# AGENDA

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| Meeting Type: | B |
| Date. | 06-23-1986 |
| SUBJECT | |

City of Charlotte, City Clerk's Office

# Charlotte

6/23/86

FILE COPY

# council agenda

MOTION

I move that the City Coun;cil hold an executive session immediately upon the conclusion of this meeting to discuss the proposed baseball stadium site pursuant to G.S. § 143-318.11(a)(1).

Charlotte

Public Service & Information Department
City Hall 600 E Trade Street
Charlotte North Carolina 28202
704/336-2395

# Meetings in June '86

## THE WEEK OF JUNE 1 - JUNE 7

| | | |
|---|---|---|
| 2 | Monday, 5 00 p m. | COUNCIL/MANAGER DINNER - Sedgefield Jr. High School, 2700 Dorchester Pl. |
| | Monday, 6 00 p.m. | CITY COUNCIL/PLANNING COMMISSION MEETING (Special Meeting on Mineral Springs/Research Park Annexation and Myers Park Rezoning Petition) - Sedgefield Jr High School, 2700 Dorchester Place |
| 3 | Tuesday, 4 00 p m. | BUDGET WORKSHOP - City Hall Annex, Training Center |
| | Tuesday, 6 00 p.m. | CHARLOTTE ADVISORY PARKS COMMITTEE - Hornets Nest Park, Shelter #1 |
| | Tuesday, 7 30 p.m. | PLANNING COMMISSION - Cameron-Brown Bldg , 1st Floor Conference Room |
| 4 | Wednesday, 7 45 a.m. | PRIVATE INDUSTRY COUNCIL - Chamber of Commerce, Action Room A |
| | Wednesday, 8 00 a.m. | PLANNING COMMISSION/Ordinance Revision Workshop - UNCC, Cone Center |
| | Wednesday, 4 00 p.m. | BUDGET WORKSHOP - City Hall Annex, Training Center |
| 5 | Thursday, 4 00 p.m. | BUDGET WORKSHOP - City Hall Annex, Training Center |

## THE WEEK OF JUNE 8 - JUNE 14

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| 9 | Monday, 10 30 a m | AUDITORIUM-COLISEUM-CONVENTION CENTER AUTHORITY - Convention Center, Conference Room |
| | Monday, Noon | PLANNING COMMISSION (Work Session) - Cameron-Brown Bldg , 1st Floor Conference Room |
| | Monday, 5 00 p.m. | COUNCIL/MANAGER DINNER - Randolph Junior High School, 4400 Water Oak Rd |
| | Monday, 7 00 p.m | CITIZENS HEARING - Randolph Junior High School, 4400 Water Oak Rd |
| | Monday, 7 30 p.m. | CITY COUNCIL MEETING (Public Hearing on 1986-87 Budget) - Randolph Junior High School, 4400 Water Oak Rd. |
| 10 | Tuesday, 9 00 a.m. | HISTORIC DISTRICT COMMISSION - Edwin Towers, Conference Room |
| | Tuesday, 2 00 p m. | PUBLIC REVIEW OF AIRPORT MASTER PLAN - Charlotte/Douglas International Airport, Terminal Bldg., 3rd Floor Conference Room |
| | Tuesday, 4 00 p.m | BUDGET WORKSHOP - City Hall Annex, Training Center |
| | Tuesday, 5 30 p m | AIRPORT MASTER PLAN COMMITTEE/Dinner Meeting - Charlotte/Douglas International Airport, Conference Room |
| | Tuesday, 7 00 p.m | PUBLIC HEARING (Proposed Amendments and Fees for the City of Charlotte Soil Erosion and Sedimentation Control Ordinance) - Cameron-Brown Bldg , Engineering Dept , 4th Floor Conference Room |
| | Tuesday, 8 00 p.m. | PUBLIC MEETING ON AIRPORT MASTER PLAN - West Mecklenburg High School Auditorium, 7400 Tuckaseegee Rd |

(Continued on Back)

## THE WEEK OF JUNE 8 - JUNE 14 (Continued)

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|---|---|---|
| 11 | Wednesday, 8 30 a.m. | CIVIL SERVICE BOARD - City Hall, 3rd Floor Conference Room |
| | Wednesday, 9 30 a.m. | CIVIL SERVICE BOARD (Hearing) - City Hall, Council Chamber |
| | Wednesday, 7 30 p m | HISTORIC PROPERTIES COMMISSION - City Hall, 2nd Floor Conference Room |
| 12 | Thursday, 7 00 p.m. | PUBLIC HEARING ON ANNEXATION - Education Center, Board Room |
| 13 | Friday, 7.30 a.m. | PLANNING COMMISSION/Planning Liaison Committee - Cameron-Brown Bldg , 1st Floor Conference Room |

## THE WEEK OF JUNE 15 - JUNE 21

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| 16 | Monday, 5 00 p m | COUNCIL/MANAGER DINNER (Presentation by Citizens Cable Advisory Committee) - Education Center, Rooms 237 - 239 |
| | Monday, 6 00 p.m. | CITY COUNCIL MEETING (Zoning Hearing) - Education Center, 4th Floor Board Room |
| 18 | Wednesday, 8 00 a m | PLANNING COMMISSION - Cameron-Brown Bldg., 1st Floor Conference Room |
| | Wednesday, 1 00 p m. | HOUSING AUTHORITY - Administrative Offices, 1301 South Bloulevard |
| | Wednesday, 2 00 p.m. | TECHNICAL COORDINTING COMMITTEE - City Hall Annex, Dept. of Transportation Conference Room |
| | Wednesday, 4 00 p m | CITY COUNCIL PLANNING & PUBLIC WORKS COMMITTEE (Reviewing Citizens Cable Advisory Committee Report - City Hall, 3rd Floor Conference Room |
| | Wedneday, 7.00 p.m. | METROPOLITAN PLANNING ORGANIZATION - City Hall Annex, Dept. of Transporation Conferene Room |
| 19 | Thursday | MAYORS' DAY - North Carolina League of Municipalities, Raleigh, N.C. |
| | Thursday, 8 00 a.m. | CLEAN CITY COMMITTEE - Cameron-Brown Bldg , 5th Floor Conference Room |
| | Thursday, 4.00 p.m. | PLANNING COMMISSION (Deferred Rezoning) - Cameron-Brown Bldg., 1st Floor Conference Room |
| | Thursday, 7 30 p m. | CHARLOTTE TREE COMMISSION - Park Operations Conference Room, 700 Tuckaseegee Road |

## THE WEEK OF JUNE 22 - JUNE 28

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| 23 | Monday, 12 Noon | COUNCIL/MANAGER LUNCHEON - City Hall Annex, Training Center |
| | Monday, 2 00 p.m. | CITIZENS HEARING - City Hall, Council Chamber |
| | Monday, 3 00 p m. | CITY COUNCIL MEETING (FY87 Budget Adoption) - City Hall, Council Chamber |
| | Monday, 4 00 p m | PLANNING COMMISSION/Executive Committee - Cameron-Brown Bldg., 1st Floor Conference Room |
| | Monday, 4 30 p.m. | SPECIALIZED TRANSPORTATION ADVISORY COMMITTEE - Alexander St. Center, 910 N. Alexander Street |
| 24 | Tuesday, 8 00 a m. | AIRPORT ADVISORY COMMITTEE - Charlotte/Douglas International Airport, Conference Room A |
| | Tuesday, 3 00 p.m. | COMMUNITY FACILITIES COMMITTEE - Utility Dept., 5100 Brookshire Blvd. |
| | Tuesday, 4 30 p m | MUNICIPAL INFORMATION ADVISORY BOARD - Cameron-Brown Bldg., 3rd Floor Conference Room |
| 26 | Thursday, 7 30 a.m. | PLANNING COMMISSION/Ordinance Revision Advisory Task Force - Cameron-Brown Bldg , 1st Floor Conference Room |
| | Thursday, 3 00 p m. | CITIZENS ADVISORY COUNCIL FOR HAZARDOUS CHEMICALS - Mecklenburg County Police Dept., Emergency Operations Center, 618 N College St. |
| | Thursday, 3 30 p m. | ADVISORY BOARD FOR CITIZENS WITH DISABILITIES - Metrolina Independent Living Center, 1012 South Kings Drive, Suite G-2 |
| 27 | Friday, 7 30 a m | PLANNING COMMISSION/Planning Liaison Committee - Cameron-Brown Bldg., 1st Floor Conference Room |

These organizations will <u>not</u> meet in May
- Advisory Energy Commission
- Community Relations Committee
- Insurance & Risk Management Agency

FAGENDA
FORMAL

# Charlotte

CITY COUNCIL AGENDA
Monday, June 23, 1986

| | | |
|---|---|---|
| 12:00 noon | - | Council/Manager Luncheon<br>- Billy Graham Parkway Development |
| 2:00 PM | - | Citizens Hearing |
| 3:00 PM | - | Council Meeting<br>Council Chamber |

ITEM NO.

1. Invocation by the Reverend Paul Allen of Eastway Christian Church.

2. Consider approval of minutes for the regular meeting of May 12; Special Use Permit Hearing of May 19; and the Zoning Hearings of May 19, 1986.

PUBLIC HEARINGS

3. A. Conduct a public hearing to determine the initial City zoning on recently annexed property in the Billy Graham Parkway/Wilmount Road area.

   B. Recommend adoption of an ordinance to establish City zoning on this property.

Approximately 20 acres were annexed by the City of Charlotte on May 5, 1986 and are part of the Tyvola Road extension project.

This public hearing and adoption of an ordinance are required to determine initial City zoning on the recently annexed property in the Billy Graham Parkway/Wilmount Road area. It is proposed the zoning remain the same - R-15, I-1CD, I-1, and R-6MF, but the jurisdiction changes from the County to the City. All parcels are part of the roadbed or are immediately adjacent to the Tyvola Road project.

# council agenda

**Mayor Harvey B. Gantt** **Mayor Pro Tem Al Rousso**

**Charlie S. Dannelly**
**Gloria Fenning**
**Ann Hammond**
**Ron Leeper**
**Roy Matthews**
**Cyndee Patterson**
**Pamella G. Patterson**
**Minette Conrad Trosch**
**Richard Vinroot**
**Velva W. Woollen**

4. A. Conduct public hearing on the issuance of $149,105,000 public improvement refunding bonds series 1986.

B. Recommend adoption of a bond order authorizing up to $149,105,000 of public improvement refunding bonds series 1986.

On June 9, 1986, Council approved proceeding with the advanced refunding of bonds up to $149,105,000. Council was informed at that time that market conditions had changed somewhat but the Finance Department wanted to maintain its flexibility on proceeding with a refunding issue, if market conditions either improved or stabilized at current levels. We will continue to monitor the market over the next several weeks and along with the financial advisor determine potential savings to the City. The refunding bonds are still tentatively planned for advanced refunding sale on July 15, 1986.

Additional future actions to be requested of Council are the adoption of appropriate actions to fix all details of the sale (official statement), approve execution of the escrow agreement and approval of the certified public accounting firm to verify refund calculations.

POLICY

5. A. Recommend adoption of the 1986-87 appropriation and tax levy ordinance and a resolution approving the Capital Improvement Program for fiscal years 1987-91.

On May 28, 1986, the City Manager presented the recommended FY87 Operating and Capital Budgets to the Mayor and City Council. Earlier, the Mayor and City Council reviewed the recommended FY87-91 Capital Improvement Program. The Mayor and City Council held several work sessions, as well as all required public hearings, prior to this requested Council action.

Attached is the 1986-87 Annual Appropriation and Tax Levy Ordinance recommended for adoption by City Council. The following is an explanation of the major features of the ordinance as well as changes incorporated since the preliminary budget was presented.

Property Tax Levy

The property tax levy for FY87 is a total of $0.68 per $100 valuation, distributed as follows:

| | |
|---|---|
| General Fund | $.5675 |
| Municipal Debt Service Fund | .0725 |
| Pay As You Go Capital | .0400 |
| Total City Wide | $.6800 |

General Fund

The General Fund budget totals $139,647,874, an increase of $400,920 above the preliminary budget estimate. The following are highlights of the changes that have occurred in the General Fund:

Revenues

- A total of $1,140,557 is available from the hotel-motel occupancy tax to fund the FY87 Convention and Visitors Bureau contract which appears later in the agenda. This is a revised estimate which includes $1,052,007 in estimated FY87 collections, $28,000 in FY86 interest earnings, and $60,550 in carry-over funds from FY86, an increase of $88,550 over the preliminary budget;

- Increased revenues of approximately $106,000 are available from the County for shared programs administered by the City. The preliminary budgets for all shared programs represent the Manager's recommendations for those programs. Once pay plan costs are allocated and Council and Commission decisions are made, the budgets for shared programs are adjusted. These revenue increases are generally offset by expenditures as discussed later in this memorandum;

- Increased revenues of $76,442 in intragovernmental revenues will be received from the Utility, Airport, and Cemetery Trust funds to offset the pay plan adjustments;

- $5,200 is included from the Soap Box Derby, Inc.;

- An estimated $91,000 is anticipated in proceeds from rental rates and concession sales from the Women's National Basketball Association;

- Increased revenues of $34,000 are expected from a State grant both for rideshare program costs and for estimated fees from the van pool riders.

Expenditures

- The approved pay plan that was shown as Employee Related Costs in the preliminary budget has been allocated to the departmental budgets. The allocation of the pay plan also impacts fringe benefit costs and requires the adjustment of data processing charges;

- Increased costs of $99,847 are included for County administered shared programs reflecting changes from the preliminary County budget as approved by the County Commission;

- Included is the repaving of the Soap Box Derby track which is partially offset by revenues of $5,200 from Soap Box Derby, Inc. for materials. In earlier discussions, the Derby indicated it would pay for materials if the City could provide the labor; however, the $5,200 will not cover the full cost of materials estimated to total $9,700. The Street Maintenance Division can absorb the additional cost of materials, approximately $4,500, and provide the labor and equipment. Direct cost of the labor is estimated at $7,365 which is already included in Street Maintenance budget as well as the $3,254 estimated for equipment usage;

- $20,316 has been included for the Neighborhood Arts Program to be sponsored by the Parks and Recreation Department and the Community School of the Arts;

- The costs associated with the National Women's Basketball Association are also included in the Parks and Recreation Department. These costs are more than offset by revenues;

- The grant for the Foundation of the Carolinas totaling $5,500 has been approved from contingency.

- $240,000 in the General Fund budget for the proposed dental insurance plan has been transferred to the General Fund Contingency; the remaining $60,000 is in other funds and will be reserved pending a decision by City Council.

- The General Fund Contingency appropriation totals $680,023 including $394,500 of the original recommendation; $240,000 from the dental plan recommendation, and $45,523 from the net difference between balancing revenue increases and expenditure adjustments.

- The three positions for the Police and Fire recruitment processes have been included in the affected departmental budgets;

- An appropriation of $150,000 has been allocated to City Elections in anticipation of a proposed fall bond referendum for the Capital Improvement Program (Water/Sewer; Storm Drainage);

Other Funds

The other funds are each balanced on the revenues received through enterprise fees and charges or grants. The following is a description of adjustments made to the final budget:

- The recommended salary and benefits package has been allocated.

- The fund which is designated as the City's housing fund has been incorporated into the annual ordinance. This fund receives rental revenues from City-owned housing units (i.e. Clinton Square, Coliseum Drive) and appropriates the necessary funds for management and maintenance agreements with the Charlotte Housing Authority. Also, rent subsidy payments in the Five Points/Third Ward and Coliseum Drive units are received in this fund.

Pay As You Go Fund

The FY87 budget includes property tax levy of $.04 to establish a Pay As You Go fund to be dedicated to the Capital Improvement Program. Based on the estimated valuation, the Pay As You Go fund will total $5,595,229. With the adoption of the ordinance, the additional $.04 levy will also apply to the areas planned for annexation July 1, 1986 totalling $159,920 in revenues which will be reserved for annexation capital expenditures until such time as annexation improvements are completed.

Capital Improvement Program

The FY87 Budget Ordinance includes appropriation of funds scheduled in the first year of the five year capital program. Since presentation of the recommended FY87 capital program during the Budget Workshops, there has been one change that affects the appropriation level of the General Capital Projects Fund: when the preliminary budget was developed it was intended that the first payment to N.C. DOT for the maintenance facility would be made in FY86, and only one payment would be made in FY87. However, since the first payment is due July 1, 1986, it was decided to appropriate both the July 1 and January 1, 1987 payments in the FY87 budget ordinance. This action increases the appropriation for the Tyvola Road project from $500,000 to $1,000,000 to cover the costs for the state maintenance facility. The source of funding is the capital reserve. The two remaining payments will be appropriated in the FY88 budget.

In addition to this change, two water and sewer projects are recommended to be included in the last year of the FY87-91 Capital Budget. These projects are: Steele Creek Outfall and Water Main Along Wilmount Road.

Attached is a resolution endorsing the Capital Improvement Program for FY87-91. The resolution does not commit funds and can be amended by City Council at any time.

Attachment No. 1

B. Recommend adoption of a resolution amending the pay plan and employee group insurance plan.

Approval of this resolution will allow for implementation of recommendations presented in the report entitled FY87 Recommended Salary and Benefit Adjustments, as modified by City Council during budget deliberations.

The resolution provides for the following adjustments or revisions, effective July 2, 1986:

- An increase of 3.5 percent to the pay rates in the general pay schedule.
- Pay range adjustments for 28 job classes identified in the recommendation report.
- Recommended job class additions, deletions and title changes.
- Revisions to guidelines for the pay for performance program.
- Revisions to the pay ranges of the Management Pay Plans.
- Revisions to the group insurance plan as described in the recommendation report, with the exception that a proposed dental insurance program will be presented to Council by January 1, 1987 for their consideration.

The additional cost of the proposed salary and benefit adjustments is $4,296,401 and is reflected in the FY87 budget ordinance.

6. Consider approval of the preliminary decision made by City Council on the design of roadway improvements for the two remaining segments of N.C. Highway 51 (from McAlpine Creek to the Matthews Bypass, excluding the intersection of N.C. 51/N.C. 16) - a concentric 15' median divided four-lane roadway with median landscaping.

In an informal vote at the June 4 budget workshop, Council indicated a majority preference for a concentric 15' median divided four-lane roadway with median landscaping for Highway 51.

Attached is some background information, the alternates that were considered, and cost information on those alternates.

The FY86-90 CIP identified $12,605,000 available for the funding of this project including City, County, and private developer contributions. Appropriations to date have totalled $1,250,000 - $605,000 developers' contributions and $645,000 in 1983 Street Improvement Bonds. An appropriation of $5.8 million for funds needed in FY87 is included as part of the FY87 Capital Projects Budget Ordinance.

Funding is from the N.C. Highway 51 Widening Account (Fund #2010, Allotment #322.00).

Attachment No. 2

7. Consider a series of recommendations of the Operations Committee regarding the findings of the Domestic Violence Task Force.

In July, 1985, Mayor Harvey Gantt and Mecklenburg County Commission Chairperson Carla DuPuy appointed a joint City-County Domestic Violence Task Force to investigate problems of domestic violence, review alternative processes, and make specific recommendations for change. The task force presented their findings to City Council and the County Commission on April 21, 1986.

The report contains detailed recommendations for changes in the way domestic violence cases are handled. The report emphasizes the widespread nature of the problem, the need to regard domestic violence as a crime and the changes that need to be made in the policies and procedures of the criminal justice system and social service agencies in order to more effectively meet the needs of domestic violence victims. The task force has also stressed that public awareness of the domestic violence problem must be heightened in order to effect the needed changes in the way the problem is addressed.

Most of the recommendations in the task force report impacted upon County and State agencies. The only City departments involved in the handling of domestic violence cases are the Police Department and the Community Relations Department. The Operations Committee met on May 22, 1986, to discuss the recommendations regarding these departments and any differences in the task force recommendations and City staff response. Several members of the task force and Police Chief Killman met with the Committee. Committee minutes are attached.

The recommendations regarding Community Relations all centered around not submitting domestic violence cases to their Dispute Settlement Program for mediation. The task force felt that mediation did not force the abuser to take responsibility for his actions and did not treat domestic violence as a crime. The Community Relations Department has concurred with this recommendation and no longer accepts domestic violence cases into the Dispute Settlement Program.

Most of the recommendations regarding the Police Department were endorsed by the Police Department and will be adopted. They are detailed in the attachment. The Operations Committee discussed areas where the Police Department and the task force differ and makes the following recommendations for adoption as City policy:

1. All recommendations of the Domestic Violence Task Force that impact upon City departments (see attachment) be accepted as City policy with the following exceptions:

   A. The Police Department revise its existing report forms to include information on domestic violence cases instead of developing a separate domestic violence reporting form. The task force has indicated that, as long as the pertinent information is captured, they are happy with this solution.

B. The Police Department to train all officers in responding to domestic violence cases instead of forming a specialized Domestic Violence Unit. The Chief of Police feels that a specialized unit would be an ineffective way to utilize manpower resources since it would be difficult to deploy a specialized unit. Forming this unit would also leave the department short of personnel in other areas. The Operations Committee recommends that the City study the idea of a specialized unit after the Police Department has conducted their domestic violence study to be funded by a grant from the National Institute of Justice and: (1) determined the most effective way of dealing with domestic violence cases in Charlotte; and, (2) developed a more accurate data base on the number of such cases.

C. The task force had recommended that the City and County form an advisory board, composed of representatives of agencies dealing with domestic violence cases, to work toward the provision of comprehensive, coordinated services designed for the prevention and treatment of persons involved in domestic violence situations. The Operations Committee agrees with City staff that any such committee should have a more clearly defined role and not be in the position of making policies that would be binding upon any City department. The Operations Committee recommends that the Domestic Violence Task Force reconvene periodically to review the progress of the implementation of their suggestions and that they temporarily function as an advisory group in lieu of forming a new committee.

The Operations Committee also felt that eventually forming an advisory group made up of representatives from organizations dealing with domestic violence cases was worth considering. The Committee recommends that since most of the agencies involved are under the jurisdiction of the County that the County take the lead in forming such a committee with the City appointing representatives from the appropriate agencies to serve on the committee.

Attachment No. 3

8. Recommend adoption of a resolution authorizing the setting of the Department of Transportation's Disadvantaged Business Enterprise and Women's Business Enterprise 1987 goals for projects funded by the Urban Mass Transportation Administration.

The Charlotte Department of Transportation must submit its goals for award of contract dollars to Disadvantaged Business Enterprises (DBE) and Women's Business Enterprises (WBE) to the Urban Mass Transportation Administration prior to July 1, 1986 for FY 87. The Department of Transportation recommends the FY 1987 goals be 10% DBE and 3% WBE.

Council-approved goals for FY 86 were 10% DBE and 3% WBE. Current year-end projections for FY 86 indicate an overall achievement of approximately 19% for DBE and 29% for WBE. These include a 17% achievement for DBE's and a 25% achievement for WBE's related to construction, primarily the new Transit Maintenance Operations Center which will not recur. Non-construction purchasing achieved 2% DBE and 4% for WBE.

Because the Transit Maintenance Operations Center is essentially complete and no comparable construction is anticipated during FY 87, it is recommended that goals for FY 87 be set at 10% DBE and 3% WBE.

The City Attorney and the Purchasing Department recommend approval.

9. Consider adoption of a resolution endorsing a recommendation by the Community Development and Housing Committee to hold a Housing Symposium designed to educate and inform the community about low-income housing needs and to develop strategy recommendations for meeting such needs.

City Council is requested to endorse the Community Development and Housing Committee's resolution to plan and hold a one-day housing symposium in the fall of 1986. The purpose of the symposium would be primarily to: (1) educate and inform the larger community of the housing needs of low income people, and (2) to identify and develop some strategy recommendations for meeting such housing needs largely through the use of both public and private local resources.

On February 25, 1985, the Community Development Department made a "Housing Needs Presentation" to City Council that identified 13,919 low income households that were in need of affordable housing. On May 13, 1986, the City Council's Community Development and Housing Committee and 26 housing and community organizations received an updated presentation from the Community Development Department. A major element of this second report focused upon declining federal housing funds and the need to identify alternative sources of funds in order to meet the housing needs of lower income households.

On May 27, 1986, members of the Community Development and Housing Committee and ten citizens met to plan a symposium to address the housing needs of lower income citizens. Some of the suggestions made at the meeting were:

- A keynote speaker with a national perspective on low income housing should be invited. Representatives from the Enterprise Foundation or Jubilee Housing were mentioned as possibilities.

- Local groups with an interest in the housing needs of lower income people should meet in a panel format (i.e. Habitat, Shalom Homes, Neighborhood Housing Services, etc.).

- The focus of the symposium should be on the development of alternative solutions to housing problems that could be implemented at the local level.

- A public awareness campaign, with the aid of local media, should be initiated prior to the symposium.

- The symposium should be held on Saturday, September 13, 1986 from 8:00 a.m. until 4:00 p.m. at either Spirit Square, Johnson C. Smith University or Central Piedmont Community College.

Funding will be from Community Development Block Grant funds.

This recommendation is from the Community Development and Housing Committee and Community Development Department.

10. Consider rezoning the Marketplace project site at the corner of Fifth and College Streets from Urban Mixed District (U/MUD) to U/MUD - Optional).

This zoning change was presented at the May 19, 1986 zoning meeting. The Planning Commission briefly discussed the rezoning request at its working session on June 9, 1986 but took no action, and is scheduled to take up the request again at its meeting on June 19, 1986. The Friday, June 20 Council-Manager memorandum will include the Planning Commission's recommendation. The Planning staff recommends the rezoning request be granted.

BUSINESS

11. A. *Recommend decision relative to the consultant selection process* to revise the City and County Zoning, Sign and Subdivision Ordinances. Option 1A is recommended - start the consultant selection process over with a reduced scope of services requiring greater staff involvement and fast track selection process for the consultant.

All options are described in the agenda text. If the recommended option 1A is selected, Council will need to take the following action to appropriate the additional money required:

ITEM NO.

B. Recommend adoption of a budget ordinance appropriating $42,218 to provide staff support for the ordinance revision process.

On February 10, 1986, the City Council and County Commission approved recommendations governing the objectives, process and budget for revising the City and County Zoning, Sign and Subdivision Ordinances. As part of the process recommendations, the Planning staff was responsible for recommending a consultant to undertake the work. The Planning staff contacted over 40 firms around the country specializing in this type of work. This group was narrowed down to three firms who appeared to be capable of doing the work. Oral interviews produced one firm clearly capable of undertaking the work effort. However, subsequent contract negotiations with this firm revealed they had underestimated the level of work and have elected to withdraw from consideration given the project's budget parameters.

Following the consultant firm's withdrawal, five potential options were identified:

I. Start the consultant selection process over for a full service contract with an increase of $60,000-$100,000 over the approved $160,000.

IA. Start the consultant selection process over with a reduced scope of services requiring greater staff involvement and a fast track selection process for the consultant. Fast tracking would involve sending requests for proposals to approximately six firms which the Planning staff believes capable of doing this work and there will be a shorter turn-around time for submission of the requests for proposals.

II. Negotiate a modified contract with our second consultant candidate (Robert M. Leary & Assoc.) requiring less consultant work and greater staff involvement.

IIA. Negotiate a modified contract with our first consultant candidate (A. J. Diamond Planners, Ltd.) requiring less consultant work and greater staff involvement.

III. Staff will undertake revision of the ordinances phased over a 2½ year period.

There are pros and cons associated with each option. The Planning Liaison Committee, Planning Commission and Planning staff have evaluated these options and recommended option IA. This option, which means hiring two additional planners, costs $202,218 or $42,218 more than the previously approved amount of $160,000. This option requires the hiring of two additional full staff positions (Planner II and Planner I) to assist in the revision work. City Council is requested to approve option IA.

ITEM NO.

The County Commission considered this on June 16 and approved the procedure for option IA, but held off on a commitment of funds for additional staff positions until consultant bids can be evaluated and a determination made on whether the Planning Commission work program can be altered to utilize existing staff on the ordinance revision effort. It is recommended that if Council approves option IA, that the budget ordinance be adopted appropriating $42,218 for the two additional staff positions with the understanding that the positions will not be hired until approval is given by the County. The funding will be $21,109 from the General Fund Contingency, and $21,109 in estimated County revenues.

Attached is information that was included in the June 13, 1986 Council-Manager memorandum which has detailed information on the costs associated with each option.

Attachment No. 4

12. Recommend approval of the eleven contracts which will comprise the 1986 Job Training Plan funded by the Job Training Partnership Act. The contracts total $1,121,938.

On March 24, 1986, City Council approved the Job Training Partnership Act 1987 Job Training Plan for the Charlotte-Mecklenburg Service Delivery Areas. This plan outlines the basic types of job training, services, and summer work experience to be provided to approximately 1,525 economically disadvantaged individuals during FY 87.

The following contracts establish the specific programs which comprise the FY 87 job plan. Vendors for each program were invited to submit competitive request for proposals. Vendors were strongly encouraged to submit proposals using a performance-based contracting method under which payment for services is based upon achievement of specific objectives during the duration of the project. The Private Industry Council approved the following proposals for operation of Job Training Partnership Act programs after thorough review by their Training and Youth Programs Committees. Council is asked to approve the following eleven contracts:

All of these programs are funded by the Job Training Partnership Act through the North Carolina Division of Employment and Training. These funds are included in the budget for the Employment and Training Department.

All contracts have been reviewed by Budget and Evaluation, the Finance Department, and the City Attorney.

A. Recommend approval of a contract between the City of Charlotte and the Charlotte Area Fund in the amount of $106,968 in Job Training Partnership Act Title II-A funds for operation of a Basic Education/Limited Work Experience program to serve 60 high school dropouts between the ages of 16-21.

Charlotte Area Fund

- Basic Education/Limited Work Experience Program.
- Provides classroom training and public sector jobs for 60 high school dropouts under the age of 22.
- Program cost is $106,968.

This contract is designed to serve 60 high school dropouts between the ages of 16 and 21. Participants will enroll in basic education, high school completion, or General Education Diploma (GED) classes through Central Piedmont Community College, to assist them in upgrading their educational level, and when possible, attain their high school diploma or GED. While enrolled in classes, participants will also work 20 to 25 hours per week in public sector jobs such as daycare aides, printer helpers, maintenance workers, clerical workers, and groundskeepers. The wage rate for the work experience component will be $3.35 per hour. In accordance with the Job Training Partnership Act, persons may be enrolled in the Basic Education/Limited Work Experience program for up to six months.

Twelve percent of those enrolled will receive their high school diploma or GED by program completion. Eighty-five percent of the participants will be terminated in a positive manner (i.e., entered employment, entered Armed Forces, returned to school, etc.). Costs associated with this contract are for staff salaries and expenditures, participant training, and participant wages. Follow-up activities will be conducted with this contractual agreement.

B. Recommend approval of a contract between the City of Charlotte and the Charlotte-Mecklenburg Urban League in the amount of $65,000 in Job Training Partnership Act Title II-A funds to serve 24 economically disadvantaged individuals through the Word Processing and Systems Information Training Program.

Charlotte-Mecklenburg Urban League

- Word Processing and Systems Information Training Program.
- Provides classroom training and job placement in the word processing field for 24 participants. Thirty-five percent of the participants will be under the age of 22 and 40% will be AFDC recipients.
- Program cost is $65,000.

Services to be provided under this contract include outreach and recruitment, assessment, selection, classroom training, job development and placement, and follow-up for 24 economically disadvantaged individuals. Four training cycles will be conducted, each of which will be 12 weeks in duration. A minimum of 35% of the total enroll-

ments will be youth under the age of 22. Forty percent of those enrolled will be AFDC recipients.

At least 85% of the program participants will complete the word processing training and 85% of the training completers will be placed into full-time unsubsidized employment. An average hourly wage rate of $5.00 per hour will be maintained on all individuals counted towards the job placement goal.

C. Recommend approval of a contract between the City of Charlotte and Central Piedmont Community College in the amount of $108,049 in Job Training Partnership Act Title II-A funds to provide classroom training on an individual referral basis for 200 persons.

Central Piedmont Community College
- Individual Referral Program.
- Provides assessment and referral to Central Piedmont curriculum programs to 200 people.
- Program cost is $108,049.

In order to allow economically disadvantaged residents of Mecklenburg County the opportunity to receive classroom training in a wide variety of occupational areas, the Private Industry Council has approved funding for an Individual Referral classroom training project for FY 87. Two hundred persons will be served through Central Piedmont Community College's curriculum programs. Training duration will range from six months to eighteen months contingent upon the individual and the curriculum requirements. A needs-based payment of up to $7.00 per day will be provided to eligible participants.

Upon completion of the curriculum requirements, program participants may enter a three-week employability skills training program designed to enhance an individual's employability. Job placements of program completers shall occur through the City's existing job placement component.

D. Recommend approval of a contract between the City of Charlotte and Child Care Resources, Inc. in the amount of $100,000 in Title II-A Job Training Partnership Act Funds to provide 35 daycare slots for Job Training Partnership Act participants.

Child Care Resources, Inc.
- Daycare Program.
- Provides 35 daycare slots for participants in Job Training Partnership Act programs.
- Program cost is $100,000.

The Charlotte-Mecklenburg Service Delivery Area has included in their FY 87 Job Training Plan a provision for the purchase of child care slots to enable some economically disadvantaged persons to eliminate daycare as a barrier to participation in classroom training and

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on-the-job training programs. Child Care Resources, Inc. was chosen as the contractor for child care services due to their extensive background in daycare placement.

Only those persons enrolled in one of the Job Training Partnership Act training programs of at least 13 weeks' duration may utilize this service. Due to fund availability and the high cost of child care, 35 slots will be purchased through this contract; however, slots may be re-utilized throughout the fiscal year contingent upon turnover. Daycare slots will be developed in some of the approximately 80 child care centers listed with Child Care Resources. Slots will be developed in close proximity to a participant's residence, or training facility, when possible. Persons completing classroom training or on-the-job training may continue receiving child care services through the Job Training Partnership Act until job placement has occurred and/or their first paycheck is received.

E. Recommend approval of a contract between the City of Charlotte and the American Business & Fashion Institute in the amount of $60,300 in Job Training Partnership Act Title II-A funds to provide classroom training in Secretarial Science skills to 20 economically disadvantaged individuals.

American Business and Fashion Institute

- Secretarial Science Program.
- Provides classroom training and job placement in the secretarial field for 20 economically disadvantaged individuals.
- Program cost is $60,300.

The objective of this program is to equip 20 economically disadvantaged residents of Mecklenburg County with the necessary skills and knowledge to become productively employed in a secretarial position. Services offered as a result of this contract are outreach and recruitment, assessment, selection, enrollment, counseling, occupational training, job development and placement, and follow-up. Eighty-five percent of the project participants will complete this 22 week training curriculum. Of those completing training, 96% will be placed into training-related employment with a starting wage rate of at least $4.00 per hour. A needs-based payment of up to $7.00 per day will be provided to the project participants who qualify for such.

F. Recommend approval of a contract between the City of Charlotte and Energy Committed to Offenders, Inc. in the amount of $69,500 in Title II-A Job Training Partnership Act funds to operate the Offender Program for 140 incarcerated citizens of Mecklenburg County.

Energy Committed to Offenders Inc.

- Offender Program.
- Provides job seeking skills training and job placement services for 140 individuals who are scheduled for release from prison.
- Program cost is $69,500.

Incarcerated individuals who are preparing for their return to community life in Mecklenburg County frequently find themselves facing a series of readjustment problems ranging from basic coping mechanisms to locating employment to attain self-sufficiency. Recognizing these problems and needs, the Private Industry Council has approved funding for an Offender Program again during FY 87.

One hundred and forty incarcerated individuals will be enrolled in this program. Of this number, 65% will be youth under the age of 22. As part of this contractual agreement, Energy Committed to Offenders, Inc. will provide outreach and recruitment, assessment and selection, enrollment, counseling, job seeking skills training, job development and placement, and follow-up services. At least 80% of the total enrollments will be placed into unsubsidized employment with an average starting wage rate of $4.00 per hour. Achievement of these results is ensured through the performance-based contracting method utilized with this agreement.

G. Recommend approval of a contract between the City of Charlotte and the Charlotte-Mecklenburg Board of Education in the amount of $231,626 in Job Training Partnership Act Title II-A funds to operate the "Skills for Employability Success" program to serve 200 economically disadvantaged high school seniors.

Charlotte-Mecklenburg Board of Education

- Skills for Employability Success Program.
- Provides instruction in obtaining employment to 200 economically disadvantaged high school seniors.
- Program cost is $231,626.

The Private Industry Council on May 14, 1986 approved the continuation of the Charlotte-Mecklenburg School System's "Skills for Employability Success" program during fiscal year 1987. The purpose of this program is to provide 200 economically disadvantaged high school seniors with instruction in employability skills. Among topics to be discussed are citizenship responsibilities, success in the job market, job interviewing techniques, and how to complete an employment application. One unit of high school credit will be awarded to participants who successfully complete this program.

Recruitment activities will begin on July 1, 1986 and continue through September 30, 1986 when the goal of 200 participants should be achieved. Job development and placement activities will occur throughout the year with part-time jobs being created during the school year and full-time jobs being filled upon graduation. A minimum of 100 participants will be placed into full-time unsubsidized employment by June 30, 1987.

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H. Recommend approval of a contract between the City of Charlotte and Carolinas Construction Training Council in the amount of $54,000 in Job Training Partnership Act Title II-A funds to serve 15 economically disadvantaged persons in a Highway Construction Training program.

Carolina Construction Training Council

- Highway Construction Training Program.
- Provides classroom instruction and on-the-job training in highway construction for 15 economically disadvantaged individuals.
- Program cost is $54,000.

Based on a survey of local labor market conditions, the Private Industry Council has concluded that the construction trade industry is in need of skilled personnel. The Carolinas Construction Training Council has proposed to address this need through operation of a specialized training program in the highway construction industry to provide training to 15 economically disadvantaged individuals. Program participants will receive two weeks of classroom training where they will learn about the highway construction occupational field, and will be instructed in job application and job retention skills.

Upon completion of the classroom training component, participants will be placed on construction sites as equipment operators, bridge carpenters, paving operators, and paving crew members. Construction journeymen, identified by their employers as "outstanding" employees, will provide one-on-one training for the participants. Before receiving an individual to train, journeymen will attend a one-day workshop on supervising/training techniques.

Throughout the 12 week on-the-job training component, participants and their supervisors will be given intensive supportive counseling to prevent the possibility of turnover. At the end of the training period, a minimum of 85% of the training completers will be placed into full-time unsubsidized employment, with an average wage rate of $4.50 per hour.

Based on performance, the costs for this project include staff salaries and expenditures, participant training expenses, and employer reimbursement for supervisors' time spent with a participant.

I. Recommend approval of a contract between the City of Charlotte and Laventhol and Horwath, CPA in the amount of $77,413 in Job Training Partnership Act (JTPA) Title II-A funds to provide classroom training in Account Clerk skills to 20 economically disadvantaged individuals.

Laventhol and Horwath, CPA

- Account Clerk classroom training.
- Provides classroom training in Account Clerk skills to 20 economically disadvantaged individuals.
- Program cost is $77,413.

The Private Industry Council has approved funding for an Account Clerk Training program to be operated during FY 87. This approval was based on local employers' needs for persons trained in accounting clerk-related positions. Subsequently, a Request for Proposal was issued whereby agencies, firms, or institutions could propose an Account Clerk training program for JTPA funding. Two proposals were received: one from Central Piedmont Community College and one from Laventhol and Horwath, CPA. After a review of both proposals and recommendation by the Training Committee, the Private Industry Council voted to adopt the program submitted for consideration by Laventhol & Horwath, CPA.

Twenty economically disadvantaged persons would be served through this 13 week program with a minimum of 17 participants completing Account Clerk training. At least 15 of those individuals that complete training will be placed into training-related employment with an average hourly wage of $4.50 per hour or more. Training-related employment shall include, but not be limited to the following accounting-related positions: general account clerk, accounts payable clerk, accounts receivable clerk, finance clerk, junior bookkeeper, credit clerk, cost clerk, billing clerk, and audit clerk. Services provided by Laventhol & Horwath to achieve these training objectives are outreach and recruitment, assessment, selection, enrollment, counseling, occupational training, job development and placement, and follow-up. Target goals for enrollment and service are 25% youth and 40% Aid to Families with Dependent Children recipients.

Based on performance, this contract allows payment to Laventhol & Horwath upon achievement of specific milestones (i.e., enrollment, midpoint of training, project completion, and job placement). Program participants will also be provided a needs-based payment to help defray the costs associated with participation in a classroom training project.

J. Recommend approval of a contract between the City of Charlotte and the North Carolina Department of Labor in the amount of $145,520 in Job Training Partnership Act Title II-A funds to operate an On-the-Job Training project for 134 individuals.

North Carolina Department of Labor

- On-the-Job Training Project.
- Provides private sector jobs and reimbursement to employees for a portion of the wages for 134 individuals.
- Program cost is $145,520.

Both the North Carolina Department of Labor and the Charlotte-Mecklenburg Urban League submitted proposals to operate this program but the Urban League's proposal did not include the performance-based contract requested of all vendors. For that reason, the Private Industry Council recommends awarding the contract to the North Carolina Department of Labor.

One hundred and thirty-four economically disadvantaged persons will be afforded training by private sector employers who agree to "hire" project participants for a specified training period. The duration of training will be dependent on the specific occupational skill level of the training position, with the average training length lasting 13 weeks. The types of jobs for which participants will be trained, will vary contingent upon labor market needs. Employers will be reimbursed for a participant's wages during the training period according to the following schedule:

- For participants earning from $3.35 per hour to $3.99 per hour, reimbursement will equal 30% of the training wages.

- For participants earning from $4.00 per hour to $4.99 per hour, reimbursement will equal 40% of the training wages.

- For participants earning from $5.00 per hour or more, reimbursement will equal 50% of the training wages.

It is expected that at least 85% of the On-the-Job Training participants will complete their training period. A minimum of 85% of the program completers will be placed into full-time unsubsidized jobs with an average wage rate of $4.50 per hour. To determine retention rates after job placement, the North Carolina Department of Labor shall conduct follow-up services.

K. Recommend approval of a contract between the City of Charlotte and Goodwill Industries of the Southern Piedmont, Inc. in the amount of $103,562 in Title II-A Job Training Partnership Act (JTPA) funds to provide employment services to 118 handicapped individuals.

Goodwill Industries of the Southern Piedmont, Inc.

- Services to handicapped individuals program.
- Program provides employability skills, training, job placement services, and on-the-job training for 118 mentally retarded and handicapped individuals.
- Program cost is $103,562.

This program was combined with on-the-job training previously run by the Association for Retarded Citizens. Funds for these programs were reduced and the Private Industry Council (PIC) recommended that the programs be combined so that our comprehensive program serving both mentally retarded and handicapped individuals could be adequately funded. The PIC felt that Goodwill Industries provided the best proposal for a comprehensive service to Handicapped Individuals program.

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In reviewing the proposals submitted, the Private Industry Council approved a performance-based contract with Goodwill Industries of the Southern Piedmont, Inc. to serve 118 handicapped individuals during FY'87. Three program components will be provided as follows:

- On-the-Job Training to serve 42 participants during a 13 to 20 week training period. Fifty percent of those served shall be mentally retarded persons. Participating employers will be reimbursed for 50% of the participant's wages. A minimum of 80% of those enrolled will complete the training program and at least 85% of those will be placed into training-related employment after completion.

- Employability skills training and direct job placement services will be provided to those handicapped individuals who have been assessed by vocational evaluators as "job ready". Persons enrolled in this component will be given instruction in locating employment opportunities, application completion, interviewing techniques, and job retention skills. Fifty-two individuals will be enrolled in the Employability Skills Training component, and a minimum of 80% of those enrolled shall be job placed.

- For those handicapped persons who require intensive support to learn the necessary daily procedures when placed in employment, the Supported Work component is available. A staff member, or trainer, will accompany an individual needing one-on-one assistance to his/her job site. The trainer will assist the participant in learning the duties of the position, gradually reducing support as tasks are achieved. Twenty-four participants will be served through this component. Seventy-five percent of the total enrollments shall be persons diagnosed as mentally retarded. Upon completion of this component, 80% of the participants will be job placed.

The Budget and Evaluation Department conducted contract evaluations on six of the programs which operated last year. All vendors performed satisfactorily, with some vendors meeting 100% of their objectives. The contract evaluations are attached.

Attachment No. 5

13. Recommend approval of a contract between the Charlotte Area Fund and the City of Charlotte for $282,032 in Comprehensive Improvement Assistance Program funds to provide educational, motivational, and job seeking skills training to approximately 75 public housing residents aged 17-24.

This contract will provide training for 75 public housing residents aged 17-24 who will work with contractors on the Housing Authority's renovation project of Piedmont Courts. Preference will be given to individuals who live in Piedmont Courts, and to persons who have been unemployed for one or more years. A process has been worked out to be sure the individuals are residents of Piedmont Courts.

The Department of Housing and Urban Development recently awarded the Charlotte Housing Authority approximately $6 million to modernize Piedmont Courts. As a requirement of this project, a resident training initiative must be made available to provide training opportunities and improve the employability of public housing tenants. The Charlotte Area Fund is subcontracting with the City of Charlotte to operate the assessment, training, and job placement components of this program.

The purpose of the "Public Housing Resident Training Initiative" is to improve the employability of approximately 75 youthful residents who have experienced chronic employment problems. The specific program objectives are to: 1. assist unemployed residents of public housing in overcoming educational and psychological barriers to employment; 2. enhance employment skills and improve prospects for permanent employment; and 3. locate jobs in the Metrolina area for individuals who successfully complete the following four phases:

- Phase One/Assessment - Applicants will be evaluated through the Job Training Partnership Act Basic Skills Assessment program to determine their academic levels and occupational abilities.

- Phase Two/Remediation - This phase will focus on upgrading a person's educational abilities through the Job Training Partnership Act training contract with Central Piedmont Community College.

- Phase Three/On-the-Job Training - The Charlotte Housing Authority will provide funding for the on-the-job training phase for those participants who complete the previous two steps. On-the-job training will be operated by the Charlotte Area Fund using the general contractors of the Piedmont Courts renovation project as employers. Training will be in the following areas: electrical, plumbing, carpenter helpers, general maintenance, and clerical work. Most of the on-the-job training positions will be working at the Piedmont Courts renovation site.

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- Phase Four/Job Placement - The Employment and Training staff will provide job-seeking skills training and job placement services to those individuals not hired by their on-the-job training employer.

There were two proposals submitted for this project, one from the Charlotte Area Fund and one from the Urban League. The Private Industry Council feels that the Area Fund has a demonstrated ability to deal with public housing project clients and recommends that the Area Fund be awarded the contract.

Funds for this project will be provided through a Comprehensive Improvement Assistance Program grant to the Charlotte Housing Authority; and through the existing Job Training Partnership Act Title II-A program funds.

14. Recommend approval of a two-year contract with Browning-Ferris Industries to allow the City to dispose of solid waste at its landfill.

This action approves a two-year contract with Browning-Ferris Industries (BFI) to assure the City has disposal space available at BFI's landfill at the Charlotte Motor Speedway. When solid waste disposal responsibilities were transferred to the County, our agreement with the County called for the City to have free disposal at the County's Harrisburg Road landfill of up to 170,000 tons of refuse annually until 1996. Disposal fees will be charged for anything over that amount, anticipated to be 20,000 tons in FY 87. Disposal fees at BFI's landfill will be no higher than those charged by the County and should any BFI customer be offered a lower rate, BFI will extend the same rate to the City.

Our use of the BFI landfill will increase the life of the County's landfill by reducing the volume of refuse disposed at the site, and will reduce some of our truck travel costs because the distance is shorter to the BFI site. There is no specific dollar amount specified in the contract since the charges will be based on the amount of refuse dumped.

The County is in agreement.

Attached is the April 9 Council-Manager memo on this subject.

Attachment No. 6

ITEM NO.

15. Recommend adoption of a budget ordinance for the Storm Drainage Repair Program.

The FY86-87 capital budget includes a bond issue of $2.5 million for the Storm Drainage Repair Program. This bond issue will be considered in November, 1986. Council is requested to appropriate $400,000 in FY86 Storm Drainage Bonds. Until such time that the bonds are considered, $400,000 will be advanced to the Storm Drainage Repair Program capital account from the General Fund fund balance.

In 1978 $1.5 million was approved in storm drainage bonds to address water flow problems on private property. The Storm Drainage Repair Policy outlines two methods by which citizens can pursue City assistance: the on-site residential method and the petition method.

The on-site residential method applies to relatively minor channel improvements, usually for one or two property owners. The property owner(s) pays for construction and pipe materials and the City furnishes labor for installation of drainage facilities (which is charged to the storm drainage account). The petition method applies to a drainage basin problem on a neighborhood level with several property owners involved. As of September, 1983, the City has provided 80 percent of the funds necessary to reconstruct drainage channels. The remaining 20 percent is charged to the property owners who have the option to pay for the improvements with an 8 percent, ten-year loan.

In the FY85-86 budget, Council approved $400,000 in additional funding for the Storm Drainage Program from unused Sugar Creek Storm Drainage Bonds. Also, in the FY85-86 year-end ordinance, Council appropriated an additional $163,195 from the 1978 Storm Drainage Bond Fund Balance (composed of citizen repayments). Previous appropriations to the Storm Drainage Repair Program capital account total $2,063,195.

The City Engineering Department, as of December, 1985, stopped awarding contracts for this program because proceeds from the 1978 Storm Drainage Bonds as well as other project appropriations had been expended. Currently there are applications on file for storm drainage improvements totalling approximately $200,000 and anticipated needs through November, 1986 of $200,000 for a total of $400,000.

Funding is from 1986 Storm Drainage Bonds, with $400,000 advanced from the General Fund fund balance.

The Engineering Department and Budget and Evaluation Office concur in this request.

16. One of the Council goals for 1986 was to encourage organizations which promote Charlotte to coordinate their efforts, particularly those which operate under a contract to the City. Council subsequently informally approved a process of using Council committees to review proposals to implement these Council goals and make recommendations back to the full Council.

In discussing the Council goal at the department head retreat, it was suggested that a one-day retreat with the various groups involved in promoting Charlotte would be a good start. The Operations Committee will be reviewing this and other ideas in the near future. Each of the organizations listed in A., B., and C. below has agreed to participate in the recommendations that the Council eventually approves such as this one-day retreat.

FY 86 contract evaluations for the three organizations listed below have been prepared by the Budget and Evaluation Department and are attached.

Attachment No. 7

A. Recommend approval of a contract and budget of $180,000 with the Charlotte Uptown Development Corporation for FY87.

In order for the CUDC to continue promoting and assisting development in the Municipal Service District, City Council is requested to approve the contract and budget in the amount of $180,000 for FY87. The FY86 budget totalled $170,000, thereby reflecting a 5.88% increase requested for FY87. The increase in the budget is largely from salaries and related personnel expenses, rent, project and consultant funding and office equipment.

The Charlotte Uptown Development Corporation (CUDC) was established in 1978 as a mechanism for promoting and assisting development in the Municipal Service District. Each year, the CUDC negotiates a contract and program of work with the City. An evaluation of the CUDC's performance under the FY86 contract has been prepared by the Budget and Evaluation Department and is attached.

The CUDC has submitted the contract, program of work, and budget in the amount of $180,000 for FY87. The budget and work program have been reviewed by the Budget and Evaluation and the Community Development Departments. The elements of that work program are as follows:

- Pursue the timely construction of the Marketplace Center/ Parking Facility;

- Coordinate, educate and gain support for a public/private Convention Center/Performing Arts Complex;

- Administer CUDC's current commercial loan programs;

- Continue CUDC's $21,000,000 Uptown Residential Loan Program;

Participate in other on-going efforts:
- Transportation
- First Ward Neighborhood
- Office and Commercial Promotion
- Day Care Facilities
- West Trade Street Corridor

Projected revenues from a 1.75¢ tax levy on Municipal Service District property will provide the necessary funding.

The Community Development and the Budget and Evaluation Departments concur with this request.

B. Recommend approval of contracts for $257,400 with the Charlotte Chamber of Commerce for marketing and promotion of the Tryon Street Mall and the surrounding area.

In recognition of its desire to strengthen the central business district and increase retail and commercial markets, provide an active day and nighttime uptown environment, and enhance the use of the City's transit system, the City Council contracted with the Charlotte Chamber, Central Charlotte Association in 1984 and in 1985 to promote and market the Tryon Street Mall and the surrounding area. The contract period ends on June 30, 1986, and the Charlotte Chamber has requested funding for the Central Charlotte Association to continue its marketing, public relations, and promotional events in FY87. Funds for these two contracts are provided from the tax revenues generated in Municipal Service District Number 3 (property along Tryon Street Mall--see attached map) and from Municipal Service District Number 2 (property surrounding the Mall area--see attached map).

The Budget and Evaluation Department has conducted a contract evaluation of the six objectives set out in the contract. This report, which is attached, indicates that the Central Charlotte Association has made progress towards implementation of a multi-faceted marketing program. Highlights of the contract period are:

- Presented the tenant mix study, conducted by Retail Real Estate Concepts, Minneapolis, which investigated, evaluated and made recommendations concerning the retail possibilities of Districts 2 and 3.

- Coordinated with Charlotte Uptown Development Corporation and uptown merchants to develop a 30-second commercial to promote Uptown.

- Participated financially in Charlotte Uptown Development Corporation's office space marketing promotion for Uptown.

- Sponsored Kids' Day, a pre-Christmas family event. Charlotte Department of Transportation offered a $1.00 round-trip fare for one adult and as many as five children to attend Kids' Day.

- Assisted the Marriott City Center Hotel in its successful effort to have outdoor dining.

- Worked with the City to enlarge and modify Independence Plaza Park so that small events can be held there. Tables and chairs have been purchased to enhance the area's attraction as an outdoor eating/resting spot.

- Developed a calendar of events which is distributed monthly to publicize entertainment, cultural and other events in Uptown.

As of April 1, 1986, approximately $109,255 of the total contract amount of $217,200 (50%) had been expended. Expenditures totalling $65,182 are expected in the final quarter bringing the FY86 expenses to $174,437 (80%). The difference will be carried over to partially fund the FY87 total for the two contracts, $257,400.

In order to clarify and delineate responsibilities, a new clause has been added to the Municipal Service District 3 contract giving CCA the authority to schedule events in Town Square Park, Independence Plaza Park and the public area in front of NCNB's "El Disco". These areas are scheduled on a first come, first served basis; to ensure that there are no freedom of speech difficulties, CCA will work with the City Attorney's Office.

The Operations Department recommends approval of these contracts.

C. Recommend approval of a contract with the Charlotte Convention and Visitor's Bureau for the purposes of promoting tourism and attracting conventions to Charlotte-Mecklenburg.

City Council is requested to approve a contract with the Charlotte Convention and Visitor's Bureau for the purpose of promoting tourism and attracting conventions to Charlotte-Mecklenburg. Under this contract, the CCVB has proposed to use the following revenue sources: (a) FY87 occupancy tax revenues of $950,004; (b) $60,550 in unexpended funds from FY86 to be carried forward to FY87; and (c) $28,000 in interest earnings. In addition, there is $102,000 available from underestimating 85-86 revenues. The CCVB proposes to submit a revised line item budget which would incorporate the projects to be added to the work program up to the total amount of funds appropriated, $1,140,557. As an alternative, the Council could use this money for local promotions such as those discussed at the budget hearings.

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In July, 1983, the North Carolina General Assembly approved a 3% occupancy tax on the gross receipts from room rentals in Mecklenburg County. This legislation requires that a certain portion of these revenues be dedicated to promoting tourism and convention business. The City has dedicated the remainder of its revenues to debt service.

After passage of the occupancy tax, the Charlotte Chamber of Commerce appointed the Convention and Visitor's Bureau Study Committee which recommended the creation of an independent non-profit organization named the Charlotte Convention and Visitor's Bureau (CCVB). City Council approved this concept.

The occupancy tax revenues are divided between funding promotional activities and supporting visitor-related activities and facilities. The legislation divides the revenues for facilities and activities between the City and County on the basis of their current budget contribution to visitor related facilities and activities (the most recent calculation was 87% City and 13% County). The City acts as the County's agent in selecting a contractor to provide promotional services within the promotion portion of the tax revenues.

When the CCVB began its budget preparation process, the revenue estimate of $950,004 was used for FY87 occupancy tax receipts. Because of the limited history concerning these revenue collections, it was difficult to project accurately the growth in this revenue source. However, it is now evident that $950,004 is too conservative an estimate for the FY87 revenues. As of May 31, 1986, $910,637 had been collected. If June, 1986 follows a similar pattern to June, 1985, another $80,000 can be expected. Therefore, FY86 revenue projections will be exceeded by more than $80,000 and FY87 revenues can be expected to exceed the original $950,004 by approximately $100,000. The CCVB has been advised of this anticipated increase in occupancy tax revenues. In their original operating plan, they provided a list of additional projects which they would like to include if the revenues exceeded original projections. They are prepared to itemize the projects they would undertake with the additional revenues.

City Council has two options:

Option 1: Council may appropriate the full amount of occupancy tax revenues now estimated to be available for promotional activities, $1,052,007 plus interest and carry-over funds for a total of $1,140,557.

Action 1: No further action would be required of City Council. The CCVB would need to submit a revised line-item budget which would incorporate the projects to be added to the work program up to the total amount of funds appropriated, $1,140,557.

Option 2: Council may approve the contract and budget as submitted and reserve the additional revenue (approximately $100,000) until Council discussions concerning the use of this portion of the occupancy tax revenues for local events such as those discussed during the budget hearings is concluded.

Action 2: Council would need to approve the contract with the stipulation that all references to "all dedicated revenues" and "total dedicated revenues" be changed to read "91% of the dedicated revenues". A future agenda item will include a discussion on use of the revenues.

FY86 Performance: The CCVB had eight contract objectives, achieved six and made significant progress on the other two. Highlights of FY86 include:

- As of June, 1986 CCVB booked 76 conventions, with 15 bids outstanding. These 76 conventions will draw an estimated 50,736 delegates for 202,307 days and spending $28,363,441 in Charlotte.
- CCVB provided Housing Bureau assistance for 12 conventions and meetings and booked 7,502 rooms.
- Sixteen press releases were produced by CCVB and articles appeared in Sky and Pace Magazines, Southern Living, New York Times, Greensboro News and Record and ten trade publications.
- A "Group Tour Planner" was produced and distributed to 2,000 group tour operators throughout the country.
- Eight familiarization tours were conducted for meeting planners, travel agents, tour operators and travel writers.

FY87 OBJECTIVES:

Objectives have been developed in cooperation with the CCVB which focus on each of the three departments of CCVB - Conventions, Communications, Tour and Travel. These objectives are consistent with the FY86-87 Operating Plan and Budget which was prepared by CCVB in April 1986 and reflect the strategy and operating plan for each department.

Conventions

Strategy: To shift the emphasis from focusing on the state markets to keying in on regional and specifically targeted national markets.

1. Promote and recruit conventions, meetings and trade shows in order to book at least 80 conventions in FY87. Utilize all of the following methods to promote Charlotte as a convention site:

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A. Familiarization Tours
B. Blitz Trips
C. Trade Shows
D. Geodesic Display Booth
E. Meeting Planners Guide
F. Slide Shows/Video Show

2. Bring the convention Services computer on-line in order to automate the Housing Bureau. Offer Housing Bureau services to all multi-hotel conventions and respond to all room reservation requests in a timely fashion.

3. Participate in the planning, organization and execution of "Focus-on-Charlotte", a meeting of 350 meeting planners to be held in Charlotte in June, 1987.

Communication

Strategy: To produce a well-coordinated communications effort which is consistent with the strategies of the other departments; to assist the entire Bureau in development of communication tools.

1. Communicate the benefits of Charlotte as a convention and visitor destination through the distribution of press releases, and feature articles on Charlotte to trade and consumer media.

2. Host at least one familiarization tour for travel writers.

3. Utilize the quarterly newsletter, CITY LIGHTS, to feature regular news from the Bureau Departments and to highlight news items from area attractions, hotels, tour operators and airlines.

4. Produce a quarterly calendar of events.

Tour and Travel

Strategy: Increase the effort in sales and marketing of Charlotte as a tour and travel destination through direct marketing to the tour operator markets rather than through advertising.

1. Provide direct mail marketing to tour operators and travel agents at least four times during FY87; update the Group Tour Planner to insure that current information is provided.

2. Conduct at least two familiarization tours for tour operators and travel agents.

3. Place strong emphasis on consumer travel to increase weekend consumer tourism; develop a promotional program to highlight consumer events during the summer travel season, holiday season and spring '87 season.

ITEM NO.

The City Attorney has reviewed this contract and the CCVB has reviewed the contract evaluation and the new contract and objectives for FY87.

17. Recommend approval of a contract for $32,500.00 with Mr. Guy L. Cornman, Jr. to provide technical and management assistance to the Economic Development Division of the Community Development Department.

This contract will provide services of an independent consultant, Guy L. Cornman, Jr., who will assist the economic development activities of the Community Development Department by providing technical assistance and help to companies or individuals who have obtained Community Development loans, by making personal visits to businesses to verify employment activities required by the loans, and other duties to assist economic development loan activities. Based on the flexibility and experience offered by the consultant, it is our recommendation that a consultant be used for these services rather than hiring a full time staff position.

The Community Development Department has administered a Community Development Block Grant (CDBG) funded low interest rate revolving loan fund since October 1978. The purpose of this revolving loan fund is to assist small businesses by making loans that leverage private sector dollars and create employment opportunities and/or provide services for low to moderate income residents of the pocket of poverty. A major emphasis of the program has been assistance to small minority and women business enterprises. Since the inception of the program, 115 loans have been made and 484 jobs have been created. Additionally, the CDBG dollars loaned to date amount to $3,405,600 with leveraged private funds totalling $9,530,818. This business loan program, coupled with the administration of the Charlotte Certified Development Corporation's 503 loan program, is staffed by two economic development professionals and one clerical person.

At present, the Community Development Department staff enforces job creation requirements by verifying employment activities with personal visits and/or reports submitted by the borrowing companies or individuals. The economic development staff also provides technical assistance to foster the success of these companies. Such assistance includes an analysis of the overall operation of the business including, but not limited to, accounting practices, personnel policies, production and scheduling, marketing, planning and inventory control.

The staff has found, however, that job verification duties and the provision of assistance to businesses substantially reduces staff time available for loan packaging activities.

Based on these needs, requests for proposals (RFP) were solicited from consultants to perform services that will verify the job creation efforts of loan recipients, provide technical assistance to borrowers, and analyze the Community Development Department Economic Development Division and make recommendations for positive changes.

Three consultants obtained copies of the RFP, but Guy L. Cornman, Jr. was the only consultant to submit a proposal. A staff committee reviewed this proposal and recommended that Mr. Cornman's proposal for $32,500 be selected. Mr. Cornman has been an independent consultant since 1976 with 25 years of relevant experience and currently provides similar services for the U. S. Small Business Administration's Charlotte Office.

Payment of consultant fees and costs shall be made from Community Development Block Grant funds.

The Community Development Department and the City Attorney's Office have reviewed the contract for legal form and sufficiency.

18. A. Recommend approval of a contract with Summit View Development Associates for construction of 24 single family housing units in Five Points.

B. Recommend approval of an application to the North Carolina Housing Finance Agency for an allocation of $1,250,000.

C. Recommend authorizing the Mayor to execute a loan agreement with NCNB National Bank for $1,250,000 in order to make low interest rate mortgage loans.

D. Recommend authorization of $400,000 in General Revenue Sharing funds for a second mortgage equity participation loan program.

This action will approve a contract with Summit View Development Associates, a joint venture formed to construct 24 single family housing units in Five Points for sale to lower income families. The contract calls for the City to sell 4.7 acres of City-owned land to Summit View Associates for $43,560, and for the City to provide up to $375,000 for street improvements. Community Development Block Grant funds are available in the Five Points target area account for the street improvements.

ITEM NO.

In addition, the City will make an application to the North Carolina Housing Finance Agency for an allocation of $1,250,000. If approved, the money will go to NCNB National Bank which will process loans on behalf of the City in order to make low interest mortgage rate loans available to lower income homebuyers interested in the 24 housing units. It is also recommended that $400,000 in GRS public-private partnership funds be used as a second mortgage loan program to further assist the homebuyers.

Consistent with the City's continuing objective to support public/private endeavors to construct new housing or rehabilitate existing housing for resale to lower income families, City Council included in the approved FY86 CIP budget $400,000 in GRS funds for a housing development program. This "public-private partnership" approach was intended to allow the City to both utilize the expertise of conventional housing developers and leverage private sector funds.

This program was designed to continue services formerly provided by Motion, Inc., and to maintain the single-family home approach which the City pursued through contracts with Motion. All City contracts with Motion were terminated on June 25, 1984. On May 30, 1986, the Motion Board of Directors met and formally dissolved the corporation.

Five Points was selected as the site for this initial public-private partnership homeownership program in part because of an October 11, 1982 City Council commitment to honor the Biddleville-Five Points Community Organization's request to build between 100 and 150 new housing units in the Five Points neighborhood. The commitment, as stated in Amendment No. 2 to the Five Points NSA Plan, further provides that Five Points residents will be given first priority to occupy any and all new housing in the area. Ninety-three rental and owner-occupied new housing units have been built by the City and the Housing Authority thus far under the commitment.

On September 29 and October 3, 1985, the Community Development Department advertised a Request for Proposals for the redesign of a portion of N. Summit Avenue and the construction of single family housing units on City-owned land for sale to lower income households. This project is located in the Five Points community. No responses to the Request for Proposals were received. Subsequently, the Community Development staff discussed the public-private partnership housing concept with a number of developers, and a second Request for Proposals was issued on June 4, 1986. The John Crosland Company, in cooperation with the Gulf South Development Group, Inc., and the NCNB Community Development Corporation, submitted a proposal. These parties have formed a joint venture under the same name Summit View Development Associates for the purpose of executing the development in cooperation with the City of Charlotte.

The contract between the City and Summit View Development Associates calls for the Associates to purchase 4.7 acres of City-owned land for $43,560.00 and to build 24 single-family homes that will range in price from $41,900 to $62,150.

In order to make these homes affordable to lower income families, the developer proposes to utilize $400,000 in City GRS "public-private partnership" funds in tandem with the proceeds of a $1,250,000 N. C. Housing Finance Agency bond issue in such a manner that the monthly mortgage payments of the homebuyer would not exceed 30% of the combined household income of a family earning between 50 and 80 percent of the current median income for the Charlotte area.

The $1,250,000 in N. C. Housing Finance Agency municipal mortgage loan program funds will be administered through a procedure similar to the existing City loan program for First, Third and Fourth Wards. The funds will be issued to the City by NCNB National Bank which in turn loans the funds to the homebuyer. The interest rate on the loan to the City will not exceed 8 1/4 percent. The interest rate to the homebuyers will be 8 1/2 percent and amortized over 30 years.

The $400,000 second mortgage loan program will be used in a deferral payment plan. This loan fund is needed in order to provide the funds necessary for some homebuyers to purchase a home and will only be used if the homebuyer needs it to make up the difference between the first mortgage and the purchase price of the home.

A homebuyer cannot pay more than 30% of their combined family income for a mortgage payment. If the purchase price of the home exceeds their ability to pay, then the homebuyer borrows the amount of money that is within their ability to pay from the first mortgage fund ($1,250,000). The remaining amount (the difference between the first mortgage and the purchase price) is borrowed by the homebuyer from the second mortgage fund ($400,000). Initially, the homebuyer may not be able to make any payments on the second mortgage; but, as the homebuyer's family income increases, their ability to pay will increase. The second mortgage loan will then be repaid on a sliding scale based on the homebuyer's ability to pay.

The contract calls for the City to provide up to $375,000 for the improvement of N. Summit Avenue between W. 5th Street and Martin Street which will include street resurfacing, drainage, utilities, landscaping, curbs, gutters and medians.

In order to proceed with this project, the City Council is asked to take the following actions:

1. Approve a contract with Summit View Development Associates to:

    a. convey 4.7 acres of City-owned land to the Associates in the sum of $43,560 for the construction of 24 single family detached housing units for sale to lower income families; and

b. provide up to $375,000 for the redesign and reconstruction of N. Summit Avenue between West 5th and Martin Streets.

2. Approve a City of Charlotte application to the N. C. Housing Finance Agency for a $1,250,000 allocation of mortgage subsidy bond authority.

3. Authorize the Mayor to execute a loan agreement between the City and NCNB National Bank in the amount of $1,250,000, and approve the execution and issuance of the note in order to make low interest rate mortgage loans available to lower income homebuyers; that is, families with annual incomes between 50 and 80 percent of the current median income.

4. Authorize the use of $400,000 in GRS/CIP funds for a Second Mortgage Equity Participation Loan Program to help assure housing affordability for lower income families. The funds will be used in a deferred payment plan to reduce the monthly mortgage payments for the buyers.

Community Development Block Grant funds of $375,000 for the road construction are available in the Five Points target area account. Funds in the amount of $400,000 for the Second Mortgage Loan Program are available in the FY86 GRS/CIP budget. The $1,250,000 in mortgage financing will be a loan from the NCNB National Bank.

A map is attached.

Attachment No. 8

19. Recommend approval of a Memorandum of Understanding between the City of Charlotte and the Metrolina Independent Living Center to continue providing housing modification services for handicapped people at a cost not to exceed $100,000.

Since 1984, the City has had a contract with the Metrolina Independent Living Center (MILC) to provide housing modifications for handicapped persons. The program has been very successful and over the past 2½ years, MILC has exceeded its performance evaluation goals by 21 percent, 25 percent, and 20 percent. The Community Development Department's program evaluation report which is attached indicates the program has operated very successfully this year.

It is recommended that City Council approve a 12-month memorandum of understanding with MILC, for approximately 40 home modifications, at a cost not to exceed $100,000, to be administered by the Charlotte

ITEM NO.

Community Development Department in cooperation with MILC. All program participants will be initially pre-screened for possible service eligibility through the Community Development Standard Rehabilitation Program or the Rental Rehabilitation Program.

Funds in the amount of $100,000 are available in the FY87 CIP budget pending City Council approval.

Budget and Evaluation and Community Development Departments concur in this recommendation.

Attachment No. 9

20. Recommend adoption of a resolution authorizing the City to proceed with Airport terminal expansion to accommodate Piedmont Airlines and international facilities.

This resolution authorizes the City to proceed with Airport terminal expansion to accommodate Piedmont Airlines and international facilities. The total project including expansion of the terminal building to the east, construction of Concourse "D", and associated apron, and international facilities, is estimated at $27 million. Council will be asked to approve financing arrangements later this summer so the first construction contracts can be awarded this fall.

Piedmont Airlines has requested that the City add six additional gates to accommodate congestion and future growth. To accommodate this growth will require the construction of Concourse "D".

The proposed new Concourse "D" will be located at the east end of the terminal and will replace the existing covered walkway now being utilized by regional airlines. (See attached map.) Concourse "D" has been included in the existing Master Plan since 1976 as part of the approved terminal development concept which has been re-affirmed by the current master planning work. In order to take advantage of the Concourse "D" construction program, it is recommended that the City include provisions for an international gate. Presently, Charlotte is unable to attract international arrivals and departures due to the lack of U.S. customs and inspection facilities at the terminal. Although it may be three to five years before Charlotte can secure regularly scheduled international service, it is evident that this service cannot be developed unless and until sufficient facilities are provided. These facilities can be immediately used for international unscheduled charters.

The Finance Director and Airport Manager are presently exploring financing options for City Council approval later this summer. Additionally, the State Department of Transportation has indicated interest in funding a portion of the proposed international facilities estimated at $5.0 million, when State funds are available.

The Finance Director and the Airport Manager concur in this recommendation.

Project costs are to be funded by revenue issues, which are repaid by the City through rental payments and user fees.

Attachment No. 10

21. Recommend approval of benefit changes for all members of the Firemen's Retirement System as recommended by the Systems Board of Trustees.

During 1985 the Firemen's Retirement System Board of Trustees began a process of evaluating the benefit structure for both current retired and active firefighters. The Chairman of the Board of Trustees appointed a benefits review committee charged with the responsibility of reviewing the current benefits and making a determination as to what changes could be considered and at the same time meet the requirements of the Firemen's Retirement Act that such changes be actuarially sound.

The Committee first determined what benefit changes the firefighter members viewed as most important. This was accomplished by written communication to firefighters who were asked to identify the changes they desired and list them according to priority. The Committee utilized the results of this survey in structuring their consideration of benefit changes.

Working with the System's Actuarial Consultant, William M. Mercer-Meidinger, Inc., a new benefit structure was formulated by the Committee that was determined to be actuarially sound and could be financed within the current contribution rate supplemented with other Systems resources including investment income. These benefit changes are outlined as follows:

- Provide a service retirement benefit based on 2.40% per year of service under the eligibility requirements as currently established in Section 6(a) of the System's Act. The benefit shall not exceed 100% of the final average salary as defined in Section 6(a), 3b. This represents a 44% increase in the service retirement benefit and would be effective July 1, 1986. To coincide with the service retirement benefit change the disability in line of duty benefit percentage shall be increased from 50% to 72% of the final average salary as provided for in Section 6(b)2. The disability not in line of duty benefit shall be increased from 25% to 36% of final

average salary plus increasing from 1 1/4% to 1.8% of such salary for each year of service exceeding ten years, as provided in Section 6(b)3, but in no event shall the benefit exceed 100% of such salary.

- Provide that a minimum monthly benefit of $500.00 be established for all retired firefighters to be effective June 30, 1986. Effective July 1, 1986 increase the benefits of retired members by 44%. This increase will replace the 1 3/4% annual cost of living adjustment which will be discontinued effective July 1, 1986 and for all future years.

- Provide a vested benefit option upon completing ten years service for members who terminate employment with the City as a uniformed firefighter prior to retirement. Eligibility to receive the vested benefit would be deferred until the member reaches age 60. The benefit shall be based on 2.40% per years of service or fraction thereof times the final average salary. A member will continue to have the option of withdrawing their contributions without interest at date of termination. This change would take effect July 1, 1986.

- Provide that interest at the rate of 2½% compounded annually be paid for each year of member and City contributions covering the death benefit provisions as contained in Section 6(d)1. At the option of the deceased members beneficiary an annuity option may be selected in lieu of receiving a lump sum payment. Such annuity shall be administered and paid by the System. This change would take effect July 1, 1986.

Included with the request are costs of these benefit changes and the funded position of the System,should these changes be approved. These costs and projections were completed by the actuarial consultant.

The Board of Trustees met on May 7, 1986 to consider the recommendations of the Benefits Committee. The Trustees voted unanimously to request the City Council, pursuant to Section 4(r) and 4(s) of the Systems Act, to approve the benefit changes as proposed by the Committee and adopted by the Board of Trustees. Accordingly, the City Council is requested to approve the benefit changes as outlined in this request and that such changes would take effect as specified.

22. A. Recommend adoption of a resolution authorizing the execution of an annexation petition.

B. Receive the City Clerk's certificate of sufficiency on the petition.

C. Recommend adoption of a resolution setting a public hearing on the annexation petition for July 14, 1986 at 3:00 p.m. in the Council Chamber.

ITEM NO.

This action is to annex one additional piece of property by voluntary annexation for the Tyvola Road extension project.

This petition is recommended by the City Attorney's Office and Engineering Department.

23. Nominations for appointment to Charlotte Clean City Committee.

Three positions for unexpired terms. Jane H. Billings, William Gorelick and Ernest Phipps have submitted their resignations. Ms. Billings' and Mr. Gorelick's terms expire in June 1987; Mr. Phipps' term expires in 1988. Appointees may reside anywhere in Mecklenburg County.

Attachment No. 11

24. Appointments to Boards and Commissions.

1. Spirit Square Board of Directors - The following nominations have been made for a three-year term:

   a) Cullie Tarleton, nominated by Councilmember Vinroot.
   b) Marilyn Overton, nominated by Councilmember Trosch.
   c) Robin Cochran, nominated by Councilmember Fenning.

2. Mint Museum Board of Trustees - The following nominations have been made for the two Council appointments - one to serve a one-year term and one a three-year term:

   a) Willa Cline, nominated by Councilmember Dannelly.
   b) Ben T. Craig, nominated by Councilmember Vinroot.
   c) Pam Patterson, nominated by Councilmember C. Patterson.

Attachment No. 12

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The City Attorney advises that agenda items no. 25 through 40 may be considered in one motion. However, any member of Council may request that an item be divided and voted on separately.

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ITEM NO.

BUDGET ORDINANCE

25. Recommend adoption of a budget ordinance to transfer $12,000 from Sewer Bonds to Account 636.43 (Upper Kennedy Creek Outfall).

The November 6, 1984 bond referendum provided $119,000 for the construction of the Upper Kennedy Creek Outfall from near Dellinger Drive to Sunset Road.

Public bids for construction were received by the Charlotte-Mecklenburg Utility Department on June 3, 1986. The low bid of $114,379.74 was submitted by Neill Grading Company and is recommended for award in the Bid section of the agenda.

It is anticipated that an additional $12,000 will be required for construction easements, engineering charges, construction costs and project contingency which will bring the project total to $131,000.

This budget ordinance will transfer $12,000 from sewer bond fund balances to Account 636.43 (Upper Kennedy Creek Outfall).

BIDS

26. Recommend approval of the bid list as shown. The following contract awards are all low or lowest responsive bids and are within budget estimates unless otherwise noted. Each project or purchase was authorized in the annual budget.

A. Painting & Cleaning Water Tanks — Charlotte-Mecklenburg Utility Department

Recommendation: By Utility Director and Purchasing Director that the low bid, Charlotte Tank Lining Company, Mt. Pleasant, N. C., in the amount of $67,420.00, be accepted for award of contract.

Project Description: Painting and cleaning of elevated water tanks is necessary in order to provide proper protection to the steel structure.

This work involves cleaning and recoating with paint all the interior and exterior surfaces of the tower and tank at the following locations:

2303 Pecan Street....Cornelius, N. C.....75,000 Gallon Tank
336 Jetton Street....Davidson, N. C.....250,000 Gallon Tank
800 Block Concord Rd.Davidson, N. C.....250,000 Gallon Tank

ITEM NO.

Interior Surfaces Only at:

Pecan Avenue.....Charlotte, N. C.....1,000,000 Gallon Tank

Source of Funding: Water and Sewer Fund - Water System Maintenance.

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B. York Road Park Tennis Complex — Parks & Recreation

Recommendation: By the City Engineer, based upon the recommendation of the Woolpert Consultants, that the low bid plus alternates F-1 and F-2, totalling $802,611.87, as submitted by Moretti Construction, be accepted for award on a lump sum basis.

This contract will include the construction of a tennis complex with 17 asphalt tennis courts, two multi-purpose courts, asphalt roadway and parking area, walks, fencing, utilities, play area, bleachers, landscaping and seeding.

The alternates are:

F-1 - Hillside bleacher for tournament center court.
F-2 - Eight additional five-row bleacher units for tennis courts.

Source of Funding: General Capital Improvement Fund - York Road Park.

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C. 4 - Vans, Lift Equipped, for the handicapped — Department of Transportation Specialized Transportation

Recommendation: By Transportation Director and Purchasing Director that the only bid received, Collins Bus Corporation, Hutchinson, Kansas, in the amount of $104,795.80, be accepted for award of contract on a unit price basis.

Project Description: These lift-equipped vans are to be used by Specialized Transportation in order to safely transport handicapped passengers as required by federal regulations.

In an effort to generate as much competition as possible this bid was advertised on February 24, 1986 and re-advertised on March 14, 1986. The original bid opening date of March 12, 1986 was pushed back to March 20, 1986.

These vans are being purchased with Federal grant funds. The Federal Government lists Collins Bus Corporation as an approved manufacturer of lift equipped vehicles for use by the handicapped.

Source of Funding: Public Transportation Capital Improvement Fund - (Transit Capital Purchases - Phase II - FY85 - 80% UMTA, 10% State and 10% Transit Facility Bonds).

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D. Final Printing of "2005 Plan" — Planning Commission

Recommendation: By Planning Commission Director and Purchasing Director that the low bid, Craftsman Printing Company, Charlotte, N. C., in the amount of $55,660.00, be accepted for award of contract.

Project Description: This makes available 7,500 copies of the approved version of the "2005 Plan". It will be used to inform the general public on future goals and objectives for the City and County. To recoup a portion of the printing costs, a fee will be charged for the sale of some of the plans.

Source of Funding: General Fund - Planning Commission.

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E. Sharon Road/Sharon View Road Intersection Improvements — Engineering

Recommendation: By the City Engineer that the low bid of $192,064.22, as submitted by Asphalt Associates of Charlotte, Inc., be accepted for award on a unit price basis.

Project Description: This project involves building a median and widening the intersection of Sharon Road and Sharon View Road.

This project is one of six minor intersection improvement projects that were identified for inclusion in the FY86 Minor Intersection Improvement Program. CDOT established a high priority for the Sharon Road/Sharon View Road Intersection.

Source of Funding: General Capital Improvement Fund - Minor Intersection Improvement - General Revenue Sharing and Operating Contribution.

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F. Passenger Car Tires & Tubes, Section 1 — All Depts.

Recommendation: By General Services Director and Purchasing Director that the low bid, Goodyear Tire and Rubber Company, Charlotte, N. C., in the amount of $32,384.41, be accepted for award of contract on a unit price basis.

Project Description: To establish annual contract for Tires and Tubes for use on various City vehicles.

Source of Funding: General Fund - Motor Transport Inventory Account - Funds will be available in the FY87 Budget, pending Council approval.

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G. Police Car Tires, Section 2 — Police Dept.

Recommendation: By General Services Director and Purchasing Director that the low bid meeting specifications, Goodyear Tire & Rubber Company, Charlotte, N. C., in the amount of $112,147.50, be accepted for award of contract on a unit price basis.

Project Description: To establish annual contract for police car tires.

Two other bids were received but did not meet specifications. These bidders could not supply tires that are Federally approved for Police pursuit work.

Source of Funding: General Fund - Motor Transport Inventory Account - Funds will be available in the FY87 Budget, pending Council approval.

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H. Truck Tires Bias Ply, Section 3 — All Depts.

Recommendation: By General Services Director and Purchasing Director that the low bid, Goodyear Tire & Rubber Company, Charlotte, N. C., in the amount of $46,075.28, be accepted for award of contract on a unit price basis.

Project Description: To establish annual contract for truck tires to be used on various City vehicles.

Source of Funding: General Fund - Motor Transport Inventory Account - Funds will be available in the FY87 Budget, pending Council approval.

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I. Truck Tires, Steel Belted Radials, Section 4 — All Depts.

Recommendation: By General Services Director and Purchasing Director that the low bid, Goodyear Tire & Rubber Company, Charlotte, N. C., in the amount of $109,304.36, be accepted for award of contract on a unit price basis.

Project Description: To establish contract for truck tires to be used on various City vehicles.

Source of Funding: General Fund - Motor Transport Inventory Account - Funds will be available in the FY87 Budget, pending Council approval.

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J. Tire Recapping & Repairs — General Services

Recommendation: By General Services Director and Purchasing Director that Contract #70-061, L & N Tire Service, Charlotte, N. C., for Tire Recapping be extended in accordance with State Statutes effective July 1, 1986 through June 30, 1987 at the same unit prices.

Project Description: The contract for recapping stipulates that the City of Charlotte has the option to renew the contract subject to appropriation of funds by the City Council for additional years. L & N Tire Service offers to provide this service at the same unit prices. The past performance of this company has been excellent.

Recapped Tires are used on the rear of a variety of City vehicles, such as dump trucks, refuse collection trucks, etc., and will be recapped on an as needed basis.

Source of Funding: General Fund - Motor Transport Inventory Account - Funds will be available in the FY87 Budget, pending Council approval.

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K. Reinforced Concrete Pipe — Operations Dept., Street Division

Recommendation: By Operations Director and Purchasing Director that the low bid, Carolina Concrete Pipe Company, Charlotte, N. C., in the amount of $78,263.58, be accepted for award of contract on a unit price basis.

Project Description: Reinforced concrete pipe is used in the construction and maintenance of storm sewer systems.

ITEM NO.

This proposed purchase includes 5,336 linear feet of various sizes (12" diameter to 72" diameter) of reinforced concrete pipe.

Source of Funding: Powell Bill Fund - Street Drainage Facilities - FY87 Appropriation.

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L. Sanitary Sewer Construction
Upper Kennedy Creek Outfall

Charlotte-Mecklenburg
Utility Department

Recommendation: Director, Charlotte-Mecklenburg Utility Department recommends that the low bid by Neill Grading & Construction Company, Incorporated, Hickory, North Carolina in the amount of $114,379.74 be accepted for award of contract on a unit price basis.

Project Description: This project provides for construction of a sewer line to serve Hamilton Village subdivision and the Sunset Road area. Funding was approved in the November, 1984 bond referendum.

Source of Funding: Water and Sewer Capital Improvement Fund - Upper Kennedy Creek Outfall Extension.

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M. Sanitary Sewer Construction
Trunk To Whiteoak Subdivision

Charlotte-Mecklenburg
Utility Department

Recommendation: Director, Charlotte-Mecklenburg Utility Department recommends that the low bid by R. F. Shinn Contractor, Incorporated Concord, North Carolina in the amount of $84,057.75 be accepted for award of contract on a unit price basis.

Project Description: This project provides for construction of a sewer line to serve the newly developed Whiteoak Subdivision.

A refundable sewer contract in the amount of $93,057.00 for construction of sewer to serve Whiteoak Subdivision was approved by Council 11/25/85. The applicant has deposited the necessary funds to cover all costs.

Source of Funding: Water and Sewer Construction Fund - William Trotter.

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ITEM NO.

N. Sanitary Sewer Construction

Charlotte-Mecklenburg Utility Department

Recommendation: Director, Charlotte-Mecklenburg Utility Department recommends that the low bid by New Systems, Incorporated, Banner Elk, North Carolina in the amount of $294,135.00 be accepted for award of contract on a unit price basis.

Project Description: This project provides for construction of a sewer line to serve the Greyson Ridge Drive and Providence Road areas.

Source of Funding: Water and Sewer Capital Improvement Fund - Sewer Collection System 1982 Annexation Areas.

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CHANGE ORDER

27. Recommend approval of a change order of $38,564.05 in the general contract with Laxton Construction Company for additional work on the Charlotte-Mecklenburg Government Center Parking Structure.

In May, 1985, construction contracts were awarded for the construction of a parking structure to serve the Charlotte-Mecklenburg Government Center.

During construction, previously unidentified utility lines were encountered which required an increase in the scope of work. Extremely heavy rainfall jeopardized the excavation in Caldwell Street and created time constraints that precluded redesign and negotiation of a new change order. Consequently, the work was placed on force account as allowed by the contract documents.

City Engineering personnel were on the site the entire time work was in progress, and records of all contractor costs were kept. Additional costs incurred were $38,564.05, bringing the total cost of the culvert replacement to $86,362.05.

This change order of $38,564.05 will increase the general contract with Laxton Construction Company to $5,215,542.05. Funds for this change order are available in the Capital Improvement Program, Allotment #248.00, "Bridge Replacement Program".

The Architect has reviewed this change order and has recommended approval.

CONTRACT

28. Recommend approval of a contract for $88,900 with Touche Ross and Co. to conduct a Productivity Study including the organizational structure, work methods, standards and scheduling of all divisions within the Parks and Recreation Department.

In FY86, City Council appropriated $200,000 for productivity improvement studies. In September, 1985 department heads of all major City departments were invited to participate in productivity studies by identifying areas within their department which they would like to have considered for a study. Parks and Recreation Director, Marvin Billups, requested assistance in assessing the organizational structure and identifying productivity improvements through work methods improvements, scheduling and use of work standards in all divisions of Parks and Recreation.

Based on these needs, a request for proposal was prepared and sent to 24 bidders. A bidders conference was held on April 3, 1986. During this conference, the current organization of the department, the current workload and the needs of the department were reviewed. On April 18, 1986, seven bids were received.

The staff review committee rated all bids. Detailed reference checks were made on the top two bids and two bidders were scheduled for oral presentations.

Following oral presentations, the proposal from Touche Ross Co. was selected. A contract for $88,900 has been negotiated with Touche Ross and Co. to conduct this study.

This study will take approximately six months to complete.

Funding will be from General Fund Non-Departmental Account; 0101:530.44 New Productivity Study, and General Capital Improvement Fund; 2010:471.00 Reserve for Productivity Improvements.

The scope of work to be completed is attached.

Attachment No. 13

ITEM NO.

AGREEMENT

29. Recommend an agreement with Management Science America (MSA), Inc. for the use of purchasing and fixed asset accounting software at a cost of $150,000. Annual maintenance contracts after the initial year of use will cost approximately 10% of the purchase price.

Implementation of the purchasing system will reduce by days the time required to process departmental requisitions and provide improved W/MBE reporting capabilities. The purchasing system will interface with the budgetary control, general ledger and accounts payable systems to provide maximum flexibility and control of the entire procurement cycle. Productivity will increase and costs will decrease by managing vendors more efficiently and having easy access to timely purchasing information.

Implementation of the fixed asset system will provide the City with a flexible "state of the art" property control and asset accounting system. The system will interface with the accounts payable and general ledger systems to provide for comprehensive asset management. The system also has an innovative inflation accounting module that provides a realistic picture of replacement cost.

Both systems will be acquired under the City's master lease agreement with First Union National Bank. Under this agreement, cost of the systems in FY87 will be $36,072.

Funds to cover this expense were approved as part of the FY87 MIS budget.

30. Recommend ratification of joint underwriting agreement between the City, County and Board of Education for joint self funding of the cost of risk.

On March 24, 1986 Council approved in concept a process of expanded, full-risk self insurance involving the City, the County, and the Board of Education. As background, the March 24 agenda item is attached.

The next step in the process is for the City to approve a joint underwriting agreement under which the City, the County and the Board of Education will assume the pool risks in the designated areas. The initial agreement is for one year and will allow us to have a binding agreement while we work out the details of the program.

No funding is required. Adequate resources exist from currently available funds for these purposes.

Attachment No. 14

ITEM NO.

31. Recommend approval of utility relocation agreement between The City of Charlotte and the North Carolina Department of Transportation.

During the construction of Old Monroe Road (S.R. 1009) in the vicinity of proposed Seaboard Coast Line railroad bridge, the North Carolina Department of Transportation will relocate a water main. Since the 20-inch water main is within the State's existing right-of-way, the City must bear the expense of relocating it. The cost estimate is $107,270. The work will be done by the State's contractor.

Adequate funds are available in the Utility Department's Street Widening Account (635.29) for this expenditure.

AGREEMENT AMENDMENT

32. Recommend approval of an amendment to the agreement for architectural services for the Transit Maintenance and Operations Center with Godwin Associates of Coastal Design Collaborative, in the amount of $50,000.

City Council is asked to approve an amendment to the agreement for architectural services with Godwin Associates of Coastal Design Collaborative for $50,000.00 increasing the original contract amount from $554,710.00 to $604,710.00. This is caused by the general contractor's failure to complete the project on time. The construction time was overrun approximately five months.

In April, 1983, the City entered into an agreement with Godwin Associates of Coastal Design Collaborative for providing architectural services for the Transit Maintenance and Operations Center for the Charlotte Transit System.

As a result of the time overrun by the general contractor and other situations which arose during construction, the project closeout became lengthy and quite complicated which required additional services of the architect.

This $50,000.00 amendment will increase the additional services allowance in the contract, against which the architect will be compensated for the additional services performed, based upon established hourly rates and reimbursables verified by the Engineering Department.

Adequate funds for this amendment are available in the project account, which is partially funded by a grant from the U.S. Department of Transportation (Project #NC-03-0020).

The City Attorney's office has reviewed and approved this amendment.

RESOLUTIONS

33. Recommend adoption of a resolution approving the second amendment to the amended and restated Uptown Charlotte Redevelopment Separate Loan Agreement.

The City and the Charlotte Uptown Development Corporation (CUDC) have a loan program, established in 1982, which provides tax exempt financing for eligible properties within certain areas (Redevelopment Areas 1, 2, 3, 4, and 5) of the central business district. Redevelopment areas must meet criteria established by Council and certified by the Planning Commission. Tax exempt financing can be used for acquisition, rehabilitation or construction of eligible properties.

On April 14, 1986 Council amended Redevelopment Area 1 to add five additional parcels. This action will allow tax exempt financing for these parcels.

34. Recommend adoption of a resolution designating the City Manager to act on behalf of the City of Charlotte in matters relating to the Charlotte-Mecklenburg Government Center and Parking Structure.

In May, 1984 voters approved $32.7 million for the construction of a new Government Center and a parking structure to serve this Center.

The contracts between the City and Mecklenburg County regulating use of these two structures each allow the City Council to authorize a person to act in the City's behalf in order to more efficiently handle details of operation. As the parking structure will begin operating in July, it is requested that the City Manager be so authorized. This will include parking rules and fee schedule which includes the $15.00 monthly fee for City employees which Council approved on March 24, 1986. It is requested that the City Manager be similarly authorized to act on the City's behalf in matters relating to the Government Center operation.

No funds are required for this authorization.

The City Attorney has reviewed this contract and recommends approval.

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REHABILITATION LOAN

35. Recommend entering into a loan agreement between the City of Charlotte and the Cherry Organization, Inc. in the amount of $47,810 for 236 South Torrence Street.

| Applicant | Property Address | Area | # of Units | Term | Int. Rate | Loan Amount |
|---|---|---|---|---|---|---|
| Cherry Community Organization, Inc. | 236 South Torrence St. | City Wide | 1 | 25 Yrs. | 3% | $47,810 |

The loan application has been reviewed by the City loan officer in the Community Development Department, and all criteria for qualifying for financial assistance have been met by the applicant in accordance with the requirements outlined for the Community Development Loan and Grant Program.

Funding is from Community Development Block Grant funds.

HOUSING LOANS

36. Recommend approval of loans for permanent financing to purchase property under the Uptown Residential Loan Agreement between the City of Charlotte and a consortium of banks and savings and loan associations.

Approval of these loans is necessary in order to proceed with the closing of the loans under the Uptown Residential Loan Agreement.

| Borrower | Property Address | Loan Amount | Appraised Value |
|---|---|---|---|
| Michael D. Troutman | 306-8 S. Cedar Street | $51,500 | $54,500 |
| Olga & Emery Berczeller | #11 224 North Poplar St. | $50,400 | $63,500 |
| William James Kitchens,Jr. | #3 224 North Poplar St. | $80,000 | $100,000 |

The loan applications have been reviewed by the City loan officer in the Community Development Department, and the loan applications contain sufficient information to form the basis for approval of the loans.

ECONOMIC DEVELOPMENT LOAN

37. Recommend approval of a loan agreement for $27,000.00 between the City and Michael Dale Pruitt for funding the purchase of production equipment and supplies.

Michael Pruitt started a new business called Southern Cartridge, Inc. in January of this year at a leased site at 1941 I-85 South, Charlotte Corporate Center. The company manufactures and replaces ribbons for computer printers at a substantial savings to the customer. New technology has been developed to recycle used ribbons allowing the consumer a 50% savings compared to the cost of buying new ribbons.

The company plans to base its operation in Charlotte and serve the Charlotte/Mecklenburg area. Mr. Pruitt is requesting a $27,000.00 loan at 6 percent for five years. The loan funds are to be used to purchase production equipment and manufacturing supplies. Mr. Pruitt will invest $41,000 toward the purchase of the initial equipment and inventory with personal and borrowed funds.

The City's loan will be secured by two irrevocable letters of credit for a total of $27,000.00. The loan will require that seven new jobs be created, four of which must be made available to low-to-moderate income citizens.

The loan funds will be drawn from the Community Development Revolving Loan Trust Fund.

The Economic Development Loan Committee approved the loan on May 14, 1986.

SALE OF LAND

38. Recommend the sale of land to Kenneth G. Browder, Sr. in West Morehead Neighborhood Strategy Area known as Block 46, Parcel 5 and located at 124 West Summit Avenue for $11,150.00.

It is recommended that Council approve the sale of Block 46, Parcel 5, 124 West Summit Avenue in the West Morehead Area to Kenneth G. Browder, Sr. for 11,150.00. This a remnant parcel and does not come under the marketing and disposition policy for redevelopment areas which have been designated for either economic or housing development activities.

The redevelopment plan for West Morehead provides for the disposal of acquired land for development by public or private parties. The minimum bid price on the parcel was $11,150.00 which is the fair reuse value of the property as determined by the review appraiser. Bids were received and publicly opened at the Real Estate Division on March 24, 1986. Only one bid was received, that being from Kenneth G. Browder, Sr.

ITEM NO.

in the amount of $11,150.00 for approximately 7,676 square feet of land for the proposed development of a warehouse that will consist of 6,000-7,000 additional square feet, to the existing facilities located on the adjacent property. The estimated construction cost will be $90,000, providing employment for 10 additional employees. The remaining portion of the parcel will provide adequate parking facilities for customers and employees. The disposal of this parcel will assist in meeting the objectives as set forth in the Redevelopment Plan for West Morehead.

Engineering/Real Estate and Community Development Department concur in this request.

A map is attached.

Attachment No. 15

TAX REFUND

39. Recommend the adoption of a resolution authorizing the refund of certain taxes in the total amount of $7,049.07 which were assessed through clerical error or illegal levy against 29 tax accounts.

UTILITY CONTRACTS

40. Recommend approval of contracts between the City Of Charlotte and the applicants listed below:

These are extension contracts for new development in accordance with the Water/Sewer Extension Policy. The applicants are to construct the entire systems at their own proper cost and expense. The City is to retain all revenue. There is no cost to the City and no funds are needed. They concern construction by the following applicants. The Utility and Planning Directors recommend approval.

1. Waddell-Rubin Associates, to construct 6,780 linear feet of 8-inch water main, 630 linear feet of 6-inch water main and 3,420 linear feet of 2-inch water main to serve Huntington Subdivision, located south of N.C. Highway 51, east of Hugh Forest Drive and west of Reverdy Lane, outside the Charlotte City Limits. Estimated Cost - $173,000.00. Water Contract No. 86-012.

2. Don Galloway Homes, Inc, to construct 1,547 linear feet of 8-inch water main, 784 linear feet of 6-inch water main and 1,555 linear feet of 2-inch water main to serve Woodland Station II Subdivision, located north of Tuckaseegee Road, east of Little Rock Road and west of Toddville Road, inside the Charlotte City Limits. Estimated Cost - $60,000.00. Water Contract No. 86-016.

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3. H & R, Inc., to construct 3,800 linear feet of 6-inch water main and 2,150 linear feet of 2-inch water main to serve Montibello 14 Subdivision, located east of Carmel Road and south of Hillingdon Road, inside the Charlotte City Limits. Estimated Cost - $65,000.00. Water Contract No. 85-027.

4. Hart-Charlotte Industrial Park Partnership, to construct 2,355 linear feet of 8-inch water main to serve Hart-Charlotte Park, located north of Westinghouse Boulevard, east of Shopton Road West and west of Steele Creek Road, outside the Charlotte City Limits. Estimated Cost - $53,000.00. Water Contract No. 85-097.

5. The Mathisen Company, to construct 1,357 linear feet of 8-inch sanitary sewer main to serve Ravenwood II, Section A, located east of Newell-Hickory Grove Road, west of Plott Road and north of Applecross Lane, inside the Charlotte City Limits. Estimated Cost - $40,710.00. Sanitary Sewer Job No. 621-86-073.

6. JRS Enterprises, Inc., to construct 3,340 linear feet of 8-inch sanitary sewer main to serve Morris Farms Phase III, located east of Spicewood Drive, west of Lebanon Road and south of Lawyers Road, outside the Charlotte City Limits. Estimated Cost - $100,200.00. Sanitary Sewer Job No. 621-86-065.

7. Jack S. Crouch, John P. Teague, Frankie Baker Graves, to construct 917 linear feet of 8-inch sanitary sewer main to serve Yahtzee Lane, located north of Tuckaseegee Road, east of Toddville Road, and west of Marmal Road, inside the Charlotte City Limits. Estimated Cost - $32,095.00. Sanitary Sewer Job No. 621-86-062.

8. Mr. Stephen Pace, to construct 9,017 linear feet of 8-inch sanitary sewer main to serve Winterbrooke Subdivision, located east of Weddington Road, west of Pleasant Plains Road and north of McKee Road, outside the Charlotte City Limits. Estimated Cost - $270,510.00. Sanitary Sewer Job No. 621-85-055.

Utility and Planning Board Directors recommend approval.

- PENDING MATTERS -

In meeting on Monday, July 14, 1986, City Council will make nominations to the following Boards and Commissions·

1. Airport Advisory Committee - Four positions for three-year terms. All incumbents have served two full terms and are ineligible for reappointment

2 Charlotte/Mecklenburg Art Commission - One position for a three-year term. Incumbent has served two terms and is ineligible for reappointment.

3. Advisory Board to the Youth Involvement Council - Two positions for two-year terms. Incumbents are eligible for reappointment.

4. Charlotte/Mecklenburg Advisory Energy Commission - One position for an unexpired term in the Engineering/Technical category The term will expire December 31, 1987

## - SCHEDULE OF MEETINGS -
## June 23 - July 11, 1986

| | | |
|---|---|---|
| Monday, June 23 | COUNCIL/MANAGER LUNCHEON<br>Presentation - Billy Graham Parkway Development<br>Training Center, City Hall Annex | 12·00 Noon |
| | CITIZENS HEARING | 2:00 p. m. |
| | Report of the Civil Service Board | 2·30 p. m. |
| | Periodic Review - Sister Cities Committee | |
| | Presentation of Tree Commission Awards | |
| | COUNCIL MEETING<br>Council Chamber | 3:00 p. m. |
| Friday, July 4 | INDEPENDENCE DAY - Holiday<br>All City Offices Closed | |

#1

1986-87 BUDGET ORDINANCE NO. 1956-X
ADOPTED JUNE 23, 1986

BE IT ORDAINED by the City Council of the City of Charlotte, North Carolina;

Section 1. The following amounts are hereby appropriated for the operation of the City government and its activities for the fiscal year beginning July 1, 1986 and ending June 30, 1987 according to the following schedule:

SCHEDULE A. GENERAL FUND

| | |
|---|---|
| Mayor and City Council | $ 458,781 |
| City Manger | 639,213 |
| City Clerk | 214,036 |
| City Attorney | 701,171 |
| Public Service and Information | 631,799 |
| Economic Development | 90,842 |
| Budget and Evaluation | 586,940 |
| Charlotte-Mecklenburg Community Relations | 431,803 |
| Neighborhood Centers | 1,140,114 |
| Charlotte-Mecklenburg Purchasing | 565,355 |
| Charlotte-Mecklenburg Planning | 2,021,297 |
| Personnel | 1,312,124 |
| Finance | 5,487,113 |
| Police | 28,608,012 |
| Fire | 20,703,823 |
| Transportation | 5,025,193 |
| General Services | 3,164,945 |
| Engineering | 3,553,389 |
| Operations | 19,703,188 |
| Parks and Recreation | 10,092,579 |
| Mint Museum | 1,250,596 |
| Non-Departmental Expenses | |
| Contingency | 680,023 |
| Employee-Related Costs and Administrative Expenses | 17,409,862 |
| Contributions to Other Funds | 4,271,796 |
| Cultural and Other Activities | 1,115,259 |
| Other Non-Departmental Expenses | 9,788,621 |
| TOTAL GENERAL FUND | $139,647,874 |

## SCHEDULE B. WATER AND SEWER FUND

| | |
|---|---|
| Water and Sewer Operations | $ 32,815,584 |
| Contribution to Water and Sewer Debt Service Fund | 10,200,000 |
| Contribution to Capital Improvement Program | 1,365,000 |
| Water and Sewer Capital Reserve | 4,131,400 |
| TOTAL WATER AND SEWER FUND | $ 48,511,984 |

## SCHEDULE C. AIRPORT FUND

| | |
|---|---|
| Airport Operations | $ 9,738,026 |
| Contribution to Airport Debt Service Fund | 6,150,300 |
| Fund Transfer | 5,012,600 |
| TOTAL AIRPORT FUND | $ 20,900,926 |

## SCHEDULE D. EMPLOYMENT AND TRAINING FUND

| | |
|---|---|
| Employment and Training - Administration | $ 370,275 |
| Employment and Training - Programs | 2,842,713 |
| TOTAL EMPLOYMENT AND TRAINING FUND | $ 3,212,988 |

## SCHEDULE E. PUBLIC TRANSPORTATION FUND

| | |
|---|---|
| Department of Transportation - Transit Administration and Operations | $ 11,417,715 |
| TOTAL PUBLIC TRANSPORTATION FUND | $ 11,417,715 |

## SCHEDULE F. MUNICIPAL DEBT SERVICE FUND

| | |
|---|---|
| Retirement of Bonds, Interest and Bank Commissions | $ 22,027,990 |
| TOTAL MUNICIPAL DEBT SERVICE FUND | $ 22,027,990 |

## SCHEDULE G. WATER AND SEWER DEBT SERVICE FUND

| | |
|---|---|
| Retirement of Bonds, Interest and Bank Commissions | $ 14,024,600 |
| TOTAL WATER AND SEWER DEBT SERVICE FUND | $ 14,024,600 |

SCHEDULE H. AIRPORT GENERAL OBLIGATION DEBT SERVICE FUND

| | |
|---|---|
| Retirement of Bonds, Interest and Bank Commissions | $ 5,127,653 |
| TOTAL AIRPORT GENERAL OBLIGATION DEBT SERVICE FUND | $ 5,127,653 |

SCHEDULE I. AIRPORT REVENUE BOND DEBT SERVICE FUND

| | |
|---|---|
| Retirement of Bonds, Interest and Bank Commissions | $ 11,101,641 |
| TOTAL AIRPORT REVENUE BOND DEBT SERVICE FUND | $ 11,101,641 |

SCHEDULE J. MARKETPLACE PARKING FACILITY DEBT SERVICE FUND

| | |
|---|---|
| Interest on Bonds, Notes and Bank Charges | $ 523,000 |
| TOTAL MARKETPLACE PARKING FACILITY DEBT SERVICE FUND | $ 523,000 |

SCHEDULE K. POWELL BILL FUND

| | |
|---|---|
| Street Maintenance and Improvement | $ 5,938,972 |
| Contribution to the General Capital Improvement Fund | 377,000 |
| TOTAL POWELL BILL FUND | $ 6,315,972 |

SCHEDULE L. COMMUNITY DEVELOPMENT FUND

| | |
|---|---|
| *Community Development Operations* | $ 1,615,618 |
| TOTAL COMMUNITY DEVELOPMENT FUND | $ 1,615,618 |

SCHEDULE M. CEMETERY TRUST FUND

| | |
|---|---|
| Contribution to the General Fund | $ 163,310 |
| TOTAL CEMETERY TRUST FUND | $ 163,310 |

Section 2. The following amounts are hereby appropriated for capital projects construction by City Government and its activities beginning July 1, 1986 according to the following schedule:

## SCHEDULE A. COMMUNITY DEVELOPMENT FUND

| | |
|---|---|
| Community Development Capital Projects | $ 2,982,049 |
| TOTAL COMMUNITY DEVELOPMENT CAPITAL PROJECTS | $ 2,982,049 |

## SCHEDULE B. GENERAL REVENUE SHARING TRUST FUND

| | |
|---|---|
| New Construction - Multi-Family Housing (377.00) | $ 1,950,000 |
| In Rem Repair (377.10) | 160,000 |
| Code Relocation (377.20) | 18,000 |
| Rent Options (377.03) | 41,140 |
| Housing Support Agency (377.00) | 240,576 |
| Housing Modification for the Handicapped (377.35) | 100,000 |
| Rehabilitation and Construction - Public/Private (377.00) | 500,000 |
| Fourth Ward Redevelopment Plan Improvement (395.01) | 700,000 |
| Independence Plaza Park (480.91) | 693,200 |
| York Road Community Park Development (284.00) | 624,539 |
| Spirit Square Parking Lot Acquisition (269.02) | 96,242 |
| Water Extensions for Public Health Protection (635.90) | 50,000 |
| Sewer Extensions for Public Health Protection (633.90) | 200,000 |
| TOTAL GENERAL REVENUE SHARING CAPITAL PROJECTS | $ 5,373,697 |

## SCHEDULE C. GENERAL CAPITAL PROJECTS FUND

| | |
|---|---|
| N.C. 51 Widening (322.00) | $ 5,800,000 |
| Delta Road Extension (283.00) | 1,628,000 |
| Hebron Street Extension (288.00) | 1,595,000 |
| Rama Road Widening (333.00) | 300,000 |
| Park Road Alignment (281.00) | 518,000 |
| Caldwell Street Realignment (364.00) | 380,000 |
| Tyvola Road Extension (254.00) | 1,000,000 |
| Transportation Systems Management Intersection Improvements (287.00) | 500,000 |
| Minor Intersection Improvements (272.00) | 250,000 |
| Transit Radius Improvements (273.00) | 50,000 |
| Elimination of Barriers to the Handicapped (388.01) | 25,000 |
| Minor Roadway Widening Program (334.00) | 100,000 |
| Safer Roads Demonstration Project (387.00) | 35,000 |
| Railroad Crossing Improvement Program (372.60) | 65,000 |
| Sidewalk Program (331.00) | 500,000 |
| Bridge Replacement Program (248.00) | 110,000 |
| Participation in State Highway Projects - Statesville Avenue (247.00) | 100,000 |
| Participation in State Highway Projects - Harris Boulevard East (365.00) | 30,000 |
| Participation in State Highway Projects - Airport Connector (480.90) | 52,000 |
| Building Improvements (480.40) | 500,000 |

| | |
|---|---|
| Parking Lot Repair Program (485.00) | 390,000 |
| Sweden Road Operations Facility (258.00) | 50,000 |
| Relocation of Radio, Central Services, Special Transportation Service and Electronic Division (345.00) | 625,000 |
| City Hall Renovations (366.00) | 200,000 |
| Construction of Annexation Fire Stations (367.00) | 796,386 |
| Police/Fire Academy Improvements (368.00) | 66,000 |
| Revitalization and Economic Development Fund (369.00) | 2,500,000 |
| York Road Community Park Development (284.00) | $ 1,050,461 |
| Improvements to Existing Parks (701.00) | 500,000 |
| Park Land Acquisition (340.00) | 1,000,000 |
| Area Plan Capital Improvements (251.00) | 500,000 |
| Neighborhood Strategy Area Improvements (349.00) | 250,000 |
| Storm Drainage Improvement Program (357.00) | 400,000 |
| Spirit Square Completion (370.00) | 2,700,000 |
| Lease-Purchase Payments | 1,199,525 |
| Contingency | 118,768 |
| TOTAL GENERAL CAPITAL PROJECTS FUND | $ 25,884,140 |

SCHEDULE D. UTILITIES CAPITAL PROJECTS FUND

| | |
|---|---|
| Raw Water Reservoir (636.28) | $ 2,750,000 |
| Land for Storage Tanks and Booster Pump Stations (635.22) | 455,000 |
| Water Main Along U.S. 21 North (635.34) | 936,000 |
| Water Main Relocation for Street Improvements (635.29) | 100,000 |
| Minor Water System Improvements (635.09) | 175,000 |
| Fire Hydrant Installation (636.19) | 30,000 |
| Water Main Along I-85 (635.45) | 300,000 |
| Water Mains to Serve Annexation Areas (635.51) | 1,230,075 |
| Lift Station Improvements (633.34) | 100,000 |
| Lift Station Elimination Program (633.60) | 340,000 |
| Sewer Line Replacement (636.14) | 375,000 |
| Beard's Creek Outfall (633.63) | 1,000,000 |
| Sewer Line Relocation for Street Improvements (633.24) | 100,000 |
| Aerial Crossings - Remove and Repair (633.02) | 145,000 |
| McAlpine Creek Wastewater Treatment Plant Expansion to 40 MGD (636.25) | 7,931,301 |
| Sewer Trunks to Serve Annexation Areas (633.40) | 2,146,325 |
| McDowell Creek Wastewater Treatment Plant Addition (633.69) | 600,000 |
| TOTAL UTILITIES CAPITAL PROJECTS FUND | $ 18,713,701 |

Section 3. It is estimated that the following revenues will be available during the fiscal year beginning on July 1, 1986 and ending on June 30, 1987 to meet the appropriations shown in Section 1 according to the following schedules:

## SCHEDULE A. GENERAL FUND

| | |
|---|---|
| **Taxes** | |
| Property Tax | $ 80,082,000 |
| Intangible Property Tax | 3,996,000 |
| Sales Tax | 18,257,000 |
| Occupancy Tax | 1,052,007 |
| SUB-TOTAL | 103,387,007 |
| Licenses and Permits | 4,341,075 |
| Fines, Forfeits and Penalties | 257,650 |
| State-Shared Revenue | 16,179,020 |
| Intragovernmental Revenue | 4,212,516 |
| Contribution from Cemetery Trust Fund | 163,310 |
| Charges for Current Services | 2,137,029 |
| Miscellaneous Revenue | 705,215 |
| Grants and Participation Agreements | 2,676,502 |
| Fund Balance - Unappropriated | 5,500,000 |
| Fund Balance - (Occupancy Tax Reserve) | 88,550 |
| TOTAL GENERAL FUND | $139,647,874 |

## SCHEDULE B. WATER AND SEWER FUND

| | |
|---|---|
| Water Revenues | $ 16,842,457 |
| Sewer Revenues | 22,717,868 |
| Specific Service Revenues | 3,650,259 |
| Reserve For Inventory | 970,000 |
| Fund Balance - Unappropriated | 4,331,400 |
| TOTAL WATER AND SEWER FUND | $ 48,511,984 |

## SCHEDULE C. AIRPORT FUND

| | |
|---|---|
| Landing Area Rentals | $ 4,567,070 |
| Terminal Buildings and Area Rentals | 10,954,009 |
| Other Area Rentals | 5,129,847 |
| Interest on Investments | 250,000 |
| TOTAL AIRPORT FUND | $ 20,900,926 |

## SCHEDULE D. EMPLOYMENT AND TRAINING FUND

| | |
|---|---|
| JTPA Title II-A | $ 1,737,857 |
| JTPA Title II-B | 869,651 |
| JTPA Performance Grant | 132,600 |
| Housing Authority Public Housing Resident Training Contract | 289,000 |
| Contribution from the General Fund | 183,880 |
| TOTAL EMPLOYMENT AND TRAINING FUND | $ 3,212,988 |

## SCHEDULE E. PUBLIC TRANSPORTATION FUND

| | |
|---|---|
| Bus System Operating Revenue | $ 4,241,822 |
| Sales Tax | 5,276,000 |
| Contribution from the General Fund | 1,354,893 |
| Other Revenue | 145,000 |
| Reserve for Inventory | 400,000 |
| TOTAL PUBLIC TRANSPORTATION FUND | $ 11,417,715 |

## SCHEDULE F. MUNICIPAL DEBT SERVICE FUND

| | |
|---|---|
| Taxes | $ 11,963,899 |
| Other Revenues | 10,064,091 |
| TOTAL MUNICIPAL DEBT SERVICE FUND | $ 22,027,990 |

## SCHEDULE G. WATER AND SEWER DEBT SERVICE FUND

| | |
|---|---|
| Contribution from Water and Sewer Fund | $ 10,200,000 |
| Interest on Investments | 365,000 |
| Interest Transferred from Other Funds | 3,459,600 |
| TOTAL WATER AND SEWER DEBT SERVICE FUND | $ 14,024,600 |

## SCHEDULE H. AIRPORT GENERAL OBLIGATION DEBT SERVICE FUND

| | |
|---|---|
| Contribution from Airport Fund | $ 5,027,696 |
| Unappropriated Fund Balance | 99,957 |
| TOTAL AIRPORT GENERAL OBLIGATION DEBT SERVICE FUND | $ 5,127,653 |

## SCHEDULE I. AIRPORT REVENUE BOND DEBT SERVICE FUND

| | |
|---|---|
| Contribution from Airport Fund | $ 1,122,604 |
| Capitalized Interest Reserve | 7,690,240 |
| Interest on Investments | 2,288,797 |
| TOTAL AIRPORT REVENUE BOND DEBT SERVICE FUNDS | $ 11,101,641 |

## SCHEDULE J. MARKETPLACE PARKING FACILITY DEBT SERVICE FUND

| | |
|---|---|
| Interest on Investments | $ 48,000 |
| Interest Transferred from Other Funds | 188,826 |
| Unappropriated Fund Balance | 286,174 |
| TOTAL MARKETPLACE PARKING FACILITY DEBT SERVICE FUND | $ 523,000 |

## SCHEDULE K. POWELL BILL FUND

| | |
|---|---|
| State Gas Tax Refund | $ 5,600,000 |
| Interest on Investments | 550,000 |
| Unappropriated Balance | 165,972 |
| TOTAL POWELL BILL FUND | $ 6,315,972 |

## SCHEDULE L. COMMUNITY DEVELOPMENT FUND

| | |
|---|---|
| Contribution from General Fund | $ 1,090,023 |
| Community Development Block Grants | 525,595 |
| TOTAL COMMUNITY DEVELOPMENT FUND | $ 1,615,618 |

## SCHEDULE M. CEMETERY TRUST FUND

| | |
|---|---|
| Interest Earnings | $ 163,310 |
| TOTAL CEMETERY TRUST FUND | $ 163,310 |

Section 4. It is estimated that the following revenues will be available during the fiscal year beginning July 1, 1986 and ending on June 30, 1987 to meet the appropriations shown in Section 2 according to the following schedule:

## SCHEDULE A. COMMUNITY DEVELOPMENT FUND

| | |
|---|---|
| Community Development Block Grant | $ 2,355,018 |
| Community Development Program Income | 627,031 |
| TOTAL COMMUNITY DEVELOPMENT FUND | $ 2,982,049 |

## SCHEDULE B. GENERAL REVENUE SHARING TRUST FUND

| | |
|---|---|
| Estimated Entitlement Funds | $ 883,703 |
| Unappropriated Fund Balance and Interest Earnings | 4,489,994 |
| TOTAL GENERAL REVENUE SHARING TRUST FUND | $ 5,373,697 |

## SCHEDULE C. GENERAL CAPITAL PROJECTS FUND

| | |
|---|---|
| Prior Street Improvement Bonds | $ 210,000 |
| 1983 Street Improvement Bonds | 5,300,000 |
| Two-Thirds Bonds | 1,223,000 |
| Capital Reserve | 4,108,000 |
| Pay-As-You-Go Levy | 5,595,229 |
| Lease-Purchase | 4,371,386 |
| UDAG Program Income | 2,500,000 |
| Powell Bill | 377,000 |
| Contribution from the General Fund | 1,643,000 |
| Contribution from General Capital Improvement Fund Balance | 556,525 |
| TOTAL GENERAL CAPITAL PROJECTS FUND | $ 25,884,140 |

## SCHEDULE D. UTILITIES CAPITAL PROJECTS FUND

| | |
|---|---|
| Water and Sewer Capital Reserve | $ 4,131,400 |
| Contribution from Water and Sewer Operating Fund | 1,365,000 |
| Prior Water Bonds | 936,000 |
| 1984 Water Bonds | 2,750,000 |
| Prior Sewer Bonds | 1,600,000 |
| 1983 Sewer Bonds | 7,931,301 |
| TOTAL UTILITIES CAPITAL PROJECTS FUND | $ 18,713,701 |

Section 5. The following rates of tax are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes

as of January 1, 1986, for the purpose of raising the revenue from property taxes as set forth in the foregoing estimates of revenues, and in order to finance the foregoing appropriations:

| | | |
|---|---|---|
| General Fund (for the general expenses incidental to the proper government of the City) | $ | .5675 |
| Municipal Debt Service Fund (for the payment of interest and principal on outstanding debt) | | .0725 |
| Pay As You Go Levy (for dedication to the General Capital Projects Fund for capital improvements) | | .0400 |
| TOTAL RATE PER $100 VALUATION OF TAXABLE PROPERTY | $ | .6800 |

Such rates of tax are based on an estimated total appraised valuation of property for the purpose of taxation of $14,495,413,642, and an estimated rate of collection of ninety-six and one-half percent (96.5%).

Section 6. That the sum of $180,000 is hereby appropriated to the Municipal Services District 1; that the sum of $42,480 is hereby appropriated to Municipal Services District 2; and that the sum of $214,920 is hereby appropriated to Municipal Services District 3. These funds will provide for downtown planning, promotion, and revitalization activities within the designated Municipal Services Districts.

Section 7. That it is estimated that revenues will be available from the following sources to finance the operations of the Municipal Services Districts.

SCHEDULE A. MUNICIPAL SERVICES DISTRICT 1

| | | |
|---|---|---|
| Property Taxes | $ | 166,006 |
| Unappropriated Fund Balance | | 13,994 |
| TOTAL DISTRICT 1 | $ | 180,000 |

Section 10. That the sum of $251,386 is hereby appropriated from the unappropriated unrestricted balance of the City Housing Fund (0141) to the following accounts:

| Account Number | Title | | Amount |
|---|---|---|---|
| 570.00 | Scattered Site Housing | $ | 27,048 |
| 570.01 | First Ward Housing Units Rental | | 183,036 |
| 570.02 | Five Points/Third Ward Rental Subsudies | | 19,572 |
| 570.03 | Coliseum Drive Rental Subsidies | | 21,730 |
| | Total | $ | 251,386 |

Section 11. Copies of this ordinance shall be furnished to the Director of Finance, City Treasurer, and City Accountant to be kept on file by them for their direction in the disbursement of City funds.

Section 12. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 13. This ordinance shall become effective upon its adoption.

Approved as to form:

Henry W. Chaney Esq.
City Attorney

## SCHEDULE B. MUNICIPAL SERVICES DISTRICT 2

| | | |
|---|---|---|
| Property Taxes | $ | 27,677 |
| Unappropriated Fund Balance | | 14,803 |
| TOTAL DISTRICT 2 | $ | 42,480 |

## SCHEDULE C. MUNICIPAL SERVICES DISTRICT 3

| | | |
|---|---|---|
| Property Taxes | $ | 142,649 |
| Unappropriated Fund Balance | | 72,271 |
| TOTAL DISTRICT 3 | $ | 214,920 |

Section 8. Rates of tax are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes as of January 1, 1986, for the purpose of raising the revenue from property taxes to finance the foregoing appropriations in the Municipal Services District Fund, as follows:

| | | |
|---|---|---|
| Municipal Services District 1 | $ | .0175 |
| Municipal Services District 2 | $ | .0150 |
| Municipal Services District 3 | $ | .0300 |

Such rates of taxes are based on estimated total appraised valuation at a collection rate of ninety-six and one-half percent (96.5%) as follows:

| | |
|---|---|
| District 1 | $983,013,163 |
| District 2 | $191,203,701 |
| District 3 | $492,744,818 |

Section 9. That the sum of $159,920 is hereby estimated to be available from the $.04 tax levy for Pay As You Go in those areas designated for the 1986 Annexation in Phase A effective July 1, 1986.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE ADOPTING THE FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 1987 TO 1991.

WHEREAS, the City of Charlotte recognizes the importance of developing long-range capital improvement planning to maintain the growth and vitality of the community; and

WHEREAS, the City of Charlotte continuously develops and reviews the policy and financial assumptions and impact of capital improvement projects for the City; and

WHEREAS, the City of Charlotte has a five-year Capital Improvement Program based on policy and financial assumptions, so stated in the FY87-91 Capital Improvement Program, that balances the potential physical development planning with long-range financial capacity.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Charlotte, in its regular session duly assembled, that it does hereby adopt the Capital Improvement Program for fiscal years 1987 to 1991.

This _____ day of _____, 1986

Approved as to form:

Henry W. Underhill Jr.
City Attorney

Attach 2

Highway 51

In August, 1985, the City agreed to fund the widening of N.C. 51 from the Pineville Bypass to Matthews Bypass as part of a transportation agreement with the NCDOT. The engineering firm of Kimley-Horn Associates, Inc. was awarded contracts to perform the design engineering services for two segments of the roadway (N.C. 51/N.C. 16 intersection and from the Pineville Bypass to McAlpine Creek) for which design concepts were developed and approved by Council. These contracts were awarded in November and February, 1986, respectively.

Design alternates studied for the reaming two segments of the project include:

No median. (City Manager's recommendation.)

Alternate I. A concentric 15' median divided four-lane roadway (Council's preliminary choice.)

Alternate II. A 15' median divided four-lane roadway constructed primarily eccentrically.

Alternate III. A concentric 8' median divided four-lane roadway

Alternate IV. An 8' median divided four-lane roadway constructed preimarily ecentrically.

The City Manager has recommended implementation of the no median alternate with all amenities. Amenities would not be implemented in the small towns or their spheres of influence unless paid for by the small towns. The Town of Matthews has indicated they would pay $560,000 toward implementation of Alternate II, excluding amenities. The total City cost of this alternate is $19.68 million including previous County and developer contributions but excluding the Matthews and Pineville cost responsibility.

In an informal vote at the June 4 Budget Workshop, Council indicated a majority preference for Alternate I with median landscaping. Other amenities would be requested as part of development of adjoining properties and consider the potential need to widen the road to six lanes in the future. Implementation of this concept will require $20.52 million in City funds including previous County and developer contributions. The Matthews and Pineville cost responsibility is excluded.

Upon approval of a concept by City Council, contract negotiations for engineering design services will begin with the engineering firm of Kimley-Horn Associates, Inc. Budget staff will utilize the associated cost of the chosen concept for developing the Five-Year Capital Improvement Program Budget, including a proposal for funding the budget shortfall. Land use implications will be considered as part of the South Mecklenburg District Plan being prepared by Planning Department staff.

| City Cost of Project | No Median | Alternate I 15' Median Concentric | Alternate II 15' Median Primarily Eccentric | Alternate III 8' Median Concentric | Alternate IV 8' Median Primarily Eccentric |
|---|---|---|---|---|---|
| Phase I & II | $ 8,800,000 | $ 8,800,000 | $ 8,800,000 | $ 8,800,000 | $ 8,800,000 |
| Phase III & IV | 7,860,000 | 11,274,000 | 10,820,000 | 10,677,000 | 10,021,000 |
| Subtotal Cost Without Amenities | $16,660,000 | $20,074,000 | $19,620,000 | $19,477,000 | $18,821,000 |
| **City Cost of Amenities** | | | | | |
| Sidewalk | $ 1,972,000 | $ 900,000 | $ 1,006,000 | $ 900,000 | $ 1,006,000 |
| Landscaping (Median) | --- | 446,000 | 446,000 | 177,000 | 177,000 |
| Landscaping (Border) | 582,000 | 582,000 | 528,000 | 582,000 | 582,000 |
| Screening | 470,000 | 470,000 | 200,000 | 470,000 | 200,000 |
| Subtotal Cost of Amenities | $ 3,024,000 | $ 2,398,000 | $ 2,234,000 | $ 2,129,000 | $ 1,965,000 |
| Total City Cost All Amenities Included | $19,684,000 | $22,472,000 | $21,854,000 | $21,606,000 | $20,786,000 |
| Pineville Responsibility | $ 98,000 | $ 98,000 | $ 98,000 | $ 98,000 | $ 98,000 |
| Matthews Responsibility | 988,000 | 1,440,000 | 1,128,000 | $ 1,276,000 | $ 926,000 |
| TOTAL PROJECT COST | $20,770,000 | $24,010,000 | $23,080,000 | $22,980,000 | $21,810,000 |

#3

## Recommendations of the Domestic Violence Task Force

The majority of the recommendations of the Domestic Violence Task Force deals with either County, State, or private agencies. The only City departments directly involved in the study were Community Relations and Police. The pertinent recommendations are summarized below, along with the response from the appropriate City agency.

### Community Relations

o Recommendation: The Task Force made five recommendations, all of which were related to not allowing the Department's Dispute Settlement Program to accept any cases involving domestic violence for mediation. The Task Force felt that mediation was not the proper way to handle these cases since it would not treat domestic violence as a crime or force the perpetrator to take the appropriate level of responsibility for his actions.

Response: The Dispute Settlement Program no longer accepts any cases involving domestic violence for mediation.

### Police Department:

o Recommendation: Revising police report forms to indicate the relationship of the victim to the offender in all crimes of aggravated assault or simple assault and include the offense categories of Spouse Abuse/Female and Spouse Abuse/Male.

Response: The Police Department supports making this change and will revise forms accordingly. The Department suggests that the term "Spouse Assault" would be more specific than Spouse Abuse.

o Recommendation: Channel data from police reports, along with other information on domestic violence victims, into a central information system.

Response: The Police Department supports this suggestion provided that the data is transferred in the form of a computer generated printout.

o Recommendation: The City of Charlotte and Mecklenburg County direct their law enforcement agencies to adopt written policies for use in responding to domestic violence calls.

Response: The Police Department supports this suggestion and will develop such a directive.

o Recommendation: Arrest should be the preferred response in domestic violence cases and the Charlotte and/or Mecklenburg County Police Departments should conduct a pilot project on the relative efficiency of arrest in reducing the recurrence of domestic violence, based on the Minneapolis Study.

Response: The Charlotte Police Department, in conjunction with the UNCC Department of Criminal Justice, has applied for and received tentative approval of a grant from the National Institute of Justice to fund such a project. The study would apply to misdemeanor spouse assaults in which the officer would ordinarily have discretion to arrest or not to arrest. If a

case is eligible for inclusion in this experiment, the officer will contact the dispatcher and receive a randomly assigned method of treatment from the computer. The methods are:

- o arrest the subject
- o issue a criminal summons to appear in court (an element not tested in Minneapolis)
- o informal counseling of both parties by the officer
- o temporary separation of the involved parties

Trained research staff will interview the victim two weeks, six months, and twelve months after the assault to determine whether there have been any further incidents of domestic violence. The long term follow-up with the victim should be the best indicator of which response is most effective in reducing the level of domestic violence. By adding the "criminal summons" response, this study should indicate whether it is the actual physical arrest of the offender that provides the deterrent factor, or whether it is entry into the criminal justice system itself which deters future violence.

In order to insure the victim's safety as well as to produce valid results, the following factors will render a case ineligible for this study:

- o felonies
- o no probable cause for arrest
- o offender not present
- o victim insists on arrest
- o suspect assaults an officer
- o the subject's behavior leads the officer to believe the victim is in imminent danger. This will include cases where an assult is committed in the officer's presence or the suspect communicates a threat toward the spouse.

All officers will receive training regarding the implementation of the study and the identification of those cases to be included in the study.

o Recommendation: Propose new legislation to the N. C. General Assembly to broaden police arrest powers in domestic violence cases. Specifically, the Task Force wanted a statute to authorize warrantless arrests for domestic violence misdemeanors and violations of domestic court orders where officers determined there is probable cause for arrest and to exempt officers from civil or other liability for such arrests.

Response: The Police Department supports this recommendation and Council will consider this next year as part of their local legislative package.

o Recommendation: Retrain police officers in handling domestic violence calls with the emphasis on treating domestic violence as a crime and arresting the abuser whenever it is possible to do so.

Response: The Police Deparment supports this recommendation and will, with further input, identify the amount and nature of training necessary.

o Recommendation: Develop a new Domestic Violence Reporting Form to be used in all such cases. The form should indicate why an arrest was made, if such is the case, and be designed to identify repeat offenders.

Response: The Police Department feels that making revisions to their existing report forms would serve the same purpose as developing still another form for officers to fill out.

o Recommendation: Create a Domestic Violence Unit within the Charlotte Police Department to be assigned to serious domestic violence cases and any case involving a repeat offender.

Response: The Police Department feels that all officers should be trained in domestic violence cases. Creation of a specialized unit would create staffing problems in other sections of the Police Department, be difficult to deploy properly, and not be the most effective way to utilize limited manpower resources.

o Recommendation: Officers should transport victims of domestic violence to the Magistrate's Office or the appropriate shelter when the victim needs transportation and the officer is unable to make a warrantless arrest.

Response: The Police Department supports this recommendation and already has a General Order dealing with this type of situation.

o Recommendation: The Police Attorney, in conjunction with the Chief District Court Judge, should seek an Attorney General's Opinion as to whether N.C.G.S. 50B-4(b) mandates arrest of violators of a 50B protective order, regardless of whether there is an independent witness.

Response: The Police Department supports this suggestion.

o Recommendation: Police officers should distribute cards to domestic violence victims, stating the officer's name and the victim's rights.

Response: Police officers currently give domestic violence victims a form referring them to specific agencies for assistance. The victim's rights could be printed on this form. Staff feels this would be more cost effective than printing individual cards.

o Recommendation: Subpoena to court police officers who personally witness domestic violence or who could testify to the seriousness of the crime.

Response: This is already Police Department policy.

o Recommendation: The Charlotte Police Department coordinate, in conjunction with the Magistrate's Office, an effective victim protection program to prevent harassment or intimidation before, during and after trial.

Response: The Police Department supports this concept but does not feel that the Department should take primary responsibility for the development of the program.

o Recommendation: The Task Force recommended the formation of several committees including:

1. An advisory board made up of representatives from agencies dealing with domestic violence cases;

2. A blue ribbon committee to form a comprehensive umbrella organization encompassing all programs dealing with domestic violence.

3. An ongoing committee to review community priorities in the criminal justice system.

Response: Staff feels that all of these ideas are worth considering but emphasized that the role of these committees should be clearly defined, especially in terms of any power to dictate policy, and that they should not be allowed to function as a review board over the Police Department. Staff also recommends that the County take the lead in the formation of these boards since most of the agencies invovled are under the County.

cgm

# Operations Committee

Executive Summary
May 22, 1986

The Operations Committee of the City of Charlotte, N. C. met in Committee session on Thursday, May 22, 1986, at 4:30 p.m. in the second floor conference room of City Hall with Chairperson Pam Patterson presiding and Committee members Gloria Fenning, Roy Matthews, and Velva Woollen present. Also in attendance were Jane Harper, Task Force Chairperson, and Judge Robert Johnston, Research Committee Chairperson. City staff in attendance were Tom Finnie, Chief Sam Killman, and Darrellyn Kiser.

Absent: Committee member Cyndee Patterson.

## I. Review of Domestic Violence Task Force Report

### Background:

In July, 1985, Charlotte Mayor Harvey Gantt and Mecklenburg County Commission Chairperson Carla DuPuy appointed a joint City-County Domestic Violence Task Force with the following charge: investigate problems of domestic violence, review alternative processes, make specific recommendations for change, and present findings and recommendations to the Charlotte City Council and Mecklenburg County Board of Commissioners within nine months after appointment. The Task Force completed their study in April, 1986, and their report was referred to the Operations Committee for review.

### Committee Review:

Chairperson Pam Patterson called the meeting to order welcoming those in attendance. She stated that staff has had an opportunity to review the recommendations of the Task Force and asked staff to share with Committee their reaction to these recommendations.

Mr. Finnie stated that most of the recommendations are geared toward the overall system. The recommendations that are directed toward the City are primarily in the area of the Police Department. We have a great deal of concern and sensitivity for domestic violence and, in fact, we agree with the vast majority of these recommendations. We have already submitted a grant to do a study in this area and would ask that Police Chief Sam Killman outline what the grant involves.

Chief Killman stated that we do have preliminary indications that the grant will be approved. Generally the grant wants to replicate the Minneapolis Study the results of which tended to show that arrest was a greater deterrent to continued violence than other types of intervention by police officers. UNCC has agreed to do an evaluation; we are going to carry out some training for officers on what we want done; and we're going to test four different ways of intervening in domestic violence--three that Minneapolis use plus an additional one which we will summons the perpetrator to Court rather than make the arrest in order to see if bringing an individual into Court will bring about the same effect as an actual arrest would. The strong feeling, both on our part and the Task Force, is that arrest is the best source of action. We will not wait

until the end of the study to take some action but rather take some action as we go along such as additional training and some changes in the way we do things. Chief Killman reviewed with Committee each of the recommendations of the Task Force that directly involves the City as outlined in the attached. Staff supports the vast majority of the Task Force recommendations with the exception of the following:

Recommendation 6, Page 12: The Chiefs of Police, Domestic Violence Oversight Committee, or their designates, develop a new Domestic Violence Reporting Form to be used in all cases, whether or not an arrest is made. The form should include a section for reasons why no arrest is made, if such is the case. Data from these forms should be organized by computer. Printout sheets flagging repeaters should be supplied to police dispatchers.

Mr. Finnie stated we are opposed to the idea of a new form; we have no problem and would recommend that we simply revise the form we use now to incorporate that information. The current form will be revised to flag repeaters.

Recommendation 7, Page 12: Create a Domestic Violence Unit within the Charlotte Police Department to specialize in such cases. Officers in this unit would be given advanced training in response to domestic violence. Although this would not be their sole duty, they would be assigned by the dispatcher to repeater cases and to all cases which appear to be especially serious.

Mr. Finnie stated that we are opposed to setting up this special unit. We are, in fact, in favor of training all officers in the handling of domestic matters. We are not opposed to special units just in general but it is our opinion there is not a need for a special unit right now. If, in fact, based on some of the things that may happen in the next year or two, i.e. as we begin to use arrest more often, as we begin to collect data which may give us a better picture of what's going on, we may recommend this to Council based on the Chief's recommendation. However, at this point, we recommend training for all officers and not get involved in how do you make sure we have enough people at any given time that you can respond with one of these specially trained people.

Recommendation 11, Page 13: Police officers carry and distribute cards to domestic violence victims, stating the officer's name and the victim's rights. The contents and design of the card could be developed by the Domestic Violence Oversight Committee.

Mr. Finnie stated we are opposed to this in the sense that right now when a police officer is called there is a form which is filled out which includes the police officer's name. We would suggest printing some of this additional information on that form rather than having cards made.

Recommendation 13, Page 13: The Charlotte Police Department coordinate, in conjunction with the Magistrate's Office, an effective victim protection program (bond setting, consideration of the case, transport of victim wherever she needs to go, notification of police prior to trial regarding problems of harassment, intimidation, listing the police as witnesses on warrants) to prevent harassment or intimidation before, during, and after trial.

Mr. Finnie stated we are not opposed to the concept: however, it should be somebody elses initiative to develop. It's not a Police Department initiative, in fact, it may be more a Magistrate Court initiative. We support the thrust of what the Task Force is trying to get, we just don't think it's our job to take on that responsibility.

Recommendations 1,2,3,and 4, Page 49:

1. An advisory board, composed of representatives of organizations providing services to victims of domestic violence, law enforcement, the judicial system, and assorted social service agencies, should immediately be formed. This board would work toward the provision of comprehensive, coordinated services designed for the prevention and treatment of persons involved in domestic violence situations.

2. A blue ribbon committee should be formed immediately to recommend and oversee the naming, formation, and placement of a comprehensive umbrella organization encompassing all programs which deal with domestic violence.

3. Establishing a professionally directed, volunteer staffed, comprehensive advocacy/intermediary program under an umbrella organization for victims of domestic violence.

4. An executive director for the comprehensive, umbrella organization eventually should be hired.

Mr. Finnie stated that we talked with Jane Harper briefly this morning and a lot depends on exactly what this is and what its charge is, etc. The Police Department obviously has a concern that if we're setting up an organization that would be reviewing police cases, they are against that. From a management perspective, we feel we already have a policy group which has a sense of what are the priorities of the community and what needs to be done and we report to that policy, with us it's the City Council. When you get into Advisory Committees with professional staff, frankly we think we're getting into something that makes it very difficult for us to know who we are working for. We like the clear line that we are working for City Council through the City Manager.

Recommendation 2, Page 50:

1. Raising public awareness of the extent and degree of domestic violence through advocacy activity and through a publicly funded public relations campaign.

2. The City of Charlotte and Mecklenburg County shall appoint an ongoing, independent committee to review community priorities in the criminal justice system in order to assure that the expenditure of limited resources reflects top priorities.

3. Hospitals, health facilities, physicians, ministers, schools, professional schools, and government agencies should develop training programs for recognition of and intervention in domestic violence.

4. National and professional organizations and community service groups should educate their members on the nature and extent of domestic violence.

Mr. Finnie stated that clearly all those things as we talk about raising awareness and sensitivity we personally support; however, #2, which is a call for the City seems basically related back to the advisory group which again is an independent committee with presumably some kind of staff and some kind of a charge to stay outside the system and review what is going on. Therefore, we oppose this recommendation citing the reasons stated previously.

Committee Discussion:

Ms. Fenning stated she wonders how realistic it is to expect volunteers to have the professionalism that is needed in the case of an advisory board on domestic violence.

Judge Johnston stated that there are many cities in the state who have these advisory boards and they work well and are non-controversial. We are not talking about reviewing police conduct, etc., we are simply talking about getting groups together who are participants in the system and making the system work better. What each City seems to have is a program that deals with all aspects of domestic violence. They tend to have an umbrella organization that encompasses all the various service providers such as Victims Assistance groups, a shelter, programs for abusers, etc. Under this umbrella organization there would be an advisory board made up of representatives from the various agencies involved, i.e. Police, Courts, Shelter for Battered Women, etc. that meet monthly and talk out just what the problems are. It's more of a communications system that addresses and tries to solve these problems. It goes beyond the criminal justice system and looks at it as a community-wide approach to dealing with domestic violence.

Mr. Finnie stated that a lot depends on how the charge is drawn towards appointing the board. He stated that the Police Department would probably have no problem with having an appointee to a committee that the County Department of Human Resources put together that their director appointed and the staff person reports to that director.

Mr. Matthews stated that the concept that he could support is that it would be an informal, unpaid group that did not extract any responsibility from the various City departments but was strictly an advisory board that had some expertise that could be called on if the Police Department had a particular problem. The advisory board could be a ready source of information. He would not like to see the responsibility for this go to Community Relations because when you do that you have paid staff involved and will probably have expanded paid staff required. He is looking for the expertise that would come from the specified citizen being fed into the system and that the advisory board only be elevated to a point of making sure that it is looking at the total problem and having some answers to feed into the system. He further stated that there are other forms of crime and violence and victims in the community that could use the same kind of help as easily and as desperately, but are we going to provide it for them. There are certain things about this that taken to logical extensions could create community problems beyond what we really ought to be biting off.

Jane Harper stated that she is delighted that so many of the Task Force's recommendations are supported by City staff. In reviewing staff's recommendations, she stated that if the current offense report can be revised

to include the information requested by the Task Force, that is fine with us. As to the recommendation on a specialized unit, she stated that there are members of the task force who felt real strongly about this and we do, as a task force, feel that a special unit would be enormously effective and important in handling repeater cases and severe cases. She has talked with the Chief about this and understands his objections, but they still feel this is an important recommendation.

Mr. Matthews asked Chief Killman how he would respond to the concept of a domestic violence special unit as opposed to a drug special unit. Chief Killman stated he feels this is not the best use of the resources. In terms of the Vice Unit, probably the main argument for this special unit which deals with drugs, prostitution and gambling is the techniques and the way you go about investigating these problems. He feels we can best respond to this issue and best use our resources by training all police officers.

Ms. Harper stated that if something had to be put on the back burner, speaking for the Task Force, they would rather it be the specialized unit and that more emphasis be put on arrests. She also feels it is important that a card be presented to a victim which gives the responding officers name and provides information on what action the victim may take. Mr. Finnie stated he did not see the pertinence in putting the officers name on a card but certainly the idea of providing referral information is very important and this could be incorporated into our form.

Committee Action:

Committee commended the Domestic Violence Task Force for a very thorough and comprehensive report and assurred the Task Force that Council is very concerned about this problem. Since Council has already accepted this report as information, Committee agreed to recommend to Council that the recommendations of the Task Force that address the City be accepted as City policy with the following revisions:

- Current police forms be revised to reflect the information agreed upon by Committee and the Task Force.

- A specialized unit is not recommended at this time but that after the grant study is completed and enough time has elasped to give us more data, the Police Chief will evaluate if there is a need for a specialized unit and advise Council accordingly.

- In lieu of setting up an advisory board, that: the Task Force remain in service as an audit group monitoring the follow-up of their study; City staff cooperate with the County if they wanted to set up an advisory group made up of professionals in the field.

Committee asked that a copy of the City's response to the recommendations of the Task Force that address the City be sent to the County for their information. Ms. Woollen added that she and Councilmember Ron Leeper serve on the City-County Liaison Committee on social issues and this issue could certainly be plugged into their committee.

Meeting adjourned: 6:30 p.m.

Carol G. Manley
Administrative Secretary

Length of meeting: 2 hrs.

June 13, 1986
#4

The PIC reviewed proposals from the Charlotte Area Fund and the Charlotte-Mecklenburg Urban League for this project. After evaluation of both proposals, they voted to award the contract to the Charlotte Area Fund. The PIC's decision was based on "the Charlotte Area Fund's past performance working with low income residents in the housing projects in the City". They also felt the Area Fund would be able to handle the administrative details of the project more efficiently.

INFORMATION REPORTS

Water Conservation

We will be assessing the water situation to determine if we need to implement the mandatory water conservation policy. It appears that if the weather continues as it is and water usage continues to be high, we may need to implement the policy in the near future.

Ordinance Revision Consultant Selection Status

The Planning Liaison Committee met on Friday, June 13 to evaluate options for selecting a consultant for revising the zoning, sign and subdivision ordinances. As you recall, the process broke down when the preferred consultant determined additional funds would be needed to do this work. The Committee endorsed Option IA, which calls for starting over with a reduced scope of services and a fast tract selection process for choosing a consultant, contracting with the Institute of Government for legal services and hiring two positions to provide support. This option is also favored by the Planning Commission and staff.

The estimated cost of this approach is $201,000 which is $41,000 over the original estimate. The staff feels that the zoning and sign ordinances will still be completed by November, 1987. The subdivision ordinance would not be completed until March/April 1988.

Attached are charts detailing all five options considered by the Committee and the estimated cost associated with Option IA.

The Board of County Commission will consider this matter on Monday, June 16 and City Council action is scheduled for Monday, June 23. If you have any questions, please feel free to call Stanley Watkins on the Planning staff.

Sedimentation Control

You have received a letter recently from Joseph A. Phillips, Chairman of the Sedimentation Control Commission. The Commission held a hearing in Charlotte on May 29 and at that time we discussed our proposal for increasing enforcement. They have been supportive of our efforts and are lending legal assistance as well as technical assistance to our staff. They have given us 90 days to make significant improvement in the enforcement of our ordinance and an additional 90 days to bring sites into substantial compliance.

On your July 14 agenda, we will ask you to approve the amended ordinance, a new fee schedule and funding of the three additional positions we discussed with you earlier in May. We held a hearing on the fee schedule and ordinance on June 10. Approximately 12 people attended the hearing. We will provide you with their comments as part of the July 14 agenda.

## ORDINANCE REVISION OPTIONS

### OPTION IA

| CONSULTANT WORK TASKS | CONSULTANT | INST. OF GOVT. | STAFF |
|---|---|---|---|
| (1) Clarify/Organize Coordination of Effort | $ 5,000 | $ 500 | MANAGEMENT |
| (2) Community Workshop | --- | --- | STAFF (Completed) |
| (3) Review Issues, Clarify Objectives and Legal Framework | 10,000 | 2,500 | STAFF (Includes Legal) |
| (4) Legal Research | 2,500 | 10,000 | LEGAL (Add PLANNER I)* |
| (5) Prepare Annotated Table of Contents, Document Comparison Method and Mapping Concept | 15,000 | --- | STAFF (Add PLANNER II)* |
| (6) Prepare Draft Ord's | 80,000(±) | | STAFF * |
| (7) Mapping Strategy | --- | --- | STAFF * |
| (8) Attend Public Workshops | 10,000 | 1,000 | STAFF * |
| (9) Assist In Public Hearing | 7,500 | --- | STAFF * |
| | $130,000 | $ 14,000 | $57,000* |
| Sub Total | $144,000 | | |
| Total | | $201,000 | |

### ASSUMPTIONS

- Larger Staff Role In Ordinance Outline And Standards Definition
  - Predominant Role In Subdivision and Signs - Focused Effort On Zoning Standards
- Staff Assumes Responsibility For Review/Adoption Process
- Institute of Government Used for Legal Questions

ORDINANCE REVISION OPTIONS

START OVER

| I | IA |
|---|---|
| <u>Redo Request For Proposal.</u><br>Interview and Selection | <u>Revise Request For Proposal.</u><br>FAST TRACT SELECTION |
| $60,000-$100,000<br>Budget Increase | Keep Consultant Costs within<br>$140,000 ± Budget |
| 6 Months Delay | 3-4 Month Delay (Limited<br>Resubmission/Interviews) |
| Use Same Request for Proposal | Expand Staff Effort: $40,000-$60,000 |
| Maintain Original Staff Effort | Use Planning Consultant (Institute<br>of Government: $10,000-$15,000) |
| Use Institute of Gov't<br>($10,000-$15,000) | |
| ******** | ******** |
| ISSUES | ISSUES |
| o Significant Consultant<br>Budget Increase | o Staff increase and phase in of<br>these people as well as rollover<br>into other duties when work is<br>completed |
| o Lost Time, No assurance firm<br>will be found particularly<br>if no added funding | o Lost time, but likely to find firm<br>- 1st and 2nd firms likely to<br>resubmit under revised RFP |
| ******** | ******** |
| Will <u>not</u> meet Nov. 87 Completion | Can Partially meet Nov. 87 completion<br>- Zoning and Signs: Nov., 87<br>- Subdivision: March/April, 88 |

ORDINANCE REVISION OPTIONS

NEGOTIATE MODIFIED CONTRACT

| II | IIA |
|---|---|
| Negotiate With 2nd Firm (Robert Leary & Assoc.) | Reinitiate Negotiations with 1st Firm (A. J. Diamond Planners, Ltd.) |
| Increase Stafe Role ($60,000±) | Increase Staff Role ($60,000±) |
| Focus Consultant Efforts ($120,000-($130,000) | Focus Consultant Efforts ($130,000-$140,000) |
| Use Institute of Gov't (Legal Resource $10,000-$15,000) | Use Institute of Gov't (Legal Resource $10,000-15,000) |
| 2 Months Delay | 3 Months Delay |
| ******** | ******** |
| ISSUES | ISSUES |
| o Confidence in Consultant Questioned | o Travel Expenses and coordination concerns |
| o No Significant Design Expertise | o Submitted $140,000 Budget, then Significantly Changed (Confidence Qestioned) |
| o Lack of Clarity in Past Ordinance Work | o Fairness, considering change in scope |
| o Fairness considering change in scope of services | |
| ******** | ******** |
| Will meet Nov. 87 Completion<br>- Likely Result in Delays in other staff work | Probably meet Nov. 87 Completion<br>- Likely Result in Delay of other staff work |

(II and IIA Time Line Only Possible If Decisions Are Made On June 16 and 23)

## STAFF EFFORT

### III

Work Program Over 2½ Years

Phase Completion Dates: ZONING, SUBDIVISION, SIGNS

Integrate $160,000 Into Budget Over Study Period

Planning Commission Hold to Work Program

Use Institute of Gov't (Legal Resource $10,000-$15,000)

********

### ISSUES

| | |
|---|---|
| o Clerical and Paralegal Services | $40,000± |
| o Misc. Printing/Reproduction | 5,000± |
| o Add Work Processing Station | 3,000± |

o Added Staff - Two Planner IIs
  Reallocated Work Load to Permit Staff Team to carry out charge - Area Plans, Stretegic Planning and Reg. Adm.

o Stress level on management staff assumes 15% increase in effort beyond previous assumption

o Criticism of staff capability/credibility

o Staff team must stay together 2½ years

o Hold the line on Work Program

#5

# BUDGET AND EVALUATION DEPARTMENT
# EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM: | ACCOUNT CLERK SKILLS TRAINING |
| SUB-GRANTEE | Laventhol and Horwath/Thad Green Enterprises, Inc. |
| CONTRACT AMOUNT: | $107,625 |
| PERIOD COVERED: | November 25, 1985 - March 31, 1986 |
| FUNDING AUTHORIZATION: | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

## I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on November 25, 1985.

The contract provides a 13-week account clerk training program for 25 economically disadvantaged individuals. The contractor is responsible for outreach, assessment, counseling and job development and placement. Program participants should learn the skills necessary to obtain entry level employment as clerical workers in the accounting field.

## II. MAJOR FINDINGS

- The performance-based contract appears to be operating without any problems. A total of 25 participants (objective: 25 participants) were enrolled into the program and 21 participants completed training.
- Completion of the training course was scheduled for June 9, 1986; consequently, two of the four contractual performance standards pertaining to job placement could not be measured for this reporting period.

## III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1:

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement:

This performance standard has been achieved.

Performance Standard Number 2·

The contractor shall enroll 25 participants.

Status of Achievement:

This performance standard was achieved. The contractor enrolled 22 adult participants and three youth participants.

Performance Standard Number 3:

At least 20 of the project participants who complete the Account Clerk Training Program shall be job placed into training related employment.

Status of Achievement:

This performance standard cannot be measured at this time. Twenty-one of the 25 participants completed training with job placement activities currently being conducted.

Performance Standard Number 4

The minimum hourly wage rate for participants placed into training related jobs shall be $4.00 per hour.

Status of Achievement:

This performance standard cannot be measured at this time.

BUDGET AND EVALUATION DEPARTMENT
EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM: | COMPREHENSIVE JOB DEVELOPMENT AND PLACEMENT |
| SUB-GRANTEE. | Goodwill Industries of the Southern Piedmont, Inc. |
| CONTRACT AMOUNT: | $77,754 |
| PERIOD COVERED· | July 1, 1985 - March 31, 1985 |
| FUNDING AUTHORIZATION: | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

## I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on June 10, 1985.

The contract funds four positions to provide employment service for 90 physically and mentally disabled persons. Employment services consist of working with clients in determining and addressing potential employment related problems; development of jobs with private sector employers, and; placement of individuals in jobs. Severely disabled persons (estimated to be approximately 28 percent of the participants served) will be accompanied by staff on the job for a specified period of time to assist with training, development of work skills and work behavior.

## II. MAJOR FINDINGS

- The performance standard achievement rate was 100 percent.
- The program continues to operate with good results. Seventy-four participants were enrolled and 59 participants had obtained employment through March 31, 1986.

## III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1·

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement:

This performance standard has been achieved.

Performance Standard Number 2.

Cumulative enrollments shall total 72 participants by March 31, 1986.

Status of Achievement.

This performance standard was exceeded. Cumulative enrollments totalled 74 participants.

Performance Standard Number 3:

A minimum of 10 percent of all project participants shall be youth under the age of 21.

Status of Achievement.

This performance standard was exceeded. Youth enrollments equaled 18 percent of total enrollments.

Performance Standard Number 4:

A minimum of 80 percent of all project participants will be placed into permanent unsubsidized jobs.

Status of Achievement

This performance standard was achieved. Through March 31, 1986, 59 participants (objective 58 participants) were job placed.

BUDGET AND EVALUATION DEPARTMENT
EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM: | WORD PROCESSING AND INFORMATION SYSTEM TRAINING |
| SUB-GRANTEE: | Charlotte-Mecklenburg Urban League, Inc. |
| CONTRACT AMOUNT | $61,292 |
| PERIOD COVERED: | October 1, 1985 - March 31, 1986 |
| FUNDING AUTHORIZATION | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

## I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on June 10, 1985, and amended on November 29, 1985 to add a pre-training typing component.

Until September 30, 1985, the program was supported with City funds, which were displaced with JTPA funding on October 1, 1985. With the change in funding source, the Urban League entered into a performance-based contract with the City to earn funding based on program results. The contract states that 24 training slots will be earmarked for JTPA eligible participants. Duration of training is for 14 weeks, 40 hours per week. Entry requirements for the program are. a) high school graduate or equivalent, b) unemployed or underemployed, c) ninth grade reading and math ability; and d) typing ability of 35 words per minute.

## II. MAJOR FINDINGS

- The performance standard achievement rate was 88 percent. Seven contractual performance standards were achieved; one performance standard was not achieved, and one performance standard could not be measured at this reporting period.

- The program continues to operate with good results. Thirteen out of sixteen JTPA participants graduated from training, and nine participants obtained employment at an average wage rate of $5.52 per hour.

## III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1:

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement:

This performance standard was achieved.

Performance Standard Number 2:

A minimum of 24 JTPA eligible persons shall be enrolled into the program.

Status of Achievement

This performance standard was achieved with 24 JTPA participants enrolled.

Performance Standard Number 3:

A minimum of 25 percent of all program participants shall be youth under the age of 22.

Status of Achievement:

This performance standard was achieved. Six youth participants, or 25 percent of all participants, were enrolled into the program.

Performance Standard Number 4:

A minimum of 20% of all project participants shall be AFDC recipients.

Status of Achievement:

This performance standard was achieved. Eight AFDC recipients were enrolled into the program, or 34 percent of total JTPA enrollments.

Performance Standard Number 5:

A minimum of 85 percent of total JTPA participant enrollments shall complete word processing training in a satisfactory manner.

Status of Achievement:

This performance standard was achieved. Twenty-one participants, or 87.5 percent, completed training in a satisfactory manner.

Performance Standard Number 6:

Job placements shall occur such that at least 80 percent of total project participants are placed in unsubsidized employment upon project completion.

Status of Achievement·

This performance standard was not achieved. Nine participants (objective: 13 participants) were placed in unsubsidized employment. Job placement efforts continue to be made to obtain employment for the four remaining training graduates.

Performance Standard Number 7:

Job placements shall occur such that 50 percent of training graduates obtain employment within 30 days of completion of training.

Status of Achievement·

This performance standard was achieved. Five of the nine job placements, or 56 percent, occurred within 30 days.

Performance Standard Number 8.

The average minimum wage rate for participants placed in employment will be $5.00 per hour.

Status of Achievement:

This performance standard was exceeded. The average job placement wage was $5.52 per hour.

Performance Standard Number 9:

A minimum of 90 percent of job placements shall be employed 90 days after their hire date.

Status of Achievement:

This performance standard cannot be measured at this time because 90 days had not elapsed since graduation of the first training group during this contractual period. However, the Urban League has conducted follow-up of individuals that participated in the first training course that graduated on March 14, 1985. This follow-up was conducted 360 days after participants had been placed into employment. All 13 JTPA participants enrolled into the program completed training and were job placed within 90 days. The 360 day follow-up indicated that 11 of the 13 participants, or 85 percent, were still employed.

BUDGET AND EVALUATION DEPARTMENT
EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM: | HEAVY EQUIPMENT OPERATOR SKILLS TRAINING |
| SUB-GRANTEE· | Carolinas Construction Training Council |
| CONTRACT AMOUNT. | $51,232.50 |
| PERIOD COVERED | July 1, 1985 - December 31, 1985 |
| FUNDING AUTHORIZATION· | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

## I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on June 10, 1985.

The contract provides heavy equipment operator training for 15 economically disadvantaged individuals. Program participants are transported to Wilson County Technical Institute during the weekdays for a period of 10 weeks. Classroom training and hands-on field experience provide an opportunity to develop basic skills in operating a bulldozer, backhoe, scraper, and other construction equipment. Upon completion of training, the contractor is responsible for job placement. The contract is performance-based and payments to the contractor are calculated according to program results, e.g., number job placed, starting wages, etc.

## II. MAJOR FINDINGS

- The performance standard achievement rate was 100 percent.
- The program operated with good results. All 15 participants completed training, and 11 participants obtained training-related jobs averaging $5.04 per hour.

## III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1:

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement

This performance standard was achieved.

Performance Standard Number 2:

Recruitment efforts shall be sufficient to enroll 15 participants into the program.

Status of Achievement:

This performance standard was achieved. Fifteen participants were enrolled into the program.

Performance Standard Number 3:

A minimum of 60 percent of all program participants shall be under the age of 22.

Status of Achievement:

This performance standard was exceeded. Twelve of the 15 participants enrolled, or 80 percent, were youth under the age of 22.

Performance Standard Number 4:

A minimum of ten participants shall complete heavy equipment operator training.

Status of Achievement:

This performance standard was exceeded. All 15 project participants enrolled into the program completed training.

Performance Standard Number 5:

A minimum of ten participants shall be placed into training-related employment upon project completion.

Status of Achievement:

This performance standard was achieved. Eleven participants were job placed after program completion. All 11 job placements were in training-related jobs. Job development efforts continue for the four remaining program graduates.

Performance Standard Number 6.

An average hourly wage rate of $5.00 per hour will be maintained for all participants paced into training-related employment.

Status of Achievement:

This performance standard was achieved. The average hourly wage rate for the 11 participants that obtained employment was $5.04 per hour.

BUDGET AND EVALUATION DEPARTMENT
EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM: | EMPLOYABILITY DEVELOPMENT AND JOB PLACEMENT |
| SUB-GRANTEE· | Energy Committed to Offenders, Inc. |
| CONTRACT AMOUNT | $81,250 |
| PERIOD COVERED: | July 1, 1985 - March 31, 1986 |
| FUNDING AUTHORIZATION: | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on June 10, 1985.

The contract provides outreach, assessment, counseling, training and job development services for 140 prison inmates in preparation for their return to Mecklenburg County. Attainment of unsubsidized employment for participants is the goal of the program.

II. MAJOR FINDINGS

- The performance standard achievement rate was 100 percent.
- The program continues to operate with good results. One hundred and twenty-six participants were enrolled, and 66 participants obtained employment at an average wage rate of $4.22 per hour.

III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1·

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement:

This performance standard was achieved.

Performance Standard Number 2:

Project enrollment shall reach 115 participants by March 31, 1986.

Status of Achievement:

This performance standard was achieved. Cumulative enrollments through March 31, 1986 totalled 126, or 110% of plan.

Performance Standard Number 3

A minimum of 60 percent of all project participants should be youth under 22 years of age.

Status of Achievement:

This performance standard was achieved. Youth enrollments totalled 76 of 126 total enrollments, or 60 percent.

Performance Standard Number 4:

Through March 31, 1986, 55 job placements shall be effected.

Status of Achievement

This performance standard was exceeded. Job placements totalled 66, including 33 youth job placements and 33 adult job placements.

Performance Standard Number 5:

A minimum of 50 percent of the participants placed in employment should be job placed in positions with starting wages that are above the federal minimum wage ($3.35 per hour).

Status of Achievement:

This performance standard was exceeded. The average wage placement rate was $4.22 per hour.

BUDGET AND EVALUATION DEPARTMENT
EMPLOYMENT AND TRAINING CONTRACT REVIEW

| | |
|---|---|
| NAME OF PROGRAM· | SKILLS FOR EMPLOYABILITY SUCCESS |
| SUB-GRANTEE | Charlotte-Mecklenburg Board of Education |
| CONTRACT AMOUNT. | $254,238 |
| PERIOD COVERED: | July 1, 1985 - March 31, 1986 |
| FUNDING AUTHORIZATION: | Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Natural Resources and Community Development |

## I. SUMMARY OF PROGRAM DESCRIPTION

The contract was approved by City Council on June 10, 1985.

The contract provides funds for the employment of six instructors and a program coordinator to teach job readiness skills to 225 economically disadvantaged high school seniors. Subjects taught include Self-Awareness and Appraisal, Career Decision-Making, Preparation for Employment, Workers' Rights and Responsibilities, and Success in the Job Market. Classes are taught and integrated into the student's curriculum at area high schools. Instructors are also responsible for the development of employment opportunities for students following high school graduation. Funds for eleven on-the-job training positions are also included in the contract to enhance the school to work transition.

The goal of the program is to prepare high school seniors for the world of work and the development of employment opportunities.

## II. MAJOR FINDINGS

- One performance standard was achieved; two performance standards were not achieved, and; three performance standards could not be measured at this reporting period. The two performance standards not achieved related to student enrollments (8 percent under plan), and two classes had fewer students than specified.

## III. ANALYSIS OF PERFORMANCE STANDARDS

This section states and reports the status of achievement of performance standards contained in the contract.

Performance Standard Number 1.

Contractor responsibilities related to administrative functions shall be accurate and complete and performed on a timely basis.

Status of Achievement:

This performance standard was achieved.

Performance Standard Number 2.

The contractor shall enroll 225 participants by September 30, 1985.

Status of Achievement:

Through March 31, 1986, 207 participants had been enrolled into the program. Many of the potential students had obtained part-time employment which precluded participation in the program.

Performance Standard Number 3·

All instructors will teach no more than three classes with no less than ten and no more than 20 students in each class.

Status of Achievement:

This performance standard was not achieved. Two classes contained fewer than ten students.

Performance Standard Number 4·

A maximum of 52 participants may continue to be enrolled in the program in FY87 for purposes of job placement.

Status of Achievement:

This performance standard cannot be measured until June 30, 1986. However, the Charlotte-Mecklenburg School Board projects that all 52 participants will be carried over to FY87 for job placement services.

Performance Standard Number 5·

A minimum of 115 participants shall be job placed by June 30, 1986.

Status of Achievement.

This performance standard cannot be measured until June 30, 1986. The contractor had placed 64 students into jobs through May, 1986. Last year the contractor was able to job place 129 students.

Performance Standard Number 6:

A maximum of 38 students will be terminated for positive reasons pertaining to educational achievement.

Status of Achievement:

This performance standard cannot be measured until June 30, 1986.

April 9, 1986
#6

Use of Charlotte Motor Speedway Landfill

The Operations Department has studied several alternatives for minimizing the impact on both the City and the County when the York Road Landfill closes on April 30, 1986.

Under agreement with the County, the City can dump 170,000 tons of garbage per year free of charge and pays a tipping fee for only the amount in excess of 170,000 tons.

The Operations Department currently takes the garbage for which we have free tipping to the Harrisburg Road Landfill. Beginning this week, Operations will route a portion of the refuse for which we do not have free tipping to the Charlotte Motor Speedway Landfill. There will be no increase in operational costs or disposal fees. Use of the Speedway Landfill will have the effect of increasing the life of the Harrisburg Landfill, which will be advantageous to all of us.

We have discussed this with the County Manager's Office and they have no objection to us doing this.

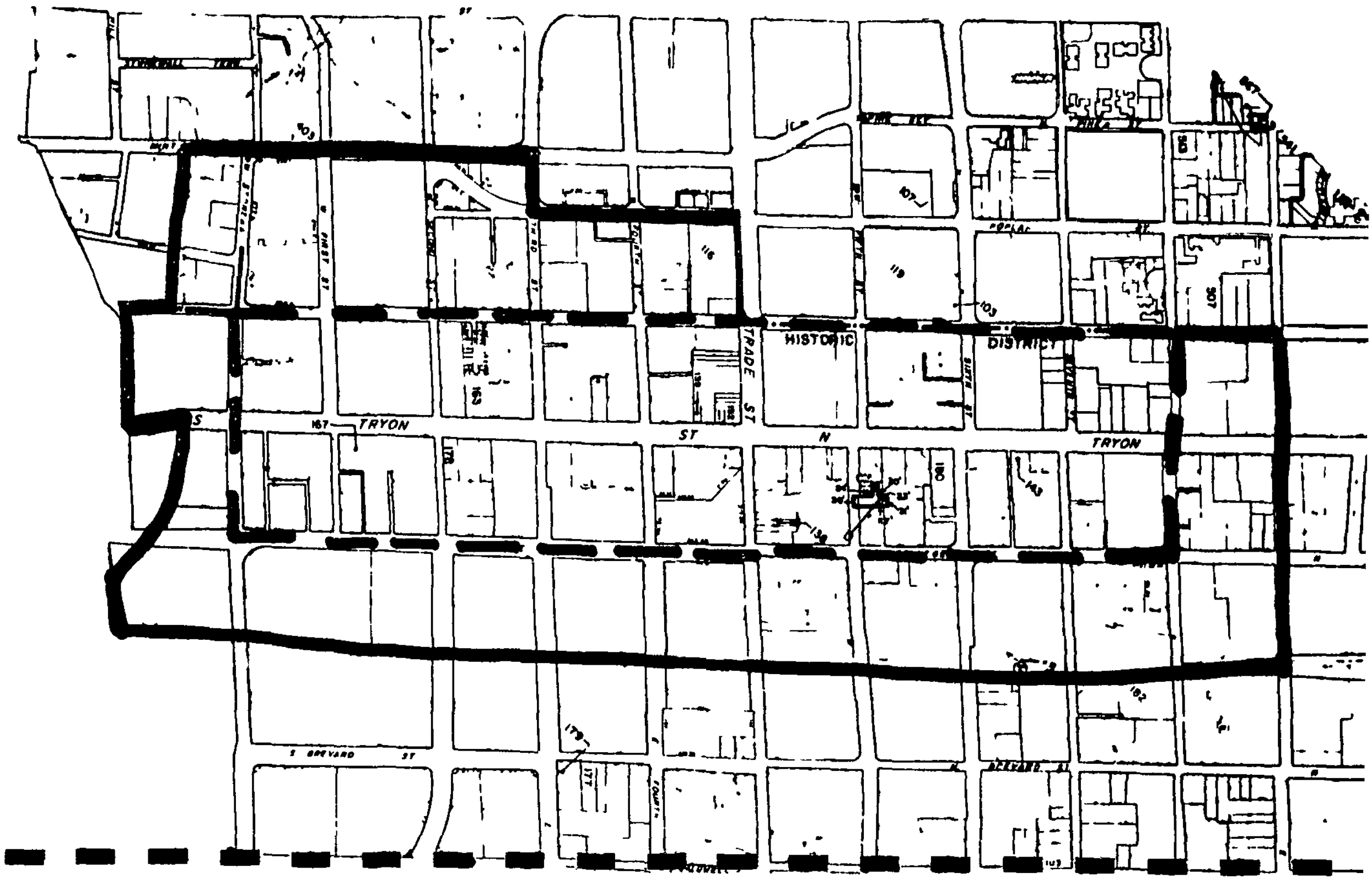
Please call Don Steger if you have any questions.

#7a

EXHIBIT A

MUNICIPAL SERVICE DISTRICT 2

MUNICIPAL SERVICE DISTRICT 3



# BUDGET AND EVALUATION DEPARTMENT
# CONTRACT EVALUATION REPORT

CONTRACTOR: CHARLOTTE UPTOWN DEVELOPMENT CORPORATION

CONTRACT AMOUNT: $252,500

CONTRACT PERIOD: July 1, 1985 to June 30, 1986

## INTRODUCTION

The Charlotte Uptown Development Corporation has requested continued funding in FY87. As part of the funding process, the Budget and Evaluation Department has reviewed CUDC's progress toward achieving the objectives contained in the current contract. This review is based on mid-year and year-end progress report submitted by CUDC, conversations with other City staff who have been involved with CUDC and from periodic interviews and conversations with CUDC staff. An analysis of objectives achievement and a review of proposed objectives for FY87 is provided below.

## FY86 OBJECTIVES

The FY86 contract between the City and CUDC contains objectives which emphasize the support of economic development activities in the Uptown Area and coordination of public/private development efforts in the Uptown Area.

1. Complete the Marketplace Center/Parking Facility Project.

   On November 18, 1985 the Marketplace Center/Parking Facility was approved by City Council. Land was transferred to the City during November, 1985. Ground breaking ceremonies were held in January, 1986, a contractor has been chosen and construction is scheduled to begin in July.

2. Pursue the development of a performing arts/convention center complex.

   CUDC interviewed consultant groups and retained a team, led by the Conway Company to prepare a definition plan for a mixed use project. A team approach was used to incorporate expertise in public-private real estate projects, planning and architecture, economic analysis and performing arts centers. A first draft of the report has been completed and is being reviewed by the CUDC committee. A final report is expected in summer 1986.

3. Generate new commercial loans through CUDC's tax exempt loan program.

Since July, 1985, six loans totalling $12,790,000 have been made for renovation of existing commercial buildings. In addition, the program was amended to allow for the acquisition of property and new construction. The West Morehead area was added to eligible areas for use of these funds. Two additional loans are in the review process.

4. Coordinate CUDC's $21 million Residential/Loan Program. Encourage further public improvements in Fourth Ward.

The interest rate in the housing program has been lowered from 8 3/8% to 6 3/4% to reflect the current trend in mortgage interest rates and to stimulate interest in the program. Six projects received approval through the Design Review Committee and three additional projects were in the review process. CUDC worked with Cameron Brown and First Union Mortgage division to ensure that the program ran smoothly.

In addition, advertising was secured in construction publications to attract developer interest in uptown housing and seminars were conducted for developers to familiarize them with the loan program and housing opportunities.

5. Continue to explore development of the CUDC block.

Various informal proposals have been evaluated concerning the best use of the CUDC block. Meetings were held with developers interested in acquiring land along West Trade Street. Contacts were made with a developer who purchased "problem" properties which are adjacent to the CUDC block. Elimination of these problem properties will enhance the value of the CUDC block and improve the opportunities for future development.

6. Coordinate public/private transportation management program.

CUDC worked with the City, State and the Uptown business community to organize a public/private transportation venture. A total of $89,000 has been raised from Uptown employers to initiate a free bus service from the Southeast to the Uptown area. The idea was initiated due to anticipated traffic problems relating to construction of the 54" water main along Providence Road, the need to alter people's driving habits and to encourage Uptown employees to take the bus. The service is scheduled to begin July, 1986.

7. Prepare promotional material about the uptown office space and establish network system to expose its virtues.

CUDC coordinated a $115,000 advertising campaign to increase awareness of Uptown as a place to locate businesses and to attract new companies to locate in the area. In cooperation with Central Charlotte Association and seven building owners, an advertising campaign was developed focusing on television commercials, printed media and creation of an Uptown Ambassador Program. Over 200 television advertisements are scheduled to be aired in May and June, 1986.

8. Evaluate West Morehead area recommendations for a commercial loan program, an incubator center and a marketing plan.

Working with the Planning Commission, CUDC received approval from City Council to include the West Morehead area in the redevelopment and loan program. One loan was made for the redevelopment of an 18,000 square foot building for small, start-up businesses. In addition, public hearings were conducted for West Morehead property owners to acquaint them with CUDC and the economic opportunities and assistance programs which they can offer.

9. Promote day-care facilities uptown.

In cooperation with Child Care Resources, CUDC assisted in the corporate consortium effort to establish a day care facility in the Uptown area. This effort is on-going and is included in the FY87 proposed work plan.

FY87 OBJECTIVES

1. Pursue the timely construction of the Marketplace/Parking Facility.

Continuing in its role as agents for the City, work toward the commencement of construction of the Marketplace/Parking Facility along North Tryon Street. Assist the Carley Capital Group and the City of Charlotte as needed to ensure timely completion and success. Monitor the progress of the project through CUDC's $8,950,000 tax-exempt loan and anticipated CUDC funding for the renovation of the Montaldo's building which will be an adjunct to the project.

2. Coordinate educate and gain support for a public-private convention center/performing arts center complex.

Working with a team of consultants, the CUDC committee and Advisory Task Force, complete the study and establish a business plan outlining the required implementation process for the development of the mixed-use projects. Build support at various levels through discussions with government leaders, key individuals, contingency groups and city staff. Solicit interest and commitments from the business and arts communities. Seek necessary state-enabling legislation deemed to beneficially affect the project. Identify interested developers to participate in the venture.

3. Administer CUDC's commercial loan programs.

Work with property owners, developers and lending institutions to generate additional tax-exempt loans to qualified borrowers within five (5) certified redevelopment areas. Utilitize CUDC's other conventional loan programs. When appropriate, to foster development not suitable for tax-exempt financing. Monitor outstanding loans subject to CUDC procedures and compliance regulations.

4. Continue CUDC's Uptown Residential Loan Program.

Assist developers of existing and planned housing projects, coordinating efforts between lenders, the City and the CUDC Design Review Committee. Attract additional housing developers. Monitor the status of uptown residential development patterns through absorption levels of apartments and owner-occupied projects. Look for signs of housing shifts and preferences which may require new program emphasis.

5. Participate in other on-going efforts.

Use the offices of CUDC, as required, to expedite the fulfillment of various uptown programs related to·

- Transporation
- First Ward Neighborhood
- Office and Commerical Promotion
- Day Care Facilities
- West Trade Street Corridor

7C

BUDGET AND EVALUATION DEPARTMENT
CONTRACT EVALUATION REPORT

CONTRACTOR: CHARLOTTE CHAMBER OF COMMERCE
CENTRAL CHARLTOTE ASSOCIATION

CONTRACT AMOUNT: $180,276 - DISTRICT NUMBER 3
36,924 - DISTRICT NUMBER 2
$217,200

CONTRACT PERIOD· JULY 1, 1985 TO JUNF 30, 1986

INTRODUCTION

The Charlotte Chamber of Commerce has requested continued funding in FY87 for the Central Charlotte Association (CCA) to provide marketing, special events and public awareness activities in and around the Tryon Street Mall area, and specifically to benefit property owners in areas known as Municipal Services Districts Number 2 and Number 3. As part of the funding process, the Budget and Evaluation Department has reviewed the Central Charlotte Association's progress toward achieving the objectives contained in the current contracts. This review is based on the quarterly progress reports submitted by the Central Charlotte Association, conversations with other City staff who have been involved with the projects undertaken in FY86 and from conversations with Central Charlotte Association staff. An analysis of objectives and achievements and a review of proposed objectives for FY87 is provided below.

FY86 OBJECTIVES

The FY86 contracts between the City and the Charlotte Chamber of Commerce contain eight objectives which emphasize marketing, public relations and promotional events to benefit the Municipal Services Districts Number 2 and Number 3.

1. Ensure the development and implementation of marketing plans for Districts Number 2 and Number 3.

   A tenant mix study was completed through a contract with Retail Real Fstate Concepts. The study includes an inventory of current uses, evaluation of the mix of uses and recommendations concerning retail opportunities Uptown. During the second quarter, meetings were held with Uptown retailers, the City and the Charlotte Uptown Development Corporation to discuss how best to attract those retailers who are needed in the Uptown area.

   In addition, CCA contributed $25,000 to the CUDC's Uptown Office Space marketing campaign.

2. Foster activities that promote the expansion of the commercial, retail and entertainment base in Municipal Service Districts Number 2 and 3.

CCA assisted the Marriott Center in developing the Outdoor Cafe concept. Meetings were held to insure that Environment Health Department and ABC Board requirements would be met in an outdoor cafe setting.

CCA, in cooperation with Uptown retailers and the Convention and Visitor's Bureau, developed a Conventioners Credit Card which provides gifts, free services and discounts from various Uptown retailers to delegates to conventions held in the City.

CCA is in the process of developing a parking data bank, which will provide an inventory of daily and monthly parking spaces in the Uptown area and list contact persons for the various lots.

Fourthly, the vendor ordinance was amended to allow vendors to cluster in high traffic areas rather than to require them to spread out along the entire length of the Mall.

3. Publicize or assist in publicizing activities, amenities, and services within Municipal Service District Numbers 2 and 3.

A monthly calendar is produced which lists entertainment, arts and cultural events scheduled for the Uptown area. The calendars are put in the kiosks and distributed through businesses and hotels.

A two-page section of the Observer was purchased to publicize the schedule of holiday events to be held in the Uptown area.

In cooperation with the Convention and Visitor's Bureau, the Visitor's Information Center is staffed and maintained.

4. Develop an expanded program of planned promotional activities and special events.

CCA was actively involved in many events held in the Uptown during FY86. Some of these included: Kids Day, St. Patricks Day Parade, Christmas Tree Lighting, 1st Anniversary of the Mall Opening, National Ice Cream Day, Summer Stage '86, and are participating in the planning for Jazz-fest to be held this fall.

In addition, CCA worked with a committee of Uptown retailers to involve retailers in the planning of promotional events in the Uptown. CCA also has been working with the City in developing plans to expand and modify Independence Plaza Park and provided tables and chairs for the Park.

5. Develop and distribute printed materials and brochures, as needed, to promote the uptown area and, specifically, Municipal Service Districts Numbers 2 and 3.

Announcements and advertisements for many special events were provided by CCA including programs and song sheets for the Christmas Tree Lighting Ceremony, posters for Summer Stage and National Ice Cream Day. CCA also issued news releases, and published the Uptown Update.

6. Assist the Charlotte Department of Transportation in promoting the uses and benefits of the Tryon Street Mall as the hub of the transit system and as a pedestrian place.

CCA worked with the Charlotte Department of Transportation to arrange special bus fares for Kid's Day - children and parents could ride Uptown and back home for $1.

In addition, the CCA has been working closely with CDOT and Uptown retailers to establish an inner-City shuttle bus which would run a continuous service around the Uptown area (Monday to Friday) to shuttle both visitors and workers from office buildings and hotels throughout the Uptown area.

FY86 EXPENDITURES

As of April 1, 1986, $109,225 had been expended. Expenses in the amount of $65,182 are anticipated to be expended during the fourth quarter, for a total of $174,407 or 80% of the budget.

FY87 OBJECTIVES

The work objectives in FY87 are the same as the objectives in FY86.

1. Ensure the development and implementation of a marketing plan for Municipal Services Districts Number 2 and 3.

2. Foster activities that promote the expansion of the commercial, retail and entertainment base in Municipal Service Districts Number 2 and 3.

3. Publicize or assist in publicizing activities, amenities, and services within Municipal Service District Numbers 2 and 3.

4. Develop an expanded program of planned promotional activities and special events.

5. Develop and distribute printed materials and brochures, as needed, to promote the Uptown area and, specifically, Municipal Service Districts Numbers 2 and 3.

6. Assist the Charlotte Department of Transportation in promoting the uses and benefits of the Tryon Street Mall as the hub of the transit system and as a pedestrian place.

7-D

BUDGET AND EVALUATION DEPARTMENT
CONTRACT EVALUATION REPORT

CONTRACTOR: CHARLOTTE CONVENTION AND VISITOR'S BUREAU

CONTRACT AMOUNT· $1,052,007

CONTRACT PERIOD July 1, 1985 to June 30, 1986

INTRODUCTION

The Charlotte Convention and Visitor's Bureau (CCVB) has requested continued funding for FY87. These funds would be used to promote and attract conventions and visitors to the Charlotte area. Monies are dedicated for this purpose from the hotel/motel occupancy tax according to the following schedule:

50% of first million dollars
35% of second million dollars
25% of the remainder

The purpose of this report is to review the effectiveness of the Charlotte Convention and Visitor's Bureau at meeting the objectives contracted for by the City.

The status of achievement information which follows is based upon quarterly progress reports submitted by CCVB, conversations with CCVB staff and a review of the Bureau's 1986-87 Operating Plan and Budget.

FY86 OBJECTIVES

1. Promote and recruit conventions, meetings and trade shows in order to book 80 conventions during FY86.

Promotion efforts include advertising in meeting planning publications, mailing of information and telephone follow-up of leads based on inquiries. In addition, CCVB is a member of the International Association of Convention and Visitor's Bureaus and receives information from that organization concerning groups which have met and/or are planning to meet in the southeast. As members of the American Society of Association Executives, the CCVB provides an exhibit at the twice, annual meetings and solicits and follows-up on convention leads. Another method used to promote conventions are sales trips and personal calls on organizations responsible for planning conventions. Two such trips were conducted to Washington, D.C.

As of June 10, 1986, 76 conventions had been booked and 15 additional bids were still pending. To recruit these 76 conventions, 125 bid packages were prepared and 3,049 convention solicitation sales letters were mailed. These 76 conventions will draw an estimated 50,736 delegates for 202,307 days and spending $28,363,441 in Charlotte.

2. Through the use of automated systems, provide "Housing Bureau" reservations representing 11,000 hotel rooms at multi-hotel conventions.

Although an automated "Housing Bureau" reservation system was not implemented in FY86 as planned, a manual system is operational. Any convention using more than one hotel is contacted and offered the Housing Bureau service. With this service, convention delegates can contact CCVB and handle hotel reservations through one central point instead of calling numerous hotels directly. Of the conventions held in FY86, approximately 33% were multi-hotel conventions and 67% were single-hotel conventions. Twelve associations made use of the Housing Bureau service and 7,502 room reservations were booked through the CCVB.

It should be noted that although the objective of booking 11,000 rooms through the Housing Bureau was not achieved, all requests for the service were honored and all room requests were booked.

The objective of implementing the automated Housing Bureau will be carried forward to FY87.

3. Develop a program to provide the local hospitality industry with a better understanding of the Bureau's services and programs by March 1986.

A number of programs were sponsored in FY86 which contributed to the achievement of this objective. The newsletter, "City Lights" was published quarterly and had a local distribution of 300 copies to all aspects of the hospitality/travel industry, and to civic and governmental offices. "Destination Charlotte" was a program sponsored by CCVB which included an educational review of services provided by CCVB for the travel industry.

In addition a panel discussion was held for some of the smaller, outlying properties (Independence Boulevard area and Interstate areas) to discuss how the Occupancy tax was benefitting them. A discussion of their concerns and the services that CCVB could offer was held.

Springfair was a regional campaign, targeted at the drive-in, weekend market. It consisted of a series of ads in eight regional newsletters and publicized the events scheduled for April and May, including Springfest, World 600 Week and other concerts, theater events and neighborhood festivals. A brochure listing the events and hotel accommodations was printed and sent to anyone who inquired through the toll-free telephone number.

Finally, a monthly "Attractions" meeting is held with average attendance of 30-60. These meetings are conducted for the entertainment segment of the industry and provides information on topics such as marketing strategies. Representatives from Discovery Place, Carowinds, Polk Birthplace, etc. are invited to attend.

4. Develop a strategic marketing plan for Charlotte, including all travel/convention market segments by March 1986.

A specific strategic marketing plan was not prepared in FY86. The annual operating plan, prepared in April, 1986 contains a program strategy for each department of CCVB and an operating plan for each department.

While the marketing plan for conventions and trade shows has been successful in meeting its objectives, the plan for increasing travel and tourism has not met with as great of success. The Springfair advertising campaign and brochure did not produce the volume of inquiries as expected. As a result, a different or modified strategy is being developed and will be tried in FY87.

5. Communicate the benefits of Charlotte as a convention and visitor destination through the distribution of press releases and feature articles on Charlotte to trade and consumer media.

Sixteen press releases were issued during FY86 on such topics as total revenues from tourism, the blitz trip to Washington and the visit from Senator Inouye of Hawaii. A number of articles appeared in both trade publications and in general readership publications. Sky Magazine (Delta Airlines) and Pace Magazine (Piedmont Airlines) had an article; articles appeared in Southern Living, New York Times, and Greensboro News and Record; trade publications which had articles on Charlotte included Travel Weekly, The AAA Traveler, Business Travel News, Meeting News, A&SM, The Travel Agent, Meeting News, Meetings and Conventions, Travel South and Successful Meetings.

Press kits were assembled and distributed to Atlanta Bureaus of Associated Press, United Press International, CBS, NBC and ABC, Newsweek, Time, U.S. News and World Report, USA Today, New York Times, Chicago Tribune, Orlando Sentinel, Wall Street Journal and Los Angeles Times. On two New York trips, press kits were delivered to the offices of eleven travel and tourism trade publications.

Extensive local exposure has also been received through media coverage including radio, television, newspapers and periodicals such as Charlotte Magazine, Business Journal, Charlotte Business and Finance, Charlotte Host, What's in Charlotte, and Business North Carolina.

6. Promote motor coach tours in order to increase the number of motor coach tours. Establish a numerical goal after baseline data becomes available.

A number of efforts were made to expand the motor coach tour segment of the Charlotte tourism market. Following the "Destination Charlotte" program, postcards were sent to 2,000 motor coach tour operators. Following the postcard, a major publication produced in-house by CCVB, the Group Tour Planner, was sent to these tour operators. A state matching grant was received to help pay for the development and publication of this new promotional piece. It was also distributed at three motor coach trade shows attended by CCVB staff. As a result of these trade show visits, 91 appointments with interested tour operators were made. All of these appointments were subsequently distributed to the local travel community as leads on motor coach tour business.

Achievement of a numerical goal on this objective will be difficult if not impossible to measure. Most motor coach tours deal directly with a single hotel. Reliable baseline data is not available to the CCVB and therefore goals for increases cannot be realistically set. The promotion of motor coach tours will continue to be an integral part of the CCVB

workload, however, numerical data concerning the impact of this work on the number of tour operators including Charlotte as either a destination or stop on a regional tour will be difficult to obtain.

7. Promote group tours and tourism in Charlotte by developing the following products:

- Black Heritage Tour Itinerary
- Festivals Brochure
- Christmas Brochure

Achievement of this objective is related to objective number 6, above. A Black Heritage Tour itinerary is included as one of the four outlined tour itineraries in the Group Tour Planner.

The Springfair brochure, outlining the events to be held in Charlotte during May and June was produced and mailed to all those requesting one. In addition, the brochures are distributed in the Welcome Center on I-77.

A Christmas brochure, outlining all holiday events from mid-November through December was published and widely distributed.

8. Increase from five to ten the number of familiarization tours for meeting planners, travel agents, tour operators and travel writers.

Familiarization tours are designed to familiarize those attending with Charlotte as a convention and tourist area. Depending upon the interest of the group, tours are conducted of convention/meeting facilities, hotel/restaurant facilities and entertainment facilities.

CCVB's responsibilities for a full-scale familiarization tour includes meeting the group at the airport, providing bus transportation to the hotels, arrangements for meals and receptions, arrangements for tours of facilities and gifts to those attending. Normal costs incurred by the CCVD for a familiarization tour would be approximately $3,000. Hotels, restaurants and airlines frequently provide complementary accommodations. However, arrangements and transportation costs are supported by the CCVB.

During FY86, eight familiarization tours were conducted or participated in by CCVB. One was conducted in October, 1985 for 31 tour operators. There were two familiarization tours in November: one hosted in cooperation with Piedmont Airlines for 46 travel agents; one hosted in cooperation with AAA for travel writers and travel counselors. There was a convention of Travel Agents of the Carolinas and a bus tour of the City and hospitality function at the Mint Museum was hosted by CCVB for 35 travel agents. Two familiarization tours were held for meeting planners requiring convention facilities and uptown locations and one tour was hosted for meeting planners who did not require the large facilities. One additional familiarization tour is scheduled for the end of June, 1986 in conjunction with the Board of Directors meeting of the National Tour Association.

## FY87 OBJECTIVES

Objectives have been developed in cooperation with the CCVB which focus on each of the three departments of CCVB - Conventions, Communications, Tour and Travel. These objectives are consistent with the FY86-87 Operating Plan and Budget which was prepared by CCVB in April 1986 and reflect the strategy and operating plan for each department.

### Conventions

Strategy· To shift the emphasis from focusing on the state markets to keying in on regional and specifically targeted national markets.

1. Promote and recruit conventions, meetings and trade shows in order to book at least 80 conventions in FY87. Utilize all of the following methods to promote Charlotte as a convention site·

   A. Familiarization Tours
   B. Blitz Trips
   C. Trade Shows
   D. Geodesic Display Booth
   E. Meeting Planners Guide
   F. Slide Shows/Video Show

2. Bring the convention Services computer on-line in order to automate the Housing Bureau. Offer Housing Bureau services to all multi-hotel conventions and respond to all room reservation request in a timely fashion.

3. Participate in the planning, organization and execution of "Focus-on-Charlotte", a meeting of 350 meeting planners to be held in Charlotte in June, 1987.

### Communication

Strategy. To produce a well-coordinated communications effort which is consistent with the strategies of the other departments; to assist the entire Bureau in development of communication tools.

1. Communicate the benefits of Charlotte as a convention and visitor destination through the distribution of press releases, and feature articles on Charlotte to trade and consumer media.

2. Host at least one familiarization tour for travel writers.

3. Utilize the quarterly newsletter, CITY LIGHTS, to feature regular news from the Bureau Departments and to highlight news items from area attractions, hotels, tour operators and airlines.

4. Produce a quarterly calendar of events.

Tour and Travel

Strategy· Increase the effort in sales and marketing of Charlotte as a tour and travel destination through direct marketing to the tour operator markets rather than through advertising.

1. Provide direct mail marketing to tour operators and travel agents at least four times during FY87; update the Group Tour Planner to insure that current information is provided.

2. Conduct at least two familiarization tours for tour operators and travel agents.

3. Place strong emphasis on consumer travel to increase weekend consumer tourism; develop a promotional program to highlight consumer events during the summer travel season, holiday season and spring '87 season.

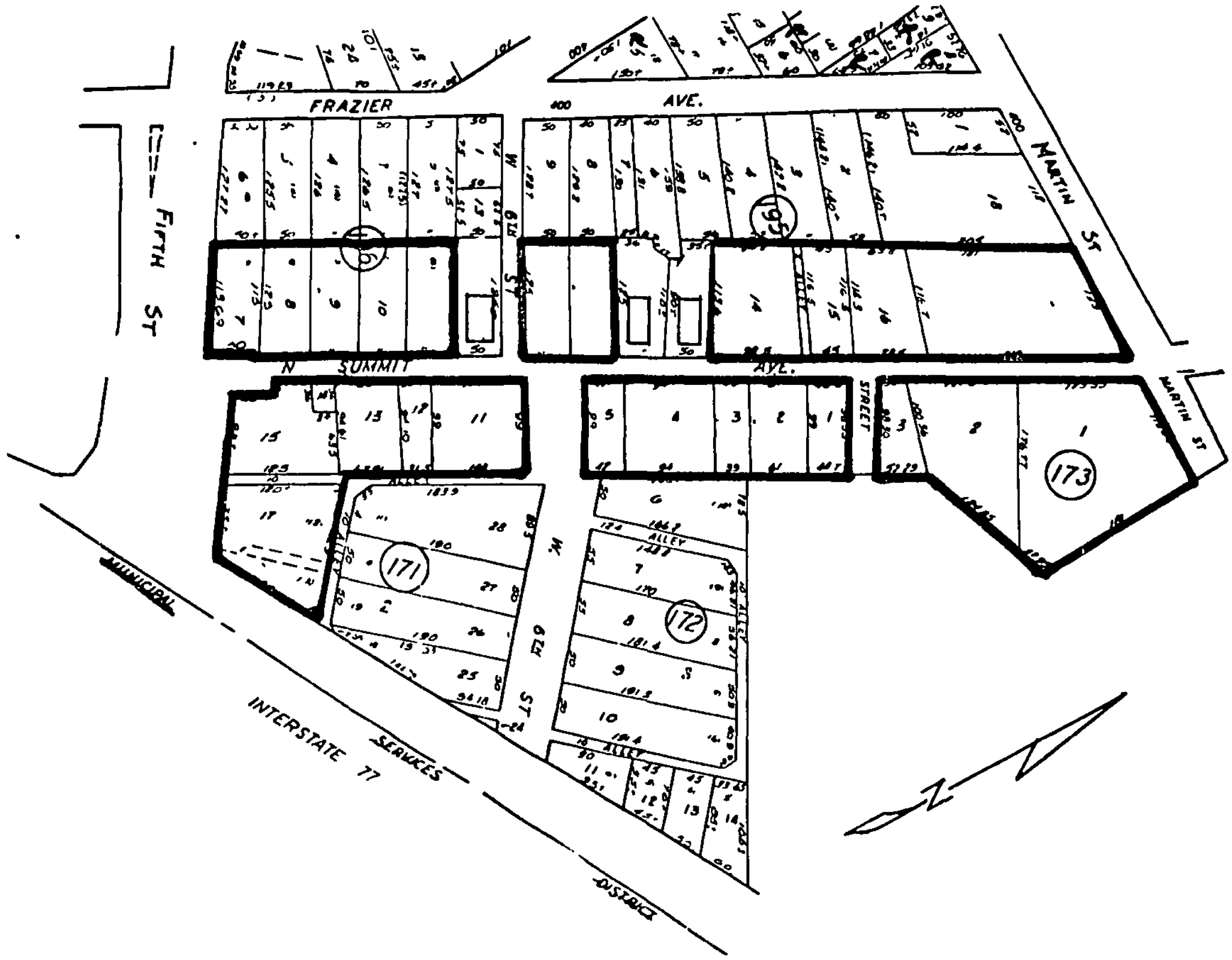
FY87 BUDGET

The CCVB proposed budget calls for spending $1,038,554 or a 1% decrease from the FY86 budget. This budget funds 12 full-time and three part-time positions. This decrease is the result of a reduced amount of carry-over funds available to be spent in FY87. However, the revenues from the Occupancy Tax are expected to increase by 4.5%. The proposed budget would be funded as follows·

| | |
|---|---|
| 86-87 Occupancy Tax | $ 950,004 |
| Interest Earnings | 28,000 |
| Carry-Over | 60,550 |
| | $1,038,554 |

The FY87 budget proposes to fund the program functions as follows·

- Administration, including all personnel expenses, to increase by 8% to $497,748.
- Advertising to decrease by 8% to $285,318.
- Convention Sales and Services to decrease by 17% to $95,932.
- Communications to increase by 13% to $110,451.
- Tour and Travel to increase by 9% to $49,069.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#8

#9

COMMUNITY DEVELOPMENT DEPARTMENT
PROGRAM EVALUATION REPORT

NAME OF PROGRAM: HOUSING MODIFICATION FOR THE HANDICAPPED

PERIOD COVERED: July 1, 1985 - April 30, 1986

DATE PREPARED: April 30, 1986

CONTRACTOR: Metrolina Independent Living Center (MILC)

A. SUMMARY

1. A Memorandum of Understanding between MILC and the City was approved by City Council for $106,500 for a 12-month period beginning July 1, 1985; $46,762 was carried over from the previous year for a total budget of $153,262.

2. During the 10 months covered by this evaluation, 47 housing units were modified for handicapped persons, thus meeting 118% of the annual client goal.

3. Through April 30, 1986, program expenditures this year totaled $136,734.29 or 89% of the FY86 budget and carry-over funds.

4. The average modification cost per housing unit was $2,909.

5. Since the program began on January 10, 1984, a total of $239,972.72 has been spent: $220,226.18 on modifications for 103 homes and $19,746.54 for first year administrative costs.

B. PROGRAM OPERATIONS

1. FY84-85 Program

In FY84, this program was created to provide home modifications for handicapped persons in order to facilitate their mobility and independent functioning. The program was developed in response to an urgent need documented by a 1981 survey conducted by MILC. The survey confirmed 1980 census data indicating that there are approximately 14,512 housing units in Charlotte-Mecklenburg which have a handicapped occupant. Approximately 11,500 (79%) of these households have family incomes that are less than 80% of the median income for Charlotte SMSA and/or are below poverty level. On January 10, 1984, the City entered into a 12-month contract with MILC for $100,000. This contract was later amended to add $50,000 and to extend the contract through June 30, 1985.

During the first twelve months of program operation, MILC was totally responsible for all phases of program operation: screening clients, assessing client needs, writing up the specifications for necessary modifications, selecting and hiring a contractor to do the housing modifications, monitoring work in progress and making payments to the contractor.

In January 1985, MILC's Housing Modification Technician who did the work write-ups and monitored the construction contracts for the home modifications, applied for and was hired in the position of City Housing Rehabilitation Inspector. In March 1985, the City proposed that, rather than fill the MILC position, the City perform the functions formerly carried out by that position; and that home modifications for the handicapped become a part of the Standard Community Development Rehabilitation Loan and Grant Program. MILC accepted this proposal and requested that all financial matters be administered by the Community Development Department.

During this 18-month contract, 56 homes were modified for handicapped residents, thus, meeting 140% of the program objectives. Program expenditures totalled $103,238.43, $83,491.89 for home modifications and $19,746.54 for program administration. For a breakdown of productivity and expenditures by quarter, see Table 1 and Figure 1.

2. FY86 Program (current Memorandum of Understanding)

A Memorandum of Understanding between MILC and the City for FY86 established that:

a. MILC would:

1) Select and screen potential deferred payment loan borrowers or grantee recipients based on income eligibility and housing modification needs and urgency.

2) Refer clients to CD with required recommendation and documentation.

b. The City through its Community Development Department would:

1) Receive client referral information data from MILC.

2) Inspect dwellings for modification and code violation needs.

3) Prepare work write-ups for home modification.

4) Confer with MILC personnel and loan/grant recipient to assure consensus on home modification needs.

5) Solicit home modification bids.

6) Select lowest responsible bidder and advise MILC and loan/grant recipient.

7) Monitor home modification rehab work.

8) Make final inspection after home modification rehabilitation is completed.

9) On a case-by-case basis, refer clients to the City's Rehabilitation Loan and Grant Program to cover the cost of housing code violations.

10) Have all checks for rehabilitation work made payable jointly to the loan/grant recipient and the contractor for disbursement. Secure final recipient sign off for the work performed and disburse checks to contractors, accompanied by MILC personnel.

Because General Revenue Sharing funds were used to fund this program, funding of modifications remained separate from the Standard Rehabilitation Loan/Grant Program. However, when rehabilitation to correct code violations was needed, funds from both sources were used: GRS funds to make the unit accessible and CD funds to make the unit standard.

During the 10-month period covered by this evaluation, 47 housing units were modified, meeting 118% of the production goal, with two months remaining in the program year.

Expenditures during this period totalled $136,734.29, all of which was spent for home modifications. For a breakdown of productivity and expenditures by quarter, see Table 2 and Figure 2.

The average cost of modifications are $2,909 per housing unit. By far the most frequent modifications are those required for clients in wheel chairs, i.e. ramps, widening of doors and grab bars and/or roll-in showers in bathrooms. For a breakdown of home modifications by type, see Figure 3.

All clients had family incomes falling within the low/moderate range; 96% were low income households. (See Figure 4.)

C. Cumulative Totals, FY84-FY86

Cumulative totals for the period January 10, 1984 through April 30, 1986 are as follows:

- 103 housing units were modified and
- program costs totalled:
  - $220,226.18 for home modifications
  - $19,746.54 for MILC administrative costs, totalling
  - $239,972.72

See Table 3 and Figure 5 for a breakdown of Productivity and Expenditures by fiscal year and by quarter.

TABLE 1

FY84-85

| QUARTERS | NUMBER OF UNITS | MODIFICATION EXPENDITURES BY QUARTER | ADMIN. EXPENDITURES BY QUARTER | TOTAL PROGRAM EXPENDITURES BY QUARTER |
|---|---|---|---|---|
| 3Q-84 | 4 | $4,265.00 | $895.00 | $5,160.00 |
| 4Q-84 | 5 | $13,883.20 | $9,086.10 | $22,969.30 |
| 1Q-85 | 17 | $22,294.63 | $4,794.41 | $27,089.04 |
| 2Q-85 | 24 | $35,366.06 | $4,105.06 | $39,471.12 |
| 3Q-85 | 5 | $4,733.00 | $865.97 | $5,598.97 |
| 4Q-85 | 1 | $2,950.00 | 0 | $2,950.00 |
| TOTALS | 56 | $83,491.89 | $19,746.54 | $103,238.43 |

Figure 1.

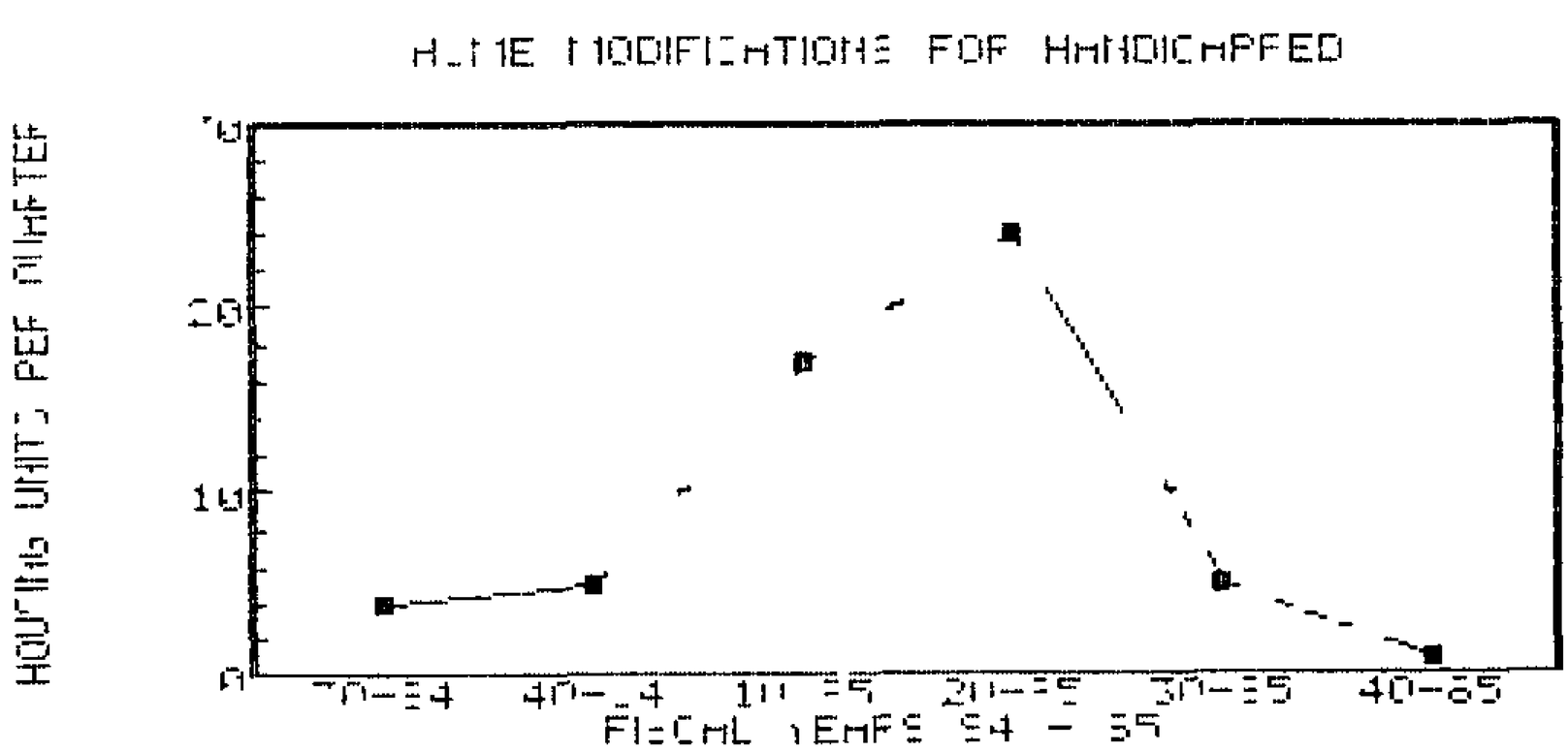


TABLE 2

PRODUCTIVITY AND EXPENDITURES, FY86

| QUARTERS | NUMBER OF UNITS | MODIFICATIONS TOTAL AMOUNT |
|---|---|---|
| 1Q-86 | 19 | $58,207.73 |
| 2Q-86 | 11 | $38,367.74 |
| 3Q-86 | 3 | $5,800.57 |
| 4Q-TD-86 | 14 | $34,358.25 |
| TOTALS | 47 | $136,734.29 |

Figure 2.

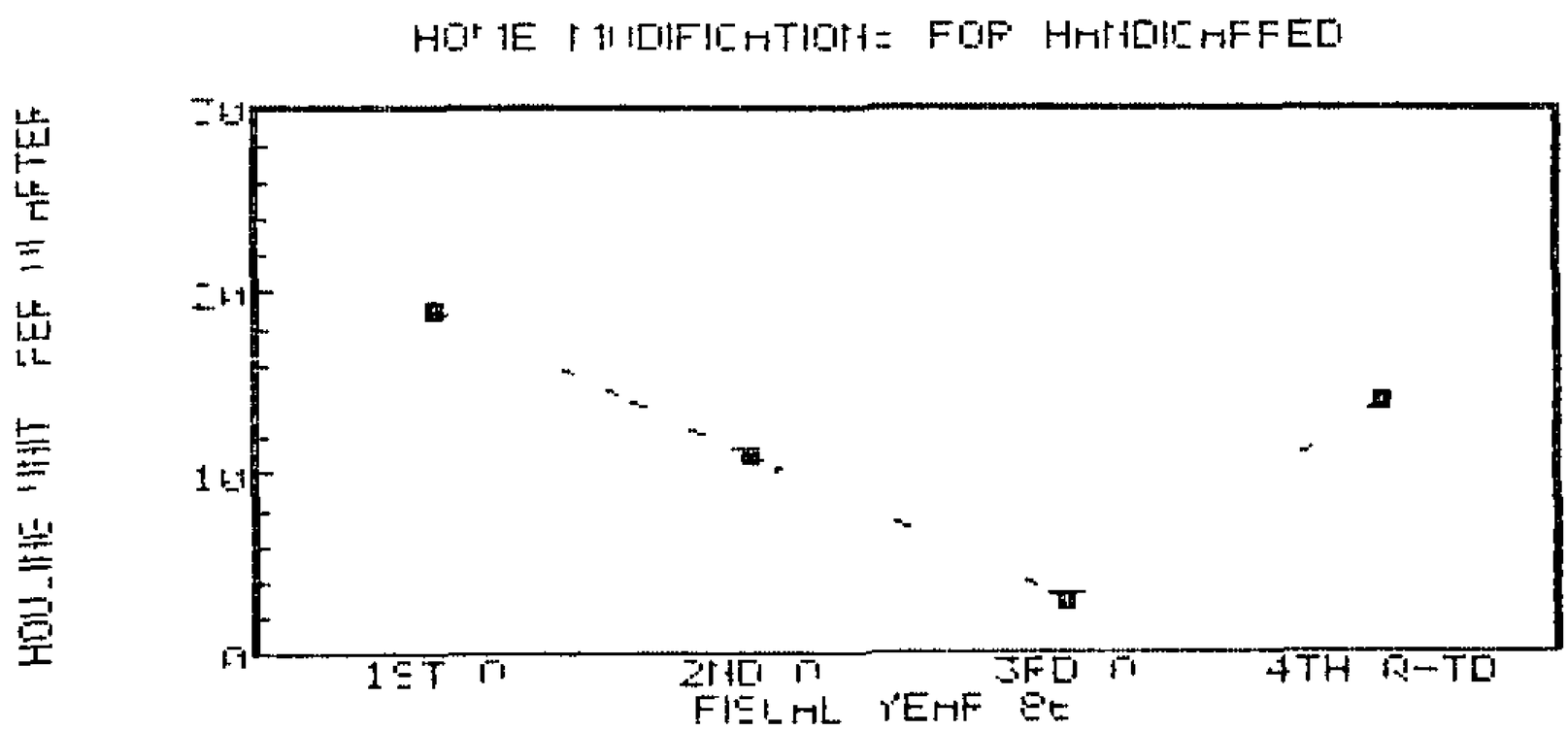


Figure 3.

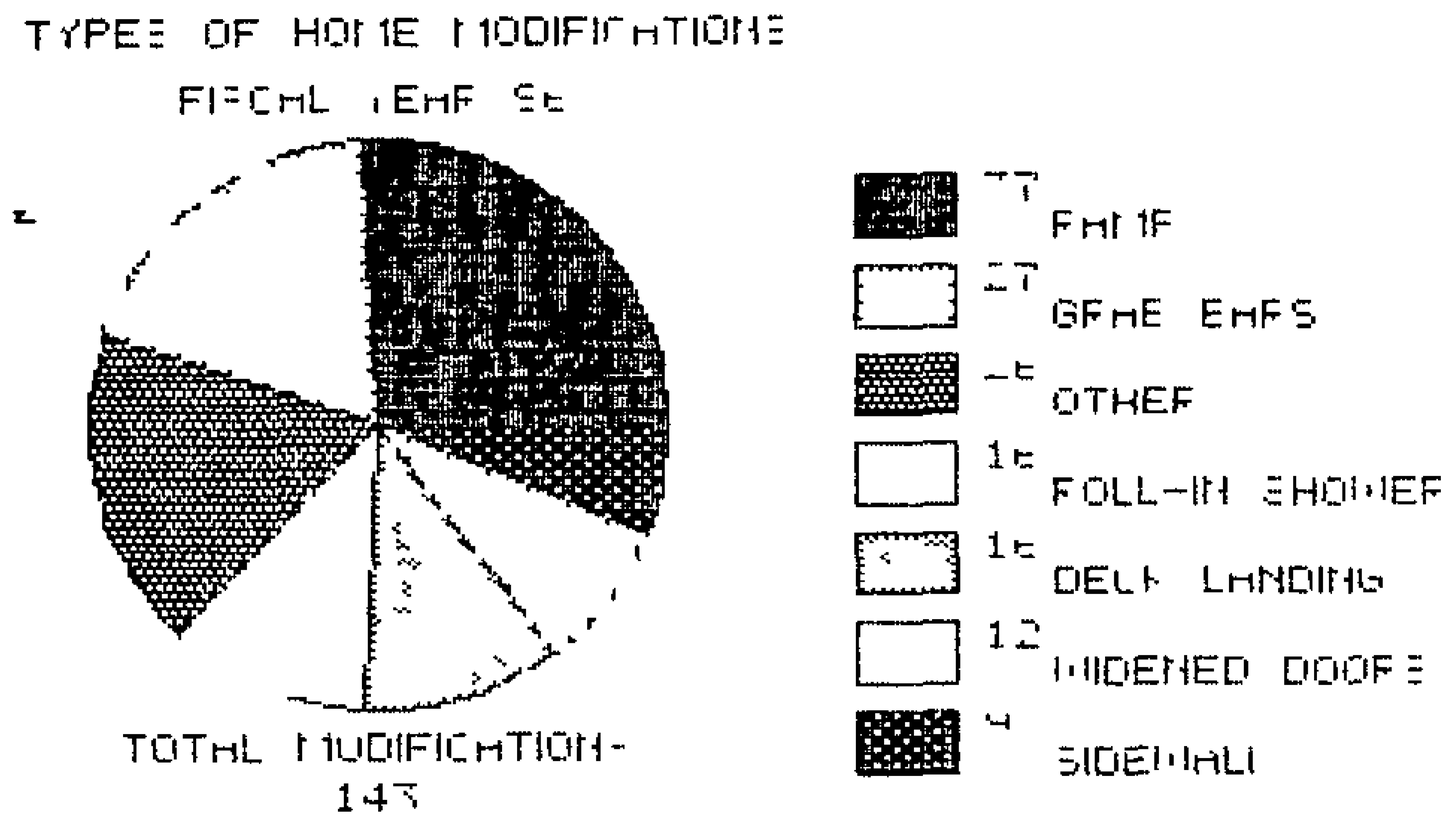



Figure 4.

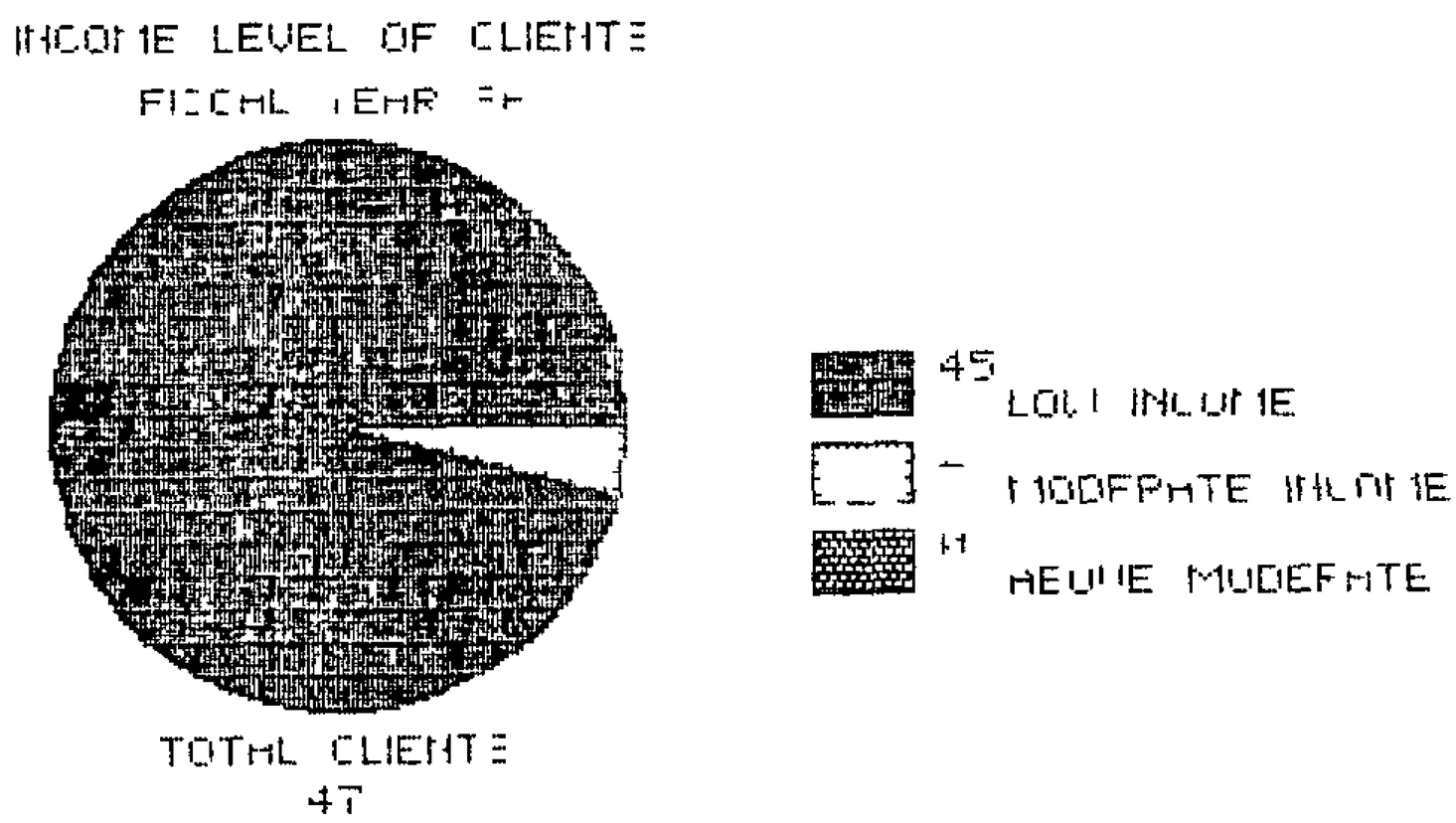
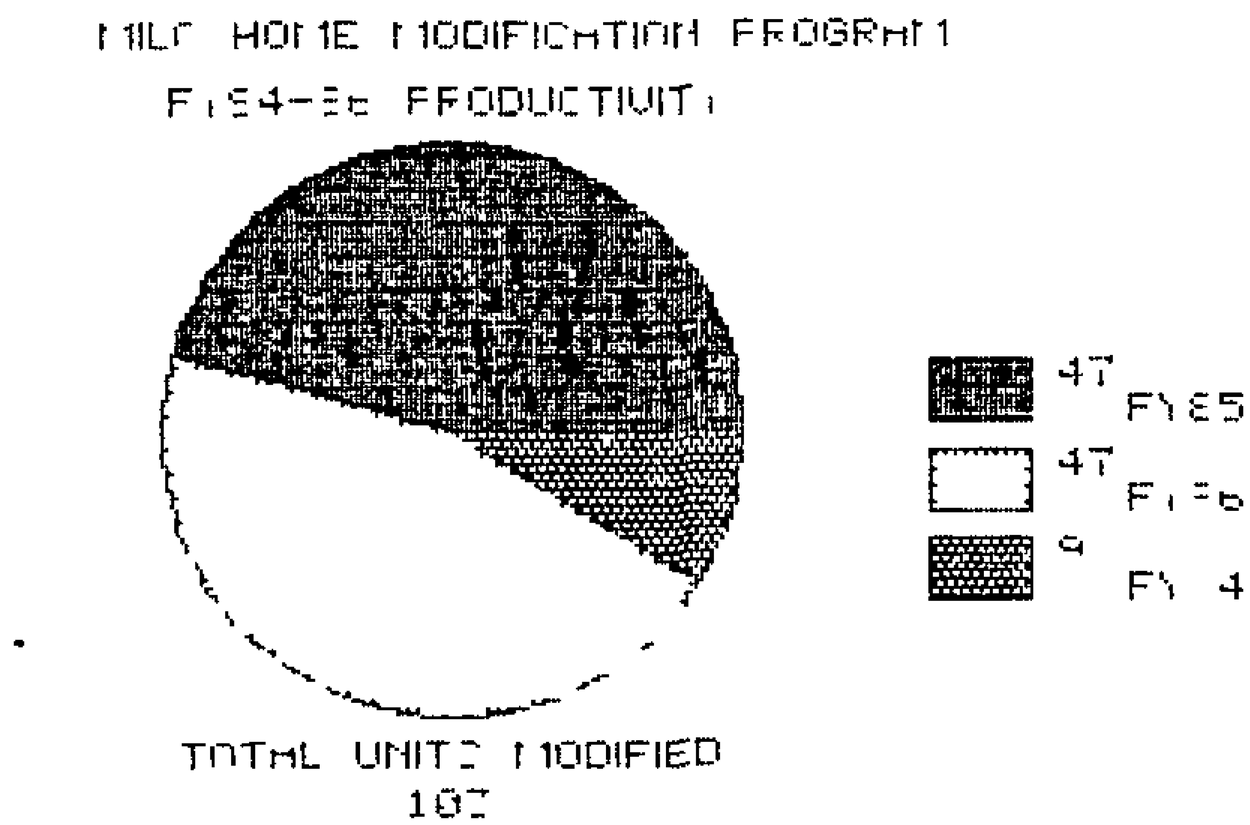


TABLE 3

PRODUCTIVITY AND EXPENDITURES, FY84-86

| QUARTERS | NUMBER OF UNITS | **********CUMMULATIVE FY84-86********** MODIFICATION EXPENDITURES BY QUARTER | ADMIN. EXPENDITURES BY QUARTER | TOTAL PROGRAM EXPENDITURES BY QUARTER |
|---|---|---|---|---|
| 3Q-84 | 4 | $4,265.00 | $895.00 | $5,160.00 |
| 4Q-84 | 5 | $13,883.20 | $9,086.10 | $22,969.30 |
| 1Q-85 | 17 | $22,294.63 | $4,794.41 | $27,089.04 |
| 2Q-85 | 24 | $35,366.06 | $4,105.06 | $39,471.12 |
| 3Q-85 | 5 | $4,733.00 | $865.97 | $5,598.97 |
| 4Q-85 | 1 | $2,950.00 | $0.00 | $2,950.00 |
| 1Q-86 | 19 | $58,207.73 | $0.00 | $58,207.73 |
| 2Q-86 | 11 | $38,367.74 | $0.00 | $38,367.74 |
| 3Q-86 | 3 | $5,800.57 | $0.00 | $5,800.57 |
| 4Q-TD-86 | 14 | $34,358.25 | $0.00 | $34,358.25 |
| TOTALS | 103 | $220,226.18 | $19,746.54 | $239,972.72 |

Figure 5.



#11

7 Appointed by Mayor
13 Appointed by City Council

## CHARLOTTE CLEAN CITY COMMITTEE

(20 Members)

Membership - Appointments are for three-year terms and appointees may reside anywhere in Mecklenburg County. No member may serve more than two consecutive full terms.

Responsibilities - Litter control ordinances and education; solid waste management recommendations; recycling projects; and prison alternatives through community service work programs.

| MEMBER | DISTRICT | ORIGINAL APPTMT. | RE-APPTMT. | TERM | EXPIRATION |
|---|---|---|---|---|---|
| (C)Millie Milsted W/F | 3 | 6/09/86 | | 3 yrs. | 6/30/89 |
| (C)Nancy Garber W/F | 1 | 10/28/85 | 6/09/86 | Unexp. | 6/30/89 |
| (M)Mary McDaniel W/F | 2 | 10/06/80 | 7/11/83 | 3 yrs. | 6/30/86 |
| (C)Priscilla Duncan B/F | 4 | 3/08/82 | 6/13/83 | | |
| | | | 6/09/86 | 3 yrs. | 6/30/89 |
| (M)Jon S. Jenrette | | 6/07/85 | | Unexp. | 6/30/86 |
| (M)Craig Hunley | | 11/13/84 | | 3 yrs. | 6/30/87 |
| (C)Joanna H. Roberts | 6 | 9/10/84 | 6/10/85 | 3 yrs. | 6/30/88 |
| (M) | | | | | 6/30/87 |
| (C)Ethel Grier | | 6/10/85 | | 3 yrs. | 6/30/88 |
| (C)Ernest Phipps W/M | 5 | 10/28/85 | | Unexp. | 6/30/88 |
| (C)Joseph H. Spencer, Jr. | | 6/10/85 | | 3 yrs. | 6/30/88 |
| (C)Jolene Baker W/F | 4 | 11/16/81 | 6/14/82 | | |
| | | | 6/10/85 | 3 yrs. | 6/30/88 |
| (C)Eric A. Peterson W/M | | 7/08/85 | | 3 yrs. | 6/30/88 |
| (M)Nancy Mayer W/F | 7 | 1/25/83 | 6/13/85 | 3 yrs. | 6/30/88 |
| (C)Lois Barnhill B/F | 1 | 10/08/84 | | Unexp. | 6/30/87 |
| (C)Jane Howard Billings W/F | 7 | 6/10/85 | | Unexp. | 6/30/87 |
| (C)William Gorelick W/M | 6 | 9/13/82 | 6/11/84 | 3 yrs. | 6/30/87 |
| (C)Ruth Morris B/F | 2 | 11/16/81 | 6/11/84 | 3 yrs. | 6/30/87 |
| (M)Willie DeShields B/M | 5 | 7/13/84 | | 3 yrs. | 6/30/87 |
| *(M)John M. Kingry W/M | 7 | 7/13/84 | 6/13/85 | 3 yrs. | 6/30/88 |

*Chairman

#12

## APPOINTMENTS

Information on Nominees

| | District | Profession/Business |
|---|---|---|
| SPIRIT SQUARE BOARD OF TRUSTEES· | | |
| 1. Cullie Tarleton W/M | 2 | V P & Gen. Mgr. - WBTV |
| 2. Marilyn Overton W/F | 6 | Systems Coordinator - Duke Power |
| 3. Robin Cochran /F | 1 | Travel Sales |
| MINT MUSEUM BOARD OF TRUSTEES | | |
| 1. Willa Cline B/F | 6 | Real Estate Dev /Manager |
| 2. Ben T Craig | | Bank Executive |
| 3. Pam Patterson W/F | 1 | City Council Member |

6 Appointed by City:
Mayor (2); Council (4)
6 Appointed by County
6 Appointed by Arts and Science Council
8 Spirit Square

## SPIRIT SQUARE BOARD OF DIRECTORS

(26 Members)

Membership - Appointed for three-year terms. Although drawn from many diverse backgrounds, they share an interest in the development of arts opportunities for the public. No director shall serve for more than two full consecutive three-year terms.

Responsibilities - As a non-profit organization, the Board of Directors, by law, is charged with the management of its affairs. Specifically, the Board sets policy, approves the annual budget, hires the director, raises supplementary funds when necessary, and engages in specific administrative functions through appropriate committees. The by-laws require quarterly meetings but more frequent meetings are called.

| MEMBER | DIST. | BUSINESS/ PROFESSION | ORIGINAL APPTMT. | RE-APPTMT. | TERM | EXPIRATION |
|---|---|---|---|---|---|---|
| City | | | | | | |
| (C)Eleanor Brawley W/F | | Communications Dir./ Queens College | 4/14/80 | 6/02/80<br>5/09/83 | 3 yrs. | 6/30/86 |
| (M)Richard Vinroot W/M | 6 | Attorney/City Council | 6/10/82 | 6/13/85 | 3 yrs. | 6/30/88 |
| (C)Lawrence Davidson, III B/M | 2 | Attorney | 9/26/83 | 6/10/85 | 3 yrs. | 6/30/88 |
| (C)Max L. Jackson W/M | 1 | Owner/Mgr., Jackson Assoc. | 6/11/84 | | 3 yrs. | 6/30/87 |
| *(M)Robert J. Suarez W/M | | VP/GM-Char. Obs. | 8/03/84 | | 3 yrs. | 6/30/87 |
| (C)Fred Stewart B/M | 7 | Pres./Office Supply Co. | 6/09/86 | | 3 yrs. | 6/30/89 |
| County | | | | | | |
| Velva W. Woollen W/F | | City Council Member | | | | 6/30/87 |
| Wesley W. Sturges W/M | | Banker | | | | 6/30/87 |
| Benjamin Richter W/M | | Sales Executive | | | | 6/30/88 |
| Sally Van Allen | | | | | | 6/30/86 |
| Susan Marrash-Minnerly | | | | | | 6/30/88 |
| Vivian Williams | | C/M Schools | | | | 6/30/86 |
| Arts & Science Council | | | | | | |
| Charles O. Mikell W/M | | CEO- Construction | | | | 6/30/86 |
| Carol Brake | | | | | | 6/30/88 |
| Jere Drummond | | Southern Bell | | | | 6/30/86 |
| Richard Wagoner | | FUNB | | | | 6/30/87 |
| Judd York | | | | | | 6/30/87 |
| Robert L. Walton | | County Commissioner | | | | 6/30/88 |

(Continued)

# City of Charlotte
# Application for Appointment

Applications should be typed or printed in black ink

**Committee, Commission, Board or Authority:** Spirit Square Arts Center

**Name** Mr. Cullie Tarleton **Sex/Race** M/W **District No.** _____

**Home Address** 312 West 9th Street, Charlotte 28202 **Phone No.** 376-9439

**Business Address** One Julian Price Place, Charlotte 28208 **Phone No.** 374-3652

**Education** Marshville High School, Class of 1956

**Present Employer** WBTV

**Job Title** Sr. Vice President & General Manager **Duties** Responsible for general management of television station.

**Business & Civic Experience** President, Charlotte Opera Association, Vice President & Board of Directors, Child Care Resources, Vice Chairman & Board of Managers, Central YMCA. Member, Human Services Council, Past President of Charlotte Little Theatre, Past President, Charlotte Ad Club.

**Interests/Skills/Areas of Expertise** _____

**Comments** _____

I understand that this application will be maintained in the active file for a period of one year only

5-15-86 [signature]

Date Signature of Applicant

The Mayor and City Council appreciate the interest of citizens in serving on City committees Applications should be sent to

Office of the City Clerk
600 East Trade Street
Charlotte North Carolina 28202

A personal contact with the Mayor s Office or a City Councilmember is recommended

PLEASE DO NOT SUBMIT RESUMES

City Clerk
1983

# City of Charlotte
# Application for Appointment

Applications should be typed or printed in black ink

**Committee, Commission, Board or Authority:** SPIRIT SQUARE BOARD OF DIRECTORS

**Name** MARILYN M OVERTON **Sex/Race** F/W **District No.** 6 (City Council)

**Home Address** 1014-C QUEENS ROAD **Phone No.** 333-5941

**Business Address** DUKE POWER - CHURCH STREET **Phone No.** 373-2468

**Education** 2 YR ELEC DATA PROCESSING DEGREE
4 YR BA - BUSINESS ADMIN

**Present Employer** DUKE POWER COMPANY

**Job Title** INFORMATION SYSTEMS COORDINATOR **Duties** ESTABLISH AND MAINTAIN EFFECTIVE WORKING RELATIONSHIPS WITH INTERNAL/EXTERNAL PERSONNEL. DEVELOP AND COORDINATE DISTRIBUTION OF VARIOUS BUDGET AND GOALS REPORTS.

**Business & Civic Experience** SEC, DUKE POWER - PFEIFFER COLLEGE ALUMNI COMM / BB PARKER SCHOLORSHIP COMM., PAST MEMBER YOUNG REPUBLICANS, 1986-1987 CO-CHAIR. VISUAL ARTS COMM - SPIRIT SQUARE AUXILARY, PATRON - MINT MUSEUM OF CHARLOTTE, (PAST) DOCENT @ SPIRIT SQUARE, SPRINGFEST VOL - 4 YRS

**Interests/Skills/Areas of Expertise** THE ARTS, POLITICS, HEALTH

**Comments**

I understand that this application will be maintained in the active file for a period of one year only

May 21, 1986 — Marilyn M Overton

Date — Signature of Applicant

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Office of the City Clerk
600 East Trade Street
Charlotte North Carolina 28202

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PLEASE DO NOT SEND IT RESUMES

City Clerk
1983

# City of Charlotte
# Application for Appointment

Applications should be typed or printed in black ink

**Committee, Commission, Board or Authority:** Spirit Square Board of Directors

**Name** Robin Cochran **Sex/Race** F **District No.** 1

**Home Address** 318 W 8th Street, Charlotte **Phone No.** 372-0282

**Business Address** 1617 East Blvd, Charlotte **Phone No.** 375-2551

**Education** BA - Wheaton College, Norton, Mass
Masters / Social Science - Hunter College, NYC NY

**Present Employer** TRANS CHARLOTTE INC

**Job Title** Group and Incentive Travel Sales **Duties** Expanding group and incentive travel department

**Business & Civic Experience** Co Founder Spirit Square Auxiliary - President 1981-83 / Member Actors Contemporary Ensemble Board - 1983-present Memphis Springfest Board - 1983 Mayor's Symphony Junior Leagues Central Travel Industry 1983, Member Auditorium Board of Directors 1985-present

**Interests/Skills/Areas of Expertise**
Supporter of performing Theatre / Symphony Arts, management Tennessee active volunteer work at Spirit Square and other non profit organizations, Arts in Human Development / Tourism
West President, Chairman Time Tour 1983,

**Comments**
active in fund raising for arts groups can spare some time on least 2 Spirit Square (capital fund campaign) - long time user + supporter of Spirit Square

I understand that this application will be maintained in the active file for a period of one year only

April 22, 1986 — Robin Cochran

Date — Signature of Applicant

The Mayor and City Council appreciate the interest of citizens in serving on City committees Applications should be sent to

Office of the City Clerk
600 East Trade Street
Charlotte North Carolina 28202

A personal contact with the Mayor s Office or a City Councilmember is recommended

PLEASE DO NOT SUBMIT RESUMES

City Clerk
1983

Spirit Square
For the people for the arts

May 13, 1986

Ms. Pat Sharkey
City Clerk
City of Charlotte
600 East Trade Street
Charlotte, North Carolina 28202

Dear Pat:

On behalf of Spirit Square Center for the Arts and its Board of Directors, we would like to respectively request that the City of Charlotte appoint Mr. Cullie Tarleton and Mr. Fred Stewart to serve a three-year term on Spirit Square's Board of Directors commencing on July 1, 1986 and ending on June 30, 1989.

Mr. Tarleton will replace Ms. Eleanor Brawley and Mr. Stewart will replace Ms. Patricia Heard. Both Ms. Brawley and Ms. Heard will retire from our Board of Directors on June 30, 1986, after serving six years.

Mr. Tarleton and Mr. Stewart will both bring an enormous wealth of knowledge to our organization and your favorable consideration of this request will help Spirit Square continue to be the premier center for the arts in this region.

Sincerely,

Mr. Roberto Suarez
President

Ms. Velva Woollen
President Elect

RS:VW:ss

Enclosures: Applications for Appointment to Board for Mr. Tarleton and Mr. Stewart

MINT
MUSEUM
2730 RANDOLPH RD
CHARLOTTE, N.C.
28207
704 337 2000

May 14, 1986

Mayor of Charlotte and
Members of Charlotte City Council

In recognition and appreciation of the substantial support from the City of Charlotte, the Board of Trustees of the Mint Museum has amended its Bylaws to provide for election of members to the Board of Trustees by the City of Charlotte. A copy of the recently adopted Section 2.6 of the Bylaws is enclosed.

As you can see, this provides for the election of three Trustees, one each for one, two and three year terms with Trustees being eligible for reelection. However, they may serve no more than two consecutive three-year terms.

With the many new challenges and opportunities facing the Board of Trustees of the Mint, we seek to continue to add commitment, strength and diversity to our Board of Trustees. We enclose for your information the list of current officers and Trustees.

Accordingly, the Nominating Committee of the Board of Trustees proposes for your consideration three outstanding citizens for these positions. We have not made any suggestions as to who should be considered by the Mayor or who by the City Council or who should serve the one, two or three year terms.

Our nominees are Ben T. Craig, Willa N. Cline and Pam Patterson.

Since Pam Patterson is a member of the City Council, we presume that you have sufficient background and biographical information although we note that she has been a frequent visitor to and interested supporter of the Mint Museum.

Ben Craig is President of First Union Corporation and Chairman and Chief Executive Officer of First Union National Bank. Prior to First Union's merger with Northwestern Financial Corporation, he served as Chairman and Chief Executive Officer of Northwestern. He is a graduate of Davidson College. Among many professional activities, he is Chairman of the Governor's Business Council on Arts and Humanities and a Trustee of the Southeastern Center for Contemporary Art in Winston-Salem. Ben is also a new resident of Charlotte and would bring to the Mint Board of Trustees a substantial business background as well as substantial volunteer activities in the arts.

ACCREDITED BY
THE AMERICAN
ASSOCIATION
OF MUSEUMS

Willa N. Cline has been employed by the Paragon Group in Charlotte since 1979 and currently serves as a community manager in their real estate development and management activities. As such, she has administrative and management responsibilities. She is active in numerous community activities including membership on the Board of Directors of the Afro-American Cultural Center and has assisted with the City Water Bond campaign and the United Negro College Fund drive. She has professional training and experience as a speech and language pathologist. Willa brings to the Mint a business and management background as well as a teaching background and active community involvement which is essential for our Board of Trustees.

The Annual Meeting of the Members of the Mint Museum is on June 3, 1986 and the Annual Meeting of the Board of Trustees is on June 9, 1986.

We would hope that your selection process could be complete by June 9, 1986 so that the new Trustees could join us at the Annual Meeting of the Trustees or soon thereafter.

Each of the nominees we have proposed has indicated a willingness to serve if elected. We have provided resumes on each of these to the City Manager and if we can provide any additional information, please contact me at the Mint or at 377-6000.

The Mint and its Trustees remain grateful for the substantial financial support that the City Council provides us, both in operating and capital funds. We also want to thank you for the substantial contributions that numerous City Staff members and department heads have made to our opening activities and our expanded operations.

We pledge to continue expanding programs and educational activities throughout the community and are working hard to bring world-class exhibitions that will surely focus substantial attention in the tourist and cultural worlds on Charlotte without overlooking our commitment to the citizens of this community.

Thank you for your continuing support.

Sincerely yours,

Zach Smith

A. Zachary Smith, III
President
Board of Trustees

AZS/mtp
Encl.

#13

Scope of Work

Touche Ross and Co. Productivity Study
Parks and Recreation Department

The scope of this study will include all four divisions of the Parks and Recreation Department: Park Operations, Park Rangers, Recreation and Administration. A substantial portion of this study will focus on Park Operations. The field crew studies and work measurement studies are most appropriate in a maintenance operation. Some issues to be addressed in the other divisions include balancing the assignment of activities based on coverage versus workload (Rangers), basing job standards on program effectiveness rather than efficiency (Recreation) and assessing the likelihood of achieving productivity - related trade-offs with alternative service policies (Administration). Also included in this study will be an assessment of the degree of specialization among personnel, cross-training of personnel, mix of temporary, part-time and full-time personnel, absenteeism, use of outside contractors, functional versus geographic assignments and seasonal variations in workload.

The specific tasks to be completed in this study includes:

- o Review existing organizational structure
  - Conduct management interviews
  - Identify potential improvements in organizational structure including reporting relationships, span of control, allocation of resources, priority setting and Department objectives
  - Inventory work activities and key tasks performed
  - Identify appropriate workload indicators
- o Document and evaluate adequacy of existing information
  - Prepare components of appropriate work order, scheduling and reporting system
  - Identify components of present system
  - Review linkage between workload forecasting and manpower planning/budgeting
  - Review reports based on current system; assess accuracy of data
  - Identify improvements to scheduling, reporting system
- o Determine adequacy of service level policies, such as timeliness, frequency, quality of services
  - Identify current service level policies
  - Examine work records to assess compliance with standards
  - Evaluate alternatives to current policies
  - Compare policies to service expectations
  - Develop recommendations to changes/additions to current policies

- Identify ways of improving productivity through improved methods or equipment
  - Conduct field observations of each major work activity
  - Prepare description of present method
  - Identify lost time, based on field observations
  - Develop new methods of process
- Conduct work measurement study to establish new and verify existing work expectancies
  - Administer fixed interval observation measurement technique
  - Analyze results relative to crew size and composition
  - Compile productivity standards
  - Validify standards
- Develop workload estimates and forecasts
  - Collect data relative to future workload
  - Develop forecasts
  - Conduct reference period analysis to compare actual for a period to what the forecast would have generated
- Compare current resources available to expected manpower needs
  - Use anticipated workload and standards forecast to manpower needs
  - Identify staffing levels, unauthorized work requests and staff-mix considerations
  - Compare manpower forecast to existing resources and objectives
  - Define correct mix of positions
- Prepare final report

5 Recommend approval of a process for the City of Charlotte, through the Insurance and Risk Management Agency, to "self-insure" risks in the areas of commercial automobile liability, automobile physical damage, comprehensive general liability, property and inland marine, boiler and machinery, fidelity bonds and worker's compensation.

This action will begin a process of expanded, full-risk self insurance for the City of Charlotte, Mecklenburg County, and Board of Education. A three-party funding approach is recommended; City funds are available from current funds This process is recommended by the Finance Director and the Insurance and Risk Maragement Agency

Beginning in 1963 with the formation of the "Insurance Advisory Committee' the City of Charlotte and the County of Mecklenburg began to improve their method of handling insurable risks. This committee determined appropriate coverages and purchased insurance to handle them By 1974 this group was dealing with the broader concept of "risk management' and self insurance began shortly thereafter.

In 1981 the Insurance and Risk Management Agency of Charlotte-Mecklenburg (IRMA) was created This agency has as its board the City Manager, County Manager, Superintendent of Schools and their three finance directors. Reserves were established by each entity and considering extent of exposure, these programs have proved to be very successful in managing the risks of the three entities

A three tier funding approach is now recommended to be established The first level would provide for each of the City, County and Schools to handle individual claims in the zero to $500,000 range, a pooling of the three entities of risk of loss for the $500,000 to $1,000,000 range, and a method to reach excess insurance beyond $1,000,000 with reinsurers at Lloyds through the North Carolina League of Municipalities program (Even though we are pooling funds, each entity would be responsible for its own losses which would be repaid to the pool over a period of time ) The program would be funded in accordance with an actuarially sound feasibility study which has been submitted to IRMA The approach was presented to the Council, County Commission and the School Board in February

The cost of implementing this expanded approach can be accomplished within the budgeted amounts already included in the City's budget. The pooling of risks in the $500,000 to $1 million range by the three entities will require an initial deposit of $2 5 million each into a trust account for a total of $7 5 million for the pooled fund. (The $2 5 million will get us started Accumulated interest earnings will be sufficient to reach the higher level recommended by the actuary ) This cash security will provide a sound basis for claims in this range of cost To this point the City has not paid a claim exceeding $500,000 in its history The City's initial deposit to the trust account is available from reserves which are already established and have accumulated as a result of savings in risk cost since 1981

While at present the difficulty of getting any insurance in certain municipal lines is great, this proposal is not motivated primarily by this current situation Rather the implementation of this program would be a long range solution to the risk management problems faced by IRMA and a logical progression of the steps begun in 1981 by IRMA Over the long term this program should lead to self-sufficiency, efficiency, stability and eventually a greatly reduced reliance on tax funds to pay for losses in the City, County and school systems

If this concept is approved by Council, several interlocal agreements will be drafted and submitted for approval before June 30 in order to provide the proper legal basis for this three party funding approach