4	5 Budget Workshop Final Decisions (5 or more votes) 5:00-8:00 p.m.	6	7
8	9 Council Meeting	10 Staff available 11:00 a.m.-1:00 p.m.	11	12 Budget Workshop Straw votes (6 or more votes) 5:00-8:00 p.m. televised)	13	14
15	16 Zoning Meeting	17 Staff available 3:00-5:00 p.m.	18	19	20	21
22	23 Budget Adoption at Council Meeting	24	25	26	27	28
29	30					