AGENDA

Meeting Type:	B
Date	11-23-1987
SUBJECT	

City of Charlotte, City Clerk's Office

CHARLOTTE

Council Agenda November 23, 1987

FILE COPY

CHARLOTTE

Meetings in November '87

NOVEMBER 1 - NOVEMBER 7

2	Monday, 4 00 p.m.	PLANNING COMMISSION/Executive Committee - Cameron-Brown Bldg., 1st Floor Conference Room
3	Tuesday	ELECTION DAY
	Tuesday, 11 45 a m	PLANNING COMMISSION/Subdivision Approvals - Cameron-Brown Bldg , 1st Floor Conference Room
	Tuesday, 3 00 p.m.	PLANNING COMMISSION/Planning Committee - Cameron-Brown Bldg., 1st Floor Conference Room
4	Wednesday, 8 30 a.m.	CIVIL SERVICE BOARD - City Hall, 3rd Floor Conference Room
	Wednesday, 6 30 p.m.	YOUTH INVOLVEMENT COUNCIL - City Hall, Council Chamber
5	Thursday, 7 00 a.m.	PLANNING COMMISSION (Zoning Ordinance) - Cameron-Brown Bldg., 1st Floor Conference Room
	Thursday, 3 00 p.m.	CHARLOTTE-MECKLENBURG ART COMMISSION - Cameron-Brown Bldg , 1st Floor Conference Room

NOVEMBER 8 - NOVEMBER 14

9	Monday, 12 Noon	PLANNING COMMISSION (Work Session) - Cameron-Brown Bldg., 1st Floor Conference Room
	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 - City Hall, Council Chamber
	Monday, 7 30 p.m.	HISTORIC PROPERTIES COMMISSION - 1221 S. Caldwell St , Commission Office
10	Tuesday, 2 00 p.m.	CITY COUNCIL PLANNING AND PUBLIC WORKS COMMITTEE/Discussion of Mecklenburg Aquatic Club Proposal - James Boyce Park, 224 Boyce Road
	Tuesday, 4 00 p m.	PLANNING COMMISSION/Planning Committee - Cameron-Brown Bldg., 1st Floor Conference Room
	Tuesday, 6 00 p m.	CHARLOTTE ADVISORY PARKS COMMITTEE - Park Operations Division Office, 701 Tuckaseegee Road
11	Wednesday	VETERANS DAY - All City Offices Closed
	Wednesday, 6.30 p m.	YOUTH INVOLVEMENT COUNCIL - City Hall, Council Chamber
12	Thursday, 12 Noon	CHARLOTTE-MECKLENBURG ART COMMISSION LUNCHEON - Mint Museum
	Thursday, 4 00 p.m.	CITY COUNCIL OPERATIONS COMMITTEE/Review of Animal Control Ordinance - City Hall, Council Chamber
	Thursday, 4 00 p m.	HISTORIC DISTRICT COMMISSION - Edwin Towers, Conference Room, 201 West 10th Street

(Continued on Back)

Public Service and Information Department

600 East Trade Street

Charlotte NC 28202

NOVEMBER 15 - NOVEMBER 21

15-17	Sun.-Tues.	NORTH CAROLINA LEAGUE OF MUNICIPALITIES CONVENTION - Greensboro
17	Tuesday, 4 30 p.m	COMMUNITY RELATIONS COMMITTEE - Covenant Presbyterian Church, 1000 E. Morehead Street
18	Wednesday, 2 00 p.m.	TECHNICAL COORDINATING COMMITTEE - City Hall Annex, Dept of Transportation Conference Room
	Wednesday, 4 00 p.m.	CITY COUNCIL (Zoning Ordinance Workshop) - Education Center, Room 237-239
	Wednesday, 6 00 p m.	COUNCIL/MANAGER DINNER - Education Center, Room 237-239
	Wednesday, 7 00 p.m.	CITY COUNCIL MEETING (Zoning Decisions) - Education Center, Board Room
	Wednesday, 7 00 p.m.	METROPOLITAN PLANNING ORGANIZATION - City Hall Annex, Dept of Transportation Conference Room
19	Thursday, 7·00 a.m.	PLANNING COMMISSION (Zoning Ordinance) - Cameron-Brown Bldg., 1st Floor Conference Room
	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 - 701 Tuckaseegee Road

NOVEMBER 22 - NOVEMBER 28

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 - City Hall, Council Chamber
24	Tuesday, 4 30 p.m.	MUNICIPAL INFORMATION ADVISORY BOARD - Cameron-Brown Bldg., 3rd Floor Conference Room
25	Wednesday, 4 00 p m.	CITIZENS CABLE OVERSIGHT COMMITTEE - City Hall, 2nd Floor Conference Room
26	Thursday	THANKSGIVING - All City Offices Closed

NOVEMBER 29 - NOVEMBER 30

30	Monday, 7 30 p.m.	SWEARING IN CEREMONIES FOR MAYOR AND CITY COUNCIL - Spirit Square, Performance Place

These organizations will <u>not</u> meet during November:

Advisory Board for Citizens with Disabilities
Advisory Energy Commission
Community Facilities Committee
Housing Appeals Board
Insurance & Risk Management Agency
Specialized Transportation Advisory Committee

CHARLOTTE

Mayor Harvey B. Gantt Mayor Pro Tem Al Rousso

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

Council Agenda

Monday, November 23, 1987

11:30 AM. . . . . Coliseum art work, Training Center
12:00 noon. . . . . Luncheon, Agenda and Council Discussion

2:00 PM. . . . . Citizens Hearing
3:00 PM. . . . . Council Meeting
City Hall

ITEM NO.

1. Invocation by Rev. Robert V. Dodd of Hawthorne Lane United Methodist Church.

2. Consider approval of minutes of the workshop of October 5, 1987.

POLICY

3. Consider Art Commission recommendation for the Coliseum art work and authorize staff to begin contract negotiations.

Background: As provided in the joint City/County resolution establishing the Charlotte-Mecklenburg Art Commission, $400,000 (approximately 1% of the estimated construction budget) has been set aside for public art at the new Coliseum. The Art Commission chose to employ a panel selection process in conjunction with an ad hoc advisory group to determine the art media and the artist for the project. Mr. Ray Killian, Jr. was appointed the Coliseum project chairman and charged with coordinating the selection process.

On May 28, 1987, the Art Commission endorsed the ad hoc advisors, the professional panelists, schedule and budget as recommended by the Coliseum Project Committee. The ad hoc advisors selected were:

Ray Killian, Jr.	Project Chair, Art Commission
William Williamson	Chair, Art Commission
Marley Carroll	Odell Associates, Inc.
Jane Kessler	Curator, Mint Museum
Carol Barker	City Engineering

The artist selection panelists chosen were:

Jack Cowart	Curator, National Gallery; Washington, D.C.
John Beardsley	Adjunct Curator, Corcoran Gallery of Art; Washington, D.C.
Ann Shengold	Curator, Knight Gallery; Charlotte, N.C.

Mrs. Patricia Fuller, consultant to the Art Commission, also contributed to the panelist selection.

In the interim prior to the first panel meeting, the ad hoc advisors and panelists were contacted, commitments were obtained and a schedule was mailed to each. Staff prepared a prospectus announcing the commission and mailed it to over 500 North Carolina artists, museums, universities, and galleries throughout the state. Fifty-nine artists responded to the prospectus.

On June 25, 1987, the panelists met for the first time. The schedule for that day included reviewing approximately 900 slides submitted by 59 North Carolina artists, meeting with the ad hoc advisors and architect and visiting the Coliseum site.

On June 26, 1987, panel deliberations continued throughout the day. In addition to North Carolina artists' slides, the panel also reviewed slides of artists recommended by the panel members. From all the slides submitted, the panel's final recommendation was Mr. Joel Shapiro, sculptor.

On July 23, 1987, Mr. Joel Shapiro arrived in Charlotte to meet with the ad hoc advisors, the architect, Mr. William Williamson and Mr. Ray Killian, Jr. The group visited the Coliseum and spent the afternoon with the architects, Odell Associates, Inc. Mr. Williamson instructed Mr. Shapiro to prepare a model for presentation to the Art Commission board based upon a previous board motion.

On July 30, 1987, Ray Killian, Jr. advised the full Art Commission board of directors of the name of the Coliseum artist. Examples of Mr. Shapiro's past work were then presented to the board. Mr. Shapiro was instructed to prepare a model for consideration by the board.

On August 27, 1987, the Art Commission board approved of Mr. Shapiro and his model by a vote of six to two. One board member was absent. Mr. Williamson instructed staff to put the Coliseum art question on the City Council agenda for September 14, 1987.

On September 14, 1987, City Council deferred a decision until the Art Commission had had a chance to make a presentation to Council.

Requested action:
The Charlotte-Mecklenburg Art Commission makes the following three requests of City Council:

1. Council consider the sculptor, Joel Shapiro, and his model for the Charlotte Coliseum.

2. Council endorse the model as designed.

3. Council authorize the City staff to begin contract negotiations with Mr. Shapiro.

Attached are: letters from the professional selection panelists Jack Cowart and John Beardsley, recommending Mr. Shapiro for the Coliseum project; Mr. Shaprio's resume and bibliography; the Charlotte-Mecklenburg Art Commission's policies and guidelines; and a list of the Charlotte-Mecklenburg Art Commission's members.

Attachment No. 1

4. Consider unanimous recommendations of the Operations Committee for a public hearing regarding possible new code provisions to regulate dangerous dogs.

Background: The Operations Committee of the City Council met on November 12 to discuss possible changes and additions to the City's existing dangerous animal laws. Under these proposed ordinance changes, the irresponsible owner would be penalized by laws that exacted high fines for any violations and, for certain offenses and/or repeated offenses, the possible confiscation of the dog by Animal Control authorities. The alternatives discussed by the committee would have possibly increased the perception of security by enacting provisions that would put greater restrictions and costs on all owners of certain breeds but would have penalized equally responsible dog owners.

Requested Action: Council is asked to have staff conduct a public hearing on the following recommendations:

1. Section 3.10.1 of the City Code allows Animal Control officials to require the owners of a dog to provide

special protective measures for children ages seven and younger under the following five circumstances:

1. The dog is normally kept outside on the premises.
2. That a child seven years of age or younger resides on a permanent basis in an abutting residential structure.
3. That the child has direct, uninterrupted access (e.g. no intervening fence or natural impenetrable barrier) to the dog.
4. That the owner of the dog knows that such a youngster lives in an abutting, residential structure.
5. The superintendant has made a determination that there is a reasonable likelihood that the dog could harm such a child.

Delete criterion 3, which requires an intervening physical barrier, so that violations of this section can be more easily substantiated and modifying the code to allow for a violation of the section if any one of the remaining listed criteria are met. The committee also instructed staff to explore the possibilities of amending or expanding criterion 2 to address the concerns of neighbors who do not live on abutting property but who have children ages seven or younger.

2. Increase the Animal Control Superintendent's authority to impose specific restraint requirements on a case-by-case basis regardless of breed of dog. For example, where numerous dogs are kept, where a dog has learned to climb or jump standard fences, etc.

3. Define a class of dogs, designated Class A, which, by virtue of breeding and/or size, are more likely to cause anxiety and fear, and have the potential for inflicting more serious physical injury to humans. The committee instructed that an ad hoc committee of animal experts be appointed to provide a detailed definition of Class A dogs. Additionally this ad hoc committee would investigate the possible regulation of animal aggression training establishments.

4. Draft an ordinance that would levy a fine against any dog which bit a human under unprovoked circumstances. For Class A dogs the penalty for the first bite would be recommended at $100. The second unprovoked bite would result in the dog being seized by Animal Control authorities and humanely destroyed. Included in the ordinance would be a specific definition of "unprovoked" and "trespass".

5. Modify the current fine schedule for leash law violations:

	Class A	Other Dogs
First Offense	$ 50	$ 25
Second Offense	$100	$ 50
Third Offense	dog taken into custody for euthanasia or placement elsewhere.	$ 75

6. Amend the current differential licensing provisions to require a $30 license fee for spayed/neutered Class A dogs and a $60 fee for fertile Class A dogs. Class A dogs found in violation of the licensing requirements would be seized and held until all penalties were paid and the license purchased. The penalty for failure to license a Class A dog would be increased from $25 to $50.

Additional costs for this proposal would be offset by additional revenues. A more exact estimate of cost and revenue would be included in any final request for Council action.

5. Consider options for finalizing the Mecklenburg County Solid Waste Management Plan.

On November 9, 1987, the County Manager notified the City that if the City does not favorably consider the Solid Waste Plan by November 30, 1987, he will recommend to the Board of County Commissioners written notice to the City of termination of the existing Solid Waste Facilities Interlocal Agreement.

Since May 1987, City and County staffs have been working together to finalize the Mecklenburg County Solid Waste Management Plan. The Solid Waste Management Plan is a 20-year plan identifying how the County plans to dispose of the solid waste generated within Mecklenburg County.

On September 17, 1987, City Council's Operations Committee reviewed nine principal issues regarding the draft Solid Waste Management Plan. The Operations Committee discussed and provided recommendations on each of the nine issues. These recommendations were related to the Mecklenburg County Solid Waste Advisory Board at their retreat on September 24-25, 1987.

Two issues remain unresolved: flow control; and City approval of amendments to an approved Solid Waste Management Plan for waste-to-energy facilities.

Flow Control: The County desires flow control for all solid waste in Mecklenburg County. Acceptance of the Solid Waste Plan authorizes the County to enact flow control measures for 100% of the waste stream as necessary to meet the goals of the plan. However, granting the County 100% flow control will also impact the private haulers operating in Mecklenburg County which may negatively impact the use of private landfills as alternative or auxiliary disposal facilities, thus affecting disposal costs.

The County maintains that private landfills may elect to be part of the County's Solid Waste Management Plan, and would recover their costs from the tipping fees charge by the County.

The Operations Committee concurred with "the flow control" section of the plan with the following qualifier, "Flow control is acceptable to the degree necessary to insure operations of the UNCC waste-to-energy facility. Further discussion of the flow control issue will be necessary to construct additional waste-to-energy facilities and the Solid Waste Plan should include specific plans on how the solid waste stream will be targeted for disposal."

Waste-to-energy facilities: The County desires the latitude to proceed with the planning, designing, and construction of waste-to-energy facilities to meet a goal of 40%. City Council would be involved in an advisory capacity for implementing decisions related to the Solid Waste Plan.

The Operations Committee recognized that the Solid Waste Plan will include the "planning" of waste-to-energy facilities for up to 40% of the solid waste stream in Mecklenburg County. The committee felt that the UNCC waste-to-energy facility should continue as planned but that future siting and construction of waste-to-energy facilities will require City Council approval of amendments to an approved Solid Waste Management Plan.

The City has stressed two criteria in reviewing and negotiating the draft Solid Waste Management Plan. First is that an approved Solid Waste Management Plan and implementation of the various components of the plan should insure minimum cost to the taxpayer. The second is that the political body which ultimately levies and collects the tax revenues to fund the costs of the solid waste disposal system should have an active role in approving the components of the plan including future capital facility construction.

Since the Operations Committee meeting on September 17, 1987, two other issues have been raised that may warrant further attention.

One, on October 29, 1987, the City received a letter from Browning-Ferris Industries (BFI) restating their concerns with the Solid Waste Management Plan. BFI proposes 60% to 70% disposal in landfills for the next 10 to 15 years as the lower cost alternative.

Two, following the Solid Waste Management Advisory Board meeting on October 20, 1987, the City was informed that the Advisory Board ranked first an option which recommended that the County adopt a household fee for residential waste disposal. The household fee focuses accountability on the provider of disposal services. (The alternative financing arrangement provides for the cost of disposal to be recovered through tipping fees which would impact the refuse collection operators, namely Charlotte, the other municipalities, and the private sector.) The County Manager has since determined that the County does not have the legal authority to impose and collect such a fee. The City Attorney is reviewing this issue with the County Attorney.

Council is requested to consider two options in moving toward an approved Solid Waste Management Plan.

Option #1: Approve Solid Waste Management Plan as requested by the County Manager.

Highlights of this option include granting: (1) Mecklenburg County 100% flow control of all waste generated in Mecklenburg County, and (2) approval of planning, designing and constructing waste-to-energy facilities to meet the 40% waste-to-energy goal. The City would be involved in an advisory capacity for implementing decisions.

Option #2: Review and approve the recommendations of the Operations Committee and discuss with the County Commission issues which remain unresolved.

Regardless of the option chosen by City Council, City staff recommends that an approved Solid Waste Management Plan include two provisions:

1. The Solid Waste Management Plan will be approved, provided the free tipping provisions in the Solid Waste Facilities Interlocal Agreement are honored through 1996 and the one year cancellation provision is removed from the agreement. This is necessary as long as tipping fees are the approved means of financing the solid waste disposal system.

2. Cost containment should be a decision criterion in implementation of the plan. Tipping fees should be consistent with solid waste disposal costs in comparable counties in the southeast.

Clearances: Manager's Office, Budget and Evaluation, Operations, City Attorney.

Attachment No. 2

6. Recommend that Council accept the report of the citizens' task force on historic needs for information purposes and adopt a resolution endorsing three proposals unanimously recommended by the citizens' task force.

Background: In October 1986, City Council authorized a study of historic preservation and programming needs in Charlotte-Mecklenburg. Council's directive at that time was to assess both the current status of historic preservation and programming in Charlotte-Mecklenburg and to determine long-range needs for these activities. In addition, options for reorganization of historic agencies and programs were to be evaluated.

To facilitate this process, a citizens task force was appointed comprised of a representative each from the Historic Properties Commission, the Historic Districts Commission, the Hezekiah Alexander Homesite, and the Mint Museum. Also, Council made three at-large appointments and the County Commission made two. In addition, the City Manager and the County Manager made five staff appointments with representation each for the City Manager's Office, City Budget and Evaluation, Planning, County Parks and Recreation, and the County Manager's Office.

Council appropriated $25,000 to retain a consultant to conduct this comprehensive study. The consultant began work in March, 1987 and issued a final report in July, 1987. Since that time, the task force has been evaluating the recommendations made by the consultants and is now prepared to present their findings to Council.

Information that was sent to Council in the November 13 Council-Manager memorandum is attached: an executive summary of the consultant's report and the citizen's task force report.

Recommendation: Council is requested to (1) accept the citizens' report on historic needs for information purposes and; (2) adopt a resolution endorsing the creation of a History Council, a private historic preservation foundation, a comprehensive historic resources plan, and to authorize creation of a task force to oversee implementation of these recommendations. These recommendations do not require any additional City funds.

Funding: None requested.

Clearances: City Manager's Office, Budget and Evaluation, and Planning.

Attachment No. 3

7. City Council is asked to: (1) accept the Minority and Women Business Enterprise annual report for FY 1986-87; and (2) approve a revised M/WBE plan which takes into account local legislation (N.C. Senate Bill 290) intended to strengthen the Charlotte M/WBE Program.

1. M/WBE Annual Report FY86-87

The City Council reviews annually Minority and Women Business Enterprise (M/WBE) participation in City construction and procurement contracts and sets goals for M/WBE utilization for the coming year. M/WBE goals and participation rates for 1986-87 were:

	MBE		WBE	
Construction Projects	Goal	Achieved	Goal	Achieved
Douglas Int'l Airport	14%	14.8%	1%	5.2%
Engineering Contracts	10%	8.0%	3%	2.1%
Char.-Meck. Utility Contracts	10%	.5%	3%	2.4%
Procurement Contracts				
City-County Purchasing	3%	1.3%	3%	1.3%

Recommendation:

The annual report summarizes M/WBE activity including certification of M/WBE firms, training seminars, advisory committee participation, and work with the community to implement the M/WBE plan. The advisory committee and M/WBE staff recommend that the plan be revised to incorporate local legislation and the addition of an evaluation component to assess effectiveness of the revised M/WBE plan for FY88. In consideration of the revised plan, staff recommends continuance of FY86-87 overall goals for M/WBE participation.

2. Revised City M/WBE Plan

The City sought and obtained local legislation to strengthen the Charlotte M/WBE plan with the passage of North Carolina Senate Bill 290 on June 12, 1987. The revised plan proposes changes in the administration of the M/WBE plan and defines M/WBE compliance requirements for bidders. Recommended revisions follow the M/WBE plan used in Airport contracting as closely as the legislation allows.

Proposed changes:
In addition to overall goals for M/WBE participation which will be set by the City Council, proposed changes are summarized below:

- Contract-specific M/WBE utilization goals and M/WBE provisions will be included in all formal contracts (over $30,000) for construction and procurement projects.

- Goals will be established and recommended by staff in consideration of realistic subcontracting opportunities and available certified M/WBE's for potential subcontracting. M/WBE goals in specific contracts may be greater or less than overall City M/WBE goals.

- Negotiated M/WBE participation will be included with all bid submissions for formal contracts (over $30,000) and will be taken into account prior to bid awards made by the City Council.

- Bidders for formal contracts (over $30,000) lacking adequate documentation of M/WBE compliance requirements may be considered non-responsive and may be subject to rejection of all such bids.

- Non-compliance with M/WBE provisions will be considered breach of contract, and may lead to a recommendation for termination of the contract, or to the exercise of other sanctions.

- General contractors who typically perform all aspects of a project without subcontracting will not be required to subcontract, but will be required to provide to the City adequate documentation of this practice of no subcontracting.

8. Consider the unanimous recommendation of the Transportation Committee for the creation of an Uptown Transportation Committee and staff under the auspices of the Charlotte Uptown Development Corporation.

Background: On October 15, 1987, the Council Transportation Committee heard a presentation from Mary Wannamaker, Chairperson of the Uptown Parking Task Force, on parking and other related transportation problems in the uptown area. This presentation was supported by several members of the task force as well as by Mike Schneiderman of the Charlotte Uptown Development Corporation (CUDC), and Sara Schriebman of the Central Charlotte Association (CCA). The task force recommended that a transportation committee for uptown be created and that additional paid staff for CUDC be authorized to assist the committee in its work. The main work of the staff would be toward coordination, education, definition of programs pertaining to parking and transportation, and act as liaison between the private sector, the Charlotte Department of Transportation (CDOT) and City Council. After discussion of the proposal and whether or not to house the staff with CUDC or CDOT, the Transportation Committee

approved the recommendation and to provide the staff as part of CUDC with the understanding that the effectiveness of this structure would be formally evaluated at the end of the first year and that this would be in support of Council transportation priorities and policies and that two members of the CDOT would be on the CUDC Transportation Committee.

Recommendation: Attached is the proposal for the creation of the committee and staff, a proposed six-month budget through June 30, 1988, a twelve-month budget through June 30, 1989, a job description for the Uptown Transportation Manager and performance measurement indicators prepared by CUDC staff. We recommend that City Council approve the program as submitted with the exception that based on the Personnel Department's recommendation, that the salary range be from $29,000 to $35,000 instead of the not-to-exceed $50,000 annual salary for the manager as proposed by CUDC.

Funding: Remaining FY88 expenses will come out of CUDC fund balance. In order to fund the program for FY89, the tax rate on the municipal service district would need to be increased from 1.63 cents to 2.32 cents effective July 1, 1988. The Board of Directors of CUDC unanimously endorsed the proposal and the increased tax rate at its meeting of August 5, 1987.

Clearances: Budget and Evaluation, Personnel Department, and Charlotte Department of Transportation.

Attachment No. 4

9. Recommend the following actions relating to the Insurance and Risk Management Agency (IRMA) becoming a part of the City: (1) authorize the City Manager to make minor modifications to the joint City-County-Schools Undertaking Agreement, (2) adopt a budget ordinance of $520,748, and (3) adopt a resolution amending the City's pay plan to add several classes of positions related directly to the risk management function.

Background: In 1981 the City, the County and the School Board entered into a joint agreement which created the Charlotte-Mecklenburg Insurance and Risk Management Agency (IRMA). In 1986 these three entities approved a modified agreement designed to allow greater self-funding to finance potential loss liabilities. At the same time, a trust agreement was authorized to provide a reserve for certain levels of these self-funded risks. The IRMA Board, made up of the finance directors and the chief executive officers of the three entities, has now determined that to achieve greater efficiency IRMA should administratively become part of the City. As a division of the City Finance Department, IRMA will benefit from the department's accounting, cash management and investment professionals. This is highly desirable as the participants of IRMA expand the level of

self-funding for potential loss liabilities. It is also appropriate for this entity to be functionally in Finance since self-insurance is essentially a program for the orderly financing of risk losses.

Requested Action:
In a coordinated effort, the Finance, Budget & Evaluation and Personnel Departments have initiated actions necessary to effect the transfer of IRMA into the City's Finance Department. The three specific actions are summarized below:

1. Interlocal Agreement
In order for the transfer of IRMA to proceed, the City Manager needs authority to agree to a modification to the Interlocal Agreement to recognize the change of IRMA to a division of City Finance on a date to be selected by him in conjunction with the County and School Board. The County and the School Board will be requested to take similar actions at their next meeting.

2. Budget Ordinance
This ordinance will amend the 1987-88 budget ordinance, providing a supplemental appropriation for incorporation of the insurance and risk management agency as a division of the Finance Department, and amending the table of organization of the Finance Department. The total budget is comprised of projected FY88 risk management and safety fees for the participating organizations. The actual budget is based on a pro rata of their premiums and losses.

The sources of funds are as follows:

(a) Three outside sources:
- Mecklenburg County
- Charlotte-Mecklenburg Board of Education
- Revenues from 23 smaller entities

(b) A transfer of current funds from the General Fund, Non-Departmental Account for Insurance and Risk Management Fees, 530.07.

Source	Amount	%
General Fund - Non-departmental 530.07	$291,730	56%
Mecklenburg County	89,649	17%
Charlotte-Mecklenburg Board of Education	63,512	12%
Revenues from 23 smaller entities	76,181	15%
	$520,748	100%

The table of organization of the Finance Department, Risk Management Division will be structured as shown in the attachment. All positions are existing positions. No further funding is required.

ITEM NO.

3. Pay Plan Amendments
To bring the insurance and risk management function into the City's organizational structure, several job classifications need to be added to the City pay plans in order to appropriately compensate and classify employees for the work performed. A review of all positions currently in IRMA has been made and the recommended job classifications are attached.

Funding: No new funding is required.

Attachment No. 5

10. Recommend adoption of a Cable Communications Regulatory Ordinance and approval of a franchise agreement with Cablevision of Charlotte on the second reading.

On November 9, 1987 City Council voted to approve this franchise agreement. North Carolina statutes require that all franchises be approved at two separate meetings of City Council. This would be City Council's second and final approval of this franchise.

Attachment No. 6

BUSINESS

11. Recommend authorizing the City Manager to sign the necessary and appropriate documents implementing the provisions contained in the Lincoln Property Company letter of agreement dated November 4, 1987.

Background: In August, 1986, Council approval set in motion a process designed to lead to the selection of a developer with whom the City would negotiate for the phased development of ±175 acres of City-owned land adjacent to/near the new Coliseum. On March 9, 1987, Council was briefed and on March 23, 1987 Council authorized staff to continue with the process set forth in the Request for Proposal (RFP), namely to initiate negotiations with Lincoln aimed at the phased development of the entire acreage. The task force appointed by the City Manager to oversee the process has been chaired by Richard Martin and includes Martin Cramton, Bob Pressley, Clark Readling, Joe Stowe and J. W. Walton. The task force has been assisted by Roger Frankoff, a director of the National Development Council. In recent weeks, questions have been asked whether the City: (1) has departed from the development methodology specified in the RFP by phasing the project using a series of ground leases and option agreements, (2) might be giving an unfair competitive advantage to Lincoln because of the favorable conditions related to perceived "land-banking", and (3) is receiving a guarantee that the project will be completed (as specified by the submission requirements in the RFP).

Each of these will be addressed below.

Summary of and Response to Questions Raised

The following summarizes the questions raised and the City's position regarding each:

Questions	City Response
1. Methodology in RFP has not been adhered to.	A phased development sensitive to market demands implemented using a series of ground leases and option arrangements is fully consistent with the objectives set forth in the RFP.
2. Unfair competitive advantage given to Lincoln because the City is "land-banking" for Lincoln.	The City is not "land-banking" as evidenced by the following provisions in the Letter of Agreement: a. Ground rent for the first six acres of Tract III begins with start of construction. b. Option payments (of approximately $53,000 per year) must be paid on the remainder of Tract III following a two-year period. c. All options expire after four years from date of certificate of occupancy on Phase One. d. Negotiations on Tracts I, II, and IV will be based on then-values of the land.
3. The City is receiving no (financial) guarantee that the project will be completed.	Lincoln has already submitted a letter of commitment and intent in addition to the provisions in the Letter of Agreement which address Phase I, II and IV development.

Principal Elements of Letter of Agreement

Since late March, staff has been involved in the negotiation process which has remained sensitive to:

- Quality of Development
- City's Employment Goals
- City's Financial Return
- Lincoln's Return on Investment

The letter of agreement, a copy of which is attached, addresses the foregoing issues. The principal elements of the letter of agreement are summarized below:

- All buildings constructed by Lincoln will be first-class office buildings, both in design and materials, and they will be comparable in quality to other first-class office buildings in the Charlotte suburban area.

- Using standard HUD job-creation formulas (which take into account net leasable square feet as well as intra-pocket transfer factors), it is estimated that up to 436 jobs will be created by Phase One. Of these, 336 are related directly to employment opportunities in the office tower and 100 are related directly to the construction effort. For employment purposes, a "linkage" program will be established along the lines of the effective program set up for the Cityfair project. This may include an on-site office staffed by an employment and training professional whose salary can be paid directly from the ground rent generated by the project itself.

- Approximately 261,360 sq. ft. (±6 acres) of Tract III will be involved; for ease of identification we are labeling this as Phase One.

- Ground rent for Phase One will be $62,726.40 per year, an amount which represents $.24 per square foot per year. This may be viewed as representing an 8% return on land value of $3.00 square foot. The ground rent will be phased-in over a three-year period. More specifically, the ground rent will begin upon commencement of construction and for the first year will be $20,908.80 ($1,742.40/month); for the second year it will be $41,817.60 ($3,484.80/month); and for the third and subsequent years will be $62,726.40 ($5,227.20/month).

- All infrastructure costs will be borne by Lincoln; the City is responsible for providing the utilities to the boundary of Tract III.

- A 150,000 square foot (gross) office tower will be built by Lincoln on Phase One. Estimated total cost will be approximately $15 million which will, when completed, generate property tax revenues of $94,000 per year to the City.

- At the five year anniversary of the lease, the annual ground rent for Phase One will automatically increase to $68,999.04, and will increase every five years thereafter by 10%.

- The development agreement will contain terms which permit Lincoln to develop and ground lease the remainder of Tract III (approximately 738,000 square feet) under an option arrangement which requires payment by Lincoln of an annual option price which will be $.072 per square foot of the remainder of Tract III. Payment of the first of such option price payments will be due two years from the date of the certificate of occupancy for the Phase One office building referred to above. The option period available to Lincoln upon payment as provided shall not extend beyond four years from the date of the certificate of occupancy for the Phase One office building. No further option periods will be granted without the prior written agreement of City.

- The term of each lease will be 99 years.

- In the event the City should ever decide to sell the land, Lincoln would be given the right of first refusal over that portion of the land it had already developed.

- It is the intent and commitment of Lincoln to develop Tracts I, II, and IV in their entirety subject to a business and development plan approved by the City and Lincoln. It should be noted that the City retains a full range of options in case negotiations for Tracts I, II or IV should fail to yield a financial and employment structure favorable to the City. At that point, as the owner of land which will have appreciated, the City will be fully protected and Lincoln will have every motivation to come to the negotiation table prepared to strike an equitable agreement. In short, any agreement entered into at those future moments in time will be based on then-values thereby fully protecting the City's interest.

Recommendation: Council approval of Lincoln's November 4, 1987 letter is requested. Council approval will allow staff to begin the preparation of the necessary legal documents which will translate the provision of the November 4, 1987 letter into the appropriate legal form.

Clearances: Coliseum Center Task Force.

Attachment No. 7

12. Recommend approval of the Planning and Public Works Committee's recommendation of leasing a site in Boyce Road Park to Mecklenburg Acquatic Club for construction of a swimming facility.

On October 12, 1987, the Parks and Recreation Department asked Council to approve a lease agreement with Mecklenburg Aquatic Club (MAC) for the use of land in James Boyce Park for the construction of an indoor swimming pool. Council adopted a resolution of intent to lease the land, but the exact location was not detailed. The Planning and Public Works Committee was asked to review the locations and make a recommendation to Council. Subsequent meetings were held with City staff, MAC and neighborhood representatives. A committee meeting was held in the park on November 10, 1987. The committee minutes and a map are attached.

Two sites were discussed at the meeting. Site #1 was the site recommended by City staff and is located at the end of the soccer field. Site #2 is located in the wooded area at the rear of the softball and soccer fields; and is the site preferred by the neighborhood residents. MAC reached an agreement with the residents to locate on Site #2.

Both sites respect the 200 foot buffer and the presence of the historic site in the park.

The Planning and Public Works Committe recommends Site #2. The Charlotte Advisory Parks Committee also endorses Site #2.

The agreement with MAC covers:

- The City will approve the site, design and construction of the pool.

- MAC will assume all operational and construction costs for the pool.

- The City will review all programs offered by MAC and will insure that adequate time is available for the general public use of the pool. MAC will make the facility available to the general public a minimum of 25% of the operating day, but in no event will there be fewer than five lanes available for non-competitive swimming.

- MAC will provide an annual financial report to the City and will bear all liability with the pool.

- The City will have the right to inspect the building, upon reasonable notice.

- The City will lease its existing parking to MAC and retain maintenance responsibility for it.

- Upon default of the lease agreement, title to the building, pool and any other improvements will revert to the City.

Funding: No funding is required. All costs will be the responsibility of MAC.

- Clearances: The location of the pool has been reviewed by the Engineering, Planning and Parks and Recreation Departments.

Attachment No. 8

13. Recommend (A) adoption of a budget ordinance transferring unappropriated Community Development earned income to provide a $60,000 grant to The Committee to Preserve and Restore Third Ward, Inc., and (B) approval of a grant to The Committee as part of a financing package for the establishment of a 3,000 sq. ft. residential facility which will be leased to Mecklenburg Open Door, Inc. as a group home.

Background: A part of the City's commitment to the redevelopment of the Third Ward area is to establish public/private partnerships for the revitalization of housing, commercial, and service facilities within the neighborhood. The City has been taking an active role in the Third Ward since 1976. The major publicly funded project has been the relocation of a scrap yard.

The Committe to Preserve and Restore Third Ward, Inc., a neighborhood non-profit organization, has requested $60,000 in assistance from the City for the establishment of a residential structure to be located on land which is owned by the organization in the neighborhood. NCNB will also provide a loan of $55,000 for a total project cost of $115,000. This land was assembled as part of a strategy to acquire deteriorated structures with uses unsatisfactory to the neighborhood redevelopment strategy and to demolish those inappropriate facilities. Granting funds for the establishment of the group home will represent a continuation of City involvement in the revitalization of the neighborhood.

The City has been advised by Third Ward, Inc. that the project has a close cash flow situation and, therefore financial assistance is necessary.

Project Description
The 3,000 square foot residential structure will be located at 245 North Cedar Street and will be constructed by F. N. Thompson. The structure will be leased to Mecklenburg Open Door, Inc. a non-profit organization, which presently operates a group home in Third Ward. The facility is designed to help meet the need to provide transitional shelter for the mentally ill in the process of assuming more independent living. The facility is consistent with the required UR-2 zoning for the property.

Grant Requirements
The City will make a grant of $60,000 in Community Development Block Grant (CDBG) funds to The Committee to Preserve and Restore Third Ward, Inc. If the property is transferred or if the operation of the group home by Mecklenburg Open Door, Inc. is discontinued, the grant amount will be recaptured by the City.

According to the federal regulations governing the Community Development Block Grant Program, the City may grant CDBG funds to sub-recipients to carry out new construction housing activities. The City provided similar assistance to the Biddleville Housing Corporation in 1983.

Requested action: Request City Council approve a $60,000 grant to the Committee to Preserve and Restore Third Ward, Inc. as part of a permanent financing package for the new construction of a 3,000 sq. ft. apartment house for lease to Mecklenburg Open Door, Inc. The grant amount would be recaptured by the City upon transfer of the property or if the operation of the group home by Mecklenburg County Open Door, Inc. is discontinued.

Funding: The grant will be funded from Community Development earned income. This earned income results from rents and interest earnings from the Block Grant and can be used only for eligible Community Development activities.

Clearances: Community Development and Budget and Evaluation Departments.

14. Recommend the renewal of the contract between the City and the Greater Charlotte Economic Development Corporation for a national marketing and advertising campaign.

Background: In the fall of 1985, the Greater Charlotte Economic Development Corporation was established to market Charlotte-Mecklenburg to national and international business executives in service and manufacturing industries. The City of Charlotte joined in the financing of this project and committed $200,000 in FY86 for the first of the three-year, $3.5 million program. Four evaluation measures were set for the three-year program:

1. To triple the number of quality leads looking at Charlotte
2. To increase awareness of Charlotte in the minds of "corporate America"
3. To increase job creation
4. To increase capital investment

The program was evaluated by FacFind, using a comparison of pre-program, and post-program data.

The first year of the program yielded the following results:

- 4,000 leads were generated in the first year of the program, with 500 of these classified as "quality leads" or a high probability of a serious, continuing interest in Charlotte.
- Charlotte's recognition rate among business executives increased by 9% in the first year of the campaign to a 76% recognition level.
- The rating of Charlotte as a viable business center rose slightly.
- The advertisements placed in business publications were responsible for an increase in the recognition levels and ratings of Charlotte, especially among Presidents and Chairmen of Boards.
- Business discussions which included Charlotte increased by 14% during this media campaign. This figure is based on pre-program data gathered by FacFind.
- Desire to (re)locate business in Charlotte did not increase significantly.

Recommendation: The Greater Charlotte Economic Development Corporation is requesting that the City of Charlotte renew their $200,000 contract in order to proceed with the second phase of the three-year program. Objectives for the second year of the program are·

- To follow up on the 500 quality leads generated in the first year of the program.

- To encourage visits to Charlotte by these businesses identified as "quality leads."

- To continue to increase the recognition level of Charlotte by business executives across the country and around the world by targeting certain geographic centers: New York, Chicago, California, the United Kingdom, Europe and the Pacific Basin.

- To target the marketing campaign to manufacturing, industrial and the financial service industry. The City's Economic Development Director will work with the GCEDC on coordinating Council's Economic Development Policy with the GCEDC's objectives.

- To implement the "Charlotte Pride" campaign within the City which is designed to encourage citizens to become ambassadors of the area.

Funding: Non-departmental account 532.02 (Economic Development Marketing).

Clearances: Budget and Evaluation.

An evaluation is attached.

Attachment No. 9

ITEM NO.

15. Recommend amending an October 12, 1987 Council action which approved a $1,600,000 loan to Trenton Properties for the Hoskins Mill site by (1) reducing the first mortgage lenders commitment from the requested amount of $2,443,600 to the approved amount of $1,800,000 and (2) authorizing $500,000 of the City's $1,600,000 loan to be advanced for acquisition of the Mill.

Background: On October 12, 1987 Council approved a loan of $1,600,000 with Trenton Properties for the adaptive reuse of the Hoskins Mill site. A copy of the approved agenda item is attached.

The lender is now requiring that the developer have the equity prior to the loan being provided. This includes acquiring the property without using the money from the lender. Because of the timing required to acquire the property, it is recommended the City loan be used to acquire the property for $500,000. It was appraised in 1984 for over $700,000. The City will have first mortgage which should be covered by the appraised value.

The lender has committed $1.8 million and is still discussing with Trenton Properties whether project expenses will require the additional $643,000.

The benefits to the City remain the same; namely:

- Project adds an additional 189 housing units to the City's housing stock.
- Rents will be affordable to persons who earn 60%, 50% and 40% of the median income.
- Project fulfills gap that exists between public and private housing.
- Project will eliminate the blight of a boarded-up textile mill and make a significant contribution to the revitalization of the Hoskins community.
- Persons on the City's and Housing Authority's workload will have the right of priority on rent-up and all future vacancies in the project.

Requested Action: Request City Council to amend an October 12, 1987 Council action approving a $1,600,000 loan to Trenton Properties for the Hoskins Mill site by (1) reducing the first mortgage lenders commitment from the requested amount of $2,443,600 to the approved amount of $1,800,000 and (2) authorizing $500,000 of the City's $1,600,000 loan to be advanced for acquisition of the Mill.

Funding: Innovative Housing Fund (General Fund Pay-as-you-go).

Clearances: Community Development Department.

Attachment No. 10

16. Appointments to Boards and Commissions.

1) Clean City Committee - The following nominations have been made for an unexpired term ending June 20, 1990:

a) Jeanne Trexler, nominated by Councilmember P. Patterson.
b) Jerry M. Broughton, nominated by Councilmember Fenning.

2) Historic Properties Commission - The following nominations have been made for an unexpired term ending July 16, 1988·

a) Helen D. Anderson, nominated by Councilmember Dannelly.
b) Allen L. Brooks, nominated by Councilmember Leeper.
c) Cydne Farris, nominated by Councilmember Woollen.
d) Pamela W. Palmer, nominated by Councilmember Fenning.

3) Sister Cities Committee - The following nominations have been made for an unexpired term ending April 5, 1988:

a) Dr. Paul Hatten, Jr., nominated by Councilmember Vinroot.
b) Barbara Moeller, nominated by Councilmember Matthews.
c) David P. McKnight, nominated by Councilmember C. Patterson.
d) Doris McLaughlin, nominated by Councilmember Leeper.

4) Planning Commission - Consideration of nominations made at the November 18 meeting to fill an unexpired term ending June 30, 1989. A list of nominees will be sent in the November 20 Council-Manager memorandum.

Attachment No. 11

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The City Attorney advises that agenda items no. 17 through 34 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.

PERSONNEL

17. Recommend adoption of a resolution amending the pay plan to add the classification of Latent Fingerprint Supervisor, Pay Range 319 ($22,899 - $32,221 Annually) and Latent Fingerprint Examiner, Pay Range 116 ($19,781 - $26,509 Annually) and to delete the class of Fingerprint Identification Supervisor, Pay Range 319.

This action is to change titles to differentiate between positions which are responsible for positive fingerprint classification and identification, and those which are responsible for latent fingerprint classification and identification.

Funding: No additional funds will be required as this request does not include any changes in pay range assignments.

BUDGET ORDINANCE

18. Recommend adoption of a budget ordinance for $25,000 for the continuation of engineering services with Dana H. Rucker & Associates for CityFair.

This item was deferred at the November 9 Council meeting. The Carley Capital Group has agreed to share in the cost; therefore the City's cost will be $15,000, and Carley will pay $10,000. This action will appropriate the funds.

Funding: The City's funds shall be advanced from the unappropriated balance of the Municipal Debt Service Fund until such time that parking deck revenues are collected.

Clearances: Finance, Community Development, Budget and Evaluation and Engineering Departments.

19. Recommend adoption of a budget ordinance for $132,000 to provide funds for the award of survey and preliminary engineering contracts on roadway projects included in the 1987 transportation bond projects.

Background: The 1987 transportation bond projects, which were approved on November 3, 1987, included three high priority roadway projects: Beatties Ford Road widening, Park Road widening, and Monroe Road widening.

The Council-approved consultant selection process for firms to perform the design work on these projects is now under way. It is anticipated that the selections will be completed in late December, and contract negotiations will begin with the award of the first

contracts in early February. In order to begin design work on the projects immediately upon award of the design contract, it will be necessary to begin surveying and preliminary engineering work at this time. The funds requested will provide for the award of two surveying contracts and two preliminary engineering services contracts for the above mentioned projects. These contracts will be presented to the City Manager for award after approval of the budget ordinance.

Requested Action: Council is requested to adopt a budget ordinance for $132,000 to provide funds for award of the informal contracts totaling $120,000 plus a contingency allowance of $12,000.

Funding: Unappropriated Municipal Debt Service Fund Balance advanced in anticipation of sale of bonds.

BID LIST

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

A. 9 - Automatic Waste Water Samplers & Shelters — Utility Dept.

Recommendation: By Utility Director and Purchasing Director that the low bid, American Sigma, Middleport, New York, in the amount of $33,975.00, be accepted for award of contract on a unit price basis.

Project Description: Automatic wastewater samplers with shelters are used to collect composite process samples more reliably, accurately, and effectively than can be done manually. Equipment will sample all wastewater plant processes.

Source of Funding: Water and Sewer Operating Fund - (McAlpine Creek Treatment Plant - Miscellaneous Capital Outlay).

B. Catch Basin Frames, Grates and Hoods — Operations Dept., St. Division

Recommendation: By Operations Director and Purchasing Director that the low bid, Capitol Foundry of Virginia, Inc., Virginia Beach, Virginia, in the amount of $70,050.00, be accepted for award of contract on a unit price basis.

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Project Description: These catch basin frames, grates and hoods are used to allow drainage from the street right-of-way into the storm drainage system.

Source of Funding: General Fund (Operations/Street Maintenance - Inventories Account).

C. 1 - Scanning Electron Microscope & Energy Dispersive X-Ray Analysis System — Police Dept.

Recommendation: By Police Chief and Purchasing Director that the only bid received, Cambridge Instruments, Buffalo, New York, in the amount of $140,045.00, be accepted for award of contract.

Project Description: This electron microscope/x-ray system will be used for the analysis of gunshot residue, paint samples, fibers, and numerous other laboratory comparisons.

Other Information: While the specifications set forth in the bid package did not prevent the other vendors from submitting bids it has been determined through conversations with them that they could not be competitive in price.

Cambridge Instruments has installed equipment in the State Bureau of Investigation Laboratory in Raleigh and in the Georgia Bureau of Investigation Laboratory in Atlanta. Both laboratories are well pleased with their systems.

Source of Funding: General Fund - (Police Department/Crime Lab) - Lease Purchase.

D. Cast Iron Soil Pipe & Fittings — Utility Dept.

Recommendation: By Utility Director and Purchasing Director that the low bid, Ferguson Enterprises, Inc., Charlotte, N. C., in the amount of $47,930.58, be accepted for award of contract on a unit price basis.

Project Description: This proposed purchase will establish annual contract for cast iron pipe and fittings, which will be used for sanitary sewer connections for residential and commercial buildings.

Source of Funding: Water and Sewer Operating Fund - (Sewer Maintenance Division - Construction Materials/Commodities).

E. Cast Iron or Ductile Pipe — Utility Dept.

Recommendation: By Utility Director and Purchasing Director that the low bid, Griffin Pipe Company, Lynchburg, Virginia, in the amount of $241,515.60, be accepted for award of contract on a unit price basis.

Project Description: Cast iron or ductile pipe is used by the Utility Department to extend and repair the water distribution system.

Source of Funding: Water and Sewer Operating Fund - (Wastewater Collections). Water and Sewer Operating Fund - (Water Shop Inventories).

F. Automatic Roll Fed Anhydrous Ammonia Blueprint Machine — Engineering Dept.

Recommendation: By City Engineer and Purchasing Director that the second low bid by Ozalid Corporation, Binghamton, New York, in the amount of $39,855.00, be accepted for award of contract on a lump sum basis.

Project Description: An automatic roll fed anhydrous ammonia blueprint machine is needed to meet the increased demands of blueprinting requirements by City departments. The current machine is not able to meet the additional demands and will be traded in on the replacement machine. A cost savings in paper supplies as well as operator's time will be gained.

Other Information: The low bid, A & E Blueprint & Supply at $37,500 proposed to furnish a machine as follows:

1. Has only a 3-roll paper storage capacity resulting in additional operator's time to use various paper widths needed.
2. Margin modification trailing only - as opposed to leading and trailing - does not allow adjustment of various print sizes.
3. Water delivery manual - as opposed to automatic.

Source of Funding: General Fund - (Engineering Department) - Lease/Purchase.

G. 101 - Fire Hydrants — Utility Dept.

Recommendation: By Utility Director and Purchasing Director that the low bid, Pyco Supply Company, Charlotte, N. C., in the amount of $39,381.30, be accepted for award of contract on a unit price basis.

Project Description: This proposed purchase of fire hydrants will be installed by the Utility Department for use by the Fire Department to connect to water distribution system for fire-fighting.

Source of Funding: Water and Sewer Operating Fund - (Inventories - Water Shop).

H. Television System, Phase V — PS&I

Recommendation: By Public Service & Information Director and Purchasing Director that the only bid, Midwest Communications, Charlotte, N. C., in the amount of $117,426.00, be accepted for award of contract.

Project Description: This equipment will complete the video production facilities in the new Charlotte-Mecklenburg Government Center and will permit coverage of meetings, public affairs programs and employee training to be cablecast on local cable television systems.

Other Information: Midwest Communication Corporation is being recommended due to: (1) the bid is within the funds budgeted for this purchase, (2) adequate measures were taken to secure competitive bids and the bids were advertised twice, and (3) the City of Charlotte has had excellent sales and service from this vendor in the past.

Source of Funding: General Fund - (General Services/CMGC Upfit).

I. 1987 Parking Lot Repair Program — Engineering

Recommendation: By the City Engineer that the low bid of $299,824.76, as submitted by Asphalt Associates of Charlotte, Inc., be accepted for award on a unit price basis.

Project Description: This project is part of the ongoing parking lot repair program and consists of performing base repairs and resurfacing City-owned parking lots. It also includes minor concrete curb and sidewalk replacement and paint

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striping. The lots included in this project were designated priority repair lots in the parking lot repair survey.

Source of Funding: General Capital Improvement Fund - (Resurfacing of Parking Lots - Pay-As-You-Go Funding).

J. One 1250 GPM (Gallons Per Minute) Enclosed Crew Cab Fore Apparatus with 50 Ft. Telescoping Water Tower with Six-Man Seating Capacity — Fire

Recommendation: By Fire Chief and Purchasing Director that the lowest responsive bidder, Pierce Mfg. Co., Appleton, WI., in the amount of $220,906, be accepted for award of contract on a unit price basis.

Other Bid Received Not Meeting Specifications: Seagrave Fire Apparatus Inc., Clintonville, WI., in the amount of $219,180 did not meet the bid specification with respect to the type cab requested. The specifications called for an enclosed crew-cab with the engine located forward of the cab. This was so specified to insure the safety of the fire personnel. Seagrave can provide the enclosed crew-cab but only with the engine compartment located in the cab. This will limit crew space and increase noise and heat levels beyond acceptable levels. Also, the bid specifications called for a tilt-cab design which allows easy access to the engine for maintenance. Seagrave did not provide this necessary feature.

Project Description: This replacement unit will carry a maximum of six people to fire, rescue and emergency medical services emergencies.

Source of Funding: General Fund - (Fire Department) - Lease Purchase.

K. Five 1250 GPM Fully-Enclosed Cab Fire Pumper Apparatus With 6 Seating Capacity — Fire

Recommendation: By Fire Chief and Purchasing Director that the lowest responsible bidder, Pierce Mfg. Co., Appleton, WI., in the amount of $791,725, be accepted for award of contract on a unit price basis.

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Other Bid Received Not Meeting Specifications: Seagrave Fire Apparatus Co., Clintonville, WI., in the amount of $759,565 did not meet the bid specification with respect to the type cab requested. The specification called for an enclosed crew-cab with the engine located forward of the cab. This was so specified to ensure the safety of the fire personnel. Seagrave can provide the enclosed crew-cab but only with the engine compartment located in the cab. This will limit crew space and increase noise and heat levels beyond acceptable levels. Also, the bid specifications called for a tilt-cab design which allows easy access to the engine for maintenance. Seagrave did not provide this necessary feature.

Project Description: These units will be used to respond to fires, rescues, and emergency medical service calls with a maximum of six firefighters. They will also be used to transport personnel for inspections and detector installations. Two are replacements; three are additions.

Source of Funding: General Fund - (Fire Department) - Lease Purchase.

L. Two 1500 GPM Fully Enclosed Cab Fire Aerial Apparatus with 6 man Seating Capacity — Fire

Recommendation: By Fire Chief and Purchasing Director that the lowest responsive bidder, Pierce Mfg. Co., Appleton, WI., in the amount of $644,386 be accepted for award of contract.

Other Bid Received Not Meeting Specifications: Simon Ladder Towers Inc., Ephrata, PA., in the amount of $633,598 did not meet the specifications in regard to the Aerial Ladder. The requirements for the ladder were a tip load at all elevations with full extension of 400 lbs., with 1000 GPM flow. Simon Ladder Towers bid a unit with a ladder capacity of only 250 lbs., and no GPM flow. In other words, Simon Ladder Towers bid a lightweight ladder when the specifications called for a heavy duty Aerial ladder.

Project Description: These units will be used to respond to fires, rescues and emergency medical service calls transporting a maximum of six personnel. One is a replacement; one is an addition.

Source of Funding: General Fund - (Fire Department) - Lease Purchase.

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Fire

M. Four Four-Wheel Drive Brush Firefighting Units

Recommendation: By Fire Chief and Purchasing Director that the low bid, American Fire Apparatus, Ball Ground, Ga., in the amount of $105,660, be accepted for award of contract on a unit price basis.

Project Description: These replacement units will be used to fight fires in wooded areas and over rough terrain.

Source of Funding: General Fund - (Fire Department) - Lease Purchase.

Fire

N. Two Fully Enclosed Cab Fire Rescue Apparatus

Recommendation: By the Fire Chief and Purchasing Director that the low bid, Pierce Mfg., Appleton, WI., in the amount of $425,318, be accepted for award of contract on a unit price basis.

Project Description: These are specialized units that respond to special calls, vehicle accidents, all working fires, large chemical spills and all multiple alarm incidents. One is a replacement; one is an addition.

Source of Funding: General Fund - (Fire Department) - Lease Purchase.

Airport

O. General Construction for Central Energy Plant

Recommendation: The Airport Manager recommends that the low bidder Linda Construction with a base bid of $229,878.00 be accepted for award of contract on a lump sum basis. Initial bid opening was scheduled for October 22, 1987 and due to the submittal of only two bids, the project was re-advertised as required by North Carolina bidding laws.

Project Description: This contract provides all materials, equipment and labor for general construction for installation of a central energy plant for the terminal building.

Source of Funding: Airport Terminal Capital Project Fund - (South Terminal Expansion - 1987 Revenue Bonds).

ITEM NO.

P. West Charlotte Community Center Structural Repairs — Parks & Recreation

Recommendation: By the General Services Director that the project be awarded to Moretti Construction Company of Charlotte, N.C., the low bidder in the total amount of $36,750.00.

Project Description: On October 26, 1987, Council awarded a contract to replace the deteriorated roof system at the West Charlotte Community Center. During preliminary studies for the replacement, severe structural problems were detected due to stress created by ponding water and snow loading on the gymnasium roof. The roof replacement project will proceed after the structural repairs are made.

Source of Funding: General Capital Improvement Fund - (Building Improvements).

ORDINANCE AMENDMENT

21. Recommend an amendment to make necessary deletions for provisions superseded by the new Sign Ordinance.

Background: Through an oversight in the preparation of the new sign ordinance adopted on November 9, 1987 there are sections in the zoning ordinance that conflict with or repeat the new signs regulations and simply must be repealed. For example, in the definition section of the existing zoning ordinance, the definition of "signs" differs slightly from the definition approved in the new sign ordinance and the current definition simply needs to be deleted in view of the newly adopted definition. Making the necessary deletions will make the existing zoning ordinance consistent with the new sign provisions.

BUDGET ORDINANCE/AGREEMENT

22. Recommend (1) adoption of a budget ordinance for $518,500.00 and (2) an agreement for engineering services with Kimley-Horn and Associates, Inc. for $518,500.00 for the design of an extension of Westinghouse Boulevard from Culp Road to South Boulevard.

Background: On May 11, 1987, City Council awarded a contract to Kimley-Horn and Associates, Inc. for design of a portion of the Westinghouse Boulevard Extension where it passes under the southern outer belt. The North Carolina Department of Transportation needed

the design of this portion of Westinghouse Boulevard by July 1, 1987 in order to coordinate it with the location of the bridge over Westinghouse Boulevard on the southern outer belt. Kimley-Horn was selected to perform the design services on this project through the Council-approved consultant selection process.

Council was notified in the May 11 agenda item that if the funding for the Westinghouse Boulevard Extension was approved in the November bond referendum, a contract would be presented to them at a later date for final design services for the remainder of the project.

Funding for the design of the remainder of the Westinghouse Boulevard Extension was approved on November 3, 1987 in the transportation bond package.

Requested action: City Council is asked to approve an agreement for engineering services with Kimley-Horn and Associates, Inc. in the amount of $518,500.00. The services to be performed in this agreement include the following:

Roadway Design	$315,000.00
Structure Design	110,000.00
Landscaping Design (Allowance)	8,000.00
Right-of-Way Plats (Allowance)	25,500.00
Reimbursables (Allowance)	15,000.00
Additional Services (Allowance)	45,000.00
Total Contract Amount	$518,500.00

Funding: Unappropriated Municipal Debt Service Fund Balance advanced in anticipation of sale of 1987 Transportation Bonds.

Clearances: The contract has been reviewed by the City Attorney and approved by appropriate City staff.

23. Recommend a 24-month agreement with Econocom-USA, Inc. at a rate of $2,393 per month, and a 36-month agreement with CIS Leasing Corporation at a rate of $1,752 per month for the lease of IBM computing equipment.

CIS Leasing Corporation is the firm through which the City is currently leasing its IBM computer and word processing equipment. The requested equipment lease represents an addition to the base contract with CIS. The agreement with Econocom-USA, Inc. is the first contractual arrangement with the City. Both firms provided the lowest price quotations on the equipment items of interest.

The equipment to be covered under these agreements, additional memory for the central computer and a disk storage unit, is needed to meet growing information processing requirements throughout the City.

Funds to cover this contract expense are included in the FY88 MIS Department budget.

ITEM NO.

CHANGE ORDER

24. Recommend approval of a change order with Watson Electric for audio visual equipment for the meeting chamber of the Charlotte-Mecklenburg Government Center.

Explanation of Request: A package of electronic equipment for the Government Center meeting chamber was developed by the architect and the audio visual consultant after meetings with City Council members, the City Clerk and PS&I staff. It includes portable and fixed microphones, a sound mixing system, shared monitors at Council/Commission seats and automated vote recording and printout equipment. Since minor price details are being finalized at this time, we request that City Council approve a change order not to exceed $44,000 with Watson Electric for this work. The change will increase the contract with Watson Electric to $3,022,104.

Clearances: This change has been reviewed and recommended by the architect, the construction manager and Engineering Department staff.

Funding: Funds have been reserved in the project account for a meeting chamber audio visual change (Allotment 274.00, Fund 2010).

25. Recommend approval of a change order in the structural steel contract with Montague Betts Company for settlement of outstanding claims related to work done at the new Coliseum.

Background: The structural steel contract for the new Coliseum was awarded to Montague Betts Company, Inc. in April, 1986. They worked on site from September, 1986 to September, 1987. Because the steel contract was awarded on a "fast track" schedule, prior to finalizing all design details, many structural changes were made both during fabrication and erection. Those claims which could not be settled in a timely manner were held to settle at the end of the contract. These claims also include back charges assessed Montague-Betts for work assigned to them that was ultimately performed by other contractors.

The construction manager has negotiated a lump sum settlement of $125,000. The architect recommends payment of settlement.

Action Requested: Council is requested to approve a change order in the amount of $125,000, which settles the claims for changes and additional work and back charges as listed in the attachment.

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This is the last anticipated Council action required to close out this contract.

Funding: This change order of $125,000 will increase the contract from $6,950,051 to $7,075,051. Funds are currently available within the project contingency fund which was established to pay for unforeseen work. (Fund #2010, Account #255.00)

CONTRACT AMENDMENT

26. Recommend approval of an amendment of a land sales contract from William W. Sturges, to St. Catherine Land Associates.

Background: On October 6, 1986, City Council approved the sale of Block 37, Parcel No. 6 in West Morehead Neighborhood Strategy Area to William W. Sturges for the proposed development of a 4 1/2 acre office park complex. The property transaction was closed on September 10, 1987 and construction of the project will begin in the near future. The developers, through their attorney, have requested that the City approve the transfer of the property from William W. Sturges, as indicated on the contract for sale of land, to reflect a name change on the deed to read St. Catherine Land Associates. Mr. Sturges will continue to be a principal developer, but under the new name.

Requested action: It is recommended that City Council approve the request of the redeveloper to amend the contract to allow for the name change from William W. Sturges to St. Catherine Land Associates.

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

LEASE TERMINATION/PURCHASE OF LEASEHOLD IMPROVEMENTS

27. Recommend termination of lease agreement with Bruton Smith for corporate hanger at the Airport and approve purchase of leasehold improvements.

Background: In 1978, Bruton Smith leased approximately three-fourths of an acre of land from the City on the north end of the airfield. The lease term was on a month to month basis until cancellation by either party. Bruton Smith no longer requires the use of this facility; therefore, the lease will be terminated and the area automatically reverts to the City under the terms of the original lease. Mr. Smith, however, has the right to remove all leasehold improvements upon termination. These leasehold improvements consist of a 6,500 square foot pre-engineered steel aircraft storage hanger.

ITEM NO.

This facility is located adjacent to the Airport maintenance facility. Re-use of this area for storage of Airport supplies and equipment will complement the existing Airport maintenance facility.

The Airport Manager has been negotiating with Mr. Bruton Smith over the disposition of these leasehold improvements. A recent appraisal performed by Jack Morgan, M.A.I. appraiser, indicates an appraisal value to the City of approximately $30,000. Mr. Smith is willing to sell his leasehold interest in this facility to the City for the sum of $30,000, because of costs associated with removal and reutilization of the leasehold improvements on another site.

Recommendation: Council is requested to approve termination of lease with Bruton Smith for corporate hanger facility at the Airport and approve the purchase of the leasehold improvements for $30,000.

Funds: Funds are available in Airport Capital Project Account for the Airport Maintenance Facility.

MUNICIPAL AGREEMENTS

28. A. Recommend adoption of a resolution authorizing a municipal agreement between the City of Charlotte and the North Carolina Department of Transportation (NCDOT) concerning the Quail Hollow Bridge over McMullen Creek.

This resolution will authorize a municipal agreement with the North Carolina Department of Transportation (NCDOT) for widening the existing bridge on Quail Hollow Road at McMullen Creek from two lanes to four lanes and completing the four-lane widening of Quail Hollow Road in the vicinity of the bridge. The NCDOT will construct the improvements. The NCDOT is currently acquiring right-of-way for the project and it is scheduled for construction in 1990. Through the municipal agreement, the City of Charlotte agrees to reimburse the NCDOT 25% of actual right-of-way cost. The estimated cost of right-of-way is $30,000 and the City's share would be $7,500.

City staff has requested that the sidewalk system on the north side of Quail Hollow Road be completed in the vicinity of the bridge. Through the municipal agreement, the City of Charlotte is required to reimburse the NCDOT the actual costs of installing the sidewalks as part of the NCDOT's project. It is estimated that sidewalk construction will cost $15,000. The NCDOT is responsible for widening the bridge sufficiently to accommodate sidewalk on both sides.

The existing two lanes of traffic on Quail Hollow Road (one in each direction) will be maintained during construction. After completion of the project, Quail Hollow Road will be four lanes wide between Sharon Road and Carmel Road.

Funding: Reimbursement to the NCDOT for right-of-way (estimated $7,500) and sidewalk construction (estimated $15,000) will come from the CIP Budget, Account No. 490.00. A total of $66,000 was programmed into the account to cover the costs of widening the Quail Hollow bridge on its south side for a future sidewalk and to complete sidewalk on the approaches to the bridge on the north side. The NCDOT originally planned to provide sidewalk space only on the north side of the bridge. Through discussions with the NCDOT, it has agreed to provide sidewalk space on both sides of the bridge at its expense. The reduction in the City's share of sidewalk construction costs leaves sufficient funds in the account to also cover the City's 25% share of right-of-way costs. The Budget and Evaluation Department agrees with funding both the sidewalk and right-of-way costs from Account No. 490.00.

Clearances: The NCDOT plans for widening Quail Hollow Road and the bridge over McMullen Creek have been reviewed and approved by the Charlotte Department of Transportation, Engineering Department, and the Charlotte/Mecklenburg Utility Department.

B. Recommend adoption of a resolution authorizing a municipal agreement between the City of Charlotte and the North Carolina Department of Transportation (NCDOT) to construct minor pavement widening on Park Road south of Gleneagles Road.

Background: The Charlotte Department of Transportation (CDOT) asked the North Carolina Department of Transportation (NCDOT) to construct some minor pavement widening on Park Road south of Gleneagles Road. The minor widening will allow Park Road to be restriped at its intersection with Gleneagles Road and Sharon Road West for improved intersection capacity. The widening will require that the City move a fire hydrant and have two utility poles relocated. The City is obtaining a right-of-entry onto the affected property to allow the relocation and roadway widening to occur. The owner of the property has indicated to the City and NCDOT that he is willing to donate property for roadway widening improvements on Park Road. The City is preparing the necessary legal papers to have property donated.

Recommendation: This resolution authorizes a municipal agreement with the NCDOT for widening Park Road south of Gleneagles Road. The City will obtain the necessary right-of-entry and coordinate the relocation of public and private utilities. The NCDOT will construct the improvements.

Once the widening is completed, the Charlotte Department of Transportation will adjust pavement markings on Park Road to accommodate a right-turn only lane from southbound Park Road to Sharon Road West. This will reduce the delay drivers now experience at this intersection, especially during the afternoon peak hours.

Funding: The NCDOT will construct the minor widening on Park Road using its Small Urban Project Program funds. The City's participation would be funded through Department operating budgets. The CDOT and Engineering Department staffs are involved in obtaining a right-of-entry and donation of right-of-way. CDOT will coordinate relocation of utilities and adjust traffic controls. The Charlotte-Mecklenburg Utility Department will relocate the fire hydrant.

Clearances: Each affected City department has reviewed and approves of the proposed improvements. The resolution has been approved as to form by the City Attorney.

C. Recommend adoption of a resolution authorizing a municipal agreement between the City of Charlotte and the North Carolina Department of Transportation for improving Independence Boulevard (US 74) between Waterman Avenue and Eastway Drive.

Recommendation: This resolution authorizes a municipal agreement, required by State Statute, with the NCDOT for constructing the first phase of the Independence Freeway/Expressway between Waterman Avenue and Eastway Drive. The NCDOT will fund purchase of right-of-way and construction of improvements for the Independence Freeway/Expressway project.

Funding: The NCDOT is funding 100% of the right-of-way acquisition and cost of constructing the improvements covered in the Municipal Agreement. Construction of the future HOV lane would involve City funds. The Urban Mass Transportation Agency (UMTA) would fund 80% of the HOV lane construction and the City and NCDOT, 10% each. The final Environmental Impact Statement (EIS) for the HOV lane is pending approval by UMTA.

Clearances: Preliminary plans for improvements to Independence Boulevard (US 74) between Waterman Avenue and Eastway Drive have been reviewed and approved by the City Engineering Department, Charlotte Department of Transportation and Charlotte/Mecklenburg Utility Department.

SET PUBLIC HEARING

29. Recommend adoption of a resolution of intent to abandon a portion of South Clarkson Street and set a public hearing for January 11, 1988.

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STREET CLOSURE AMENDMENT

30. Recommend amendments to two street closure agreements between F. N. Thompson, Incorporated and the City of Charlotte for the construction of Gateway Centre.

Background: The City Council's street closure policy requires a developer to lease portions of street right of way used for the construction of private development. Temporary closings of less than one year which exclude the holiday shopping season are approved by the Departments of Transportation and Engineering. Use during the holiday shopping season or in excess of one year must be approved by City Council.

F. N. Thompson, Incorporated is constructing the Gateway Centre project on West Trade Street at the Fourth Street Connector. The contractor initially expected to use portions of the West Fourth Street and West Trade Street rights of way between March 11, 1987, and November 22, 1987. These closures were approved by staff. The contractor has now requested to extend the use of the Trade Street sidewalk and the use of the Trade Street curb lane and Fourth Street sidewalk to January 1, 1988, which would include the holiday shopping season.

Recommendation: It is recommended an addendum be approved to the existing closure agreements with F. N. Thompson, extending the expiration date to January 1, 1988.

Funding: There is no cost to the City. Revenue generated through lease of the right of way is put in the general fund.

Clearances: The Department of Transportation and Engineering Department concur in this request.

A map is attached.

Attachment No. 12

SETTLEMENT/BUDGET ORDINANCE

31. Recommend (1) that the City settle the condemnation action against Albert S. Rousso, et al for the total amount of $200,000, Independence Plaza Park Project, Parcel 1, 85-CVS-1619, (2) adoption of a budget ordinance for $48,000.

Background: On February 14, 1985 the City condemned this parcel in fee simple for the Independence Plaza Park. The parcel is located in the vicinity of the Square and contains 1,125 square feet. At the

ITEM NO.

time the condemnation was filed, the City deposited $152,000 with the Court as the City's estimate of the fair market value of the condemned property.

Recommendation: It is recommended that this settlement be approved. The settlement calls for the additional payment of $48,000 above the amount already deposited for a total of $200,000.

Funding: General Capital Improvement Fund, Account No. 480.91, Independence Plaza Park Account.

TAX REFUND

32. Recommend the adoption of a resolution authorizing the refund of certain taxes in the total amount of $23,866.30 which were assessed through clerical error or illegal levy against 15 tax accounts.

UTILITY CONTRACTS

33. 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. The Utility and Planning Directors recommend approval.

1. Oaklawn Associates, c/o John R. Yarbrough & Associates, to construct 1,544 linear feet of 8-inch water main, 1,347 linear feet of 6-inch water main and 1,545 linear feet of 2-inch water main to serve Cedarfield Plantation, Phase II, located north of McIlwaine Road, west of McCoy Road and south of Gilead Road, outside the Charlotte City Limits. Estimated Cost - $71,000.00. Water Contract No. 100-87-128.

2. Province Development, Ltd., to construct 4,215 linear feet of 8-inch water main and 1,648 linear feet of 2-inch water main to serve Provincetowne Phase IV Subdivision, located south of Providence Road West, east of Providence Road and west of Tom Short Road, outside the Charlotte City Limits. Estimated Cost - $100,000.00. Water Contract No. 86-093.

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3. H & R, Inc., to construct 2,195 linear feet of 8-inch sanitary sewer mains to serve Montibello 14, Phase 2 Subdivision, located east of Carmel Road, south of English Garden Road, and north of Montibello Drive, inside the Charlotte City Limits. Estimated Cost - $76,825.00. Sanitary Sewer Job No. 100-87-677.

4. John Crosland Company, A North Carolina Limited Partnership, By: Crosland Homes, Inc., to construct 6,670 linear feet of 8-inch sanitary sewer main to serve Stratton Chase Subdivision, located north of Margaret Wallace Road, east of Old House Circle and west of Idlewild Road, outside the Charlotte City Limits. Estimated Cost - $233,450.00. Sanitary Sewer Job No. 100-87-692.

5. NCF Financial Corporation, to construct 3,773 linear feet of 8-inch sanitary sewer main to serve The Waters Of Steele Creek Subdivision, located north of N.C. Highway 49, east of Erwin Road and south of Sam Neely Road, outside the Charlotte City Limits. Estimated Cost - $132,055.00. Sanitary Sewer Job No. 100-87-668.

PROPERTY TRANSACTION

34. Recommend approval of the following property transaction.

Acquisition of 1.83 acres, at Byrum Drive, from David A. Miller, for $76,000, for the V.O.R. Land Acquisition Project.

- PENDING MATTERS -

In meeting on Monday, December 7, 1987, City Council will make nominations for appointment to the following boards and commissions:

1. Advisory Energy Commission - Three appointments for two-year terms, one from each of the following sectors: Renewable Energy Environmental, Business Community and a representative of United Community Services. Only the incumbent from UCS is eligible for reappointment.

2. Citizens Cable Oversight Committee - One appointment for an unexpired term ending March 30, 1989.

3. Housing Authority - One appointment for a five-year term. Incumbent is eligible for reappointment.

4. Safety Action Committee - One appointment for a two-year term.

5. Tree Advisory Committee - Two appointments for three-year terms.

6. Zone Wrecker Review Board - One appointment for a three-year term. Incumbent is eligible for reappointment.

SCHEDULE OF MEETINGS
November 23-27, 1987

Monday, November 23	COUNCIL/MANAGER LUNCHEON Training Center, City Hall Annex	12:00 Noon
	CITIZENS HEARING	2:00 p. m.
	COUNCIL MEETING Council Chamber, City Hall	3:00 p. m.
Tuesday, November 24	ORIENTATION SESSION FOR MAYOR/CITY COUNCILMEMBERS ELECT Training Center, City Hall Annex	4:00 p. m.
Thursday, November 26	THANKSGIVING DAY All City Offices Closed	

#1

William H. Williamson III
Chairman
Charlotte-Mecklenburg Arts Commission
701 South McDowell Street
Charlotte, NC 28204

Dear Mr. Williamson,

May I take this opportunity to summarize some of the many considerations I had as a member of the selection panel concerning the potential art commission for the Coliseum. First, I was impressed by the very great opportunity offered by this project and its relationship to a mixed-use facility that had its own architectural quality. Second, from the presentations I heard during our orientation I developed the opinion that the quality-growth and developing national/international position of Charlotte could be directly reflected in the quality of the art commission selection. Third, I was well aware, as I have been over the last dozen years on art-in-public-places panels, that the general public and the multiple audiences of the region (as well as those from the growing out-of-the-region audience who would be visitors) needed to be carefully considered in the style, attitude, explanation, construction and the placement of the art.

I spent some considerable time researching the issues before coming to Charlotte and we on the panel discussed all of these aspects during our private meetings, meals, breaks and throughout the more public meetings and the entire selection process. We were very much aware of the differences between so called abstract art versus so-called representational art and we were not fixed in our notions about whether it should be abstract or representational. Rather, we demanded of ourselves that we recommend that person we considered to be the best artist available, so he or she could give the Commission their best effort...hopefully a successful and compelling effort. We asked about the aspirations of the community leadership and the spirit of the local constituancy. We heard at length about the unusual happenings at the Mint, some of the backlash, as well as some of the more positive interests of the local artistic community.

Any commissioning of art in public places is an educational process and as many people as possible need to be brought into the explanation of the project. My job as a panelist was to appraise the many professional artists' works I know and have directly experienced and to make a careful recommendation that would result in a world-class object or objects being sited at the Coliseum I considered the ability of the artist(s) to complete the project in a professional manner (aethetically as well as financially and contractually). Considered the established national and/or international reputation of the artist, and was looking for an artist whose work I esteemed and an artist whose work would bring credit to the vision and excitement of the Coliseum and Charlotte. Since we were a panel, we had to arrive at a solution agreeable to our colleague members. I had never worked with any of the panelists before so we all came to the meetings fresh and without any set agenda of which artist, which place or which style. We came together to respond to the nature of the building, its political ramifications, the need for works which were strong enough to withstand climbing or hitting, plus other security concerns as well as our own love for the art of our time, and our sincere belief that this project could be brought to a credible, positive conclusion.

The selected artist, Joel Shapiro, is a very important American sculptor. His name may not be a household word in your town, my town, or others, but in my estimation the commission isn't large enough to get the attention of some of

the 'brand name" artists, nor is your public process attractive to the old masters. Furthermore, many of these household name artists are not doing their best work at this moment and the committee could very well be aesthetically short-changed in the process. On the other hand, Shapiro is a rising star he has had numerous recent museum exhibitions in this country and abroad, to include some of his lush pastel drawings having been shown in Charlotte at the Knight. His work is in almost every major museum collection in America and in a large number of private collections. He represents, in the eyes of many art critics and curators, one of the best emerging and inventive spirits of our time. I think he is nearing a peak of his powers and is poised to make relevant statements in his public commissions. I am also enthusiastic about Shapiro because his bronze sculptures have a beautiful finish, they are true 'sculptures' because they occupy significant space and change from each angle of vision, expanding, contracting, modifying themselves as we move around all sides. They are abstractions coming from human bodies in action (much like the kinds of actions that one would see inside the Coliseum) and they retain, despite their compression of detail, that look of bodies in action. His work is well organized and I sensed that by itself or through a part, the resulting sculpture could be used as a graphic logo or image useful in civic promotion. Shapiro is trustworthy, personable and publically communicative and he has seemed to me anxious and legitimately interested in working with the Coliseum deadlines, budget and politics I have confidence in his abilities to complete any commission. He is a mid-career artist very much in demand and is also under consideration for major public and private sculpture parks in Europe. Furthermore, at this very moment, we at the National Gallery have on display one of his large bronzes here in the East Building, as part of the private collection of the Nasher family of Dallas.

It was my estimation that Shapiro and the quality of his art could help the Commission straddle the issues of important new art in a public area. I think the recent newspaper article by Richard Maschal was cavalier in its treatment of the facts surrounding the commissioning process. The article was also misleading and factually in error, while making off-hand and curious statements. Maschal seemed to create the image of a group of urban esthetes dropping in to town to tell the folks what is "best". I came to assist delicately the people of Charlotte in their decision to place works or a work of the highest quality art in their Coliseum site, one that would increase in public esteem and recognition, as well as a literal investment value one that would carry forward the positive aspirations of the new basketball franchise as well as the other Coliseum bookings and themes. It was not to be a derisive "curiosity' but rather a mid-range conservative and defensible placement. I know that high visibility projects such as this are easy targets for negative comments, hidden jealousies and other political sideswipes. It is also that moment for the standard debate saying "I don't know much about Art but I know what I like'. It is my sense that Joel Shapiro has the credentials and qualities to allow the public and other art enthusiasts to come to his art over time and to develope a positive rapport.

Shapiro's work has a respectful dialogue with much of the history of 20th century sculpture and painting. He is in the tradition of ~~the~~ abstract constructivist sculpture, those sculptors who build things, adding individual units to make a final form. He is also in the tradition of figurative sculptors like Edgar Degas's ballet dancer sculptures, where action, or implied action, frozen in time and space, are often a concern. His mixing of these qualities is remarkably inventive and has caused a certain rethinking of the functions and range of contemporary sculpture. His earlier intimate boxes, houses, corners and enigmatic constructions have now evolved into large-scale, dynamic and engaging objects which have still not lost the artist's original power and individuality.

I would hope that the Arts Commission could enter into a full, caring and non-defensive dialogue with the artist and his work and not prejudge on some superficial characterizations. The evaluation and commitment to any commission is a time for leadership and some risk, no matter which artist, which style, which material, which site. I would hope that Shapiro has himself risen to such a level in his proposal that many of these worries would be replaced by a legitimate, broad-based enthusiasm for the artist's vision and the potential credibility of the Coliseum art enhancement 1%. This would give, I think, enough time for the seductive powers of this artist and his work to sink in, take root and then flower, bringing further credit to the architecture, the site, the community and the commission project.

Respectfully submitted,

Jack Cowart, Ph.D.
McLean Virginia

17 August 1987

THE CORCORAN GALLERY OF ART

August 12, 1987

Mr. Bill Williamson
Chairman
Charlotte-Mecklenburg Art Commission
Charlotte-Mecklenburg Planning Commission
301 South McDowell Street
Charlotte, North Carolina 28204

Dear Bill:

I am writing to let you know how pleased I am that Joel Shapiro is preparing a proposal to submit to the Charlotte-Mecklenburg Art Commission. Shapiro was far and away my first choice for the Charlotte Coliseum art project.

Many factors go into the selection of an artist, including the character of the site, the scale of the building, the budget, and, importantly, the nature and needs of the local constituency. We heard from your advisors that they wanted an artist of national reputation, who could create a highly visible sculpture that might be an emblem for Charlotte's energy and commitment to excellence. Moreover, they hoped the artist could take into account the function of the coliseum and perhaps pick up on the theme of athletics. While no artist or artwork will ever please everyone, with Shapiro you have an artist who can respond to these needs. He is an artist with an international following; his sculptures are of the highest quality. These factors will undoubtedly bring national attention to the project. In addition, while his work looks at first glance to be abstract, it is in fact very suggestive of the human figure. Indeed, the cartwheeling forms he often uses resemble the actions of gymnasts or acrobats, which is highly appropriate for the coliseum site and will enhance the sculpture's public appeal.

Other considerations also convinced me he was the right artist for the job. These include the fact that he works at a scale and with a restraint that will hold its own with the building, neither competing with it or being overwhelmed by it. Shapiro's use of bronze--the traditional medium of public sculpture--will also insure that the work is permanent and damage resistant, while at the same time very elegant. Importantly, the budget might allow you to pursue the very exciting idea discussed at the panel meeting, that of asking the artist to create two sculptures, which would balance each other on either side of the entrance.

SEVENTEENTH STREET NEW YORK AVENUE N.W. WASHINGTON D.C. 20006 (202) 38 32 1

I wish you every success with this project and earnestly hope that it comes to fruition.

Sincerely yours,

John Beardsley

John Beardsley
Adjunct Curator

JOEL SHAPIRO

Born: New York City, 1941

Education: New York University, B.A. 1964; M.A. 1969

Teaching: Princeton University, 1974-75; 1975-76
School of Visual Arts, New York, 1977-1982

Awards: National Endowment for the Arts, 1975
Brandeis Award, 1984
Skowhegan Medal for Sculpture, 1986

One-Man Exhibitions

1970 Paula Cooper Gallery, New York
1972 Paula Cooper Gallery, New York
1973 The Clocktower, Institute for Art and Urban Resources, New York
1974 Paula Cooper Gallery, New York
Galeria Salvatore Ala, Milan
1975 The Garage, London (with Jennifer Bartlett)
Walter Kelly Gallery, Chicago
Paula Cooper Gallery, New York
1976 Paula Cooper Gallery, Los Angeles
Museum of Contemporary Art, Chicago
1977 Max Protetch Gallery, Washington, D.C.
Albright-Knox Art Gallery, Buffalo
Susanne Hilberry Gallery, Birmingham, Michigan
Paula Cooper Gallery, New York
Galerie Gillespie-de Laage, Paris (drawings)
Galerie Aronowitsch, Stockholm
1978 The Greenberg Gallery, St. Louis
Galerie m, Bochum, West Germany
1979 Akron Art Institute, Akron, Ohio
Paula Cooper Gallery, New York
Galerie Gillespie-de Laage, Paris
Ohio State University, Columbus
1980 The Whitechapel Art Gallery, London (travelled to Museum Haus Lange, Krefeld, West Germany, and Moderna Museet, Stockholm)
Galerie Mukai, Tokyo
Asher/Faure, Los Angeles
Brooke Alexander Gallery, New York (prints)
Delahunty Gallery, Dallas (prints)
Galerie Aronowitsch, Stockholm
Paula Cooper Gallery, New York
Bell Gallery, Brown University, Providence, Rhode Island (travelled to Georgia State University, Atlanta, and The Contemporary Arts Center, Cincinnati)

1981 Ackland Art Museum, University of North Carolina, Chapel Hill
John Stoller Gallery, Minneapolis
Daniel Weinberg Gallery, San Francisco
The Israel Museum, Jerusalem
Galerie Mukai, Tokyo
Young-Hoffman Gallery, Chicago

1982 Paula Cooper Gallery, New York (drawings)
Portland Center for the Visual Arts, Portland, Oregon
Susanne Hilberry Gallery, Birmingham, Michigan
Yarlow/Salzman Gallery, Toronto
Whitney Museum of American Art, New York (travelled to Dallas Museum of Fine Arts, Art Gallery of Ontario, Toronto, La Jolla Museum of Contemporary Art)

1983 Galerie Aronowitsch, Stockholm
Paula Cooper Gallery, New York
Asher/Faure, Los Angeles

1984 Paula Cooper Gallery, New York (drawings)
Galerie Aronowitsch, Stockholm
Paula Cooper Gallery, New York

1985 Knoedler Kasmin, London
Stedelijk Museum, Amsterdam (travelled to Kunstmuseum Dusseldorf and Staatliche Kunsthalle, Baden-Baden)

1986 Seattle Art Museum, Seattle, Washington
Galerie Daniel Templon, Paris
The John and Mable Ringling Museum of Art, Sarasota, Florida
Paula Cooper Gallery, New York
Asher/Faure, Los Angeles

1987 Donald Young Gallery, Chicago

1969 "Anti-Illusion: Procedure/Material," Whitney Museum of American Art, New York
"Drawings," Paula Cooper Gallery, New York
1970 "Hanging/Leaning," The Emily Lowe Gallery, Hofstra University, Hempstead, New York
"Drawings and Watercolors by Young Americans," The Akron Art Institute
"Viewpoints 4," The Picker Art Gallery, Colgate University, Hamilton, New York
"Paperworks," The Museum of Modern Art, New York
"Art on Paper," The Weatherspoon Art Gallery, University of North Carolina, Greensboro
"Sculpture Annual," Whitney Museum of American Art, New York
"Art for Your Collection," Museum of Art, Rhode Island School of Design, Providence
"Drawings," Paula Cooper Gallery, New York
"Drawings," Janie C. Lee Gallery, Dallas
1971 "Recent Acquisitions," University of Massachusetts, Amherst
"Paula Cooper Gallery Exhibition," Windham College, Putney, Vermont
"Works on Paper: 31st Annual Exhibition," The Society for Contemporary Art, The Art Institute of Chicago
"Drawings," Kent Annual Invitational, Kent State University, Ohio
"Twenty-six by Twenty-six," Vassar College Art Gallery, Poughkeepsie, New York
"Kid Stuff," Albright-Knox Art Gallery, Buffalo
1972 "Paula Cooper Gallery Exhibition," Greenwich, Connecticut
"Painting on Paper," Aldrich Museum of Contemporary Art, Ridgefield, Connecticut
"Art on Paper," Bard College, Annandale-on-Hudson, New York
"Small Series," Paula Cooper Gallery, New York
1973 "The Last Picture Show at 100 Prince Street," Paula Cooper Gallery, New York
Opening Group Exhibtion, Paula Cooper Gallery, New York
"Art in Evolution," Xerox Square Exhibition Center, Rochester, New York
"American Drawings 1963-73," Whitney Museum of American Art, New York
"New American Graphic Art," Fogg Art Museum, Harvard University, Cambridge, Massachusetts
Paula Cooper Gallery, New York
"Drawings," Barbara Cusack Gallery, Houston
"Drawings and Other Work," Paula Cooper Gallery, New York
1974 "Choice Dealers/Dealers' Choice," New York Cultural Center
"Painting and Sculpture Today: 1974," Indianapolis Museum of Art
"A-Z" (with Joe Zucker and Richard Artschwager), 410 West Broadway, New York
"71st American Exhibition," The Art Institute of Chicago
"Drawings and Other Work," Paula Cooper Gallery, New York

1975 Spring Group Exhibition, Paula Cooper Gallery, New York
"Painting, Drawing, and Sculpture of the '60s and '70s from the Dorothy and Herbert Vogel Collection," Institute of Contemporary Art, University of Pennsylvania, Philadelphia, and The Contemporary Arts Center, Cincinnati
"Collectors of the Seventies, Part III, Milton Brutten and Helen Herrick," The Clocktower, The Institute for Art and Urban Resources, New York
Fall Group Exhibition, Paula Cooper Gallery, New York
"Small Sculpture and Related Drawings," New Gallery, Cleveland
"34th Annual Exhibition," The Society for Contemporary Art, The Art Institute of Chicago
Group Show, Middlebury College, Middlebury, Vermont
"Drawings," Bykert Gallery, New York
Group Exhibition, Paula Cooper Gallery, New York
1976 "Gestures," Gallery of July and August, Woodstock, New York
"Recent Work," The Johnson Gallery, Middlebury College, Vermont
"Drawings," Sales and Rental Gallery, Baltimore Museum of Art
"Scale," Fine Arts Building, New York
"Critical Perspectives in American Art," Fine Arts Center Gallery, University of Massachusetts, Amherst
"Roelof Louw, Marvin Torfield, Joel Shapiro: New Sculpture, Plans, and Projects" (organized by Rosalind Krauss), Fine Arts Building, New York
"Ideas on Paper 1970-1976," The Renaissance Society, University of Chicago
"Preparatory Notes and Thinking Drawings," Woman Center, Boulder, Colorado
"Sculptors' Drawings," Fine Arts Building, New York
Group Exhibition, Paula Cooper Gallery
"International Tendencies 1972-1976," Venice Biennale
"Critical Perspectives in American Art," The American Pavillion, Venice Biennale
Paula Cooper Gallery Group Show, Galerie Mukai, Tokyo
"Soho," Akademie der Kunste, West Berlin
"Biennale of Sydney," Art Gallery of New South Wales, North Sydney, Australia
"Project Rebuild," Grey Art Gallery and Study Center, New York University, New York
Opening Exhibition, Susanne Hilberry Gallery, Birmingham, Michigan
Benefit Exhibition for Einstein on the Beach, Blum Helman Gallery, New York
"Abstract Images," Willard Gallery, New York
1977 "1977 Biennial Exhibition," Whitney Museum of American Art, New York
"Improbable Furniture," Institute of Contemporary Art, Philadelphia
"Drawings," Galerie Gillespie-de Laage, Paris
"A Question of Scale," Visual Arts Museum, New York
"Ideas in Sculpture 1965-1977," The Renaissance Society, The University of Chicago

1977 (con't)
"Documenta 6," Kassel, West Germany
Group Show, Paula Cooper Gallery, New York
"Ten Years: A View of a Decade," Museum of Contemporary Art, Chicago
"Collection in Progress," Moore College of Art, Philadelphia
"Scale and Environment: 10 Sculptors," Walker Art Center, Minneapolis
"Foire Internationale d'Art Contemporain," Grand Palais, Paris
"Early Work by Five Contemporary Artists," The New Museum of Contemporary Art
"Small Objects," The Whitney Museum of American Art (Downtown), New York
"Objects," Marian Goodman Gallery, New York

1978
"Jenney, Nauman, Serra, Shapiro," Blum Helman Gallery, New York
"New York, 1977," Amherst College, Massachusetts
"Minimal Image," Protetch-McIntosh Gallery, Washington, D.C.
Group Exhibition, Paula Cooper Gallery, New York
"Indoor/Outdoor," P.S.1., Institute for Art and Urban Resources, Long Island City, New York
"Hunt, Jenney, Lane, Rothenberg, Shapiro," Vassar College Art Gallery, Poughkeepsie, New York
"Sculpture," Thomas Segal Gallery, Boston
"American Art Since 1950," Whitney Museum of American Art, New York
"Dwellings," Institute of Contemporary Art, Philadelphia
"Made by Sculptors," Stedelijk Museum, Amsterdam
"100 Drawings of the 1970's from the Collection of Richard Brown Baker," Stamford Museum, Stamford, Connecticut
"Sculpture," Hal Bromm Gallery, New York
"10th Anniversary Show," Paula Cooper Gallery, New York
"Architectural Analogues," Whitney Museum of American Art (Downtown), New York
"Dwellings," Neuberger Museum, College at Purchase, SUNY, Purchase, New York
Group Exhibition, Paula Cooper Gallery, New York

1979
"Removed Realities: New Sculpture," Katonah Gallery, Katonah, New York
"Whitney Biennial," Whitney Museum of American Art, New York
"Contemporary Sculpture, Researches in Scale," University Art Museum, University of California, Santa Barbara
"Drawings about Drawing: New Directions in the Medium (1968-1978)", William Hayes Ackland Memorial Art Center, University of North Carolina, Chapel Hill
"The Minimal Tradition," Aldrich Museum of Contemporary Art, Ridgefield, Connecticut
"Contemporary Sculpture: Selections from the Collection of The Museum of Modern Art," The Museum of Modern Art, New York
"Decade in Review," Whitney Museum of American Art, New York

1979 (con't)
Galerie Gillespie-de Laage, Paris
"Five Sculptors," Yarlow/Salzman Gallery, Toronto
Texas Gallery, Houston
"Drawings," Toni Birkhead Gallery, Cincinnati
"Tendencies in American Drawings of the Late Seventies," Stadtische Galerie im Lenbachhaus, Munich
"Art on Paper," Weatherspoon Art Gallery, University of North Carolina, Greensboro
"Opening Exhibition," Okun-Thomas Gallery, St. Louis

1980
"Invitational," Bell Gallery, Brown University, Providence, Rhode Island
"Painting in Relief," Whitney Museum of American Art, New York
"Zeitgenossische Plastik," Kulturhistorisches Museum, Bielefeld, West Germany
"Pier + Ocean," Hayward Gallery, London, and the Rijksmuseum, Kroller-Muller, Otterlo, The Netherlands
"Drawings/Structures," Institute of Contemporary Art, Boston
"Drawings 1980," Landmark Gallery, New York
"Reliefs, Formprobleme zwischen Skulptur Malerei und Skulptur im 20 Jahrhunderts," Westfalisches Landesmuseum, Munster, West Germany
"Paula Cooper at Yvon Lambert," Galerie Yvon Lambert, Paris
"American Contemporary Sculpture," Max Hutchinson Gallery, New Orleans
"Drawings: The Pluralist Decade," Venice Biennale, American Pavillion, Venice
"paintings, Sculpture, Drawings, Prints, and Photographs," Thomas Segal Gallery, Boston
"Perceiving Modern Sculpture: Selections for the Sighted and Non-Sighted," Grey Art Gallery, New York University, New York
"Skulptur im 20 Jahrhundert," Wenkenpark, Riehen/Basel
"Architectural Sculpture," Los Angeles Institute of Contemporary Art, Los Angeles
"Interior Sculpture," Galerie Schellmann & Kluser, Munich
"The Image Transformed," Art Latitude Gallery, New York
"American Drawing in Black and White," Brooklyn Museum, New York
"Nature du Dessin," Centre Pompidou, Paris

1981
"Whitney Biennial," Whitney Museum of American Art, New York
"Sculptors' Drawings and Maquettes," Max Hutchinson Gallery, New York
"Sculptural Density," Visual Arts Museum, New York
"New Dimensions in Drawing," The Aldrich Museum of Contemporary Art, Ridgefield, Connecticut
Bertha Urdang Gallery, New York
"Constructivism and the Geometric Tradition: Selections from the McCrory Corporation Collection," Detroit Institute of the Arts, Detroit

1981 "Drawings from Georgia Collections, 19th and 20th Centuries," High Museum of Art, Atlanta
"New Acquisitions," Whitney Museum of American Art, New York
"Cast, Carved, and Constructed," Margo Leavin Gallery, Los Angeles
"Drawings," Galerie Mukai, Tokyo
"The Image in American Painting and Sculpture, 1950-1980," Akron Art Museum
"Figuratively Sculpting," The Institute for Art and Urban Resources at P.S.1, Long Island City, New York
"Benefit Exhibition for the Kitchen," Paula Cooper Gallery, New York
"Variants: Drawings by Contemporary Sculptors," Sewall Art Gallery, Rice University, Houston
"Art for E.R.A.," Zabriskie Gallery, New York
"Figures: Forms and Expressions," Albright-Knox Art Gallery, Buffalo
"Amerikanische Zeichnungen der Siebziger Jahre," organized by Alfred Kren (travelled to Louisiana Museum of Modern Art, Humlebaek, Denmark, Kunsthalle Basel, Switzerland, Stadtische Galerie im Lenbachhaus, Munich, Wilhelm-Hack Museum, Ludwigschafen, West Germany)
"Polychrome," Hansen Fuller Goldeen Gallery, San Francisco
"The Image of the House in Contemporary Art," University of Houston, Lawndale Annex

1982 "Changing Group Exhibition," Paula Cooper Gallery, New York
"American Prints: 1960-1980," Milwaukee Art Museum
"Recent Acquisitions," Whitney Museum of American Art, New York
"Great Big Drawings," Hayden Gallery, Massachusetts Institute of Technology, Cambridge
"Surveying the Seventies: Selections from the Permanent Collection," Whitney Museum of American Art, Fairfield County, Connecticut
"Currents: A New Mannerism," Jacksonville Art Museum, Jacksonville, Florida, and USF Art Galleries, Tampa, Florida
"'Abstraction' et Investissement Libidinal," Galerie Jolliet, Montreal
"Abstract Drawings 1911-1981: Selections from the Permanent Collection," Whitney Museum of American Art, New York
"74th American Exhibition," The Art Institute of Chicago
"Documenta 7," Kassel, West Germany
"Drawings from the Collection of Agnes Gund Saalfield," Contemporary Arts Center, Cincinnati
"Works in Wood," Margo Leavin Gallery, Los Angeles
"Prints by Contemporary Sculptors," Yale University Art Gallery, New Haven
"Une Experience Museographique: Echange Entre Artistes 1931-1982 Pologne - U.S.A.," A.R.C. Musee d'Art Moderne de la Ville de Paris

1982 "Nature du Dessin," travelling exhibition, Musee d'Evreux, Musee de Besancon, Maison de la Culture d'Amiens, Musee de Martigues, Musee de Rennes, Musee de Perpignan, Salle d'Art Graphique du M.N.A.M.
"Techniques of Printmaking," Van Straaten Gallery, Chicago
"Casting," Fuller Goldeen Gallery, San Francisco
"Amerikanische Zeichnungen," Galerie Biedermann, Munich
"Selected Prints III," Brooke Alexander Gallery, New York
"Body Language," Hayden Gallery, Massachusetts Institute of Technology, Cambridge (travelled to Fort Worth Art Museum, University of South Florida Art Galleries, Tampa, The Contemporary Arts Center, Cincinnati)
"postMINIMALism," Aldrich Museum of Contemporary Art, Ridgefiels, Connecticut
"Correspondencias: 5 Arquitectos, 5 Escultores," Palacio de las Alhajas, Madrid (travelled to Malaga, Bilbao)

1983 "New Work," Susanne Hilberry Gallery, Birmingham, Michigan
"Festival of the Arts," Muhlenberg College, Allentown, Pennsylvania
"Small Bronzes: A Survey," McIntosh/Drysdale Gallery, Houston
"Drawing Conclusions: A Survey of American Drawings, 1958-1983," Daniel Weinberg Gallery, Los Angeles and San Francisco
"Entering the Eighties: Selections from the Permanent Collection of the Whitney Museum of American Art at Fairfield County, Stamford, Connecticut
"Twentieth Century Sculpture. Statements of Form," Whitney Museum of American Art at Phillip Morris, New York
"Back to the USA," Rheinisches Landesmuseum Bonn, West Germany (travelled to Kunstmuseum Luzern, Wurttembergischer Kunstverein, Stuttgart)
"BIG American Figure Drawings," School of Visual Arts, New York
"Objects, Structures, Artifice: American Sculpture 1970-82," SVC/Fine Arts Gallery, University of South Florida, Tampa
"The Sixth Day," The Renaissance Society, Bergman Gallery, The University of Chicago
"Moderna Museet 1958-1983," Moderna Museet, Stockholm
"Minimalism to Expressionism: Painting and Sculpture since 1965 from the Permanent Collection," Whitney Museum of American Art, New York
"Sculpture as Architecture," Thomas Segal Gallery, Boston
"ARS '83: Helsinki," The Art Museum of the Ateneum, Helsinki
"Selected Drawings: An Exhibition of Works by Sixteen Contemporary Artists," Jersey City Museum, Jersey City
"Contemporary Drawing," Delahunty Gallery, Dallas
"Habitats," Klein Gallery, Chicago
"Sculpture: The Tradition in Steel," Nassau County Museum of Fine Art, Roslyn Harbor, New York
"New Art," The Tate Gallery, London
"Language, Drama, Source and Vision," The New Museum of Contemporary Art, New York

1983 (con't)

"Chia, Gorchov, Judd, Mangold, Marden, Ryman, Shapiro, Stella, True, Twombly," Bonnier Gallery, New York
"Student Choice Exhibition," Yale University School of Art, New Haven, Connecticut
Group Exhibition, Daniel Weinberg Gallery, Los Angeles
"Currents 1983/84," Institute of Contemporary Art, Boston
"The American Artist as Printmaker, Twenty-third National Print Exhibition," Brooklyn Museum, New York
"The First Show; Painting and Sculpture from Eight Collections 1940-1980," The Museum of Contemporary Art, Los Angeles
"Drawings," Susanne Hilberry Gallery, Birmingham, Michigan
"The House that Art Built," The Main Art Gallery, Visual Arts Center, California State University, Fullerton
"Black and White," Margo Leavin Gallery, Los Angeles
"Sculpture on a Small Scale," Galerie Maeght-Lelong, New York

1984

"Untitled, 1984," Max Protetch Gallery, New York
"Drawings 1974-1984," Hirshhorn Museum and Sculpture Garden, Smithsonian Institution, Washington, D.C.
"1 + 1 = 2," Bernice Steinbaum Gallery, New York (travelling exhibition)
"Artists Call - Against U.S. Intervention in Central America," Benefit Exhibition, Paula Cooper Gallery and Leo Castelli Gallery, New York
"Parasol and Simca: Two Presses/Two Processes," The Center Gallery, Bucknell University, Lewisburg, Pennsylvania (travelled to Sordoni Art Gallery, Wilkes College, Wilkes-Barre, Pennsylvania)
"The Private Eye. 20th-Century Art from New York and Connecticut Collections," Neuberger Museum, South Gallery, State University of New York at Purchase
"The Meditative Surface," The Renaissance Society at the University of Chicago
"Citywide Contemporary Sculpture Exhibition," Toledo Museum of Art, Toledo, Ohio
"50 Artists/50 States," Fuller Goldeen Gallery, San Francisco
"American Sculpture," Margo Leavin Gallery, Los Angeles
"American Art Since 1970: Painting, Sculpture, and Drawings from the Collection of the Whitney Museum of American Art, New York"
"An International Survey of Recent Painting and Sculpture," The Museum of Modern Art, New York
"Forming," The Parrish Art Museum, Southampton, New York
"Hidden Desires: Six American Sculptors," Neuberger Museum, State University of New York at Purchase
"ROSC '84," The Guinness Hop Store, Dublin, Ireland
"American Bronze Sculpture: 1850 to the Present," The Newark Museum, Newark, New Jersey

1984 "American Sculpture," Donald Young Gallery, Chicago
"The Sculptor as Draftsman," The Visual Arts Gallery, International University, Miami, Florida
"Eight Artists from Paula Cooper Gallery," The Contemporary Art Gallery, Seibu Department Store, Tokyo
"Eccentric Image(s)," Margo Leavin Gallery, Los Angeles
"Highlights: Selections from the BankAmerica Corporation Art Collection," Plaza Gallery, Concourse Gallery, A.P. Gianni Gallery, San Francisco
"The Modern Art of the Print: Selections from the Collection of Lois and Michael Torf," Williams College Museum of Art, Williamstown, and the Museum of Fine Arts, Boston
"Drawings!," Barbara Toll Fine Arts, New York
"Sex," Cable Gallery, New York
"Cunningham Dance Foundation Benefit Art Sale," presented by Leo Castelli and Paula Cooper, Leo Castelli Gallery, New York
"American Sculpture: Three Decades," The Seattle Art Museum
"Universal Limited Art Editions: Recent Publications," Barbara Krakow Gallery, Boston (9/7/84 - 10/2/84)
"Sculpture: The Language of Scale," The Bruce Museum, Greenwich, Connecticut (9/15/84 - 12/1/84)

1985 "Figurative Sculpture," Susanne Hilberry Gallery, Birmingham, Michigan
"The Art Heritage at Hofstra," Emily Lowe Gallery, Hofstra University, Hempstead, New York
Group Show, Paula Cooper Gallery, New York
"Drawings," Daniel Weinberg Gallery, Los Angeles
"Between Abstraction and Reality," Marilyn Pearl Gallery, New York
"Giacometti to Johns: The Albert and Vera List Family Collection," Hayden Gallery, Massachusetts Institute of Technology, Cambridge
"Sculpture," Paula Cooper Gallery, New York
"8 Artists: The Minimal Image," John C. Stoller and Co., Minneapolis
"Basically Wood," Thomas Segal Gallery, Boston
"Selections from the William J. Hokin Collection," Museum of Contemporary Art, Chicago
"Brooklyn Academy of Music Benefit," Mary Boone Gallery, New York
"A New Beginning: 1968-1978," The Hudson River Museum, Yonkers, New York
"Affiliations: Recent Sculpture and Its Antecedents," Whitney Museum of American Art, Fairfield County, Stamford, Connecticut (6/28/85 - 8/24/85)
"Charcoal Drawings 1880-1985," Janie C. Lee Gallery, Houston (October-November)
"Imagenes en Cajas," Museo Rufino Tamayo, Mexico City (7/18/85 - 9/8/85)
"Aids Benefit Exhibition: A Selection of Works on Paper," Daniel Weinberg Gallery, Los Angeles (11/9/85 - 11/30/85)
"Stone," Edward Thorp Gallery, New York (11/16/85 - 1/15/86)
"Three Sculptors: John Duff, Joel Shapiro, Richard Tuttle," Krannert Art Museum, University of Illinois, Urbana/Champaign (11/9/85 - 12/22/85)

1985 "Twentieth Anniversary of the National Endowment for the Arts," Museum of Modern Art, New York (9/23/85 - 10/29/85)
"Black and White Drawings from the David Nellis Collection," Fine Arts Gallery, California State University, Los Angeles (9/23/85 - 10/18/85)
"A Benefit Auction for Gay Men's Health Crisis," Sotheby's, New York (11/18/85 - 11/20/85)
"A Decade of Visual Arts at Princeton: Faculty 1975-1985," The Art Museum, Princeton, New Jersey (11/17/85 - 1/12/86)
"Geometric Abstraction: A Decade of Selections, 1975-1985," The Bronx Museum of the Arts, Bronx, New York (10/3/85 - 12/28/85)
"Contemporary Bronze: Six in the Figurative Tradition," Sheldon Memorial Art Gallery, Lincoln, Nebraska (11/19/85 - 1/19/86). Kansas City Art Institute, Missouri (2/11/86 - 3/23/86). Des Moines Art Center, Iowa (4/8/86 - 5/13/86)
"Changing Sculpture Exhibition," Paula Cooper Gallery, New York (11/23/85 - 1/4/86)
"Vom Zeichen - Aspekte der Zeichnung 1960-1985," Frankfurter Kunstverein, Frankfurt am Main. Kasseler Kunstverein, Kassel. Museum Moderner Kunst, Vienna (11/15/85 - 3/30/86)
"Sculpture," Larry Gagosian Gallery, New York (12/10/85 - 1/25/86)
"Drawings," Barbara Toll Fine Arts, New York (12/7/85 - 1/4/86)
"Transformations in Sculpture,", The Solomon R. Guggenheim Museum, New York (11/22/85 - 2/16/86)
"Contemporary Works from the Collection of the Museum of Modern Art," Museum of Modern Art, New York (11/21/85 - 4/1/86)
"Big Drawings," Museum of Modern Art, New York (11/25/85 - 3/4/86)

1986 "Sculpture," Tony Shafrazi Gallery, New York (1/11/86 - 2/8/86)
"Drawings," Knight Gallery, Charlotte, North Carolina (12/20/85 - 2/7/86)
"American Renaissance: Painting and Sculpture Since 1940," Fort Lauderdale Museum of Art (1/12/86 - 3/31/86)
"1986: A Celebration of the Arts Apprenticeship Program," City Gallery, New York (1/29/86 - 3/15/86)
"1 + 1 = 2," University of Northern Iowa Gallery of Art (1/19/86 - 2/20/86)
"Figure as Subject: The Last Decade," Selections from the Permanent Collection of the Whitney Museum of American Art, The Whitney Museum of American Art at Equitable Center, New York (2/13/86 - 6/4/86)
"1986: The Twelfth Year," New York City Department of Cultural Affairs, City Gallery (1/29/86 - 3/15/86)
"Spectrum: The Generic Figure," The Corcoran Gallery of Art, Washington, D.C. (3/8/86 - 4/20/86)
"Sculpture," Susanne Hilberry Gallery, Birmingham, Michigan (3/1/86 - 4/1/86)
Sculpture Court Installation, Whitney Museum of American Art at Phillip Morris, New York (3/86 - 8/86)

1986 "1986 Museum of Contemporary Art Benefit Auction," Gemini G.E.L. and Margo Leavin Gallery, Los Angeles (5/10/86 - 5/13/86)
"Between Geometry and Gesture: American Sculpture 1965-1975," Palacio de Velazquez, Madrid (5/13/86 - 7/20/86)
"National Drawing Invitational," The Arkansas Arts Center, Little Rock (5/9/86 - 6/29/86)
"American Sculpture: A Selection," Arnold Herstand & Company, New York (6/4/86 - 7/31/86)
"New Trends/New Technique Advances in World Sculpture," Contemporary Sculpture Center, Tokyo
"The Barry Lowen Collection," The Museum of Contemporary Art, Los Angeles (6/16/86 - 8/10/86)
"Inaugurazione," Galleria Bonomo, Bari, Italy (6/6/86)
"Prospect 86," Frankfurter Kunstverein, Frankfurt (9/9/86 - 11/2/86)
"Non Objective," Hal Bromm, New York (9/12/86 - 10/12/86)
"Focus On The Image: Selections from the Rivendell Collection," Phoenix Art Museum (10/5/86 - 2/7/87) Travelled to: Museum of Art, Norman, Oklahoma, Munson-Williams-Proctor Institute Museum of Art, Utica, New York; University of South Florida Art Galleries, Tampa; Lakeview Museum of Art and Sciences, Lakeview, Illinois; University Art Museum, California State University, Long Beach; Laguna Gloria Art Museum, Austin.
"Dessins de Sculpteurs," Galerie Gabrielle Maubrie, Paris (9/24/86 - 10/24/86)
"En Subjektiv Historia," Galerie Aronowitsch, Stockholm (9/27/86 -)
"Sculpture and Works and Works in Relief," John Berggruen Gallery, San Francisco (10/9/86 - 11/29/86)
"Twentieth Century Drawings and Sculptures," Janie C. Lee Gallery, Houston (10/9/86-)
"Works from the Paula Cooper Gallery," John Berggruen Gallery, San Francisco (10/15/86 - 11/15/86)
"The Purist Image," Marian Locks Gallery, Philadelphia (11/86)
"38th Annual Academy-Institute Purchase Exhibition," American Academy and Institute of Arts and Letters, New York (11/17/86 - 12/14/86)
"Drawings· 60's - 80's," Barbara Toll Fine Arts, New York (12/6/86 - 1/19/87)
"Individuals: A Selected History of Contemporary Art 1945-1986," The Museum of Contemporary Art, Los Angeles (12/6/86 - 1/10/87)
Group Exhibition, Paula Cooper Gallery, New York (12/10/86 - 1/15/87)
"Benefit for The Kitchen," Brooke Alexander, New York (12/10/86 - 12/23/86)
"70s into 80s: Printmaking Now," The Lois and Michael Torf Gallery, Museum of Fine Arts, Boston (10/22/86 - 2/8/87)

1987 "Cast in Bronze," The University of Missouri-Kansas City Gallery of Art, Kansas City (1/25/87 - 2/22/87)
"New Acquisitions," John Berggruen Gallery, San Francisco (1/27/87 - 3/28/87)
Changing Group Exhibition, Daniel Weinberg Gallery, Los Angeles (1/17/87 - 2/14/87)

"Drawings," Sylvia Cordish Fine Arts, Baltimore (3/5/87 - 3/28/87)
"From the Collection of Sol LeWitt," Wadsworth Atheneum, Hartford, Connecticut (3/12/87 - 5/24/87)
"Artists from the Paula Cooper Gallery," Galeria EMI-Valentim de Carvalho, Lisbon (3/20/87 - 4/30/87)
"A Century of Modern Sculpture: The Patsy and Raymond Nasher Collection," Dallas Museum of Art (4/5/87 - 5/31/87) (travelled to the National Gallery of Art, Washington, D.C. 6/28/87 - 1/3/88)
"Drawing for Sculpture," Thomas Segal Gallery, Boston (6/10/87 - 9/10/87)
"Art Against Aids: A Benefit Exhibition," Paula Cooper Gallery, New York (6/4/87 - 7/4/87)
The Greenberg Gallery, St. Louis (6/20/87 - 8/1/87)

JOEL SHAPIRO

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Charlotte-
Mecklenburg
Art
Commission

Policies and Guidelines

CHARLOTTE-MECKLENBURG ART COMMISSION
POLICIES AND GUIDELINES

Adopted June 29, 1987

The Charlotte City Council and the Mecklenburg County Commission established the Charlotte-Mecklenburg Art Commission whose task it is to administer the Art in Public Places Program for the City and County.

The Art Commission is responsible for reviewing the City and County's Capital Improvement Program to identify projects eligible for the program. Additionally, it maintains an inventory list of potential sites for artwork. Artwork may be placed either as an integral part of a public construction project, or may be placed in, on or about other publicly owned property.

SECTION 1: Artwork Projects

The Art Commission oversees the development and implementation of individual artwork projects. Its staff works with City and County staff to identify construction projects eligible for the allocation of art funds, and to identify existing facilities in the City and County which are potential artwork sites. In consultation with the appropriate City and County Departments, the Art Commission establishes priorities for public art, and periodically designates artwork projects, the allocation of funds and the method of artwork selection for each project, consistent with these priorities.

SECTION 2: Professional Standards for Artists and Art Selection Panels

Artists must be recognized as professionals by their peers. Non-professionals who engage in art as a hooby shall not be eligible unless approved by the Art Commission. Artists are considered professionals in all aspects of their

Charlotte Mecklenburg
Government Center
600 East Fourth Street
Charlotte NC 28202

(704) 336 2205

relation with the City and County, and are compensated for expenses incurred, beginning with the preliminary site visit, and including extra design time at all stages. All arrangements between the Art Commission and the artist are by written agreement.

Artists/artworks for projects are recommended to the Art Commission by a professional selection panel appointed by the Art Commission for each project or group of related sites. Selection panelists are professionals in the field of art, art history or related areas. They are generally recognized by their peers as authorities with art history knowledge and expertise in contemporary and/or modern art, and with substantial experience with art in public places. They may be museum professionals, patrons, art educators, critics, artists, or design professionals with special expertise who are not under contract with the City or County. Under no circumstances are gallery owners, dealers, producers, agents and other profit-motivated intermediaries eligible.

SECTION 3: Ad hoc Appointments

A selection panel and ad hoc advisors are appointed by the Art Commission for each major project or group of related sites. A file of potential selection panelists is maintained by the Art Commission staff. Panelists are paid a professional fee for their services, and their participation must be in compliance with the City/County conflict of interest policies.

Advisors are appointed on an ad hoc basis for each project or related groups of sites. Advisors represent affective interests, such as the community and/or user agency, and inform the Art Commission and the selection panel of concerns affecting the project. Specifically, the project architects and/or construction project managers serve as advisors. The Art Commission Chair will appoint all other advisors who will serve without compensation.

SECTION 4: The Art Selection Process

New work may be commissioned specifically for the site, or existing work may be purchased. The primary criteria for selection of artwork/artists are quality and appropriateness for the site.

The Art Commission staff is responsible for scheduling and coordinating the selection panels, as well as facilitating panel deliberations. The Chair of the Art Commission appoints a member of the Art Commission to serve as monitor of the process, and to inform the advisors and/or selection panel on Art Commission policy and priorities. Additionally, the Art Commission representative moderates discussion between the selection panel and advisors, and monitors the selection panel deliberations.

The selection panel recommends no more than three (3) artists for each site and ranks them in order of priority. The staff will present a written report of the panel's recommendations to the Art Commission, setting forth the reasons for its recommendations and its ranking of the artists. The selection panel should provide an opportunity for informal comments from elected officials.

Projects are publicized in advance of the selection panel meeting by mailing announcements to inform artists of the method of selection and of submission requirements. Consideration of artists is by review of work or by review of proposals. Where the consideration is by review of work, slides and visual representations of recent work is reviewed by the selection panel. Proposals for the site are not requested or considered at this time. Selection panel members may propose artists for consideration from among those submitting or from others at large. Where consideration is by review of proposals, artists submit proposals for the site for review by the selection panel.

Artists or artworks are selected through direct selection, invitation or open competition. Under the direct selection process, the selection panel recommends on the basis of review of work. Under the invitation process, the selection panel recommends a limited number of artists on the basis of review of work. The selected artists are invited to prepare proposals for the project and are paid according to the scope of the work. The selection panel then reviews the proposals and recommends a selection. Under the open competition process, the selection panel reviews proposals submitted by artists in response to the project advertisement, and (a) recommends an artist for the project, or (b) recommends a limited number of artists who are paid to develop more detailed proposals. The selection panel then reviews proposals and recommends a selection to the Art Commission.

Prior to review by the Art Commission of a proposed artwork, technical feasibility and maintenance acceptability are investigated by the staff, in consultation with the department responsible for the site and with the assistance of technical consultants if required, and a report is made to the Art Commission. Each recommendation must be approved by a majority vote of all the commissioners at a duly called meeting of the Art Commission.

SECTION 5: Implementation

Following Art Commission approval of artists or artwork, Art Commission staff prepares and negotiates a proposed contract for purchase or commission of the work or for design services, and the contract is submitted to the City Council or County Commission for approval. Upon approval, it is properly executed by all parties. Art Commission staff serves as liaison between

the artist or provider of the work, and City or County agencies in the implementation of the project. The artist executes the work and the Art Commission monitors and facilitates the process.

SECTION 6: Public Information

The Art Commission staff is responsible for disseminating regular information on the artwork projects, the artists and the progress of the work. The Art Commission provides structured opportunities for dialogue between artists and the public, and increases public awareness of the City/County program.

SECTION 7: Care and Maintenance of Artwork

The Art Commission is responsible for identifying needed maintenance of artwork acquired under the City/County Art in Public Places Program.

SECTION 8: Gifts of Works of Art

Proposed gifts to the City or County of works of art for public places or funds for the acquisition of works of art for public places are referred to the Art Commission for handling according to its policies and procedures.

Charlotte-Mecklenburg Art Commission

Board of Directors

Member	Appointed By	Term Expires*
Deborah Cooper	City Council	1988
Charles D. Rogers	Arts & Science Council	1988
William H. Williamson III Chairman	County Commission	1988
Jeanne M. Brayboy	County Commission	1989
Robert L. Cheek	City Council	1989
Kitty R. Couch	Arts & Science Council	1989
Carole Hoefener	Mayor	1990
Ray A. Killian, Jr. Vice-Chairman	Arts & Science Council	1990
John Murchison, Jr.	County Commission	1990

*all terms expire July 31 of the respective year

Charlotte Mecklenburg Government Center
600 East Fourth Street
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#2

SOLID WASTE MANAGEMENT PLAN

CHRONOLOGY

May 16, 1987	County requests City comments on Solid Waste Plan in 30 days; joint City-County staff task force is established.
June 11, 1987	County Commission/City Council breakfast meeting is held to discuss Solid Waste Management issues.
June 12, 1987	Joint City-County staff report is provided to City Council and County Commission detailing the information presented at the June 11th meeting.
June 22, 1987	City Manager presents recommendations on six solid waste issues to City Council. Council approves all six recommendations: 1. Minimum recycling goal of 15%. 2. Waste-to-energy should be a component of plan; Council commits to flow control for the UNCC facility. 3. Negotiations should continue with the Private Sector concerning landfills. 4. Transfer Stations are a City decision. 5. Recycling Processing Centers are a County decision. 6. Flow control and the Solid Waste will be considered when the above five directives have been worked out.
September 8, 1987	County Commission/City Council discuss recycling collection. County Commission concurs that the City collect recyclable materials in Charlotte.
September 17, 1987	City Council Operations Committee discusses nine solid waste plan issues. The Operations Committee discussion resulted in final recommendations on all seven issues; flow control and waste-to-energy facilities still unsettled.

September 24-25, 1987	Solid Waste Management Advisory Board Retreat to discuss Solid Waste Plan. City staff present to answer questions and present Operations Committee recommendations.
October 15, 1987	City and County staff meet to discuss revised timetable. Result of meeting: following Solid Waste Management Advisory Board Meeting of October 20, 1987, City would receive revised timetable for plan as well as Advisory Board recommendations.
October 20, 1987	Letter sent to Assistant County Manager as follow-up to October 15, 1987 meeting.
November 9, 1987	Letter received from County Manager notifying City of November 30, 1987 deadline for Solid Waste Management Plan approval.
November 9, 1987	City Manager letter sent to County Manager asking him to explain County's need for 100% flow control.
November 12, 1987	County Manager's "flow control" explanation received by City Manager's office.

Operations Committee

Executive Summary
September 17, 1987

The Operations Committee of the City of Charlotte, N. C. met in Committee session on Thursday, September 17, 1987, at 4:00 p.m. in the second floor conference room of City Hall with Chairperson Pam Patterson presiding and Committee members Gloria Fenning, Cyndee Patterson, Roy Matthews, and Velva Woollen in attendance. Also in attendance were:

Tom Finnie, Deputy City Manager
Don Steger, Assistant City Manager
Pam Syfert, Assistant City Manager
Vi Alexander, Budget and Evaluation
Curt Walton, Budget and Evaluation
Press Beaver, Operations Department
Dave Cook, Budget and Evaluation
Carey Saul, County Engineering representative
Eric Black, Browning Ferris Industries (BFI)
Dave Marcus, Container Corporation of Carolinas (CCC)

Chairperson Patterson called the meeting to order and acknowledged the presence of a quorum. Mecklenburg County had requested a conceptual agreement on the principle issues contained in the draft Mecklenburg County Solid Waste Management Plan by September 24, 1987. The Operations Committee is requested to review staff recommendations on the components of the Plan and make a recommendation on the Solid Waste Plan to City Council.

Discussion of the draft Solid Waste Management Plan between Council and the County Commission have identified nine principle issues on which agreement is sought. The following is a review of the issues and the Operations Committee discussions and recommendations:

1. Issue: The Plan should include all three components of Solid Waste disposal (landfilling, recycling, waste-to-energy).

   Status: On June 22, 1987, Council approved that the Solid Waste Plan contain all three disposal components.

   Operations Committee Recommendation: Concur with status. The Solid Waste Plan will contain all three disposal components.

2. Issue: A 235 tons-per-day waste-to-energy facility (UNCC) should proceed as scheduled. If the waste-to-energy goal is set higher than 10%, then one or more expandable sites should be considered.

   Status: On June 22, 1987, Council endorsed the UNCC site, based upon County's affirmation of the project. Council recommended review of one or more expandable sites.

FROM THE DESK OF MENTA DETWILER

Operations Committee Discussion: The Committee was informed of the County's desire to include in the 20-Year Solid Waste Plan a waste-to-energy goal of 40%. The UNCC facility will allow for the incineration of approximately 10% of the solid waste stream in Mecklenburg County. Therefore, a goal of 40% will require the "planning" of additional waste-to-energy facilities in Mecklenburg County. Flow control will be required to guarantee a portion of the waste stream to waste-to-energy facilities.

Operations Committee Recommendation: The Solid Waste Plan will include the "planning" of waste-to-energy facilities for up to 40% of the solid waste stream in Mecklenburg County. The UNCC waste-to-energy facility will continue as planned. Future siting and construction of waste-to-energy facilities will require City Council approval of amendments to an approved Solid Waste Management Plan.

3. Issue: Investigate the reliability of a private landfill facility.

Status: On June 22, 1987, Council approved this investigation of private landfills. The County is responsible for evaluation of private landfills because landfills are a disposal issue.

Operations Committee Discussion: The Committee was informed that new State regulations may require all landfills (public and private) to meet State mandated landfill requirements after five years. This action reduces the potential disparity in public versus private landfill costs. The options posed to the Committee included: (1) allowing the County to pursue this issue as part of the Solid Waste Plan, or (2) requiring a "joint City-County partnership and recommendation" be pursued to address the inclusion of private landfills in the Solid Waste Plan.

Operations Committee Recommendation: The Solid Waste Plan should include a "joint City-County partnership" and recommendation to address private landfills with the County taking the lead role.

4. Issue: Transfer Stations will be a City decision.

Status: On June 22, 1987, Council approved that Transfer Stations are a City decision.

Operations Committee Recommendation: Concur with status. Transfer Stations are a City decision.

5. Issue: Recycling Processing Centers will be a County decision.

Status: On June 22, 1987, Council approved that recycling processing centers are a County decision.

Operations Committee Recommendation: Concur with status. Recycling processing centers are a County decision.

6. Issue: Flow Control.

Status: On June 22, 1987, Council agreed that flow control is acceptable to the degree necessary to ensure operations of the UNCC waste-to-energy facility. Further discussion of the flow control issue will be necessary when the County evaluates the need to construct additional waste-to-energy facilities.

Operations Committee Discussion: The Committee was informed about the importance of this issue to the County. The City's approval of a Solid Waste Plan authorizes Mecklenburg County to impose flow control measures for 100% of the solid waste stream. The City is not opposed to flow control for the waste stream collected by City forces, however, it was noted that flow control will impact the private haulers operating in Mecklenburg County.

Operations Committee Recommendation: The Committee requested additional information concerning legal requirements which could be written into the Solid Waste Plan. The Committee further recognizes that approval of the Solid Waste Plan gives the County authority to enact flow control measures for 100% of the waste stream and that this is inevitable in Mecklenburg County . The Committee concurs with the status with the following qualifier. "Flow control is acceptable to the degree necessary to insure operations of the UNCC waste-to-energy facility. Further discussion of the flow control issue will be necessary to construct additional waste-to-energy facilities and the Solid Waste Plan should include specific plans on how the solid waste stream will be targeted for disposal".

7. Issue: The recycling component of the plan should have a goal of at least 15% at the outset of the plan.

Status: On June 22, 1987, Council approved setting a minimum goal of 15%. Also, on September 8, 1987, Council recommended taking responsibility for residential recycling collection.

Operations Committee Discussion: The Committee was informed that City staff recommends a recycling goal of 15%. A goal in excess of 15% may require steps beyond voluntary participation in the recycling program. The Committee was also informed that the County recommends a recycling goal of up to 30% be included in the 20-year plan.

Operations Committee Recommendation: Concur with City staff recommendation. The Solid Waste Plan should include a recycling goal of 15%.

8. Issue: Disposal charges should be derived from a blended rate, where charges recover the total net costs of the solid waste disposal system.

   Status: On September 8, 1987, Council approved taking responsibility for residential recycling collection. On September 16, 1987, the County Commission agreed that the City is responsible for the collection of residential recyclable materials. Recycling collection costs should be removed from the blended rate.

   Operations Committee Recommendation: Concur with status. The Solid Waste Plan should include disposal charges to recover the total net costs of the disposal system excluding the cost of residential recycling collection.

9. Issue: Establishment of a staff technical advisory committee to facilitate implementation of the Solid Waste Plan.

   Status: City staff recommended the establishment of a joint City/County staff technical advisory committee to provide for a continuous dialogue on Solid Waste Management and to facilitate implementation of the Solid Waste Plan.

The Operations Committee asked that a copy of the minutes of this meeting be sent to Mayor and Council and to the County. The meeting adjourned at 6:30 p.m.

Clary Phipps

Clary Phipps, Office Assistant V
City Manager's Office

cp

Length of Meeting: 2 hrs. 30 min.

Waste Systems
BROWNING-FERRIS INDUSTRIES

Charlotte District

OCT 1987
MANAGER'S OFFICE

October 27, 1987

Mr. Wendell White, Manager
City of Charlotte
400 East Trade Street
Charlotte, North Carolina 28202

Dear Wendell:

During the past three (3) months, several events have positively affected Browning-Ferris Industries of South Atlantic, Inc. (BFI) position in regard to landfill air-space/capacity available.

During the same period of time the "Mecklenburg County Solid Waste Plan" (The Plan) continues to be discussed as a solution to the solid waste disposal needs for the City of Charlotte.

BFI's position regarding "The Plan" continues to be:

a. The use of landfills for 60 or 70 percent of the solid waste to be disposed of is probably cheapest over the next ten to fifteen years.

b. Flow control is needed only to control an amount of waste necessary to fuel those waste-to-energy plants which are actually built.

c. Waste to energy facilities are not a cost effective method of disposal. In addition, air emission standards and disposal of the residue (ash) still have not been resolved by the E.P.A. or State Regulatory agencies.

d. Flexibility should be maintained and planning done on a continuing basis.

I would like to set-up a meeting with you at your earliest possible convenience to go over in detail BFI's landfill plan and capacity, as well to reconfirm our willingness to enter into a long term agreement to dispose of the City of Charlotte's solid waste.

P O BOX 666 • PAW CREEK NORTH CAROLINA 28130 • (704) 394 1353

Thank you in advance for your consideration reguarding this matter.

Sincerely,

BROWNING-FERRIS INDUSTIRES OF SOUTH ATLANTIC, INC.

Eric A. Black
District Manager

cc: Thomas W. Finnie, Deputy City Manager
C. Don Steger, Assistant City Manager
Richard E. Thigpen, Jr.

MECKLENBURG COUNTY

INTER-OFFICE COMMUNICATION

DATE October 21, 1987

TO Joe Bradshaw,
Assistant County Manager

FROM Ken Hoffman,
Director of Engineering

SUBJECT Solid Waste Management Plan

On October 20th the Solid Waste Advisory Board was presented with four options for action regarding the Solid Waste Management Plan. The four options are:

(1) Adopt the plan as written with recycling reduced to 15%. The County would have flow control for all disposal decisions based on the plan and the City would be involved in an advisory capacity.

* (2) Support County Engineering recommendations which are similar to Option 1 but include a provision for a County adopted household fee for waste disposal. This was the first time this proposal was presented to the advisory board. The details of Option 2 are attached.

(3) Void the interlocal agreement.

(4) Adopt a plan which allows the City to have a major decision making role on all actions regarding implementation of the plan.

After discussion with staff the advisory board passed a motion which ranked Option 2 first and Option 1 second with either option emphasizing the County's active negotiations with the private sector. The motion also supported goals of 15% recycling, 45% landfilling, and 40% resource recovery with the implementation schedule of the resource recovery negotiable.

Based on previous discussions with the City, the City would like to receive the advisory board's recommendations and present the County's position to the Council's Operations Committee at their November meeting. This would mean the earliest the full Council could address the plan would be at the first meeting in December.

Ken Hoffman/CS

KH:CS/vlt

cc: Cary Saul
Steve Kelner
Betsy Dorn
Paul Morris
Advisory Board Members

OPTION 2

SOLID WASTE MANAGEMENT PLAN
COUNTY ENGINEERING RECOMMENDATIONS

* County - Implement a direct county-wide household fee for the disposal of residential waste by fiscal year 1989.
* City - Implement a monthly household fee for the collection of solid waste.
* City - Approve plan as written except reduce recycling goal to 15% by 1994 with an ultimate goal of 30% by 2006. The resource recovery goal remains 1200 TPD capacity to be implemented based on further engineering studies and negotiations with private sector waste disposal facilities.
* City/County - Cancel 12 years free dumping in the interlocal agreement.
* City - Approve resolution giving County full flow control of waste generated within Charlotte.
* County - Handles all negotiations with private sector waste disposal facilities.
* Annual review of the plan will be made by the County with all changes presented to all municipalities in Mecklenburg County and the Solid Waste Advisory Board for comment and approval.

MECKLENBURG COUNTY

Office of the County Manager

November 9, 1987

Mr. O. Wendell White
City Manager
City of Charlotte
600 East Trade Street
Charlotte, NC 28202

RE: Solid Waste Management Plan

Dear Wendell,

Since May, 1987 City and County staffs have been working cooperatively to develop a Solid Waste Management Plan that is acceptable to both the City and County. Many issues have been resolved by the two staffs as well as endorsed by the City Council's Operations Committee. The resolved issues are:

1) The plan should include all three components of solid waste disposal: landfilling (45%), recycling (15%) and waste-to-energy (40%).

2) The Solid Waste Management Plan (SWMP) should include a "joint City/County partnership" and recommendations to address private landfills with the County taking the lead.

3) Transfer station will be a City decision.

4) Recycling processing centers will be a County decision.

5) The recycling component of the plan should have a goal of at least 15% at the outset of the plan.

6) Disposal charges should be derived from a blended rate to recover total net costs of the disposal system excluding the cost of residential recycling collection.

7) Establishment of a staff technical advisory committee to facilitate implementation of the Solid Waste Management Plan.

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However, several major issues such as implementation of the waste-to-energy component and flow control have apparently not been resolved based upon recommendations of the Council's Operations Committee meeting of September 17, 1987.

In an effort to bring the issue of a Solid Waste Management Plan to a conclusion, therefore, I would request a City Council official response by November 30, 1987 to a Solid Waste Management Plan containing the seven (7) issues as resolved by the Operations Committee on September 17, 1987 and also approved by City and County staffs. In addition, this Solid Waste Management Plan would contain provisions providing the County with flow control for all disposal decisions based upon the plan. The City would be involved in an advisory capacity for implementing decisions. Waste-to-energy facilities would be planned, designed and constructed to meet the 40% goal. These two (2) items added to the resolved seven (7) issues are responses to issues 2 and 6 from the attached Operations Committee Executive Summary of 9-17-87. To implement the above, I am enclosing for your consideration an executive summary of the proposed Solid Waste Management Plan.

If the SWMP as described above and as contained in the attached Executive Summary is not favorably considered by November 30, 1987, I will recommend to the Board of County Commissioners at their December 7, 1987 regular meeting that the County give written notice to the City of termination of the Solid Waste Facilities Interlocal Agreement as provided for in Section 19 A of such Agreement. With approval of such recommendation, we would still have a period of twelve (12) months to resolve our differences. Otherwise, this action as of December 7, 1988 would leave the City with the responsibility of locating, financing, permitting, constructing and operating disposal facilities for solid waste generated within the City of Charlotte.

You are probably aware that the Solid Waste Advisory Board at their 10-20-87 meeting endorsed a concept which would add to the attached SWMP a County imposed household fee for waste disposal. After review by the County Attorney it was determined that the County does not have the legal authority to impose and collect such a fee.

County staff is available to provide any clarification on our position. Please contact them or me if you have any questions.

Very truly yours,

Gerald G. Fox
County Manager

GGF/mt

Attachments

cc: Board of County Commissioners
Marvin Bethune, County Attorney
Joe Bradshaw, Assistant County Manager

CHARLOTTE

November 9, 1987

Mr. Gerald G. Fox
County Manager
Mecklenburg County
720 East Fourth Street
Charlotte, North Carolina 28202

Dear Jerry:

I have shared your letter regarding solid waste with City Council and explained to them your desire to have a Council response by November 30.

Based on the information you sent and the unresolved issues, Council would like to get a clearer understanding of the flow control issue. Would you please give us, in writing, an explanation of the County's need to have 100% flow control. (Councilmember Roy Matthews suggested that you give the same explanation you gave to him in person.)

I need your answer by Thursday of this week so I can share the information with Council and hopefully provide you with a response by the end of November.

Very truly yours,

O. Wendell White
City Manager

kd

Office of the City Manager 600 East Trade Street Charlotte NC 28202 704/336-2241

FROM: Jerry Fox
November 12, 1987

SOLID WASTE FLOW CONTROL

Upon approval of the "solid Waste Disposal Facilities Interlocal Agreement" on June 11, 1984, Mecklenburg County assumed sole responsibility for administering all solid waste disposal facilities serving Mecklenburg County. In keeping with that responsibility the County has prepared a twenty year plan for disposal of 100% of the waste generated within Mecklenburg County. Approval of this plan by the City of Charlotte and subsequent approval by the State would authorize the County to require by ordinance, that all solid waste generated within Charlotte and the unincorporated areas of the County that is placed in the waste stream for disposal be disposed of at Mecklenburg County operated or licensed disposal facilities. The control of the waste stream would be in accordance with the disposal strategy outlined in an approved solid waste management plan. The legislation which allows the State to authorize governmental units to enact flow control ordinances was enacted through the efforts of the City of Charlotte and Mecklenburg County when the City was pursuing development of a waste-to-energy facility.

Flow control for the entire solid waste stream is required as part of the solid waste management plan for the following reasons:

Waste-to-Energy Facilities - Development of waste-to-energy facilities as defined in the plan requires a constant, predictable and substantial stream of solid waste (approximately 1000-1,200 tpd). This is essential to guarantee a reliable energy source to the steam purchaser and to insure economic feasibility of the project for potential bond purchasers. City residential waste currently totals 500-600 tons per day or only enough to fuel one-half or less of the proposed waste-to-energy capacity.

Blended-Rate - As this plan is implemented solid waste will be disposed of at various disposal facilities including landfills, waste-to-energy plants, and recycling stations with varying costs of disposal for each facility. A countywide cost of disposal (blended rate) will be based on the combined costs of all disposal facilities. The tipping fee will be set based on the net combined total cost divided by the total tons generated and disposed. Without being guaranteed all Mecklenburg County waste on which to base the fee, it would be difficult to set fees which are equitable to all refuse haulers.

All collectors of solid waste generated in Mecklenburg County would be required to dispose of solid wastes at Mecklenburg County operated or contract operated disposal facilities (flow control). Tipping fees would be the same at all facilities (blended rate) no matter what the costs for construction and operation of that facility. For example, it could cost $30/ton at the Northeast Waste-to-Energy Plant; $18/ton at Harrisburg Landfill; $25/ton at the U.S. 521 Landfill due to liners; $15/ton at a privately operated landfill, based upon negotiations between the County and owner/operator; with a blended rate (total costs of all facilities divided by total waste generated and disposed) of $20/ton. All tons disposed would pay the $20/ton no matter at which facility used. If a private facility is used for disposal through contract with the County (i.e., the Speedway Landfill), based upon the above example, the County would require the operator to collect and remit to the County $20/ton tipping fee and the County would pay to the owner $15/ton. Unless flow control and a blended rate is used for all Mecklenburg County waste, collectors could "pick and choose" the cheapest facility and rate.

The solid waste management plan for Mecklenburg County covers the disposal of <u>all</u> solid waste generated within the County. If Mecklenburg County is to remain <u>solely</u> responsible for waste disposal the County must also have the <u>authority</u> to control the flow of all solid waste. An <u>efficient</u> and economical disposal system for all County generators and haulers will not be possible without it.

MECKLENBURG COUNTY

SOLID WASTE MANAGEMENT PLAN

- EXECUTIVE SUMMARY -

Working Draft
November 1987

Prepared by
Mecklenburg County
Engineering Department
E.K. Hoffman - Director

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CHAPTER I: EXECUTIVE SUMMARY

The increasing volume of municipal solid waste generated by residents, businesses, industries, and institutions of Mecklenburg County necessitates a formalized, systematic long range plan for the management of solid waste. Mecklenburg County is faced with a solid waste disposal problem of near crisis proportions. In 1986 Charlotte-Mecklenburg produced over 600,000 tons of solid waste. Currently about 50% of this solid waste is disposed of in the Harrisburg Road Landfill. The remaining 50% is now accepted at a B.F.I. operated landfill located at the Charlotte Motor Speedway. The Holbrooks Road Landfill was closed March 1, 1986 and the York Road Landfill on May 1, 1986. A small proportion, about 1%, is recycled. The Harrisburg Road Landfill was recently expanded and at the current rate of fill should reach capacity in 1991.

In the past the siting of new landfills has been the only response to the need for more disposal facilities. However, the decreasing amount of land available, unfavorable soil conditions, potential long term environmental concerns, legal barriers and mounting public opposition make siting new landfills very difficult. This process is further restricted by new permitting regulations required by State agencies.

The population of Charlotte-Mecklenburg is growing and will continue to grow. Charlotte and the surrounding area are attractive places to live, to work, and to locate new commercial enterprises. The amount of solid waste produced in the next 20 years is predicted to increase at a faster rate than the population. Although the number of citizens of Mecklenburg County will increase, large numbers of people from other counties, and neighboring states, will commute to Charlotte to shop and work. Twenty years from now, in 2006, the population is projected to increase by nearly 30 percent with employment increasing by nearly 50 percent. The amount of solid waste generated is projected to increase by over 30%. The 1986 solid waste tonnage was in excess of 600,000 tons and is projected to increase to 725,500 tons by 1995 and to 875,100 tons by 2006.

On June 11, 1984 the City of Charlotte and Mecklenburg County signed an interlocal agreement which assigned responsibility for solid waste disposal to Mecklenburg County. The City of Charlotte collects waste from its citizens but the responsibility for disposal rests with the County. This agreement recognizes that all solid waste disposal facilities in the County should be operated by a single governmental body.

In response to existing conditions and in exercising its waste management responsibilities, Mecklenburg County has adopted the philosophy that the generation of solid waste should be prevented or reduced whenever possible, and that materials in the waste stream should be:

1) reused if their generation cannot be prevented;

2) recycled if they cannot be reused;

3) processed for resource or energy recovery if they cannot be directly recycled, and;

4) buried in a sanitary landfill only as a last resort.

County staff with the assistance of several consultants researched the potential for implementing these alternatives and developed estimates on how much waste could be managed by each method. These estimates are based on state-of-the-art technologies, energy and secondary materials market conditions, and the experiences and plans of other communities. The estimates were submitted to the Board of County Commissioners for its consideration. The Board adopted solid waste management plan objectives that the County would work toward meeting or exceeding over the next twenty years. These objectives form the foundation of the County's solid waste management plan and are as follows:

* Recycle 15% of the County's solid waste by 1994 and 30% by 2006.
* Convert 40% of the waste into energy for sale to businesses and institutions.
* Reduce the amount of solid waste going to landfills from 99% of the total to 30%.

Mecklenburg County Solid Waste Management Plan

The County Solid Waste Management Plan has three integral parts: recycling, resource recovery, and landfills. Necessary activities in each of these areas have already begun. The County has steadily increased recycling activities, two bond issues have been passed for waste-to-energy facilities and other solid waste disposal programs, and additional landfill areas are being sought.

This report describes how solid waste from various sources will be reused, recycled, processed for resource or energy recovery, or landfilled. The flow of this waste must be properly managed and will require the cooperation of all municipal governments, businesses, and the residents of Mecklenburg County.

Details of the Solid Waste Management Plan have been reviewed by the Mecklenburg County Solid Waste Management Advisory Board. This County appointed citizens board reviews plans and makes recommendations for all solid waste management projects. This plan must also be reviewed by officials of all municipalities in Mecklenburg County.

This plan is considered to be a working draft, subject to future revision as new technologies are developed, as market conditions change, and as Mecklenburg County residents, businesses and elected officials make new decisions concerning what is best for the County.

LANDFILLS

For the near future, landfills will provide the major means of waste management, however, reliance on landfills must diminish, and with the implementation of other components of the management plan, will diminish. When the resource recovery and recycling programs are fully implemented landfills will be used only to dispose of non-combustible and non-recyclable material. Residue from waste-to-energy facilities will also be buried in a sanitary landfill, unless options for recycling this residue arise or future regulations prohibit it.

Although landfills are currently the least expensive option, siting them is becoming increasingly difficult. The Mecklenburg County Zoning Ordinance requires that a special use permit be obtained prior to the siting of a landfill. Following the issuance of a County special use permit the landfill must also be permitted by the State Department of Human Resources before operations may begin.

Landfill space requirements are projected to be about 900-1200 acres (400-600 actual landfilled areas) over the next 20 years if other aspects of this plan are carried out. Three sites for new landfills are currently under consideration. These would provide adequate acreage to meet the future landfill needs and were initially anticipated to be phased into operation as the existing three landfills were phased out of operation. However, major delays in the siting process are heightening the critical nature of the solid waste crisis now facing Mecklenburg County.

At present 50% or more of the waste generated in Mecklenburg County is buried in a private landfill outside of the county. Privately owned and operated landfills may continue to play a major role in providing a portion of the sanitary landfill needs outlined in this plan. The City and County will jointly investigate the level of involvement that private landfills will play in the implementation of the solid waste management plan.

If the County were to continue to rely totally on landfills, a minimum of 2100 acres, would be needed over the next 20 years. This includes land for excavation, required buffers, and access roads.

RECYCLING

In 1977, Mecklenburg County began a modest recycling program. Recycling centers were established at selected high schools then later at the County landfills. In 1981, a user fee was imposed on vehicles bringing waste to the landfills. This fee is waived if the hauler brings in a sufficient amount of separated recyclable materials. A recycling coordinator was hired in 1982 to plan and implement recycling programs as part of the County's solid waste management system.

Current recycling operations include:

1. Three staffed and four unstaffed drop-off recycling centers.

2. Yard Waste Recovery and Processing Program

   a. The Metro-mulch Program involving the shredding and sale of clean yard waste brought to the landfill by landscapers and homeowners.

3. Pilot Curbside Collection Program for glass, aluminum, PET and newspapers. At present 9100 households are serviced throughout Charlotte, Davidson, Cornelius, and Huntersville.

4. Disposal Site Salvaging. When weather permits a cardboard recovery program operates at the active area of the landfill.

5. Metals Recovery. White goods and other segregated metal items are collected for recycling at the Harrisburg Road Landfill.

6. Office Paper Recovery. White office paper and computer paper are recovered from all major County office buildings.

7. Public Awareness and Promotion. The County funds an extensive promotional effort to increase public awareness of recycling activities.

Recycling has increased each year since the recycling program was established. In fiscal year 1986-87, over 4000 tons of material were recycled, but this was still less than 1% of the total waste stream.

Recycling Goals and Options

In developing a recycling goal, the Engineering Department and two leading, national recycling consulting firms conducted extensive research and evaluated recycling programs across the country.

The result was a multi-faceted recycling plan to be implemented over a five year period. This plan emphasizes the following:

* Institute major waste prevention efforts targeted at reducing waste generation.
* Continue public information, education, and promotion programs designed to increase public awareness of the need for recycling and to encourage recycling.
* Establish policies and regulations which provide incentives to encourage recycling and discourage waste generation.
* Increase the number and types of recycling services provided by the County as described in the three phase implementation plan presented below.

Phase I

Implementation of Phase I of the recycling program is under way and includes: a multi-materials curbside collection program in North Mecklenburg municipalities and selected Charlotte neighborhoods, a temporary materials processing center, and expansion of existing recycling operations.

Phase II

Phase II is scheduled for implementation over a two-year period beginning in Fiscal Year 1987-88. Services begun in Phase I will be evaluated, refined, and expanded. New projects will include:

* additional drop-off recycling centers,
* extending multi-materials curbside collection programs to all local municipalities and construction of a material processing facility by 1989,
* establishing a sorting operation for selected recyclables at all disposal sites,
* extending commercial/institutional waste recovery services to more waste generators,
* separate collection of yard waste and establishment of a yard waste recycling facility,

These programs when fully implemented should enable the County to reach a recycling goal of 15% by 1994.

Phase III

Additional programs, policies, and regulations aimed at increasing recycling and discouraging disposal will be reviewed for adoption and/or implementation based on the results on Phase II. Ordinances mandating participation in commercial waste recycling programs may be necessary after 1994 if the County is to reach an ultimate goal of 30% recycling by 2006.

RESOURCE RECOVERY

The increasing scarcity of landfill space has intensified the interest in resource recovery options. Mecklenburg

County has established a solid waste management goal of reducing the waste stream by 40% through the use of resource recovery facilities.

A study completed in 1983 concluded that a waste-to-energy facility, considered for the Northeast section of the County, was both economically and technically feasible. On November 8, 1983 voters approved General Obligation Bond financing for $13,520,000 to build a 100 to 200 ton per day facility.

In 1985 requests were issued for bids for a 200 ton per day, mass burn, waste-to-energy facility cogenerating steam and electricity. This facility is under construction on County property adjacent to the University of North Carolina at Charlotte. The steam produced will be sold to the University while electricity generated will be sold to Duke Power. The site is located near the intersection of U.S. Highway 29 and W.T. Harris Boulevard. Unprocessed waste and ash residue from the facility will be buried at the County landfill unless this material can be reused or recycled. County officials contracted with MK-Ferguson Company for the construction and operation of the 235 TPD Northeast Waste-to-Energy Facility. The facility is scheduled to be operational by the third quarter of 1989.

The County is also analyzing options for additional resource recovery facilities to reach the 40% goal. This includes the possibility of privately owned, operated, and financed facilities. A second facility under investigation will be located in the Southwestern portion of the County on property in the Arrowood Industrial Park. This 600-800 ton per day facility would cogenerate steam and electric energy. The steam would be sold to General Tire Company, and the electric energy would be sold to Duke Power Company.

An exact implementation schedule for additional resource recovery facilities after the Northeast Facility has not been established. At present the 600-800 TPD Arrowood facility is under review with a tentative completion date of 1993. It is anticipated that the Arrowood facility would be designed as an expandable facility allowing the County to increase the size at a later date to reach the 40% goal for resource recovery.

While this plan does not commit to an exact timetable for implementation of the additional resource recovery facilities, it does commit to reducing the waste stream by 40% through resource recovery facilities within the twenty year planning period. The implementation schedule will be further defined based on engineering studies, landfill negotiations, economic analyses, and advice from interested parties. The County will have full authority to locate, construct, and finance these facilities with the City of Charlotte serving in an advisory capacity concerning implementation decisions.

COLLECTION AND TRANSPORTATION OPERATIONS

Collection in Mecklenburg County presently is accomplished by a variety of haulers. The municipalities of Charlotte, Cornelius, Huntersville, and Pineville operate their own residential collection services. Davidson, Matthews, and Mint Hill provide this service to their residents through contracts with private haulers. In the unincorporated areas of the County, no public collection is provided. Residents either transport their own waste to the existing landfills or employ the services of private haulers operating under permits granted by Mecklenburg County Environmental Health Department. All commercial and industrial collection is conducted by private haulers.

The City of Charlotte currently provides backyard pick-up once weekly and curbside pick-up of waste once weekly. The remaining municipalities and private haulers provide both backyard and curbside pick-up on regular schedules based on the individual arrangements.

The collection of solid waste is outside the scope of this plan and will be the responsibility of the municipalities and individual homeowners. Transfer stations are considered collection operations and are therefore outside of the County's responsibility.

Municipal curbside collection of recyclables will also be considered a municipal responsibility and the costs for such collections will not be included in the County's disposal costs or tipping fees.

Efficient management of a solid waste management plan utilizing a combination of methods requires a carefully orchestrated collection system. While collection is not a County responsibility, the County will work with all haulers to insure to the greatest extent possible that efficient collection operations are not adversely impacted by disposal operations and necessary flow control ordinances and are compatible with County disposal and processing facilities.

Waste Flow Control

As the County government proceeds with the construction and operation of waste disposal facilities, considers alternative private resource recovery options, and enters into contractual agreements for waste disposal services legislative control of solid wastes becomes necessary. Of increasing importance will be the issue of implementing a County ordinance to control the flow of solid waste. Such an ordinance would require that all waste generated within the County that is placed in the waste

stream be disposed of at a Mecklenburg County operated or licensed solid waste disposal facility or facilities under contractual arrangements with the County. Such ordinance would not prohibit the source separation of materials from solid waste prior to collection of such solid waste for disposal, or prohibit collectors of solid waste from recycling materials or limit access to such materials as an incident to collection of such solid waste.

All refuse haulers and municipalities collecting and transporting solid waste in Mecklenburg County would be affected by such an ordinance and it is imperative that concerns from these groups be heard in the development of such an ordinance.

Flow control will be necessary to carry out this solid waste management plan. Acceptance of this plan authorizes Mecklenburg County to enact flow control measures for 100% of the waste stream as necessary to meet the goals and objectives defined in this plan.

THE SOLID WASTE MANAGEMENT PLAN - AN INTEGRATED APPROACH

The components of Mecklenburg County's plan include recycling, waste-to-energy and other resource recovery facilities, and landfills. An integrated approach allows local government to provide the service of solid waste

management to all residents in a manner that effectively handles the waste yet addresses environmental and health concerns.

Table 1 shows the projected quantities of solid waste to be managed by each component.

These three components provide the best methods available at the present time for managing solid waste. Each by itself cannot accomplish this task, but together they can effectively manage waste to preserve natural resources and recover useful bi-products.

Table 2 shows the projected schedule for implementation of the Solid Waste Management Plan.

Environmental Considerations

Management of municipal solid waste is not without environmental concerns. The variable nature of solid waste itself can create management problems and pose risks to public health and the environment if not properly managed. Solid waste is composed of a wide variety of organic as well as synthetic materials, and the mix of the constituents constantly fluctuates. The type of environmental concerns are also dependent on the alternative(s) selected to manage the solid waste. All solid waste management facilities, resource recovery, landfills, and recycling are being and will continue to be designed, constructed, and operated to meet or exceed permit requirements as specified in all federal, state, and local environmental regulations as well as building, zoning, and all other applicable regulations.

TABLE 1

SOLID WASTE MANAGEMENT PLAN

YEAR	PROJECTED TONNAGE	RECYCLING /	RECYCLING TONS	WASTE-TO ENERGY SIZE	WASTE-TO ENERGY TONS PROC	WASTE-TO ENERGY NET TONS	WASTE-TO ENERGY /	LANDFILL ASH	LANDFILL NON PROC	LANDFILL /NON-PROC	TOTAL LFL	TOTAL LFL /
1987	637,000	1	6,370	0	0	0	0	0	630,630	99	630,630	99
1988	649,700	3	19,491	0	0	0	0	0	630,209	97	630,209	97
1989	662,500	10	66,250	235	72,909	65,618	10	7291	523,341	79	530,632	80
1990	675,300	11	74,283	235	72,909	65,618	10	7291	528,108	78	535,399	79
1991	687,900	12	82,548	235	72,909	65,618	10	7291	532 443	77	539,734	78
1992	700,400	13	91,052	235	72 909	65,618	9	7291	536,439	77	543,730	78
1993	713,000	14	99,820	* 835	259,059	233,153	33	25906	354,121	50	380,027	53
1994	725,500	15	108,825	835	259,059	233,153	32	25906	357,616	49	383,522	53
1995	738,100	15	110,715	835	259,059	233,153	32	25906	368,326	50	394,232	53
1996	750,300	15	112,545	835	259,059	233,153	31	25906	378,696	50	404,602	54
1997	762,500	15	114,375	835	259,059	233,153	31	25906	389,066	51	414,972	54
1998	774,600	15	116,190	1235	383,159	344,843	45	38316	275,251	36	313,567	40
1999	786,800	15	118,020	1235	383,159	344,843	44	38316	285,621	36	323,937	41
2000	799,000	20	159,800	1235	383,159	344,843	43	38316	256,041	32	294,357	37
2001	811,700	21	170,457	1235	383,159	344,843	42	38316	258,084	32	296,400	37
2002	824,400	23	189,612	1235	383,159	344,843	42	38316	251,629	31	289,945	35
2003	837,000	25	209,250	1235	383,159	344,843	41	38316	244,591	29	282,907	34
2004	849,700	27	229,419	1235	383,159	344,843	41	38316	237,122	28	275,438	32
2005	862,400	28	241,472	1235	383,159	344,843	40	38316	237,769	28	276,085	32
2006	875,100	30	262,530	1235	383,159	344,843	39	38316	229,411	26	267,727	31

*Tenative completion date for 600 TPD Arrowood Facility
An exact implementation schedule has not been established

	1986	1987	1988	1989	1990	1991	1992	1993	1994 - 2006
Waste-to-Energy				200 TPD Facility operational				Additional waste-to-energy *or resource recovery facilities providing* 1000 TPD capacity operational	
Recycling	**PHASE I** Pilot City curbside pick-up, drop centers, increase metals recovery		**PHASE II** Additional drop off centers, expanded curbside pick up, buy back centers processing center operational						**PHASE III** Mandatory participation Ban disposal of selected recyclables
Landfills	Close York Road Landfill Close Holbrooks Road Landfill		(Permit 2 3 sites providing 900 1200 acres)			Close Harrisburg Road Landfill			

TABLE 2

Mecklenburg County Solid Waste Management Plan Implementation Schedule

Estimated Capital Costs

A plan as complex as this one requires a serious commitment by elected officials, staffs and the general public. This commitment requires the understanding of the expenditures necessary to achieve the goals of the plan.

The following table summarizes the estimated capital costs of each of the components of this plan for the next five to ten years. Not represented in the landfill costs are the additional legal fees incurred when lawsuits opposing landfill sites are filed and litigated. Such costs are becoming more common but remain unpredictable.

Summary of Estimated Capital Cost for Solid Waste Management - 1987 Dollars

Component	Amount
Resource Recovery	$ 154,500,000
Recycling	3,500,000
Landfilling	16,500,000
Recycling Station	3,500,000
Total	$ 178,000,000

Estimated Operational Costs

The estimated capital costs include construction and equipment only. Actual operational costs for each of these components cannot be determined until a more detailed design of specific programs and facilities is completed.

The current tipping fee at the County landfill is $18 per ton. Estimates put that cost at $50+ per ton by 2006 if landfills remain the primary method of disposal. As this cost increases alternative methods of waste management become more economically attractive.

Estimates for the recycling component of the plan range from $50 per ton in the early stages to $15 per ton (exclusive of collection costs) once the goal of recycling 15% of our waste is reached. Waste-to-energy operational costs are difficult to estimate without knowing the specifics of each facility, however, the contracted operating fee for the 235 ton per day Northeast Facility is approximately $20 per ton exclusive of debt service costs. It is anticipated that operating fees for facilities in the 600-800 ton per day range will be less on a "per ton" basis because of "economies of scale".

Financing Arrangements

A variety of financing methods are available to local governments for solid waste management facilities. These include: general obligation bonds, revenue bonds, leveraged leasing, industrial revenue bonds, and pollution control revenue bonds.

Of all the methods, general obligation bonds are less expensive, involve minimal risk, and require the shortest period of time to arrange and therefore have been in the past used for funding solid waste projects.

Citizens of Mecklenburg County have been asked to support general obligation bonds for solid waste projects in three elections. In November of 1983, $13,520,000 in bonds were approved for the Northeast Waste-to-Energy facility and $3.5 million for Sanitary Landfills. In November of 1985, voters approved a bond package of $69.5 million which included financing for several major solid waste projects and in November 1987 a $10 million bond package was approved for development of a sanitary landfill.

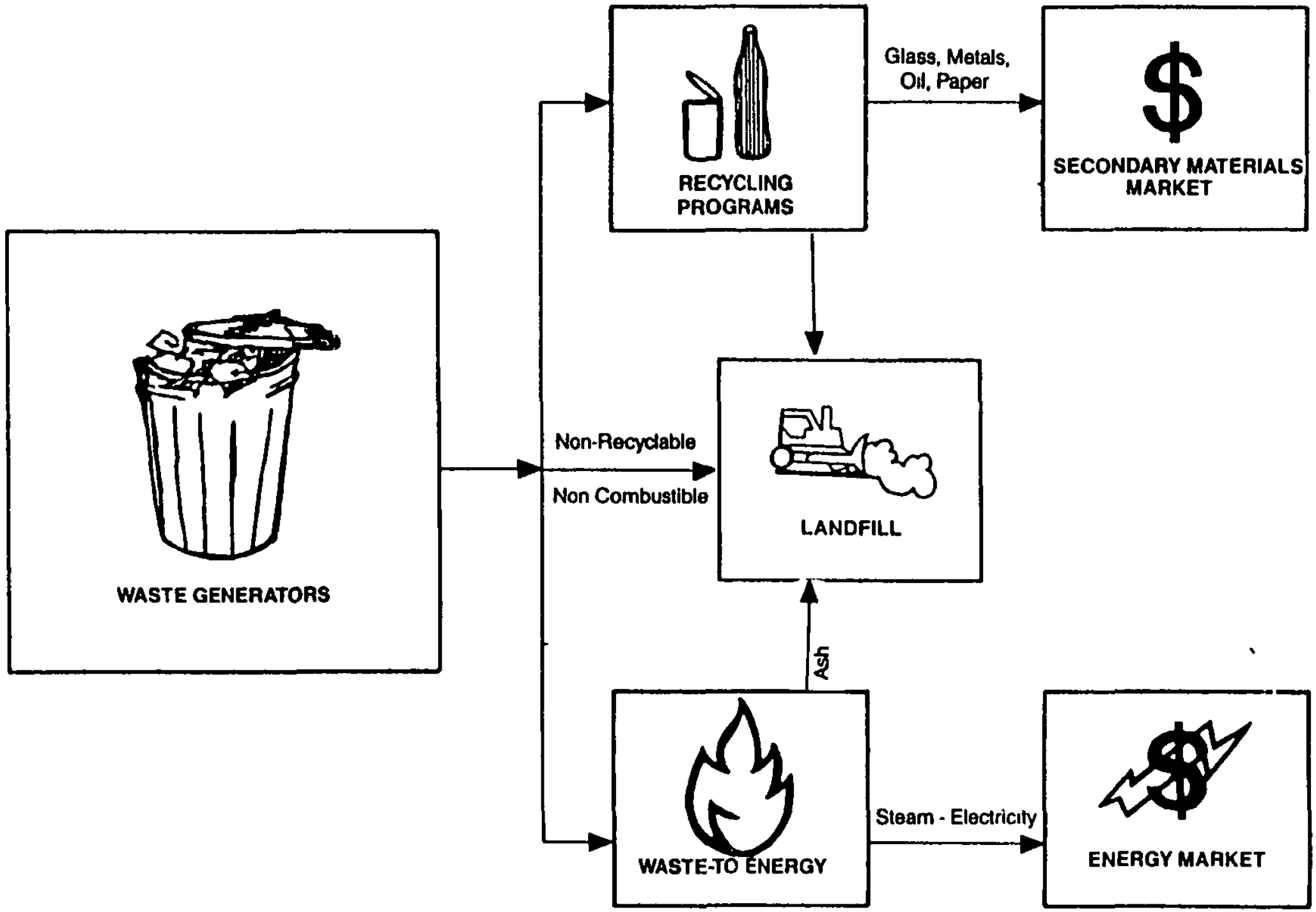
Tipping Fees

The total cost of solid waste management will be financed through recycling revenues, energy revenues, and tipping fees collected at waste disposal facilities. The tipping fee will be set to recover the total net costs after energy and recycling revenues and will be based on the average cost per ton of all solid waste disposal services ("blended rate"). The same rate will be charged at all disposal facilities, including private landfills under contract with Mecklenburg County. The cost of recycling collection services will be excluded from the tipping fee.

Conclusion

This Solid Waste Management Plan is designed to address the solid waste management needs of Mecklenburg County over the next 20 years. However a fundamental element of the planning process is continual evaluation of programs and facilities and reassessment of existing and projected needs.

As needs change over time, responsible planning must respond to these changes. As regulations governing waste management change, the plan may require revisions to maintain compliance with new legislation. An annual report on the implementation of the Solid Waste Management Plan required by the North Carolina Department of Human Resources will provide one tool for a progressive plan review. This plan will continue to be reviewed and changes recommended as needed by the Solid Waste Management Advisory Board. In addition a joint City-County staff technical advisory committee will be established to provide for a continuous dialogue on solid waste management and to facilitate implementation of the Solid Waste Management Plan.



Mecklenburg County Solid Waste Management Plan Components

3(a)

EXECUTIVE SUMMARY

CHARLOTTE-MECKLENBURG HISTORIC RESOURCES SURVEY REPORT

INTRODUCTION:

The Survey of Historic Needs was conducted over an eleven month period from December, 1986 to November, 1987. The Consultant, Robert M. Leary and Associates, was asked to focus on three major areas of historic programming:

1. More efficient and effective use and enhancement of historic resources;

2. Successful dissemination of information about the area's historic resources;

3. Broadening public and private support for historic resources.

The Consultant surveyed 12 local historic agencies and sites and administered the attached questionnaire regarding organization, needs, and goals. In addition, seven other cities with successful historic programming organizations were surveyed to draw comparisons with and to develop options for Charlotte-Mecklenburg.

OBSERVATIONS AND CONCLUSIONS.

Following the surveying of the local historic sites and agencies, as well as other cities and counties, the Consultant reported the following conclusions (Page 51, Section IV, Part B):

1. Public funds spent on historic resources in Charlotte-Mecklenburg, generous though they may be, could be used substantially more effectively and efficiently.

2. Private funding and support for historic resources preservation is substantially below levels of comparable cities.

3. Factionalism and dispersal of staff and financial resources are endangering the whole historic resources movement in Charlotte-Mecklenburg.

4. The lack of a historic preservation strategy, with implementing tactics, means that the activities of both public and private parties are ineffective, confused, tardy or all three.

5. Turf protection within the Charlotte-Mecklenburg historic resources movement has been more important than working for the best solutions to problems.

RECOMMENDATIONS:

Four recommendations were made at the conclusion of the Consultant's study. These four recommendations and a brief description of each are as follows:

1. ESTABLISH A HISTORIC RESOURCES COMMISSION (HRC) WHICH COMBINES IN AN INDEPENDENT AGENCY THE FUNCTIONS AND STAFF OF THE HISTORIC PROPERTIES COMMISSION AND THE HISTORIC DISTRICT COMMISSION.

   An HRC of ten members, five appointed by City Council and five appointed by the County Commission is recommended. This consolidation is recommended to better coordinate historic resources, to increase effectiveness and to enhance technical competence.

   Two options were presented for organization of staff support for the HRC. One option would establish a separate department headed by a Director appointed by the City Manager and supported by equal appropriations from the City and the County. A second option would establish administrative, professional, and technical support for the HRC within a new section in the Planning Department. The Consultant recommended a separate department so as to provide a prominence and prestige to HRC staff commensurate with the importance the Consultant felt should be placed on historic resources.

2. ESTABLISH A CHARLOTTE-MECKLENBURG COUNCIL OF HISTORY TO WORK WITH THE HRC TO PROMOTE HISTORY AND SHARE INFORMATION AND EXPERTISE.

   The History Council is suggested as a forum for historic sites, museums and related agencies to allow for discussion of issues of mutual concern and to formulate solutions for a variety of problems. The History Council would also provide an effective unit to voice support for and promotion of history in Charlotte-Mecklenburg. Technical and administrative support would come from the Director of the HRC.

3. ESTABLISH A PRIVATE NON-PROFIT PRESERVATION ORGANIZATION TO REVOLVE ENDANGERED PROPERTIES AND PROVIDE FINANCIAL AND POLITICAL SUPPORT FOR HISTORIC RESOURCES.

   The private, non-profit preservation fund would be capable of saving and resolving endangered properties, developing events and programs to encourage interest in preservation by the public, and developing a constituency for a local history museum in Charlotte-Mecklenburg.

4. DEVELOP A CITY-COUNTY HISTORIC RESOURCES PLAN TO GUIDE PUBLIC, PRIVATE AND JOINT ACTIVITIES.

   A Historic Resources Plan would provide a strategy for the systematic preservation of historic resources in Charlotte-Mecklenburg and would provide all agencies and departments with a single, agreed upon strategy for preservation and development of historic resources.

The Consultant's conclusions and recommendations, pages 51 through 54, are attached for your review.

3(b)

SURVEY OF HISTORIC PRESERVATION AND PROGRAMMING NEEDS

JOINT REPORT OF TASK FORCE MEMBERS AND STAFF REPRESENTATIVES

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II THE SURVEY PROCESS 1

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B Participation 1
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III SUMMARY OF CONSULTANT'S REPORT AND OVERALL ASSESSMENT 3

IV SPECIFIC TASK FORCE RECOMMENDATIONS . .. 4

A History Council 4

B Private Preservation Foundation and Historic Resources Plan 5

C Consolidation of Properties and Districts Commissions 6

D Proposed Joint Resolution . . 8

V CONCLUSION 9

Attachments

Attachment 1 Report of Robert M Leary and Associates

Attachment 2. Historic Resources Commission Discussion Draft

Attachment 3: Draft Staff Response to Discussion Draft

Additional Exhibits

A. Survey Outline

B Minutes of Task Force Meetings

C Dissenting View on Consolidation

D. Report of History Council Subcommittee

E. Report of Private Preservation Foundation Subcommittee

SURVEY OF HISTORIC PRESERVATION AND PROGRAMMING NEEDS

JOINT REPORT OF TASK FORCE MEMBERS AND STAFF REPRESENTATIVES

I. INTRODUCTION.

At its meetings on September 8 and October 27, 1986, City Council approved and appropriated funds for a survey "to determine the scope of needs within historic preservation and programming in Charlotte-Mecklenburg." To oversee the survey, Council called for the appointment of a Citizens' Task Force, and directed that representatives of various city and county agencies participate and provide staff support as needed This report represents the culmination of the survey

II THE SURVEY PROCESS.

A Background.

The survey was undertaken in response to a growing perception of a lack of coordination among various agencies funded by the City and County that are engaged in historic preservation and other history-related endeavors. At its meeting on September 6, City Council directed the City Manager's office to develop an outline for a survey to determine whether steps could be taken to improve the overall effectiveness of historic preservation and programming in Charlotte and Mecklenburg County. A Survey Outline was prepared by the city staff in consultation with representatives of the Charlotte-Mecklenburg Historic Properties Commission and other interested agencies, and was presented to City Council at its meeting on October 27 At that meeting, City Council approved the Survey Outline, and appropriated necessary funding A copy of the Survey Outline as approved is attached to this report as Exhibit "A."

B. Participation

As contemplated by the Survey Outline, a Citizen's Task Force was appointed composed of the chairmen, respectively, of the Historic Properties and Historic Districts Commissions; representatives from the Hezekiah Alexander Homesite and Mint Museum, and five at-large citizen representatives, with three appointed by City Council and two by the County Commission In addition, the Survey Outline called for participation by four staff representatives one each from the city office of budget and evaluation and the Charlotte-Mecklenburg Planning Department, and two additional staff representatives to be designated by the County Manager

The Citizens' Task Force was composed of the following members:

Paul Escott (At-Large)
Phillip E. Gerdes (At-Large)
Eric Grosse (Mint Museum)
Virginia Harm (Hezikiah Alexander)
Susan Jernigan (At-Large)
Joseph B. C Kluttz (Historic Properties Commission)
Kirk Otey (History Districts Commission)
Herman Thomas (At-Large)
R. Beverly R. Webb (At-Large)

Staff representatives that participated in the survey are as follows:

Dave Howard (Planning Staff)
Sherry A Marsh (County Staff)
Curt Walton (City Budget and Evaluation)
Wayne Weston (County Staff)

In addition, Pam Syfert participated actively, initially as a representative of the City Office of Budget and Evaluation, and later as Assistant City Manager

The Survey Outline suggested that the survey would be led by the Citizens' Task Force, and that staff representatives would be available to provide staff support as needed. From the outset and by design, however, there was no formal division of responsibility or participation between citizen appointees and staff representatives, and in fact, both Task Force members and staff representatives participated actively in the process throughout, generally functioning as a cohesive unit. Unless the context suggests otherwise, references in this report to the "Task Force" are intended to refer collectively to citizen appointees and the designated staff representatives as a group

The level of interest and participation by the citizen appointees and the staff representatives in the survey process was extraordinary. The Task Force met on sixteen separate occasions beginning in December of 1987. The length of the meetings varied, but averaged one and one-half to two hours. Despite the number and length of the meetings, and despite the fact that most were held during the business day, average attendance at each of the meetings was eight to ten out of a total of twelve citizen appointees and staff representatives. The meetings were characterized by vigorous discussion and active participation by all in attendance

C Summary of Meetings

Minutes were prepared for most of the meetings, and copies are included in this Report as Additional Exhibits. The first and second meetings were devoted to "fine tuning" the directives of

the Survey Outline, and establishing a plan of action for employment of a consultant. Requests for Proposal ("RFP's") were then circulated among a number of state, regional and national organizations engaged in historic needs programming. In response, proposals were received from three prospective consultants

The next several meetings were devoted to the interviewing and selection of a consultant. On the recommendation of the Task Force following those meetings, the City Manager's office contracted with Robert M Leary & Associates to be retained as consultant for the survey.

The Task Force then met on several occasions with Dianne Lea and Robert M Leary of the consulting firm Initial meetings were devoted to discussion of specific tasks to be undertaken by the consultants in fulfilling responsibilities under the Survey Outline. In later meetings, the Task Force reviewed preliminary conclusions and recommendations, and then at a meeting on July 22, 1987, received the final written and verbal report by Robert M Leary & Associates

A copy of the Consultant's report is included in this Report as "Attachment 1."

Following the July 22 meeting, the Task Force met on seven further occasions for the purpose of reviewing the specific proposals by the Consultant. During the course of those meetings a general consensus developed as to specific recommendations to be made in response to the Consultant's report

III. SUMMARY OF CONSULTANT'S REPORT AND OVERALL ASSESSMENT

The Consultant's report assembles and attempts to consolidate a mass of information received from a number of city and county agencies and historic sites, local private organizations, and, for comparison purposes, agencies from other jurisdictions As is not unexpected from a survey by an independent consultant, there was less than unanimous agreement by Task Force Members with all of the comments in the Report. There was, however, general support for the ultimate recommendation made in this report.

The Consultant's report makes four major recommendations, as follows:

(a) Establish an Historic Resources Commission that combines in an independent agency the functions and staff of the Historic Properties Commission and the Historic District Commission.

(b) Establish a Charlotte-Mecklenburg Council of History to work with the Historic Resources Commission to promote history and share information and expertise

(c) Establish a private non-profit preservation organization to revolve endangered properties and provide financial and political support for historic resources.

(d) Develop a city-county historic resources plan to guide public, private and joint activities.

Upon receipt of the consultant's report, the Task Force was divided into subcommittees to review each of the major recommendations. Each subcommittee then each made suggestions with respect to its respective recommendations. The full group then met on six further occasions to discuss the subcommittee proposals

IV SPECIFIC TASK FORCE RECOMMENDATIONS

After further discussion, the Task Force (including Staff Representatives) unanimously endorsed the Consultant's proposals for the History Council, Private Preservation Foundation, and Long Range Plan Although the group was not able to reach agreement on a specific proposal for consolidation of the Historic Properties and Districts Commission, there was general agreement that the question of greater coordination between the two Commissions and the advisability of consolidation should be given a closer look by those most directly involved with the work of the two Commissions

A. History Council.

The Task Force unanimously endorses the Consultant's recommendation of the creation of the Charlotte-Mecklenburg History Council. In the contemplation of the Consultant, the History Council would be a "confederation" of public and private agencies and groups engaged in historic preservation and programming in Charlotte and Mecklenburg County. Members would include, for example, the Historic Resources Commission, the Hezekiah Alexander Homesite and Foundation, the Afro-American Cultural Center, the Latta Place Foundation, the Mecklenburg Historical Association, and any number of other public and private local groups involved in history. The purpose of the Council would be to improve coordination and marketing of history-related activities in Charlotte and Mecklenburg County.

The Task Force subcommittee that reviewed the Consultant's recommendation prepared a formal report, which is included in this Report as an Additional Exhibit. The Task Force as a whole agreed with the recommendations of the subcommittee, which endorsed the consultant's proposal.

Because each of the constituents of the proposed Council will have its own identity and agenda, the Task Force feels that it is important that maximum flexibility be given to the Council to "seek its own level." Nevertheless, there was concern that because of the rather loose structure proposed for the Council, and because of the number and independence of the individual constituents, a catalyst would have to be provided to bring the

Council together initially, and provide direction during its formative stages.

The Task Force recommends that that catalyst be provided by (i) a joint resolution of the City Council and County Commission endorsing and encouraging the creation of a History Council, (ii) the creation of new task force to provide leadership for the formation of the council and (iii) the creation of a staff new position for a Site Programming Specialist The proposals for creation of a new task force and the position for a Site Programming Specialist are discussed in greater detail in a later section of this Report It is the view of the Task Force that one of the functions of the Site Programming Specialist should be to provide organizational and other staff support for the History Council, at least until such time as the Council should establish its own independent staff.

Because it will be composed of public and private groups, with the exception of a resolution endorsing the creation of the Council and creation of a staff position for the Site Programming Specialist, it is the Task Force's view that there will be no further direct involvement by City or County government with the History Council, except for what is hoped would be active participation in the Council by the Historic Properties and Districts Commissions, and city and county-owned historic sites

B. Private Preservation Foundation and Historic Resources Plan.

The Consultant further recommended the establishment of a private non-profit preservation organization and the development of a City-County Historic Resources Plan

Included in this Report as an Additional Exhibit is the report of the Task Force Subcommittee established to review those proposals As reflected by the Subcommittee report, the Subcommittee and the Task Force as a whole strongly endorse the recommendation for the creation of a private preservation organization

Presently, private preservation efforts are undertaken by Berryhill Preservation, Inc , whose primary focus is Fourth Ward, and by Citizens for Preservation, an organization that has not been active in recent years. As reflected by the Subcommittee Report, however, there has been recent substantial activity and movement toward creation of a strong private preservation organization that would be active throughout Charlotte and Mecklenburg County. The movement is spearheaded by a new preservation group named Progressive Preservation, which was formed in the wake of the Masonic Temple controversy Progressive Preservation has been joined in its efforts, however, by the Mecklenburg Historical Association, Citizens for Preservation, Berryhill Preservation, and other local preservation groups.

The Foundation by definition would be private. The Task Force recommends that to give added impetus to the formation of the Foundation, the City Council and County Commission voice support for the creation of the Foundation, again in the form of a joint resolution that hopefully would confirm the continuing commitment of City and County governments to historic preservation.

Citizen members of the Task Force feel strongly that a major component of that commitment is allocation of funds for the Emergency Property Fund in the budget of the Historic Properties Commission, which should remain intact without regard to the formation of the private foundation. Staff representatives expressed the view, however, that funding for the Emergency Properties Fund should cease, once a strong private foundation is established

The subcommittee and the Task Force also endorse and recommend the development of a long range historic resources plan It is the feeling of the Task Force, however, that it may be premature to set such a Plan in motion until the newly-created History Council and Private Preservation Foundation are established The Task Force would, however, strongly recommend that once the new organizations are in place, they focus immediate attention on the development of such a plan as a first priority, in conjunction with the Historic Properties and District Commissions

C. Consolidation of Properties and Districts Commissions

While there was unanimous support for the Consultant's recommendations of creation of a History Council and Private Preservation Foundation, and development of a long range historic resources plan, the group was unable to reach agreement on a specific proposal for consolidation of the Properties and Districts Commissions.

Several citizen members of the Task Force felt strongly that the issue of duplication of effort between the two Commissions, as identified by the Consultant, was a matter of perception and not reality; that there are fundamental differences in the work of the Commissions, and that in reality, there is little overlap between the two; that an essential ingredient in the success achieved by the Historic Properties Commission was its independence from other city agencies; and that in the final analysis, efforts toward consolidation constituted an attempt to fix something that really wasn't broken

On the other end of the spectrum, staff representatives, and particularly members of the city staff, expressed the view that consolidation was desirable, as a means of streamlining the budget process and increasing the overall effectiveness of the staffs of the two Commissions The staff representatives felt that there should in fact be a full-scale consolidation, resulting, through a

transition period, in a single, fully-integrated commission of nine to thirteen members, established as a new city department.

After further discussion, a third, middle ground view began to develop among several other citizen members of the Task Force In their view, there could be some important advantages to a consolidation Consolidation would have to be effected, however, in such a manner as to preserve the essential identity and integrity of the two existing commissions Under the middle ground approach, the two existing commissions would be nominally joined together in an Historic Resources Commission, with the two existing commissions remaining largely intact, and functioning as two semi-autonomous "super-committees" with a combined staff, using the Planning Commission as a rough model.

During the discussion, it initially appeared that a vague consensus was developing in favor of the middle ground approach as a compromise proposal. At that point, a discussion draft was prepared and circulated among the Task Force members and staff representatives. A copy of the discussion draft is attached to this Report as "Attachment 2."

When attention was focused on the specifics of the "middle ground" proposal as articulated in the discussion draft, several staff representatives determined that they could not recommend the discussion draft proposal unless it were modified to call for full scale consolidation and integration, among other changes. The staff response to the discussion draft is attached to this Report as "Attachment 3."

Following the staff response, there was discussion of other possible formulas for consolidation It quickly became apparent, however, that whatever vague consensus may have been developing earlier had dissipated, with individual members of the group reverting to their original positions, that is. One group of citizen representatives opposed to consolidation in virtually any form, a group of staff representatives with strong views that there should be full-scale integration of the two Commissions, and a group of citizen representatives that feel that there could be some advantage to a consolidation based on the discussion draft model.

During the discussion, there was general sentiment, at least among the citizen participants, that the two Commissions should, in any case, be more directly involved in the discussion of the merits of consolidation When it became apparent that a consensus could not be forged on a single proposal for consolidation, general agreement was reached that there should be further study by a new task force to be composed of representatives from the Properties and Districts Commissions.

During the discussions on consolidation, one advantage of consolidation that was recognized was that a combined resources commission with a single staff would be the logical source for

leadership in the formation of the History Council. Since the group ultimately could not agree on a model for consolidation, the group decided that the proposed new task force should also provide the impetus for initial formation of the History Council and coordination of effort to establish the Private Preservation Foundation.

During discussion of the consolidation issue, an idea that emerged was that a new staff position should be created for a Site Programming Specialist, whose function would be to coordinate programming and marketing efforts among city and county-funded historic sites. As reflected in the discussion draft, the view was that funding for such a new position could be raised through a reallocation of funding for other existing staff positions, without a net increase in the cost to either government A primary function of the Site Programming Specialist would be to provide staff support, at least initially, for the History Council. While the group was unable to reach agreement on the question of consolidation, there was general support for the creation of the position of a Site Programming Specialist

D. PROPOSED RESOLUTION

To implement the foregoing recommendations, the Task Force proposes that the City Council and County Commission adopt a joint resolution stating as follows

1. That the City Council and County Commission confirm their commitment to historic preservation, as expressed in ordinances establishing the Historic Properties and Historic Districts Commissions.

2. That the City Council and County Commission endorse the creation of a History Council, consisting of representatives from public and private agencies in Charlotte and Mecklenburg County engaged in historic preservation and programming efforts, intended to improve coordination of activities in which the constituent agencies are involved, and to improve the marketing of historic resources in Charlotte and Mecklenburg County

3. That the City Council and County Commission endorse the creation of a Private Preservation Foundation, to be established to use private funds to engage in energetic and independent preservation strategies.

4. Upon establishment of the History Council and Private Preservation Foundation, that the City Council and County Commission endorse the development of a long range Historic Resources Plan, to be developed through coordination among the Historic Properties and Historic Districts Commissions, the History Council, and the Private Preservation Foundation

5 That the City Council and County Commission direct the appointment of a new six-member task force, to consist of two

citizen members each from the Historic Properties and Historic Districts Commissions, to be appointed by the chairmen of the respective Commissions, in addition to the two directors of the respective commissions. The new Task Force should be charged initially; to provide impetus and leadership for the creation of the History Council, and the establishment of the Private Preservation Foundation and to coordinate the establishment of a new staff position for a Site Programming Specialist Upon establishment of the History Council and Private Preservation Foundation, the new Task Force should undertake an intensive study of the desirability of consolidation, and ways to improve coordination of effort by the two Commissions

V. CONCLUSION

The Task Force (including staff representatives) was comprised of twelve individuals representing a number of different points of view with respect to historic preservation and programming in Charlotte and Mecklenburg County Despite the fact that the group met on sixteen separate occasions, there was an extraordinary level of participation by citizen appointees and staff representatives The survey of historic needs was conscientiously undertaken

The Task Force and Staff Representatives reached unanimous agreement on three of four recommendations by the Consultant While there was not unanimous agreement on the question of consolidation of the Properties and Districts Commissions, there was general agreement that there may be advantages to greater coordination, and that the question of consolidation warrants a more careful look by those individuals most familiar with the work of the two commissions There was unanimous agreement that the creation of a new task force consisting of representatives from the two existing commissions could best serve that function, as well as provide the catalyst for creation of the History Council and the Private Preservation Foundation

We therefore urge adoption of the recommendations of this Report by City Council and County Commission

Respectfully submitted, November 13th, 1987

Joseph B. C. Kluttz, Chairman

JOINT REPORT OF TASK FORCE MEMBERS
AND STAFF REPRESENTATIVES

DRAFT

ATTACHMENT 2

HISTORIC RESOURCES COMMISSION DISCUSSION DRAFT

1. Recommendation The Task Force recommends that the City Council and County Commission adopt and implement the Consultant's proposal for the combination of the existing Historic Properties Commission and Historic Districts Commission into a joint Historic Resources Commission, with important refinements.

2. Considerations. While there was general recognition that there may be some advantages to the combination of the existing districts and properties commissions, the Task Force identified several significant weaknesses in the Consultant's recommendation:

(a) There is little or no attention given in the report to transitional matters which, given the important differences in the existing structure and function of the two Commissions, could be critical to the long-term success of the combined Resources Commission

(b) While recognition is given in the report to the competence of the existing staffs of the two Commissions and to the importance of the active participation and hard work by citizen Commission members, no suggestions are made of means by which such competence can be retained in the Resources Commission, and active participation can be fostered once the two Commissions are combined

(c) Little recognition is given of the fact that the existing Properties and Districts commissions developed independently of each other, are engaged in significantly different functions, and for that matter, have different "personalities."

(d) No specific recommendations are made as to interplay between the Resources Commission and publically-owned historic sites, which was at least an implicit goal of the original survey.

Task Force representatives also recognized some important benefits from the Consultant's recommendation

(a) Combination of the Properties and Districts Commission would result in the elimination of the inevitable duplication of some of the functions of the two existing Commissions

(b) Elimination of duplication would allow for reallocation of staff resources, which in turn would improve the effectiveness of both organizations.

(c) Combination of the two Commissions under a structure whereby one budget would be submitted by the joint Historic Resources Commission should simplify the budget process for publically funded preservation efforts in Charlotte and Mecklenburg County

(d) Combination of the two Commissions into an independent city/county agency should increase the visibility and stature of the public preservation agencies, increasing credibility and effectiveness of the combined organization

3 Structure and Implementation. The Task Force recommends that the Historic Properties Commission and the Historic Districts Commission be combined structurally into a new Charlotte-Mecklenburg Historic Resources Commission, but with a minimum of disruption of the existing Commissions. We recommend that the Historic Resources Commission be established using the model of the existing Planning Commission, although on a smaller scale Specifically, the work of the Historic Resources Commission would be performed through two semi-autonimous "Super-Committees" the Properties Committee and the Districts Committee. At least initially, the functions of the Properties Committee and Districts Committee would be the same as the respective functions of the Properties Commission and Districts Commission, with one exception Under the existing structure, both the Properties Commission and the Districts Commission review applications for certificates of Appropriateness for the material alteration of historic properties We would recommend that all design review functions be allocated to the Districts Committee of the combined Historic Resources Commission

The Resources Commission would meet as a Commission on an "as needed" basis during the course of the year, perhaps three to four times. A single budget would submitted by the Resources Commission. At least one or two of the meetings of the full Commission would be devoted to budget considerations. Other meetings would be scheduled on an ad hoc basis, and would address significant issues of importance to both of the "Super-Committees," such as coordination of major work projects to be undertaken by the respective committees.

The Task Force feels that it is important to preserve the continuity of the two existing Commissions in the combined Historic Resources Commission We would recommend that all existing members of the two Commissions automatically become members of the Historic Resources Commission and continue as members of their respective committees We would further recommend that at least for the near term, the means by which appointments are made remain unchanged. that is, that appointments be made by the City Council and County Commission directly to the respective

"Super-Committees," in the same manner that appointments presently are made to the respective Properties and Districts Commissions.

The Task Force feels that the staffs of the two existing commissions should be combined into a single staff for the Historic Resources Commission. The Task Force further feels, however, that it is important to retain continuity of the existing staffs Because of the depth of his experience and community involvement, we recommend that Dan Morrill, presently consulting director of the Historic Properties Commission, be named Director of the Historic Resources Commission. Because of her training and expertise, we recommend that Suzanne Pickens, presently director of the Historic Districts Commission, be designated Assistant Director of the combined Resources Commission As a matter of allocation of staff function, we further would recommend that Dan Morrill serve as Director for the Properties Committee of the combined Resources Commission, and that Suzanne Pickens serve as director for the Districts Committee

In addition to the Director and Assistant Director, the Task Force concurs with the recommendation of the Consultant that the Resources Commission Staff retain an historian and a separate architect/restoration specialist/technician as additional staff members In addition, it is likely that there will be a need for at least one administrative assistant

Again following the Planning Commisson model, the combined Historic Resources Commission should be a quasi-independent city/county agency. While the combination could be structured so that the staff reports administratively to the City Manager's Office, the Task Force feels that the successes achieved by the existing Properties and Districts Commissions are due in large measure to active participation by citizen commission members To foster that continuing participation, the Task Force strongly concurs with the Consultant's recommendation that the Resources Commission be independent of other City and County agencies We further feel that it is essential that the Historic Resources Commission and the two "Super-Committees" retain full authority on initially, for the Charlotte-Mecklenburg History Council, which is addressed under a separate recommendation in this Report.

The Consultant has recommended that the staff of the Resources Commission be located in a prominent and easily-accessible location. An idea that emerged from our discussions was that after the Mayor's office is moved to the new City Office Building, the Mayor's office in old City Hall might be an appropriate location for the Resources Commission, in view of the fact that City Hall and the Mayor's office itself are designated Historic Properties

Once the two Commissions are combined into the Historic Resources Commission, we feel that it is likely there will be further changes and reallocations made internally to increase the effectiveness of the combined organization. We feel, however, that it is important to give the combined Resources Commission

flexibility to make its own determination as to any such reallocations. We are seriously concerned that a more radical restructuring of the existing Commissions at this time might seriously undermine citizens' interest and participation and the work of the existing staffs, impairing the prospects for increased effectiveness, which is the ultimate goal of this survey process.

CHARLOTTE

MEMORANDUM

October 23, 1987

To: Joseph B. C. Kluttz, Chairman
Historic Needs Task Force

Pamela A Syfert /wew

From: Pamela A. Syfert,
Assistant City Manager

Subject: Staff Response to Discussion Draft of October 9, 1987

As requested at the Historic Needs Task Force meeting on October 21, City and County staff comments on the draft proposal of October 9 have been compiled and are provided in this memo. Generally, the staff strongly supports the draft proposal. There are issues, nonetheless, that staff would like for the Task Force to reconsider before the final draft is prepared. These issues primarily surround the degree of consolidation of the District and Properties Commissions and the administrative structuring of the Historic Resources staff.

First and foremost, the staff agrees that this survey of historic needs has been extremely positive. Programming of historic activities and resources in Charlotte-Mecklenburg is certain to benefit from this survey process. The staff also agrees that most of the issues identified at the outset of the survey have been resolved in a mutually beneficial way.

In the proposed draft of October 9, 1987, the following four recommendations made by the consultant were summarized as follows:

1. Establish a Historic Resources Commission that combines in an independent agency the functions and staff of the Historic Properties Commission and the Historic District Commission.

2. Establish a Charlotte-Mecklenburg Council of History to work with the Historic Resources Commission to promote history and share information and expertise.

3. Establish a private non-profit preservation organization to revolve endangered properties and provide financial and political support for historic resources.

4. Develop a City-County historic resources plan to guide public, private and joint activities.

Office of the City Manager 600 East Trade Street Charlotte, NC 28202 704/336-2241

ATTACHMENT 3

The staff agrees that each of these recommendations should be implemented; however, we recommend reconsideration on some of the refinements that have been suggested to the consultant's recommendations.

Most of these issues and recommendations are addressed in Section III, Part A, Sub-section 3 of the draft and are highlighted as follows:

1. The staff supports retention of the existing Historic Districts Commission and Historic Properties Commission as the composite of the Historic Resources Commission. We feel that this transition represents a good compromise on this issue; however, staff feels that for the long range 23 members is too large for a Commission and that two "super-committees" retains the duplication of service to some degree. Therefore, the staff recommends that the Task Force consider a transitional period, at the end of which the Districts and Properties Commissions would be fully consolidated into a Historic Resources Commission. The Staff suggests a three year transitional period into a Historic Resources Commission of nine to thirteen members, and we recognize that there are several variations that could also accomplish this goal.

2. The staff feels that the delineation of all administrative functions (such as design review) should be determined by the Historic Resources Commission, rather than be decided in the Task Force-Staff Report. This would allow the Commission to seek its own level.

3. The staff strongly agrees that staff for the Historic Resources Commission should be consolidated, but has concerns about the following refinements recommended in the proposed draft.

   a. Staff feels that the objectives of the four recommendations agreed to above can best be accomplished with Historic Resources as a City Department with partial County funding, rather than a non-departmental (private, non-profit) entity. The Director of Historic Resources would report to the City Manager through an Assistant City Manager.

   b. Staff cannot support the inclusion of specific candidates for new positions in the final report. Because public money will fund these positions, recruitment must be an open and, if appropriate, a nationwide process. The filling of these vacancies must adhere to all City and County personnel guidelines. Selection would be done on a panel basis, with direct input from the Historic Resources Commission.

   c. The Staff feels that the Director of Historic Resources should be a full-time position and consideration should be given to filling the position as soon as possible. We believe the responsibilities justify a full-time position; also, full-time staff must be supervised by a full-time supervisor.

   d. All current City and County employees within the Historic context should be given first consideration for new positions and will be retained in some part of the organization.

e. Although Staff recommends that the Director of Historic Resources will be supervised by the City Manager, the Historic Resources Commission will determine the work program and program priorities for the Historic Resources Department.

f. Physical location of the Historic Resources Department cannot be determined at this time. A plan for use of the current City Hall is now being developed and the location of this department will be given every consideration.

g. The Staff supports the provision of a Site Programming Specialist and will evaluate shifting a position from the Hezekiah Alexander Homesite to the Historic Resources Department. Further review of the agreement between the City and the Homesite will be necessary to ensure that transfer of a position does not violate that agreement.

Although these above points represent a variation from the proposed Report draft, the Staff feels confident that the structure outlined here can be successful. As has been the case with this Task Force all along, we are certainly willing to discuss each of these issues further. The Staff does feel strongly, however, that the Historic Resources Commission staff should constitute a City Department. If that is to be the case, open recruitment of positions is required. I will look forward to further discussion of these options at our meeting on October 30.

PROPOSAL FOR UPTOWN TRANSPORTATION COMMITTEE
Submitted by the Charlotte Uptown Development Corporation

PURPOSE OF COMMITTEE

To establish and promote a coordinated approach to uptown transportation and parking issues To define strategies and accomplish specific goals, mobilizing public and private sector interests Committee would serve as a catalyst, coordinator, consensus builder, and educator on transportation matters affecting the vitality and economic well-being of uptown

WORK PROGRAM

The Committee shall initiate a program of work incorporated into the CUDC work program that is submitted annually to the City Council for contract approval and funding Typical work program items would include

- o Educating uptown businesses, employees, private and public sector leaders and general public about uptown transportation issues.
- o Working with garage and lot operators to better utilize existing parking spaces.
- o Developing a coordinated signage program.
- o Working with private and public sector organizations on peripheral parking and shuttel programs.
- o Working with DOT and major employers to further promote and utilize car/van pooling services.
- o Working with private sector employers to identify transit needs of uptown workers.
- o Coordinating workers' needs with transit programs to increase ridership.
- o Creating a data base to include parking availability and cost information.

COMMITTEE COMPOSITION.

The Committee will operate under the auspices of the Charlotte Uptown Development Corporation (CUDC) because of the broad make-up of the CUDC board and its focus on uptown economic development issues. The Committee shall be composed of 10-12 members appointed by the Chairman and Executive Committee of CUDC Board Half the members shall be appointed from the CUDC Board, and the other half from other large corporate employers, City Council, County Commission, the Central Charlotte Association and the Uptown Transportation Task Force. The Chairperson of the Committee shall sit on the Executive Committee of CUDC.

STAFF·

A manager of high caliber and demonstrated ability shall be employed, along with an assistant, to advise and carry out the policies and programs of the Committee. The manager shall report to the Executive Director of CUDC. The Executive Director and the Committee shall make recommendations regarding personnel matters to the CUDC Executive Committee. The staff of the transportation committee shall operate from the offices of CUDC and wherever possible share support personnel, equipment and other items to make CUDC and the Committee economically efficient.

BUDGET·

The annual operating budget of the Committee is expected to be about $85,000. This would cover personnel cost, pro-rata share of rent, telephone expenses, printing costs, office supplies, contract fees, special programs, materials, etc.

TAX RATE AND FUNDING

In 1979 when CUDC was established, the tax rate for uptown Municipal Service District #1 was set by Council at 2 5c per $100 of ad valorem taxes In the intervening years, the rate had been reduced to be commensurate with increases in the uptown tax base The rate was lowered from 2 5c to 1 75c to its current level of 1 63c In order to operate and implement the work program of the Transportation Committee, additional financing is needed Those monies would be obtained by increasing the current 1 63c rate to 2 32c, effective July 1, 1988 Supplemental monies could come from Federal and State grants and in the CUDC fund balance

BEGINNING TIME

It's anticipated that the Committee would become operational in the first half of 1988 The actual starting date would depend upon funding and staffing considerations.

A - DI TAKE, BY THE CUDC BOARD OF DIRECTORS REGARDING TRANSPORTATION COMMITTEE
(Excerpted from Minutes of the CUDC Board Meeting Held On August 5, 1987)

Transportation Committee On behalf of the transportation committee, Fred Klein presented to the board a proposal for a full-time transportation council The council's function will be to coordinate public and private uptown efforts on parking, mass transit, shuttle services as well as other transportation and parking issues Mr Klein mentioned that everyone is doing parts of transportation planning, but no one is responsible for coordinating and unifying the system. Pam Patterson suggested that the City and County be represented on the transportation council A tentative plan calls for a ten-person council, made up mostly of uptown business people and a paid staff member, all operating under CUDC An anticipated annual budget of about $85,000 would be paid by an increase in tax rate from 1 63 cents per $100 to approximately 2.3 cents per $100 It was noted that the rate (2.3c/$100) was less than the initial 2.5 cents charged when the corporation was formed in 1979.

The proposal was approved unamiously by the board and will be presented to the City Council hopefully in early September.

Uptown Transportation Committee
Operating Budget

	January 1, 1987 - June 30, 1988	July 1, 1988 - June 30, 1989
*Manager's Salary	$25,000	$50,000
FICA	1,800	3,600
Insurance	1,300	2,700
Office Rent	3,000	6,000
Telephone	1,000	2,000
Postage	300	700
Travel and Meeting	500	2,500
Office Supplies	200	500
Promotion and Communication	1,000	5,000
Dues, Subscriptions, Publications	150	500
Project & Consultant Funding	1,000	9,000
Office Equipment	1,750	1,000
	$37,000	$83,500

* Manager's salary negotiable, not to exceed $50,000.

UPTOWN TRANSPORTATION MANAGER
JOB DESCRIPTION

Nature of Work

This is responsible administrative position to work with the Charlotte Uptown Development Corporation.

Duties and Responsibilities Include·

Developing and implementing education programs regarding Uptown transportation issues. Such programs will be directed to Uptown businesses, employees, private and public sector leaders, and the general public.

Working with garage and parking lot operators to better utilize existing parking space.

Developing coordinated signage program.

Working with private and public sector organizations on perpheral parking and shuttle program.

Working with the City of Charlotte Transportation Department and major employers to promote car/van pooling services.

Working with private sector employers to identify transit needs of uptown workers.

Coordinating employees' transportation needs with transit program to increase ridership.

Developing and maintianing a data base to include parking availability and cost information.

Work involves extensive public contact and close coordination with a variety of organizations. The manager shall report to the Executive Director of the Charlotte Uptown Development Corporation.

Requirements of Work

Considerable experience in the field of transportation, public relations, marketing, or other related field of experience; and graduation from a four-year college or university with major course work in business, public administration or related field.

The manager shall have the following attributes:

Presence to conduct business in a professional manner with community officials and leaders.

Ability to communicate effectively, both verbally and in writing.

Ability to conduct research and formulate marketing strategies.

Ability to establish and maintain effective public relations and working relationships with public and private organizations.

Knowledge of public transportation programs.

Ability to wrok as a member of a team.

PERFORMANCE MEASUREMENT

Under the auspices of the Charlotte Uptown Development Corporation, the Transportation Committee and its manager will strive to be productive and cost efficient. As is the case , in any newly formed venture, the first year of operation of the Transportation Committee is anticipated to be busy. It will focus on organizational matters, identifying uptown transportation issues, developing business relationships with public officials and private sector employers and parking lot operators.

The program of work for the Committee as outlined in a previous section, is broad and ambitious in its scope. Effort will be made to prioritize the work program items with members of the Transportation Committee once it is officially formed.

It is envisioned that by the end of the first year of operation the following programs will have been formulated and underway:

(1) The establishment of coordinated signage program for parking idnetification.
(2) The development and maintenance of a data base to include parking availability and cost information.
(3) The development of at least one education program related to uptown transportation issues.

RECEIVED
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TRANSPORTATION MANAGEMENT

Transportation Committee

Executive Summary October 15, 1987

The Transportation Committee of the City of Charlotte, North Carolina met in committee session on Thursday, October 15, 1987, at 4:00 p.m. in the second floor Conference Room of City Hall with Richard Vinroot presiding and the Committee members Ron Leeper, Roy Matthews, Pam Patterson, and Velva Woolen in attendance. Also in attendance were:

Tom Finnie, Deputy City Manager
Bob Pressley, Director of Transportation
Terry Lathrop, Asst. Director of Transportation
Dave Hines, Charlotte Transit
Lynn Purnell, Transportation
Mary Wannamaker, Southern Bell
Jim Patterson, Trammel Crowe
Dave Abernathy, Duke Power
Robert Pennington, 1st Union
Sara Schreibman, CCA
Judy Craig, CUDC
Mike Schneiderman, CUDC

Richard Vinroot called the meeting to order and declared a quorum. After introductions Tom Finnie suggested that CCA, CUDC and CDOT felt that the major problem was that no one individual felt responsible for uptown transportation. That several people felt some responsibility and was a situation where "that which is everyone's business is no one's business." He suggested that after hearing from interested parties that the Committee first decide whether there should be an additional person with this sole responsibility and if yes, then where the person should be, CDOT or CUDC.

Mary Wannamaker, Chairman of the Uptown Parking Task Force, then gave a summary and some of the complex problems of the Uptown Parking Task Force, and some of the the future needs as follows:

- Maintain an active uptown business and retail community.
- Devise a means for improving the parking and transportation problem which adversely impacts the morale of employees and retail activity uptown.
- Sensitize the city to uptown transportation issues and gain support for positive comprehensive action.

Their recommendation was a Transportation Council, with a paid director, and small staff to coordinate, educate, establish relationships, define programs, implement strategies for solutions and act as liaison between private/public sector and Charlotte Department of Transportation (CDOT).

This Council to be a committee composed of 10-12 members appointed by the Chairman and Executive Committee of CUDC. Half shall be appointed from the CUDC Board and the other half from other large corporate employers, City Council, County Commission, the CCA and the Uptown Transportation Task Force. The Chairperson of the Committee shall sit on the Executive Committee of CUDC.

Roy Matthews made a motion to approve the need for an individual with this responsibility. This was unanimously approved. There was then a discussion for who this individual would report to - CUDC or the CDOT.

Tom Finnie suggested that the advantages for putting the position in CUDC include:

1. Close relationship and easy access to the business's uptown

2. Single focus without having to be balanced in their view of overall city transportation

3. Could take "private" actions such as advertising easier

Advantages to putting in CDOT include:

1. Better at facilitating information to City Council where most final decisions are made

2. More efficient use of public dollars

3. Better technical support and easier to set high priorities for collecting and analyzing data.

Bob Pressley stated that the need was to support each other. Do not need an advocate to MPO, but a clear understanding with no conflict with any transportation program. As long as there was an annual review by City Council with advisory board, he thought it could work wherever it is placed.

Following some discussion, Ron Leeper made a motion to approve the concept in the CUDC and modified so that all policy issues would be approved by the City Council so that this would not be an independent advocacy position. Richard Vinroot amended to review it in a year or shorter period of time, and also include on the overseeing committee, one or more members of the Transportation staff. Tom Finnie said recommendation to Council should be a mutually agreed upon job definition, work program, objectives, date to begin, advocate to City Council. Velva Woolen seconded the motion.

A draft of the work program will be worked up, copies sent to CUDC, CCA, Task Force, Transportation Department, and to Council. Then it will be sent to Council for approval. The committee approved unanimously, with words of approval for a good presentation.

The Committee adjourned at 5:35.

Clary Phipps

Clary Phipps, Office Assistant V

Length of meeting: 1 hour 35 minutes

#5

Table of Organization
Finance Department, Risk Management Division

Account	Number	Title	Range No.	Positions
206	0003	Office Assistant III	107	1
206	0005	Office Assistant V	111	1
206	2260	Claims Assistant	111	1
206	2210	Accountant I	318	1
206	2265	Safety and Loss Analyst	318	1
206	2267	Safety Coordinator	320	2
206	2269	Safety Supervisor	325	1
206	2271	Insurance and Risk Specialist	320	1
206	2273	Insurance and Risk Coordinator	325	1
206	2275	Insurance and Risk Manager	870	1
206	2263	Claims Representative	117	1
		Total		12

Recommended Job Classifications
Finance Department, Risk Management Division

1. Claims Assistant, Pay Range 111, $15,499 - $20,770
This position will assume responsibility for determining applicability and processing the "medical only" portion of Worker's Compensation claims for the City and County. The incumbent will maintain records of numbers and status of claims sent to the insurance carrier for processing, review bills, verify that fees are in accordance with the Industrial Commission, and provide information to City and County Departments regarding Worker's Compensation rules and regulations.

These duties are comparable to the City class of Accounting Clerk II, also assigned to Pay Range 111. Additionally, salary data for clerks handling "medical only" Worker's Compensation claims support assignment to Pay Range 111.

2. Claims Representative, Pay Range 117, $20,770 - $27,834
Work involves the investigating of claims, interpreting policy coverage and negotiating the settlement of claims up to $50,000 for the City, County and School Board. Additionally, this position advises and processes claims for the Housing Authority, Central Piedmont Community College and other entities within the Insurance and Risk Management Agency.

Comparison with the class of Benefits Technician, Pay Range 117, indicates that the subject position requires a comparable level of technical knowledge, judgment and accountability. Pay data also supports assignment to Pay Range 117.

3. Safety and Loss Analyst, Pay Range 318, $21,808 - $30,687
Position is responsible for maintaining and analyzing loss figures for the City, County and School Board; writing changes to safety policies and manuals; and performing safety inspections as back-up to the Safety Coordinators on an occasional basis.

The responsibilities are not as broad or technical as those assigned to the Safety Coordinator positions, indicating that a 10% differential between classes is appropriate. Further comparison indicates comparability in scope and complexity with the Crime Analyst and Administrative Officer II classifications, also at Pay Range 318.

4. Safety Coordinator, Pay Range 320, $24,044 - $33,832
Two positions with responsibility for either City-wide or County-wide safety activities including inspecting job sites and equipment to determine compliance with OSHA and other local, state and federal regulations; recommending corrective action; participating in departmental safety and safety committee meetings; and providing training in safety-related matters.

Based on analysis of pay data for other regional cities and on comparison of levels within the Insurance and Risk Management Agency, assignment to Pay Range 320 is appropriate. It is also recommended that the City class of Safety Technician, Pay Range 319, be deleted.

5. Safety Supervisor, Pay Range 325, $30,687 - $43,180
This position directs the City-County Safety Program, supervises the Safety Coordinator positions and the Safety and Loss Analyst, analyzes statistical data, makes safety-related recommendations to department heads and the City Manager's Safety Committee, and recommends policy and related procedural changes.

   Comparison with other City positions indicates that the complexity of duties and scope of supervision are comparable to positions at Pay Range 325.

6. Insurance and Risk Specialist, Pay Range 320, $24,044 - $33,832
Responsible for reviewing, updating and maintaining insurance records and loss information; prepares insurance bid information and evaluates bid quotations; coordinates insurance renewal process; reviews leases and other contracts to identify level of risk; and checks insurance for compliance with contract specifications.

   Position is comparable to positions in the Administrative Officer III class, Pay Range 320, as well as other positions in IRMA which are recommended for assignment to Pay Range 320.

7. Insurance and Risk Coordinator, Pay Range 325, $30,687 - $43,180
This position provides technical review of insurance programs for all IRMA entities, monitors losses and experience levels, ensures that insurance coverage is appropriate for the potential risk, and makes recommendations for changes in coverage and cost of insurance.

   City comparison indicates that there is a similar level of technical expertise and independent day-to-day decision making authority with positions classified as Accountant IV, Investment Analyst and Telephone Energy and Systems Manager, also assigned to Pay Range 325. Internal comparisons within IRMA indicate that a comparable level with the Safety Supervisor is appropriate.

8. Insurance and Risk Manager, Pay Range 870, $39,165 - $56,789
Responsible for planning and directing the risk management and safety functions for the City of Charlotte, Mecklenburg County, Mecklenburg Schools and 24 other entities; makes recommendations on policy and procedures to the Finance Director, department directors and safety boards.

Assignment to Pay Range 870 in the Management Pay Plan would result in establishing comparability with such positions as Assistant MIS Director, Assistant City Engineers and Assistant Transportation Director. In addition, Pay Range 870 would establish an appropriate 5% differential with this position and the Assistant Finance Director position, assigned to Pay Range 880. The recommended salary range is consistent with available salary survey data.

Request for Council Action

Charlotte

To the City Council

From the City Manager

Action Requested Consider the recommendation of the Planning and Public Works Committee to renew the franchise with Cablevision of Charlotte.

Responsible Department City Manager

This request should be organized according to the following categories Background, Explanation of Request, Source of Funding, Clearances, Bibliography

APPROVED BY CITY COUNCIL
JAN 26 1987
Pat Sharkey
City Clerk

Recommendation:

- Length of Franchise: 15 years
- Reopener in 6th year to discuss channel capacity, access staff and equipment beyond 15 years, and consumer protection standards beyond 15 years.
- The City would unilaterally decide on a rebuild (expansion) and consider the following factors in making that decision:
  - the primary consideration would be the need for additional channels for entertainment and information programming.
  - the need for additional access channels.
  - the economic viability of the cable system, including the operator's assessment of the business risk of the rebuild.
  - the potential impact upon subscriber rates.
  - the availability of additional programming.
  - the system's compatibility with consumers.
  - the availability of proven in-place technology to build and operate the system.
- If the City decides that the system must be rebuilt to a 60 channel capacity, then the franchise term would be extended 10 years from completion of the rebuild.
- If the City decides that the system must be rebuilt to a 72 channel capacity, then the franchise term would be extended 15 years from completion of the rebuild. Rather than discuss public access and consumer service standards in the 6th year, these provisions of the franchise would be reviewed in the 12th year of the franchise.

City Council must make a decision on this issue at the January 26, 1987 meeting in order to meet the time schedule mandated by the Cable Act of 1984.

Key issues include:

Channel Capacity: 42 channels as requested within 12 months of renewal.

Programming: Cablevision committed to the programming line-up contained in their proposal. However, the addition of the third superstation (WOR-New York) would be contingent upon a favorable decision on cases now before the Copyright Tribunal.

Expanded Basic/Addressability: Cablevision committed to having all access channels available to all viewers by July 1989. At the same time the system will be modified to enhance compatability with cable ready televisions and VCR's.

Line Extension: In place of the 50 homes per cable mile standard contained in Cablevision's proposal, the new line extension policy would be as follows:

1) Extend to all homes in residentially zoned areas where there are 30 homes per cable mile; and 2) Extend to all homes in business and industrially zoned areas where there are 50 homes per cable mile.

Franchise Fee: 5% of gross revenues excluding convertor deposits, bad debts, and revenues from promotional items sold (i.e. MTV T-shirts). This last item would reduce the franchise fee by $50 per year.

Annexation: Cablevision would not be required to build in annexed areas that are already served by a cable company, and all cable franchises awarded by the City would be done in a similar process with similar standards as those applied to Cablevision.

Consumer Standards: These would be as proposed by Cablevision in their Renewal Proposal. Including:

- Resolve 80% of repair calls within 48 hours
- Answer 85% of all phone calls within two minutes
- Restore service on 80% of the outages within 4 hours

Access Staff: Five people by 1988, this is an addition of two people from Cablevision's proposal.

Initial Access Equipment: Cablevision would add $20,000 in porta-paks and $35,000 for the remote units to the amount in their proposal.

Equipment Replacement: Cablevision would continually update the $441,000 commitment ot keep pace with inflation.

Training Channel: Cablevision would lease the City a channel for $1.00 per year for use on weekdays between 8:00 a.m. and 5:00 p.m. as long as 20% of this time is programmed.

Downtown Program Loop: Cablevision would build all of the originally requested loop, including City/County Government Center, Main Library, County Services Center, Law Enforcement Center, CPCC, Park Center, Education Center and Public Access Studio.

Proposed Channel Alignment December 1986

0	PTL
1	ACTS
2	WBTV
3	Electronic Program Guide
4	WSOC
5	WTVI
6	WTBS
7	HBO
8	New off-air from Belmont/Mt. Holly
9	Unusable
10	Cinemax
11	WCCB
12	WPCQ
13	ESPN
14	Leased/The Realty Channel/Cable Value Network
15	WGN
16	WOR *
17	CNN
18	CNNII
19	The Weather Channel
20	Financial News Network/Black Entertainment Television
21	Leased
22	The Disney Channel
23	USA Network
24	CBN
25	Showtime
26	The Movie Channel
27	Nickelodeon
28	Lifetime
29	WUNG
30	The Discovery Channel
31	Arts & Entertainment
32	Public Access/Local Origination
33	Leased
34	Educational Access
35	Leased
36	Minority Composite Channel
37	Government Access
38	Nashville Network
39	VH-1
40	MTV
41	C-SPAN I
42	C-SPAN II

* Pending copyright decision

#7

LINCOLN PROPERTY COMPANY

November 4, 1987

Mayor Harvey B. Gantt
City Hall
600 East Trade Street
Charlotte, North Carolina 28202

Re: Coliseum Center Project

Dear Mr. Mayor:

As you know, Lincoln Property Company was pleased the City of Charlotte selected it as the developer for the Coliseum Center Project. In this letter of intent we will outline the general terms and conditions upon which Lincoln Property Company CSE, Inc. ("Lincoln") will proceed with the development of a portion of Tract III of the Coliseum Center Project ("Project"). If these terms and conditions are acceptable in principle to the City of Charlotte ("City") we can commence with the preparation of the legal documentation which will be appropriate for the Project. The documentation in its final form will be subject to the approval of counsel for the City and Lincoln.

In principle we agree as follows:

1. Lincoln and City will negotiate and execute a development agreement and a ground lease of a portion of the property identified in the Project as Tract III for a phase one office building ("phase one office building"). The location and description of the property shall be agreed upon by Lincoln and City and shall contain approximately 261,360 square feet which is an area of property sufficient to permit the construction of an office building containing at least 150,000 square feet (gross), together with required and related parking spaces. Construction of the building will commence not later than six (6) months from the date the property is zoned to permit such use. In the event Lincoln should not commence construction as agreed above, City or Lincoln may terminate the ground lease, the development agreement and any other agreements between Lincoln and City and upon such termination Lincoln and City shall have no further obligation to the other.

112 S Tryon Street Suite 300 Charlotte North Carolina 28284 704 331-0917

2. The development agreement will contain terms which permit Lincoln to develop and ground lease the remainder of the Tract III property in one or more increments under an option arrangement in favor of Lincoln. The option arrangement will require the payment by Lincoln to City of an annual option price which will be $.072 per square foot of the remainder of the Tract III property. Payment of the first of such option price payments will be due two years from the date of the certificate of occupancy for the phase one office building referred to above and payment of the second of such option price payments will be due three years from the date of the certificate of occupancy for the phase one office building referred to above.

   Notwithstanding the foregoing, in the event Lincoln initiates development of a phase two office building during the two year period from the date of the certificate of occupancy of the phase one office building referred to above and such building requires and utilizes fifty percent (50%) or more of the remainder of Tract III property, no option price shall be due.

   In the event Lincoln fails to pay any annual option price when due, City may at its option terminate the option and upon such termination Lincoln and City shall have no further obligation to the other.

   The option period available to Lincoln upon payment as provided shall not extend beyond four years from the date of the certificate of occupancy for the phase one office building. No further option periods will be granted without the prior written agreement of City.

3. It is the intent and commitment of Lincoln to develop Tracts I, II, and IV in their entirety subject to a business and development plan approved by the City and Lincoln, subject to market conditions, financial feasibility and availability of acceptable financing. The structure for the phasing of such development shall be consistent with that stated above regarding the phases for Tract III.

4. Any ground lease of property within Tract III will provide for rental which will be payable to the City and be computed using a factor of $.24 per square foot of land per year adjusted as set forth below. Rental shall be payable monthly in advance, and all leases will be "net leases" pursuant to which Lincoln shall pay all property taxes,

special assessments, utilities, insurance, and operating expenses relating to the land and the improvements located on the land.

5. For any phase in Tract III subsequent to the phase one office building, the initial factor of $.24 per square foot per year referred to above shall be increased by any increase in the Consumer Price Index from the date on which the phase one office building ground lease is signed to the dates on which the phase two office building ground lease and phase three office building ground lease is signed provided, however, such annual increases shall not exceed five percent (5%) per annum.

6. Rent under each ground lease shall be adjusted on the fifth (5th) anniversary of each lease, and every five (5) years thereafter until the termination of each lease. On such rental adjustment dates the rent shall increase by ten percent (10%) above the rate being paid for the immediately preceding five (5) year period.

7. Rent shall commence under the phase one office building ground lease upon commencement of construction of the phase one office building. Rent shall commence for each of the second and third phase ground leases upon the earlier of commencement of construction on each phase or six (6) months after Lincoln's exercise of its option to lease such phase. In each lease, rent for the first year after rental commencement shall be one-third (1/3) of the rent which would be otherwise payable, rent in the second year after rental commencement shall be two-thirds (2/3) of the amount which would be otherwise payable, and rental shall be at the full rate for each year thereafter.

8. Each ground lease shall be for a term of ninety-nine (99) years, and the City shall not be required to subordinate its fee interest to any financing arranged by Lincoln for the construction of improvements on the land.

9. The lessee's obligations under each ground lease shall be without recourse to the lessee, such that any default under the leases may result in a termination of the leases but not a suit for a deficiency or damages against the lessee.

10. Lincoln shall have a right of first refusal to purchase the fee interest in any land covered by a ground lease entered into by Lincoln in the event the City decides to sell such interest during the term of the ground lease.

11. Each ground lease will have the normal provisions providing protection for our leasehold mortgagees, including, by way of illustration, the right to receive notice from the City of any default committed by Lincoln, the right to cure Lincoln's defaults, and the right to enter into a new ground lease with the City on the same terms as the existing ground lease in the event the City terminates such lease.

12. It is anticipated that phase one office building on Tract III of the Project will create a total of 436 jobs (336 related directly to employment opportunities in the office tower plus 100 related directly to the construction effort). The jobs are computed as follows:

    a. Net leasable square feet: 140,000 (estimate)

    b. Number of square feet per job: 250

    c. Gross number of jobs in the building: 560

    d. 60% factor (i.e., 40% of the jobs in the building will represent intra-pocket of poverty transfers): 336

    e. Construction-related jobs: 100

    Lincoln will use their best reasonable efforts to ensure that the maximum possible number of these jobs are filled by otherwise unemployed residents of the "pocket of poverty" area in which the project sits.

13. The City shall assist Lincoln in obtaining zoning on Tract III sufficient to permit the construction of office buildings containing up to 760,000 square feet of space. Such zoning for phase one of Tract III to be obtained by March 1, 1988.

14. The City shall provide utilities to the boundary line of Tract III, and it will work with us to determine the most appropriate locations for such utilities.

15. All buildings constructed by Lincoln shall be first-class office buildings, both in design and materials, and they shall be comparable in quality to other first class office buildings in the Charlotte suburban area, the plans and specifications of major design elements of such buildings being subject to the prior approval of City, which approval will not be unreasonably withheld.

16. It is understood that Lincoln Property Company CSE, Inc. shall have the right to assign its rights hereunder to affiliated entities and that the Lessee under a specific ground lease may be a partnership in which Lincoln Property Company principals are the managing general partners.

If the terms outlined above are acceptable in principle to the City, please have the copy of this letter executed by the appropriate City official in the space provided below and return the copy to us. We will then proceed with the legal documentation.

Yours very truly,

LINCOLN PROPERTY COMPANY CSE, INC.

By: John Rudolph

Title: Vice President

Agreed to and Accepted this ____ day of November, 1987

THE CITY OF CHARLOTTE

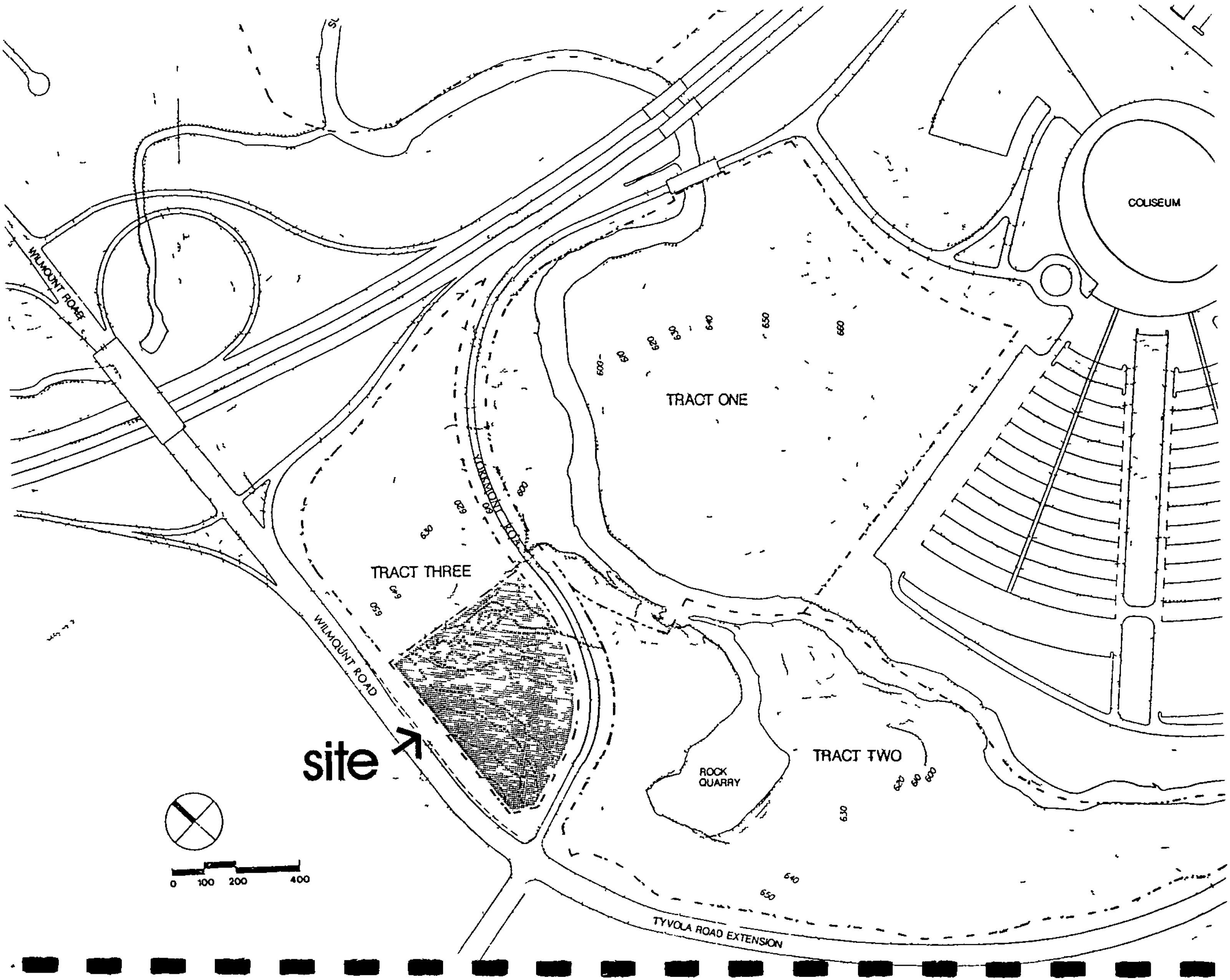
By: _____

Title: Mayor

Approved as to form:

_____
Henry Underhill, City Attorney

cc: Mr. White
Mr. Martin


COLISEUM
WILMOUNT ROAD
TRACT ONE
TRACT THREE
WILMOUNT ROAD
site
ROCK QUARRY
TRACT TWO
TYVOLA ROAD EXTENSION
0 100 200 400

8(a)

Public Works & Planning Committee

Executive Summary

November 10, 1987

Present Minette Trosch, Chairperson
Richard Vinroot
Ann Hammond
Gloria Fenning

Tom Finnie, Deputy City Manager
Don Steger, Assistant City Manager
Roy Alexander, Chairman, Charlotte Parks Advisory Committee
Mahlon Adams, Charlotte Parks Advisory Committee
Marvin Billups, Director, Parks and Recreation Department
Laura Kratt, Senior Assistant City Attorney
Dave Howard, Planning Commission Staff
Dan Thilo, Planning Commission Staff
Kia Whittlesey, Engineering Department
Tom McDermott, Superintendent of Park Operations
Representatives of Mecklenburg Aquatic Club
Representatives of the Boyce Park Neighborhood

The meeting began with Ms Trosch explaining that the committee was meeting in James Boyce Park in order for them to see for themselves the possible locations for the Mecklenburg Aquatic Club (MAC) indoor swimming pool and to hear the pros and cons of the potential sites

The two possible locations for the pool were

Site #1 at the end of the soccer field

Site #2 within the wooded area at the rear of the softball fields

The committee walked to each site, was presented with a view of the ultimate height of the building and the size of the building was demonstrated by staking its size on the ground Representatives of MAC and the Engineering Department explained how the building would look, where the parking would be located, the access road and screening.

Following the viewing of the sites the committee moved to the park shelter, in order to hear any additional presentations and to come to a decision.

Dave Howard reviewed the issues of both sites (issue paper is attached). Norman Smith representing the neighborhood organization responded to the sites from the neighbors perspective and stated that the recommendation was for site #2. Fred Johnston representing MAC stated they had been working with the neighborhood group and are willing to compromise in any way and want very much to build the pool wherever council may decide.

Tom Finnie stated he supported the role played by all staff in keeping this process moving forward and staff's objective today has been to provide the best possible input for council's decision.

Roy Alexander stated the Parks Advisory Committee view and that the Committee endorsed a location within the park Mahlon Adams of the Committee felt that by placing the pool at site #2, the entire park would be best served

Ms. Trosch asked Dave Howard what visual impact the building will have in the park He stated that you cannot build a building of this size without impact and that by placing the pool at site #1, less overall damage would be done to the park.

Mr Vinroot stated he sees site #2 as the best overall location for the pool and made a motion to that effect Ms Fenning seconded the motion

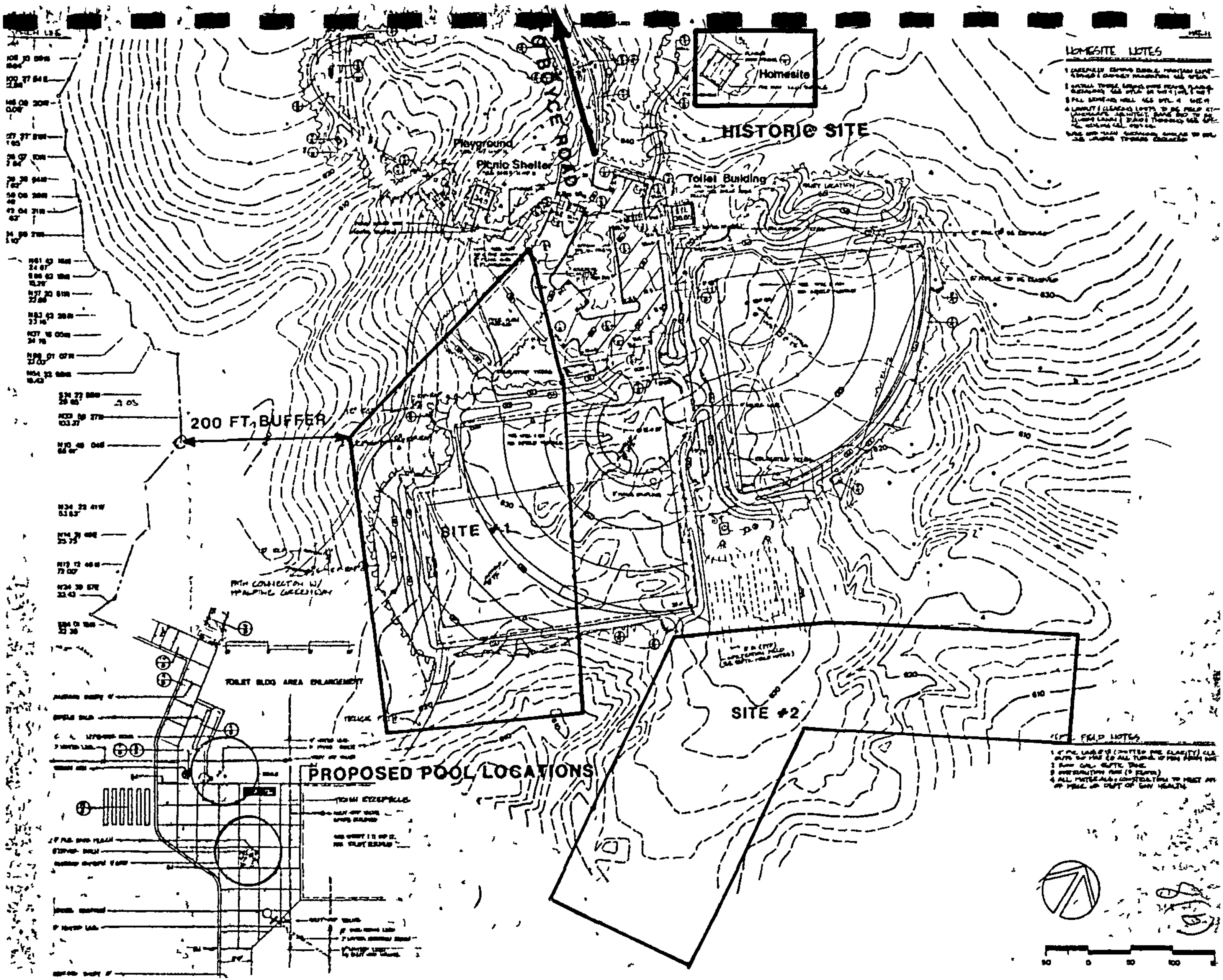
Ms Hammond stated she sees benefit of Planning's view and wishes greater input from all staff was provided early in the process She stated she would support the motion but hoped it would be screened as much as we all think it will be.

Ms Trosch appreciated staff's input and candor on the project. She hopes the implementation of the pool will be seen as a real benefit for the entire community

Motion was voted on and carried unanimously of placing the pool at site #2.

The meeting adjourned at 1 30 PM

ISSUES	Site #1 (Soccer Field Area)	Site #2 (Wooded Area)
1 Design/Safety	o Places building at edge of park - expands existing parking adjacent o Places parking behind building	o Road runs between two ball fields o Visual quality compromised o Fragments park uses o Parking is in front of the building and visually accessible from park
2 Integrity of Park/Tree Removal	o Utilizes existing cleared area - takes few new trees o May take some mature trees	o Requires clearing of wooded area for building and parking lot
3 Implementation of Master Plan	o Implements parking lot addition impacts existing nature trail	o Prevents addition of soccer field o Impacts existing nature trail


HOMESITE NOTES
Homesite
HISTORIC SITE
Playground
Picnic Shelter
Toilet Building
200 FT. BUFFER
SITE #1
SITE #2
TOILET BLDG AREA ENLARGEMENT
PROPOSED POOL LOCATIONS
FIELD NOTES

#9

BUDGET AND EVALUATION
CONTRACT EVALUATION REPORT

CONTRACTOR: Greater Charlotte Economic Development Corporation

CONTRACT AMOUNT: $200,000

CONTRACT PERIOD: July 1, 1986 - June 30, 1987

In the fall of 1985, the Greater Charlotte Economic Development Corporation was established to market Charlotte-Mecklenburg to national and international business executives in service and manufacturing industries. The City of Charlotte joined in the financing of this project and committed $200,000 in FY86 for the first of the three-year, $3.5 million program. Four evaluation measures were set for the three-year program:

1. To triple the number of quality leads looking at Charlotte.

2. To increase awareness of Charlotte in the minds of "Corporate America".

3. To increase job creation.

4. To increase capital investment.

First Year Results

To assist in reaching these objectives, the Greater Charlotte Economic Development Corporation (GCEDC) contracted with Loeffler Mountjoy to create a national advertising campaign for the City of Charlotte. Preliminary research was done by FacFind through surveys of decision-makers within corporate 1000 companies. These executives were surveyed at the beginning of the advertising campaign to determine base-line data. Post-campaign surveys were then done to assess the results of the first phase of the advertising campaign.

This preliminary research showed that U.S. business leaders had an indistinct perception of Charlotte. Since the personal preference of executives is an important factor in business site selection, the highest priority objective of the marketing effort focused on educating business executives around the country about Charlotte.

A series of advertisements positioning Charlotte as a viable site for business location appeared in national business publications. Post-campaign research done by FacFind, Inc. demonstrated that the target audience was reached. For example, in a readership survey of the Midwest edition of the Wall Street Journal, one of the advertisements was remembered by 69% of those surveyed, the highest percentage of advertisement recall in its category.

The GCEDC used Jacksonville, Florida as the basis for comparison in a national marketing project. Jacksonville had initiated a similar marketing campaign which generated 6,000 leads in three years.

The first year of the GCEDC's national marketing campaign resulted in over 4,000 leads, or inquiries for information about the City to the Chamber. The GCEDC categorized 500 of these as "quality leads" which hold legitimate economic development potential relating to headquarters location, manufacturing, research and development, distribution or other facilities. Two firms have announced to move to Charlotte, which can be attributed directly to the campaign.

In addressing the objective of increasing the awareness of Charlotte to business leaders, the research shows that Charlotte's recognition rate among business executives increased by 9% in the first year of the campaign, to a 76% recognition level. Charlotte's rating as a viable business center rose slightly. The FacFind research showed that the advertisements placed in business publications were responsible for an increase in the recognition levels and ratings of Charlotte, especially among presidents and board chairmen. Business discussions which included Charlotte rose by 14% to a total of 45% who had discussed Charlotte in business conversations during the past six months. However, the desire to relocate in Charlotte did not increase, possibly because this could be a long-range decision, and would not be recognized in the short term.

The GCEDC contracted with Hill & Knowlton and Lawrimore Communications for their national public relations effort. They focused on improving the awareness and fostering positive perceptions of Charlotte as a potential business site. This effort was not as successful and was recommended to be redirected for the next phase of the program.

Another way the Chamber of Commerce and the GCEDC have evaluated the success of the first year of this program is through their method of assessing changes in the regional economy. The Chamber uses several key measures to assess economic conditions:

- the number of new and expanded firms
- the number of jobs they create
- the total capital investment

Their 1987 mid-year economy review shows record levels for all four indicators. By mid-1987, there were 368 new and expanded businesses in Charlotte-Mecklenburg. This compares to 354 by this time last year and 176 by mid-1985. This has resulted in 6,028 new employees compared with 4,692 for mid-1986 and 2,270 for mid-1985. The statistics respond to the overall objective to increase jobs, however it is difficult to attribute job creation directly to this marketing campaign.

These new businesses have invested $609 million, up from $356 million this time last year and $145 in mid-1985. While this addresses the objective to increase capital investment, it is difficult to attribute these results to the marketing effort of the GCEDC.

Future Plans

The major emphasis in Year 2 of the program will be to follow-up on the leads generated in the first year; to encourage visits to Charlotte by these businesses; and to continue increasing the recognition level of Charlotte by business executives across the country.

The national marketing effort will continue advertising in national business publications. The media campaign will be expanded to focus on the finance industry (i.e., data processing, credit card centers and check handlers). Greater emphasis will be placed on certain geographic centers: New York, Chicago, California, the United Kingdom, Europe and the Pacific Basin.

The national public relations campaign will be redirected to fit into the national marketing campaign. Targeting the same geographic areas, tailoring messages for each market segment, and increasing news media coverage of Charlotte events are included in this plan. Another important segment of this plan is the "Charlotte Pride" Campaign. This is a grassroots economic development effort designed to encourage citizens to become ambassadors for the area.

Specific objectives for the second year of the program are:

- To follow up on the 500 quality leads generated in the first year of the program.
- To encourage visits to Charlotte by these businesses identified as "quality leads."
- To continue to increase the recognition level of Charlotte by business executives across the country and around the world by targeting certain geographic centers: New York, Chicago, California, the United Kingdom, Europe and the Pacific Basin.
- To target the marketing campaign to manufacturing, industrial and the financial service industry in coordination with Council's Economic Development Policy through the participation of the City's Economic Development Director.
- To implement the "Charlotte Pride" campaign within the City which is designed to encourage citizens to become ambassadors of the area.

Findings

The first year of the program was successful in increasing the awareness of Charlotte around the country. The second year of the program continues an emphasis on the existing strategies. It is also recommended that the City's Economic Development Director assume responsibility for ensuring that Council's Economic Development Policy is addressed in the work of the GCEDC.

#10

11. Recommend: (1) entering into a loan agreement with Trenton Properties in the amount of $1,600,000 for the adaptive reuse for rehabilitation and adjacent new construction of 189 housing units for low-income families and the elderly on the Hoskins Mill site and (2) authorize the use of $1,600,000 from the Innovative Housing Fund.

Background: On April 6, 1987 City Council adopted a Housing Policy Plan which advocated development of housing using public/private partnerships. Subsequently, Council appropriated $2.5 million in an Innovative Housing Fund to produce this housing. Consistent with Council's goals, Community Development staff responded to a Trenton Properties, Inc. request for a meeting to hear and discuss their housing proposal to convert the historic Hoskins Mill to housing for low-income families and the elderly. Subsequent meetings were held between the developers, James A. Mezzanotte and Russ Jones d/b/a Trenton Properties, Inc., and the City staff Innovative Housing Fund Review Committee. Upon the direction of the Committee, Community Development, Finance and Planning staffs worked with the developers to revise the original proposal to better assure affordability of the proposed housing for City displacees and the Housing Authority's waiting list applicants totaling approximately 3,900 families.

Project Description Overview - The project involves the acquisition of the historic Hoskins Mill, consisting of 11 acres, for the development of a two-phase housing project totaling 189 units to serve low-income families and the elderly. Phase I, designed for elderly, consists of 94 new construction modular type garden apartments of approximately 576 square feet; Phase II, designed for families, consists of the rehabilitation of the Mill into 95 units of one, two and three-bedrooms. The rent range of the units is $217-$350 per month. The total project cost is $7,640,600. The loan amount requested from the City is $1,600,000. Amenities of the development will include a day care center to be located on site and 3,600 square feet of space to be developed and leased to physicians.

Attached is a more detailed description of the proposal.

Financing and Loan Terms of the Project - Private lender sources will be requested to make first mortgage loans of $2,443,600. The private loan terms will be concurrent ten years at interest rates of 10.5%. The City will hold deferred payment loan second mortgages on the property for $1,600,000 due and payable in full at the end of 15 years. However, the 3% accrued interest rates will be paid annually but subordinated to the developer's first mortgage loans. The City's commitment is contingent upon the developers securing a first mortgage in the amount of $2,443,600 and owners equity of $3,597,000.

The City's funds will be disbursed as follows:

a. The City will fund 50% of the acquisition cost of the real estate. The total cost of acquisition is $500,000.

b. The remainder of the City's funds will be disbursed at a ratio of $8 to $2 toward the rehabilitation and new construction costs of the project.

In the event that the project is sold or refinanced, the City will have the first right of refusal to purchase the project.

Consistency with the City's Housing Policy Plan - The Hoskins Mill proposal is consistent with the Housing Policy Plan adopted by City Council on April 6, 1987. The project adds 189 units which serve low-income and low-income elderly families that earn 60% or less of the City's median income. In addition, 50% of the project (95 units) will serve families who earn 50% or less of the City's median income. The rent rates are fixed for 15 years as a requirement of the tax credits and will be required by the City's loan agreement. The project will house persons on the Housing Authority's waiting list by filling the gaps left between public and private housing.

The project is a public/private venture which provides $3.8 private dollars to each public dollar and will be owned and operated by a private partnership with no operating expenses placed upon the City. It also provides a constructive use for a blighted property in the Thomasboro/Hoskins neighborhood. In addition, the project should provide program income of approximately $48,000 per year to the Innovative Housing Fund and the City's participation will be repaid after 15 years.

Funding: Innovative Housing Fund (General Fund Pay-as-you-go).

Clearances: The loan was approved by the Innovative Housing Review Committee on September 30, 1987. All criteria for qualifying for financial assistance has been met by the applicant in accordance with the requirements outlined in the Housing Policy Plan. Also, the Charlotte Housing Authority's management staff approves of the project.

Attachment No. 9

APPOINTMENTS TO BOARDS AND COMMISSIONS

Information on Nominees

	District	Profession/Business
Clean City Committee.		
1. Jeanne M. Trexler	2	Social Worker - County Social Services Department
2. Jerry M. Broughton	7	Owner - Mercedes-BMW Service, Inc.
Historic Properties Commission.		
1. Helen D. Anderson	2	Senior Investigator - EEOC
2. Allen L. Brooks	3	Project Designer, Dalton, Moran, Shook & Partners, Inc.
3. Cydne Farris	7	Substitute History Teacher - Sedgefield Junior High
4. Pamela W. Palmer	7	Psychotherapist in Private Practice
Sister Cities Committee.		
1. H. Paul Hatten, Jr.	6	Diagnostic Radiologist
2. Barbara Moeller	(application not received)	
3. David P. McKnight	1	Graduate Student - UNCC
4. Doris A. McLaughlin	1	Administrative Assistant - UNCC

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
(C)Priscilla Duncan B/F	4	3/08/82	6/13/83		
			6/09/86	3 yrs.	6/30/89
(M)John A. Powell W/M		3/24/87		Unexp.	6/30/89
(C)Robert Washington B/M	2	2/09/87		Unexp.	6/30/88
*(M)Robert J. McGrath W/M	5	8/04/86	5/15/87	3 yrs.	6/30/90
(C)Ethel Grier		6/10/85		3 yrs.	6/30/88
(C)Joseph H. Spencer, Jr.		6/10/85		3 yrs.	6/30/88
(C)Eric A. Peterson W/M		7/08/85		3 yrs.	6/30/88
(M)Willie DeShields B/M	5	7/13/84	5/15/87	3 yrs.	6/30/90
(C)Kelly V. Kunicki W/F	1	8/11/86	6/08/87	3 yrs.	6/30/90
(C)Jo G. Lammonds W/F	5	8/11/86		Unexp.	6/30/88
(M)Carol Knorr W/F	6	8/14/86	5/15/87	3 yrs.	6/30/90
(C)Ed Robertson		3/09/87	6/08/87	3 yrs.	6/30/90
(C)Hugh B. Lewis W/M	6	10/12/87		Unexp.	6/30/88
(C)Jack Corbell W/M	3	6/22/87		3 yrs.	6/30/90
(C)Norman Hill W/M Resigned	5	6/22/87		3 yrs.	6/30/90
(M)Stephen Wellons W/M	6	7/14/87		3 yrs.	6/30/90
(M)Bonnie E. Burns W/F	5	8/17/87		Unexp.	6/30/88
(M)Cindy Dyson W/F	7	10/23/87		Unexp.	6/30/88

*Chairman

City of Charlotte
Application for Appointment

Applications should be typed or printed in black ink

Committee, Commission, Board or Authority: CLEAN CITY COMMITTEE

Name JEANNE M TREXLER **Sex/Race** F/W **District No.** 4th WARD

Home Address 425-H N CHURCH ST 28202 **Phone No.** 375-4110

Business Address 301 BILLINGSLEY RD **Phone No.** 336-3282

Education BA DEGREE FROM UNC - CHAPEL HILL, ENGLISH/EDUCATION MAJOR, SOME GRADUATE WORK AT UNCC

Present Employer MECKLENBURG COUNTY DEPT OF SOCIAL SERVICES

Job Title SOCIAL WORKER **Duties** ADMINISTERING TO THE NEEDS OF 26 CHILDREN IN THE CUSTODY OF MECK Co DSS ~~DUTIES INCLUDE FINDING APPROPRIATE PLACEMENTS DETERMINING~~ EDUCATIONAL & HEALTH NEEDS & ADVISING THE COURT OF CHILD'S PROGRESS

Business & Civic Experience

SECRETARY, CHARLOTTE SYMPHONY ASSOC.; CHARLOTTE OPERA GUILD, NATURE MUSEUM GUILD; CHARLOTTE JUNIOR WOMAN'S CLUB (I CHAIRED VARIOUS COMMITTEES IN ALL OF THESE ORGANIZATIONS)

Interests/Skills/Areas of Expertise A sincere interest in maintaining the beauty of Charlotte; organizational & creative skills

Comments I very much want to serve on this Committee & would appreciate your consideration

I understand that this application will be maintained in the active file for a period of one year only

May 17, 1987 — Jeanne M Trexler

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: Clean City Committee

Name Jerry Myrle Broughton **Sex/Race** M/W **District No.** 7

Home Address 6420 Hazelton Drive **Phone No.** 704-553-7202

Business Address 1304 S. Tryon Street 28203 **Phone No.** 704-372-4433

Education 15 years

Present Employer Mercedes-Benz Service Inc.

Job Title Owner **Duties** Administration

Business & Civic Experience helped with Springfest; Active in the business community as real estate owner and developer and in automobile business since 1972. Accustomed to decision making

Interests/Skills/Areas of Expertise Licensed pilot, licensed scuba diver, runner in Charlotte Observer Marathon, licensed heavy equipment operator; Additional skills-- versed in plumbing, electrical, contracting, equipment repair

Comments Interested in cleaning up North Charlotte--the gateway area to the city (Trade Street); interested in providing low income housing for Charlotte residents

I understand that this application will be maintained in the active file for a period of one year only

4/8/87 Jerry M Broughton

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

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APR 9 1987
OFFICE OF CITY CLERK

A personal contact with the Mayor's Office or a City Councilmember is recommended

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City Clerk
1983

6 Appointed by City:
Mayor (2); Council (4)
6 Appointed by County

CHARLOTTE-MECKLENBURG HISTORIC PROPERTIES COMMISSION

(12 Members)

Membership - Terms are for three years. A majority of the members must have demonstrated special interest, experience, or education in history or architecture. The President of the Mecklenburg Historical Association serves as a non-voting, ex-officio member. No member may serve more than two consecutive full terms, or no more than six years.

Responsibilities - To ensure the preservation of any property that embodies elements of the cultural, social, economic, political, or architectural history of Charlotte and Mecklenburg County for the education, pleasure, and enhancement of the residents of the City and County.

MEMBER	DIST.	BUSINESS/ PROFESSION	ORIGINAL APPTMT.	RE-APPTMT.	TERM	EXPIRATION
City						
(C)Daniel W. Desmond W/M	6	Interstate Securities	8/24/87		3 yrs.	7/16/90
(M)Connie Connelly	6		9/23/86		3 yrs.	7/16/89
(M)Susan Hall Cannon W/F	5	Realtor	8/02/82	7/12/85	3 yrs.	7/16/88
(C)Dorothy Presser W/F	6	Pres./Adv. Agency	10/08/84	7/08/85	3 yrs.	7/16/88
(C)					Unexp.	7/16/88
(C)James P. Hammond W/M	5	Bus. Devel. & Sales	2/24/86	7/27/87	3 yrs.	7/16/90
County						
Mrs. Henry Lomax			7/25/86		3 yrs.	7/31/89
J. Andrew Scales			7/25/86		3 yrs.	7/31/89
M. E. Wiebler W/F		Dir.Crisis Asst.Min.	7/19/82	8/12/85	3 yrs.	7/31/88
Lecil Henderson			8/12/85		3 yrs.	7/31/88
Milton Grenfell			7/20/87		3 yrs.	7/16/90
Billie Hendrix			7/20/87		3 yrs.	7/16/90

Ex-Officio
Dr. Lawrence K. Boggs, President MHA

*Chairman

No. 0038

City of Charlotte
Application for Appointment

Applications should be typed or printed in black ink

Committee, Commission, Board or Authority: HISTORIC PROPERTIES COMMISSION

Name HELEN D ANDERSON **Sex/Race** F/B **District No.** 2

Home Address 229 SOUTH CLARKSON PLACE P.O BOX 31511 CHARLOTTE 28231 **Phone No.** 375-8729

Business Address 5500 CENTRAL AVE. CHARLOTTE **Phone No.** 567-7145

Education B.S. PSYCHOLOGY MORGAN STATE UNIVERSITY 1974
GRADUATE COURSES IN PERSONNEL AND COUNSELING
UNIVERSITY OF MARYLAND, COLLEGE PARK, MD. 1976-1977

Present Employer U.S GOVERNMENT EEOC

Job Title SENIOR INVESTIGATOR **Duties** FIELD
INVESTIGATIONS OF DISCRIMINATION COMPLAINTS

Business & Civic Experience HOLD N.C. REAL ESTATE LICENSE (11/85)
AFFILIATED WITH ERA-EPPLEY REAL ESTATE 3900 FREEDOM
DRIVE, CHARLOTTE. OWN AND MANAGE PERSONAL RENTAL
PROPERTY. PARTNER WITH A.C.G.W. DEVELOPMENT CO.
TO DEVELOP REAL ESTATE IN MECKLENBURG COUNTY

Interests/Skills/Areas of Expertise
HAVE WORKED AS FUND RAISER AND HELD VARIOUS
LEADERSHIP POSITIONS AT FIRST BAPTIST CHURCH-WEST,
CHARLOTTE & SERVE ON THE TRUSTEE BOARD. WAS
HONORED AS WOMAN OF THE YEAR 1985 AT FIRST

Comments BAPTIST CHURCH-WEST, CHARLOTTE.
I BELIEVE I CAN MAKE A CONTRIBUTION TO THIS
COMMITTEE, AS I AM COMMITTED TO PRESERVATION OF 3RD & 4TH
WARDS IN CHARLOTTE

I understand that this application will be maintained in the active file for a period of one year only

11/2/87 Helen D. Anderson

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: Charlotte-Mecklenburg Historic Properties Commission

Name Allen L. Brooks **Sex/Race** M/W **District No.** 3

Home Address 2216 Monument Street **Phone No.** 398-2260

Business Address 114½ West Fifth Street, Charlotte, N. C. 28202 **Phone No.** 372-0116

Education BA of Design, N.C. State University, Raleigh, N.C.

BA of Architecture, UNC of Charlotte, Charlotte, N.C.

Present Employer Dalton Moran Shook & Partners, Inc.

Job Title Project Designer **Duties** To manage architectural project, review meetings w/clients and consulting engineers, project design and drafting.

Business & Civic Experience Resident Restoration Advisor for Dowd House Preservation, Inc.

Member of Historic Sites Subcommittee of Historic Properties Commission

Secretary of Architectural Designer Association, Oregon Chapter 1978-79

Active Member of National Trust for Historic Preservation and the Smithsonian Institute

Interests/Skills/Areas of Expertise Historic Preservation, restoration and adaptive use planning expertise in profession; Skills at antique and collectable restoration; interest in studying, visiting and identifying architectural styles and periods.

Comments Charlotte is expanding greatly at this time. I would like the opportunity to contribute to the shaping of that future with consideration of the past.

I understand that this application will be maintained in the active file for a period of one year only

17 July 1987 — Allen L. Brooks

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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City Clerk
1983

No. 0346

City of Charlotte
Application for Appointment

Applications should be typed or printed in black ink

Committee, Commission, Board or Authority: Historic Properties Commission

Name Cyane Farris **Sex/Race** F/W **District No.** 7

Home Address 618 Museum Drive **Phone No.** 377-1113

Business Address _____ **Phone No.** _____

Education BA American History, University of North Carolina at Chapel Hill
MAT American History, Duke University
Current North Carolina teachers Certificate

Present Employer _____

Job Title Substitute teacher at Sedgefield Jr High **Duties** Social Studies - North Carolina history teacher

Business & Civic Experience Director, Charlotte Drug Education Center, 1977-81; President, Ladies Guild of St. Patricks Cathedral, 1981, Sustainer, Charlotte Junior League, Docent, Mint Museum of art, 1986- ; member Women's Auxiliary of the Mint Museum, Berryhill House Renovation Committee

Interests/Skills/Areas of Expertise I have written a church history of St Patrick's Cathedral and I have been a former teacher of North Carolina history.

Comments I would like to be a member of the commission charged with preserving the rich history of Charlotte, North Carolina

I understand that this application will be maintained in the active file for a period of one year only

November 16, 1987 — Cyane W Farris

Date — Signature of Applicant

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600 East Trade Street
Charlotte, North Carolina 28202

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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: Charlotte/Mecklenburg Historic Properties Commission

Name Pamela W. Palmer **Sex/Race** F/Caucasian **District No.** 7

Home Address 5707 Court View Drive, Charlotte 28226 **Phone No.** 364-7149

Business Address 2915 Providence Road, Suite 420, 28211 **Phone No.** 364-0452

Education BA in Art History, Wheaton College, Norton, Mass. 1952

Ed.S. M.Ed. in Counseling, University of Florida 1978

Present Employer Self, Charlotte Psychotherapy and Consultation Group

Job Title NA **Duties** Psychotherapist in private practice Individual, group, couple and family therapy.

Business & Civic Experience Executive training B. Altman & Co., NY, editor of store magazine, 4-5 years Girlscouts, 6 years Docent, Head of Docents, Ringling Museum of Art, Sarasota, FL. 1 year Docent in Florida State Museum in Gainesville, FL. Currently doing volunteer work at Womanreach, 7 years as social worker at Mental Health and 1 year at Center for Human Development.

Interests/Skills/Areas of Expertise Interest in history, art, architecture, photography. Collect art, crafts, rocks, fossils, shells, Indian artifacts. Swim at Harris Y - 300 miles. Good at organizing, persistent and determined, skills with photography, tactful, good with people. Experience in areas of art, art history. Business experience.

Comments Have spent last 8 years getting career on path. Now would like to make time in my schedule again for meaningful volunteer work of interest to me. See this as an exciting challenge!

I understand that this application will be maintained in the active file for a period of one year only

July 10, 1987 — Date

Pamela W Palmer — Signature of Applicant

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Office of the City Clerk
600 East Trade Street
Charlotte, North Carolina 28202

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A personal contact with the Mayor's Office or a City Councilmember is recommended

PLEASE DO NOT SUBMIT RESUMES

City Clerk
1983

9 Appointed by Mayor
16 Appointed by City Council

SISTER CITIES COMMITTEE

(25 Members)

Membership - Members are appointed for two-year terms. The Mayor appoints the chairperson as one of his nine appointments. No member may serve more than two consecutive full terms.

Responsibilities - To provide a program of planned and continuous contact between Charlotte and other designated cities, and their citizens, to bring together both municipal and voluntary community resources to strengthen international understanding by taking an active role in world affairs.

MEMBER	DIST.	BUSINESS/ PROFESSION	ORIGINAL APPTMT.	RE-APPTMT.	TERM	EXPIRATION
(C)Norman Mitchell B/M	3	Retired Federal Worker	11/25/85	4/14/86	2 yrs.	4/05/88
(C)Charles H. Noe W/M	6	Accountant	4/09/84	4/14/86	2 yrs.	4/05/88
(M)Klaus J. Bardt W/M	7		5/22/84	4/14/86	2 yrs.	5/30/88
(C)Bernard L. Schroder W/M	6	Textile Engineer	6/24/85	4/14/86	Unexp.	4/05/88
(M)MarDee Baker		Accountant	11/17/86		2 yrs.	5/30/88
(C)John B. Kuhn W/M Resigned	5	Banker	6/24/85	4/14/86	2 yrs.	4/05/88
(M)Sara Hartnett W/F	3	Loan Originator	1/13/87		Unexp.	5/30/88
(C)David D. Townsend	4	Business Administrator	4/09/84	4/14/86	2 yrs.	4/05/88
(C)Ed Lasher W/M	4	City-Real Estate Div.	4/09/84	4/14/86	2 yrs.	4/05/88
*(M)Manuel L. Zapata W/M	6		5/22/84	4/14/86	2 yrs.	5/30/88
(M)Jay Rolls		Accountant	11/17/86		2 yrs.	5/30/88
(M)Jerry Licari		Accountant	11/17/86		2 yrs.	5/30/88
(C)Lyn R. Renwick W/F	7	Homemaker/Extensive Traveller	9/23/85	4/14/86	2 yrs.	4/05/88
(C)Jack Messer W/M	7	Chamber of Commerce	10/27/86		Unexp.	4/05/88
(C)Larry Harmon W/M	7	Dir./Int. Business Ctr.	4/14/86		2 yrs.	4/05/88
(C)Lee Major W/F	6	Ret. Nwspr. Fashion Ed.	4/14/86		2 yrs.	4/05/88
(C)Wilson Edmunds W/M	5	IBM Staff Programmer	4/14/86		2 yrs.	4/05/88
(C)Jeanne P. Johnson W/F	2	Marketing Rep.	4/14/86		2 yrs.	4/05/88
(C)Kimm Jolly W/F		Dir. Intern'l. House	4/14/86		2 yrs.	4/05/88
(C)Robert M. Bryan W/M	7	Attorney	1/12/87		Unexp.	4/05/88
(M)Minnie Mitchell						4/14/88
(M)Harold Josephson						4/14/88
(M)Frederick Benson						4/14/88
(C)Jerald L. Melbery W/M	2	Art Dealer	10/12/87		Unexp.	4/05/88
(C)Douglas M. Martin W/M	6	Attorney	10/12/87		Unexp.	4/05/88

*Chairman

No. 0043

City of Charlotte
Application for Appointment

Applications should be typed or printed in black ink

Committee, Commission, Board or Authority: CHARLOTTE SISTER CITY COMMITTEE

Name H PAUL HATTEN, Jr., M.D. **Sex/Race** M/W **District No.** PRECINCT #18

Home Address 534 Hempstead Place Charlotte, NC 28207 **Phone No.** 377-0534

Business Address Department of Radiology Presbyterian Hospital PO Box 33549 Charlotte 28233 **Phone No.** 371-4057

Education B.A. University of Virginia 1970 M.D. West Virginia University School of Medicine 1973

Present Employer Mecklenburg X-ray Associates

Job Title Diagrostic Radiologist (Physician) **Duties** Radiologist

Business & Civic Experience DEACON - MYERS PARK PRESBYTERIAN CHURCH
BOARD OF TRUSTEES - CHARLOTTE COUNTRY DAY SCHOOL

Interests/Skills/Areas of Expertise INTERESTED IN BECOMING INVOLVED IN MEDICAL CARE TO SISTER CITIES

Comments HOPE TO INVOLVE CHARLOTTE - MECKLENBURG MEDICAL COMMUNITY IN SISTER CITIES.

I understand that this application will be maintained in the active file for a period of one year only

Date 11/08/87 Signature of Applicant H. Paul Hatten, Jr.

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600 East Trade Street
Charlotte, North Carolina 28202

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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: Sister Cities Committee

Name David P. McKnight **Sex/Race** M **District No.** 1

Home Address 2008 Truman Road Charlotte 28205 **Phone No.** 332-4851

Business Address same **Phone No.**

Education Garinger High School, Charlotte
Duke University, B.A., History

Present Employer (pursuing graduate study at UNCC)

Job Title **Duties**

Business & Civic Experience Charlotte exchange student to Chile (1965)
Charlotte Youth Symphony
former North Carolina journalist

Interests/Skills/Areas of Expertise International relations. I have visited 22 foreign countries, including two of the countries involved in the Sister Cities program (Peru & West Germany). Language skills: German French & Spanish

Comments I would like to volunteer time and energy to help strengthen Sister Cities Committee

I understand that this application will be maintained in the active file for a period of one year only.

Dec. 15, 1986 — Date

David Proctor McKnight — 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

No. 0045

City of Charlotte
Application for Appointment

Applications should be typed or printed in black ink

Committee, Commission, Board or Authority: Sister Cities Committee

Name Doris A. McLaughlin **Sex/Race** F/B **District No.** 1

Home Address 5416 Cinderella Road **Phone No.** 596-9086

Business Address UNC-Charlotte **Phone No.** 547-4003

Education B.S. - North Carolina Central University; Currently working on MPA at UNCC
Have taken course in Sign Language through CPCC

Present Employer UNC-Charlotte

Job Title Administrative Assistant **Duties** Supervise four secretaries and provide office management

Business & Civic Experience Served as Special Registrar for Board of Elections, Former President of Hidden Valley PTA, Currently Serving as Vice President for Hidden Valley Community Association

Interests/Skills/Areas of Expertise People and books; Typing, use of PC, good organizer, ten years of managerial skills and five years of financial experience, assisted in several voter registration efforts

Comments I would like to become more involved in civic service and thus broaden my knowledge and experience. Sister Cities Committee could provide this opportunity.

I understand that this application will be maintained in the active file for a period of one year only

11-16-87 Doris A. McLaughlin

Date Signature of Applicant

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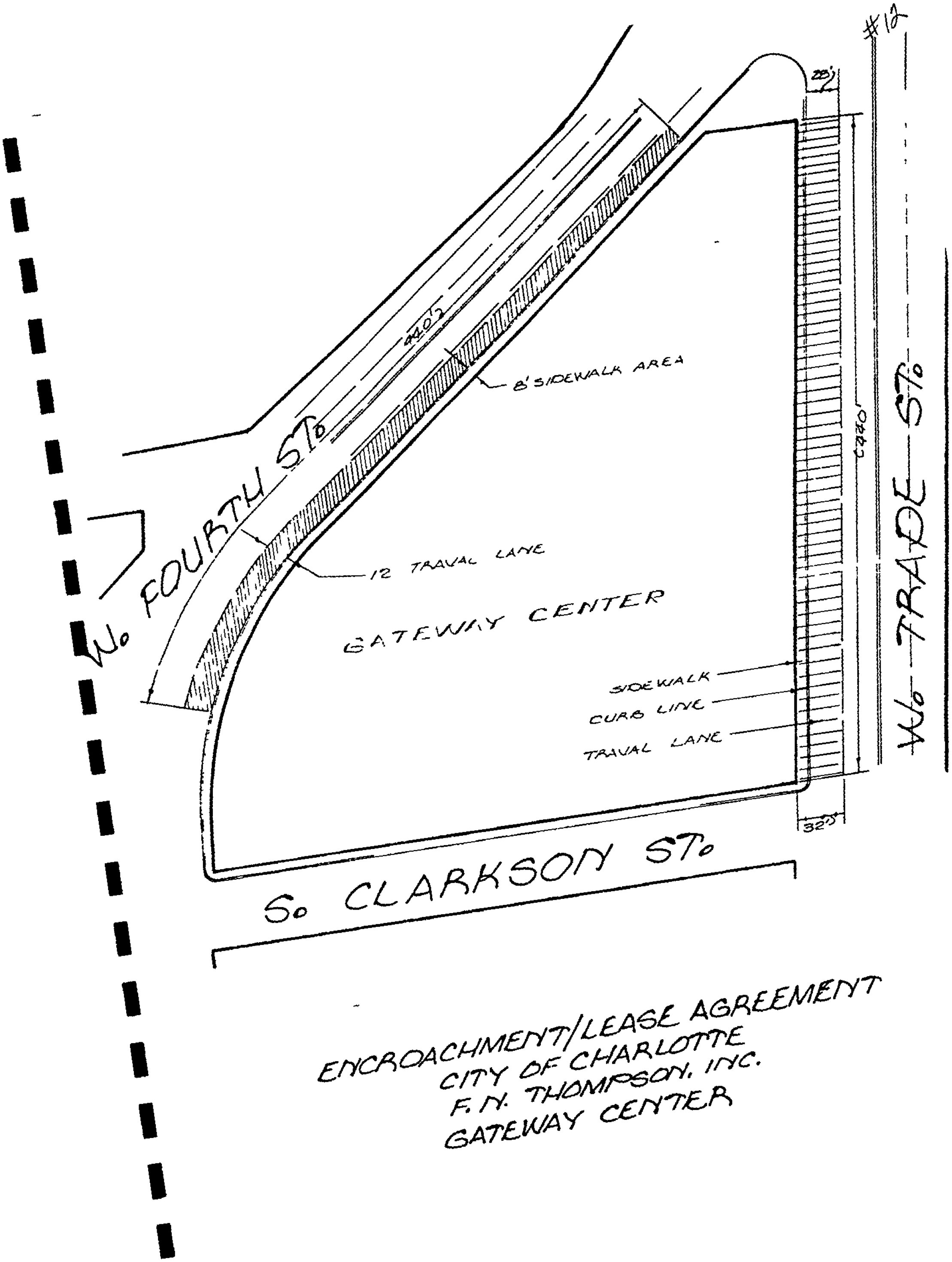

ENCROACHMENT/LEASE AGREEMENT
CITY OF CHARLOTTE
F. N. THOMPSON, INC.
GATEWAY CENTER

EXECUTIVE SUMMARY

CHARLOTTE-MECKLENBURG
HISTORIC RESOURCES SURVEY REPORT

INTRODUCTION:

The Survey of Historic Needs was conducted over an eleven month period from December, 1986 to November, 1987. The Consultant, Robert M. Leary and Associates, was asked to focus on three major areas of historic programming:

1. More efficient and effective use and enhancement of historic resources;

2. Successful dissemination of information about the area's historic resources;

3. Broadening public and private support for historic resources.

The Consultant surveyed 12 local historic agencies and sites and administered the attached questionnaire regarding organization, needs, and goals. In addition, seven other cities with successful historic programming organizations were surveyed to draw comparisons with and to develop options for Charlotte-Mecklenburg.

OBSERVATIONS AND CONCLUSIONS:

Following the surveying of the local historic sites and agencies, as well as other cities and counties, the Consultant reported the following conclusions (Page 51, Section IV, Part B):

1. Public funds spent on historic resources in Charlotte-Mecklenburg, generous though they may be, could be used substantially more effectively and efficiently.

2. Private funding and support for historic resources preservation is substantially below levels of comparable cities.

3. Factionalism and dispersal of staff and financial resources are endangering the whole historic resources movement in Charlotte-Mecklenburg.

4. The lack of a historic preservation strategy, with implementing tactics, means that the activities of both public and private parties are ineffective, confused, tardy or all three.

5. Turf protection within the Charlotte-Mecklenburg historic resources movement has been more important than working for the best solutions to problems.

RECOMMENDATIONS:

Four recommendations were made at the conclusion of the Consultant's study. These four recommendations and a brief description of each are as follows:

1. ESTABLISH A HISTORIC RESOURCES COMMISSION (HRC) WHICH COMBINES IN AN INDEPENDENT AGENCY THE FUNCTIONS AND STAFF OF THE HISTORIC PROPERTIES COMMISSION AND THE HISTORIC DISTRICT COMMISSION.

   An HRC of ten members, five appointed by City Council and five appointed by the County Commission is recommended. This consolidation is recommended to better coordinate historic resources, to increase effectiveness and to enhance technical competence.

   Two options were presented for organization of staff support for the HRC. One option would establish a separate department headed by a Director appointed by the City Manager and supported by equal appropriations from the City and the County. A second option would establish administrative, professional, and technical support for the HRC within a new section in the Planning Department. The Consultant recommended a separate department so as to provide a prominence and prestige to HRC staff commensurate with the importance the Consultant felt should be placed on historic resources.

2. ESTABLISH A CHARLOTTE-MECKLENBURG COUNCIL OF HISTORY TO WORK WITH THE HRC TO PROMOTE HISTORY AND SHARE INFORMATION AND EXPERTISE.

   The History Council is suggested as a forum for historic sites, museums and related agencies to allow for discussion of issues of mutual concern and to formulate solutions for a variety of problems. The History Council would also provide an effective unit to voice support for and promotion of history in Charlotte-Mecklenburg. Technical and administrative support would come from the Director of the HRC.

3. ESTABLISH A PRIVATE NON-PROFIT PRESERVATION ORGANIZATION TO REVOLVE ENDANGERED PROPERTIES AND PROVIDE FINANCIAL AND POLITICAL SUPPORT FOR HISTORIC RESOURCES.

   The private, non-profit preservation fund would be capable of saving and resolving endangered properties, developing events and programs to encourage interest in preservation by the public, and developing a constituency for a local history museum in Charlotte-Mecklenburg.

4. DEVELOP A CITY-COUNTY HISTORIC RESOURCES PLAN TO GUIDE PUBLIC, PRIVATE AND JOINT ACTIVITIES.

   A Historic Resources Plan would provide a strategy for the systematic preservation of historic resources in Charlotte-Mecklenburg and would provide all agencies and departments with a single, agreed upon strategy for preservation and development of historic resources.

The Consultant's conclusions and recommendations, pages 51 through 54, are attached for your review.

IV. Conclusions

A. Other Agencies

1. The development of an effective strategy for preserving historic resources, particularly the built environment, must be based on a comprehensive inventory and publication, intelligent cooperation with the planning process and use of all available techniques from local historic districts to transfer of development rights.

2. A strong, independent, non-profit organization, capable of revolving endangered properties, provides the means for attracting public, political and financial support for historic resource protection.

3. Cooperation among interest groups, to share information and work for a common cause, can effect change beneficial to all parties.

4. No single group does well everything that needs to be done.

5. Local government should not be expected to fund all worthwhile projects or absorb within its administrative structure everything from historic houses to local history museums.

6. No matter what organizational structure is used, the thing that will make it work is the efforts of good people.

7. Never underestimate the potential of committed volunteers; support them with the best staff available.

B. Charlotte-Mecklenburg

1. Public funds spent on historic resources in Charlotte-Mecklenburg, generous though they may be, could be used substantially more effectively and efficiently.

2. Private funding and support for historic resources preservation is substantially below levels of comparable cities.

3. Factionalism and dispersal of staff and financial resources are endangering the whole historic resources movement in Charlotte-Mecklenburg.

4. The lack of a historic preservation strategy, with implementing tactics, means that the activities of both public and private parties are ineffective, confused, tardy or all three.

5. Turf protection within the Charlotte-Mecklenburg historic resources movement has been more important than working for the best solutions to problems.

V. Recommendations

A. ESTABLISH A HISTORIC RESOURCES COMMISSION (HRC) WHICH COMBINES IN AN INDEPENDENT AGENCY THE FUNCTIONS AND STAFF OF THE HISTORIC PROPERTIES COMMISSION AND THE HISTORIC DISTRICT COMMISSION.

Historic Resource Commission capabilities:

1. Promotion and Coordination

   (a) Assist the Commission staff in the execution of its programs.
   (b) Promote history in Charlotte-Mecklenburg.
   (c) Cooperate with the Charlotte History Council.
   (d) Cooperate with the Planning Department and Commission.
   (e) Cooperate with private, non-profit preservation organization.

2. Research and Inventory

   (a) Assist in the comoletion of C-M inventory and publication.
   (b) Research on important historic properties for local designation.
   (c) Direct research on National Register properties for nomination.
   (d) Direct inventories of local historic districts, National Register Districts and conservation districts.
   (e) Cataloguing and publishing of historical resource information.

3. Administer Certificate of Appropriateness procedure and Assist Property Owners in Restoration Projects

   (a) Develop comprehensive guidelines for C of A for both historic properties and local historic districts.
   (b) Assist property owners involved in restoration projects.
   (c) Assist Investment Tax Credit project sponsors.

4. Educational Outreach

   (a) Develop materials and programs to educate the citizenry about local historic districts, historic properties and all historic resources.
   (b) Develop tours, workshops and festivals to explain and celebrate history.
   (c) Develop educational materials and programs for special audiences such as school children and teachers.

5. Administrative Support

Facilitate the operation of technical staff.

B. ESTABLISH A CHARLOTTE-MECKLENBURG COUNCIL OF HISTORY TO WORK WITH THE HRC TO PROMOTE HISTORY AND SHARE INFORMATION AND EXPERTISE.

Charlotte History Council capabilites:

1. Provide a forum for representatives of all historic resources in C-M to meet and exchange information.
2. Promote history in Charlotte-Mecklenburg.
3. Develop a cooperative strategy for effective historic preservation and promotion in C-M.
4. Develop a reference list of experts and services needed by historic resources.
5. Work with the Charlotte Convention and Visitors Center to develop suitable advertising for historic resources.
6. Cooperate with the HRC and private, non-profit preservation organization to raise money for historic resources and support programs and issues.
7. Develop constituency to support local history museum in C-M.

C. ESTABLISH A PRIVATE NON-PROFIT PRESERVATION ORGANIZATION TO REVOLVE ENDANGERED PROPERTIES AND PROVIDE FINANCIAL AND POLITICAL SUPPORT FOR HISTORIC RESOURCES.

Private, Non-Profit Preservation Organization capabilites:

1. Save and revolve endangered historic properties to owners willing to restore them under restrictive covenants.
2. Lobby for preservation issues with elected and appointed officials and other leaders.
3. Raise money to support the revolving fund and other activities of the organization.
4. Cooperate with the HRC and the History Council to develop an effective historic resources program in C-M.
5. Develop events and programs to encourage interest in preservation by the public.
6. Educate the Board of Directors of the organization to understand history and preservation in C-M to enhance its effectiveness.
7. Develop constituency for local history museum in C-M.

D. DEVELOP A CITY-COUNTY HISTORIC RESOURCES PLAN TO GUIDE PUBLIC, PRIVATE AND JOINT ACTIVITIES.

Historic Resources Plan capabilities:

1. Provide a comprehensive overview of history and preservation in Charlotte-Mecklenburg.
2. Provide a preservation strategy for the systematic preservation of historic resources in C-M.

3. Provide list of areas and resources which must be addressed immediately because of development pressures, deterioration, etc...
4. Provide all agencies and departments with single, agreed upon strategy for concerted action to preserve and develop historic resources.

SURVEY OF HISTORIC PRESERVATION AND PROGRAMMING NEEDS

JOINT REPORT OF TASK FORCE MEMBERS AND STAFF REPRESENTATIVES

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Attachment 1 Report of Robert M Leary and Associates

Attachment 2 Historic Resources Commission Discussion Draft

Attachment 3 Draft Staff Response to Discussion Draft

Additional Exhibits

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B Minutes of Task Force Meetings

C Dissenting View on Consolidation

D Report of History Council Subcommittee

E Report of Private Preservation Foundation Subcommittee

SURVEY OF HISTORIC PRESERVATION AND PROGRAMMING NEEDS

JOINT REPORT OF TASK FORCE MEMBERS AND STAFF REPRESENTATIVES

I INTRODUCTION

At its meetings on September 8 and October 27, 1986, City Council approved and appropriated funds for a survey "to determine the scope of needs within historic preservation and programming in Charlotte-Mecklenburg " To oversee the survey, Council called for the appointment of a Citizens' Task Force, and directed that representatives of various city and county agencies participate and provide staff support as needed This report represents the culmination of the survey

II THE SURVEY PROCESS

A Background

The survey was undertaken in response to a growing perception of a lack of coordination among various agencies funded by the City and County that are engaged in historic preservation and other history-related endeavors At its meeting on September 6, City Council directed the City Manager's office to develop an outline for a survey to determine whether steps could be taken to improve the overall effectiveness of historic preservation and programming in Charlotte and Mecklenburg County A Survey Outline was prepared by the city staff in consultation with representatives of the Charlotte-Mecklenburg Historic Properties Commission and other interested agencies, and was presented to City Council at its meeting on October 27 At that meeting, City Council approved the Survey Outline, and appropriated necessary funding A copy of the Survey Outline as approved is attached to this report as Exhibit "A "

B Participation

As contemplated by the Survey Outline, a Citizen's Task Force was appointed composed of the chairmen, respectively, of the Historic Properties and Historic Districts Commissions, representatives from the Hezekiah Alexander Homesite and Mint Museum, and five at-large citizen representatives, with three appointed by City Council and two by the County Commission In addition, the Survey Outline called for participation by four staff representatives one each from the city office of budget and evaluation and the Charlotte-Mecklenburg Planning Department, and two additional staff representatives to be designated by the County Manager

The Citizens' Task Force was composed of the following members

Paul Escott (At-Large)
Phillip E Gerdes (At-Large)
Eric Grosse (Mint Museum)
Virginia Harm (Hezikiah Alexander)
Susan Jernigan (At-Large)
Joseph B C Kluttz (Historic Properties Commission)
Kirk Otey (History Districts Commission)
Herman Thomas (At-Large)
R Beverly R Webb (At-Large)

Staff representatives that participated in the survey are as follows

Dave Howard (Planning Staff)
Sherry A Marsh (County Staff)
Curt Walton (City Budget and Evaluation)
Wayne Weston (County Staff)

In addition, Pam Syfert participated actively, initially as a representative of the City Office of Budget and Evaluation, and later as Assistant City Manager

The Survey Outline suggested that the survey would be led by the Citizens' Task Force, and that staff representatives would be available to provide staff support as needed From the outset and by design, however, there was no formal division of responsibility or participation between citizen appointees and staff representatives, and in fact, both Task Force members and staff representatives participated actively in the process throughout, generally functioning as a cohesive unit Unless the context suggests otherwise, references in this report to the "Task Force" are intended to refer collectively to citizen appointees and the designated staff representatives as a group

The level of interest and participation by the citizen appointees and the staff representatives in the survey process was extraordinary The Task Force met on sixteen separate occasions beginning in December of 1987 The length of the meetings varied, but averaged one and one-half to two hours Despite the number and length of the meetings, and despite the fact that most were held during the business day, average attendance at each of the meetings was eight to ten out of a total of twelve citizen appointees and staff representatives The meetings were characterized by vigorous discussion and active participation by all in attendance

C Summary of Meetings

Minutes were prepared for most of the meetings, and copies are included in this Report as Additional Exhibits The first and second meetings were devoted to "fine tuning" the directives of

the Survey Outline, and establishing a plan of action for employment of a consultant Requests for Proposal ("RFP's") were then circulated among a number of state, regional and national organizations engaged in historic needs programming In response, proposals were received from three prospective consultants

The next several meetings were devoted to the interviewing and selection of a consultant On the recommendation of the Task Force following those meetings, the City Manager's office contracted with Robert M Leary & Associates to be retained as consultant for the survey

The Task Force then met on several occasions with Dianne Lea and Robert M Leary of the consulting firm Initial meetings were devoted to discussion of specific tasks to be undertaken by the consultants in fulfilling responsibilities under the Survey Outline In later meetings, the Task Force reviewed preliminary conclusions and recommendations, and then at a meeting on July 22, 1987, received the final written and verbal report by Robert M Leary & Associates

A copy of the Consultant's report is included in this Report as "Attachment 1 "

Following the July 22 meeting, the Task Force met on seven further occasions for the purpose of reviewing the specific proposals by the Consultant During the course of those meetings a general consensus developed as to specific recommendations to be made in response to the Consultant's report

III SUMMARY OF CONSULTANT'S REPORT AND OVERALL ASSESSMENT

The Consultant's report assembles and attempts to consolidate a mass of information received from a number of city and county agencies and historic sites, local private organizations, and, for comparison purposes, agencies from other jurisdictions As is not unexpected from a survey by an independent consultant, there was less than unanimous agreement by Task Force Members with all of the comments in the Report There was, however, general support for the ultimate recommendation made in this report

The Consultant's report makes four major recommendations, as follows

(a) Establish an Historic Resources Commission that combines in an independent agency the functions and staff of the Historic Properties Commission and the Historic District Commission

(b) Establish a Charlotte-Mecklenburg Council of History to work with the Historic Resources Commission to promote history and share information and expertise

(c) Establish a private non-profit preservation organization to revolve endangered properties and provide financial and political support for historic resources

(d) Develop a city-county historic resources plan to guide public, private and joint activities

Upon receipt of the consultant's report, the Task Force was divided into subcommittees to review each of the major recommendations Each subcommittee then each made suggestions with respect to its respective recommendations The full group then met on six further occasions to discuss the subcommittee proposals

IV SPECIFIC TASK FORCE RECOMMENDATIONS

After further discussion, the Task Force (including Staff Representatives) unanimously endorsed the Consultant's proposals for the History Council, Private Preservation Foundation, and Long Range Plan Although the group was not able to reach agreement on a specific proposal for consolidation of the Historic Properties and Districts Commission, there was general agreement that the question of greater coordination between the two Commissions and the advisability of consolidation should be given a closer look by those most directly involved with the work of the two Commissions

A History Council

The Task Force unanimously endorses the Consultant's recommendation of the creation of the Charlotte-Mecklenburg History Council In the contemplation of the Consultant, the History Council would be a "confederation" of public and private agencies and groups engaged in historic preservation and programming in Charlotte and Mecklenburg County Members would include, for example, the Historic Resources Commission, the Hezekiah Alexander Homesite and Foundation, the Afro-American Cultural Center, the Latta Place Foundation, the Mecklenburg Historical Association, and any number of other public and private local groups involved in history The purpose of the Council would be to improve coordination and marketing of history-related activities in Charlotte and Mecklenburg County

The Task Force subcommittee that reviewed the Consultant's recommendation prepared a formal report, which is included in this Report as an Additional Exhibit The Task Force as a whole agreed with the recommendations of the subcommittee, which endorsed the consultant's proposal

Because each of the constituents of the proposed Council will have its own identity and agenda, the Task Force feels that it is important that maximum flexibility be given to the Council to "seek its own level " Nevertheless, there was concern that because of the rather loose structure proposed for the Council, and because of the number and independence of the individual constituents, a catalyst would have to be provided to bring the

Council together initially, and provide direction during its formative stages

The Task Force recommends that that catalyst be provided by (i) a joint resolution of the City Council and County Commission endorsing and encouraging the creation of a History Council, (ii) the creation of new task force to provide leadership for the formation of the council and (iii) the creation of a staff new position for a Site Programming Specialist The proposals for creation of a new task force and the position for a Site Programming Specialist are discussed in greater detail in a later section of this Report It is the view of the Task Force that one of the functions of the Site Programming Specialist should be to provide organizational and other staff support for the History Council, at least until such time as the Council should establish its own independent staff

Because it will be composed of public and private groups, with the exception of a resolution endorsing the creation of the Council and creation of a staff position for the Site Programming Specialist, it is the Task Force's view that there will be no further direct involvement by City or County government with the History Council, except for what is hoped would be active participation in the Council by the Historic Properties and Districts Commissions, and city and county-owned historic sites

B <u>Private Preservation Foundation and Historic Resources Plan</u>

The Consultant further recommended the establishment of a private non-profit preservation organization and the development of a City-County Historic Resources Plan

Included in this Report as an Additional Exhibit is the report of the Task Force Subcommittee established to review those proposals As reflected by the Subcommittee report, the Subcommittee and the Task Force as a whole strongly endorse the recommendation for the creation of a private preservation organization

Presently, private preservation efforts are undertaken by Berryhill Preservation, Inc , whose primary focus is Fourth Ward, and by Citizens for Preservation, an organization that has not been active in recent years As reflected by the Subcommittee Report, however, there has been recent substantial activity and movement toward creation of a strong private preservation organization that would be active throughout Charlotte and Mecklenburg County The movement is spearheaded by a new preservation group named Progressive Preservation, which was formed in the wake of the Masonic Temple controversy Progressive Preservation has been joined in its efforts, however, by the Mecklenburg Historical Association, Citizens for Preservation, Berryhill Preservation, and other local preservation groups

The Foundation by definition would be private The Task Force recommends that to give added impetus to the formation of the Foundation, the City Council and County Commission voice support for the creation of the Foundation, again in the form of a joint resolution that hopefully would confirm the continuing commitment of City and County governments to historic preservation

Citizen members of the Task Force feel strongly that a major component of that commitment is allocation of funds for the Emergency Property Fund in the budget of the Historic Properties Commission, which should remain intact without regard to the formation of the private foundation Staff representatives expressed the view, however, that funding for the Emergency Properties Fund should cease, once a strong private foundation is established

The subcommittee and the Task Force also endorse and recommend the development of a long range historic resources plan It is the feeling of the Task Force, however, that it may be premature to set such a Plan in motion until the newly-created History Council and Private Preservation Foundation are established The Task Force would, however, strongly recommend that once the new organizations are in place, they focus immediate attention on the development of such a plan as a first priority, in conjunction with the Historic Properties and District Commissions

C <u>Consolidation of Properties and Districts Commissions</u>

While there was unanimous support for the Consultant's recommendations of creation of a History Council and Private Preservation Foundation, and development of a long range historic resources plan, the group was unable to reach agreement on a specific proposal for consolidation of the Properties and Districts Commissions

Several citizen members of the Task Force felt strongly that the issue of duplication of effort between the two Commissions, as identified by the Consultant, was a matter of perception and not reality, that there are fundamental differences in the work of the Commissions, and that in reality, there is little overlap between the two, that an essential ingredient in the success achieved by the Historic Properties Commission was its independence from other city agencies, and that in the final analysis, efforts toward consolidation constituted an attempt to fix something that really wasn't broken.

On the other end of the spectrum, staff representatives, and particularly members of the city staff, expressed the view that consolidation was desirable, as a means of streamlining the budget process and increasing the overall effectiveness of the staffs of the two Commissions The staff representatives felt that there should in fact be a full-scale consolidation, resulting, through a

transition period, in a single, fully-integrated commission of nine to thirteen members, established as a new city department

After further discussion, a third, middle ground view began to develop among several other citizen members of the Task Force In their view, there could be some important advantages to a consolidation Consolidation would have to be effected, however, in such a manner as to preserve the essential identity and integrity of the two existing commissions Under the middle ground approach, the two existing commissions would be nominally joined together in an Historic Resources Commission, with the two existing commissions remaining largely intact, and functioning as two semi-autonomous "super-committees" with a combined staff, using the Planning Commission as a rough model

During the discussion, it initially appeared that a vague consensus was developing in favor of the middle ground approach as a compromise proposal At that point, a discussion draft was prepared and circulated among the Task Force members and staff representatives A copy of the discussion draft is attached to this Report as "Attachment 2 "

When attention was focused on the specifics of the "middle ground" proposal as articulated in the discussion draft, several staff representatives determined that they could not recommend the discussion draft proposal unless it were modified to call for full scale consolidation and integration, among other changes The staff response to the discussion draft is attached to this Report as "Attachment 3 "

Following the staff response, there was discussion of other possible formulas for consolidation It quickly became apparent, however, that whatever vague consensus may have been developing earlier had dissipated, with individual members of the group reverting to their original positions, that is One group of citizen representatives opposed to consolidation in virtually any form, a group of staff representatives with strong views that there should be full-scale integration of the two Commissions, and a group of citizen representatives that feel that there could be some advantage to a consolidation based on the discussion draft model

During the discussion, there was general sentiment, at least among the citizen participants, that the two Commissions should, in any case, be more directly involved in the discussion of the merits of consolidation When it became apparent that a consensus could not be forged on a single proposal for consolidation, general agreement was reached that there should be further study by a new task force to be composed of representatives from the Properties and Districts Commissions

During the discussions on consolidation, one advantage of consolidation that was recognized was that a combined resources commission with a single staff would be the logical source for

leadership in the formation of the History Council Since the group ultimately could not agree on a model for consolidation, the group decided that the proposed new task force should also provide the impetus for initial formation of the History Council and coordination of effort to establish the Private Preservation Foundation

During discussion of the consolidation issue, an idea that emerged was that a new staff position should be created for a Site Programming Specialist, whose function would be to coordinate programming and marketing efforts among city and county-funded historic sites As reflected in the discussion draft, the view was that funding for such a new position could be raised through a reallocation of funding for other existing staff positions, without a net increase in the cost to either government A primary function of the Site Programming Specialist would be to provide staff support, at least initially, for the History Council While the group was unable to reach agreement on the question of consolidation, there was general support for the creation of the position of a Site Programming Specialist

D PROPOSED RESOLUTION

To implement the foregoing recommendations, the Task Force proposes that the City Council and County Commission adopt a joint resolution stating as follows

1 That the City Council and County Commission confirm their commitment to historic preservation, as expressed in ordinances establishing the Historic Properties and Historic Districts Commissions

2 That the City Council and County Commission endorse the creation of a History Council, consisting of representatives from public and private agencies in Charlotte and Mecklenburg County engaged in historic preservation and programming efforts, intended to improve coordination of activities in which the constituent agencies are involved, and to improve the marketing of historic resources in Charlotte and Mecklenburg County

3. That the City Council and County Commission endorse the creation of a Private Preservation Foundation, to be established to use private funds to engage in energetic and independent preservation strategies

4 Upon establishment of the History Council and Private Preservation Foundation, that the City Council and County Commission endorse the development of a long range Historic Resources Plan, to be developed through coordination among the Historic Properties and Historic Districts Commissions, the History Council, and the Private Preservation Foundation

5 That the City Council and County Commission direct the appointment of a new six-member task force, to consist of two

citizen members each from the Historic Properties and Historic Districts Commissions, to be appointed by the chairmen of the respective Commissions, in addition to the two directors of the respective commissions The new Task Force should be charged initially, to provide impetus and leadership for the creation of the History Council, and the establishment of the Private Preservation Foundation and to coordinate the establishment of a new staff position for a Site Programming Specialist Upon establishment of the History Council and Private Preservation Foundation, the new Task Force should undertake an intensive study of the desirability of consolidation, and ways to improve coordination of effort by the two Commissions

V CONCLUSION

The Task Force (including staff representatives) was comprised of twelve individuals representing a number of different points of view with respect to historic preservation and programming in Charlotte and Mecklenburg County Despite the fact that the group met on sixteen separate occasions, there was an extraordinary level of participation by citizen appointees and staff representatives The survey of historic needs was conscientiously undertaken

The Task Force and Staff Representatives reached unanimous agreement on three of four recommendations by the Consultant While there was not unanimous agreement on the question of consolidation of the Properties and Districts Commissions, there was general agreement that there may be advantages to greater coordination, and that the question of consolidation warrants a more careful look by those individuals most familiar with the work of the two commissions There was unanimous agreement that the creation of a new task force consisting of representatives from the two existing commissions could best serve that function, as well as provide the catalyst for creation of the History Council and the Private Preservation Foundation

We therefore urge adoption of the recommendations of this Report by City Council and County Commission

Respectfully submitted, November 13th, 1987

Joseph B. C Kluttz, Chairman

JOINT REPORT OF TASK FORCE MEMBERS
AND STAFF REPRESENTATIVES

DRAFT

ATTACHMENT 2

HISTORIC RESOURCES COMMISSION DISCUSSION DRAFT

1 Recommendation The Task Force recommends that the City Council and County Commission adopt and implement the Consultant's proposal for the combination of the existing Historic Properties Commission and Historic Districts Commission into a joint Historic Resources Commission, with important refinements

2 Considerations While there was general recognition that there may be some advantages to the combination of the existing districts and properties commissions, the Task Force identified several significant weaknesses in the Consultant's recommendation

(a) There is little or no attention given in the report to transitional matters which, given the important differences in the existing structure and function of the two Commissions, could be critical to the long-term success of the combined Resources Commission

(b) While recognition is given in the report to the competence of the existing staffs of the two Commissions and to the importance of the active participation and hard work by citizen Commission members, no suggestions are made of means by which such competence can be retained in the Resources Commission, and active participation can be fostered once the two Commissions are combined

(c) Little recognition is given of the fact that the existing Properties and Districts commissions developed independently of each other, are engaged in significantly different functions, and for that matter, have different "personalities "

(d) No specific recommendations are made as to interplay between the Resources Commission and publically-owned historic sites, which was at least an implicit goal of the original survey

Task Force representatives also recognized some important benefits from the Consultant's recommendation

(a) Combination of the Properties and Districts Commission would result in the elimination of the inevitable duplication of some of the functions of the two existing Commissions

(b) Elimination of duplication would allow for reallocation of staff resources, which in turn would improve the effectiveness of both organizations

(c) Combination of the two Commissions under a structure whereby one budget would be submitted by the joint Historic Resources Commission should simplify the budget process for publically funded preservation efforts in Charlotte and Mecklenburg County

(d) Combination of the two Commissions into an independent city/county agency should increase the visibility and stature of the public preservation agencies, increasing credibility and effectiveness of the combined organization

3 Structure and Implementation The Task Force recommends that the Historic Properties Commission and the Historic Districts Commission be combined structurally into a new Charlotte-Mecklenburg Historic Resources Commission, but with a minimum of disruption of the existing Commissions We recommend that the Historic Resources Commission be established using the model of the existing Planning Commission, although on a smaller scale Specifically, the work of the Historic Resources Commission would be performed through two semi-autonimous "Super-Committees" the Properties Committee and the Districts Committee At least initially, the functions of the Properties Committee and Districts Committee would be the same as the respective functions of the Properties Commission and Districts Commission, with one exception Under the existing structure, both the Properties Commission and the Districts Commission review applications for certificates of Appropriateness for the material alteration of historic properties We would recommend that all design review functions be allocated to the Districts Committee of the combined Historic Resources Commission

The Resources Commission would meet as a Commission on an "as needed" basis during the course of the year, perhaps three to four times A single budget would submitted by the Resources Commission At least one or two of the meetings of the full Commission would be devoted to budget considerations Other meetings would be scheduled on an ad hoc basis, and would address significant issues of importance to both of the "Super-Committees," such as coordination of major work projects to be undertaken by the respective committees

The Task Force feels that it is important to preserve the continuity of the two existing Commissions in the combined Historic Resources Commission We would recommend that all existing members of the two Commissions automatically become members of the Historic Resources Commission and continue as members of their respective committees We would further recommend that at least for the near term, the means by which appointments are made remain unchanged that is, that appointments be made by the City Council and County Commission directly to the respective

"Super-Committees," in the same manner that appointments presently are made to the respective Properties and Districts Commissions

The Task Force feels that the staffs of the two existing commissions should be combined into a single staff for the Historic Resources Commission The Task Force further feels, however, that it is important to retain continuity of the existing staffs Because of the depth of his experience and community involvement, we recommend that Dan Morrill, presently consulting director of the Historic Properties Commission, be named Director of the Historic Resources Commission Because of her training and expertise, we recommend that Suzanne Pickens, presently director of the Historic Districts Commission, be designated Assistant Director of the combined Resources Commission As a matter of allocation of staff function, we further would recommend that Dan Morrill serve as Director for the Properties Committee of the combined Resources Commission, and that Suzanne Pickens serve as director for the Districts Committee

In addition to the Director and Assistant Director, the Task Force concurs with the recommendation of the Consultant that the Resources Commission Staff retain an historian and a separate architect/restoration specialist/technician as additional staff members In addition, it is likely that there will be a need for at least one administrative assistant

Again following the Planning Commisson model, the combined Historic Resources Commission should be a quasi-independent city/county agency While the combination could be structured so that the staff reports administratively to the City Manager's Office, the Task Force feels that the successes achieved by the existing Properties and Districts Commissions are due in large measure to active participation by citizen commission members To foster that continuing participation, the Task Force strongly concurs with the Consultant's recommendation that the Resources Commission be independent of other City and County agencies We further feel that it is essential that the Historic Resources Commission and the two "Super-Committees" retain full authority on initially, for the Charlotte-Mecklenburg History Council, which is addressed under a separate recommendation in this Report

The Consultant has recommended that the staff of the Resources Commission be located in a prominent and easily-accessible location An idea that emerged from our discussions was that after the Mayor's office is moved to the new City Office Building, the Mayor's office in old City Hall might be an appropriate location for the Resources Commission, in view of the fact that City Hall and the Mayor's office itself are designated Historic Properties

Once the two Commissions are combined into the Historic Resources Commission, we feel that it is likely there will be further changes and reallocations made internally to increase the effectiveness of the combined organization We feel, however, that it is important to give the combined Resources Commission

flexibility to make its own determination as to any such reallocations We are seriously concerned that a more radical restructuring of the existing Commissions at this time might seriously undermine citizens' interest and participation and the work of the existing staffs, impairing the prospects for increased effectiveness, which is the ultimate goal of this survey process

CHARLOTTE

MEMORANDUM

October 23, 1987

To: Joseph B. C. Kluttz, Chairman
Historic Needs Task Force

From: Pamela A. Syfert, Pamela A Syfert /wew
Assistant City Manager

Subject: Staff Response to Discussion Draft of October 9, 1987

As requested at the Historic Needs Task Force meeting on October 21, City and County staff comments on the draft proposal of October 9 have been compiled and are provided in this memo. Generally, the staff strongly supports the draft proposal. There are issues, nonetheless, that staff would like for the Task Force to reconsider before the final draft is prepared. These issues primarily surround the degree of consolidation of the District and Properties Commissions and the administrative structuring of the Historic Resources staff.

First and foremost, the staff agrees that this survey of historic needs has been extremely positive. Programming of historic activities and resources in Charlotte-Mecklenburg is certain to benefit from this survey process. The staff also agrees that most of the issues identified at the outset of the survey have been resolved in a mutually beneficial way.

In the proposed draft of October 9, 1987, the following four recommendations made by the consultant were summarized as follows:

1. Establish a Historic Resources Commission that combines in an independent agency the functions and staff of the Historic Properties Commission and the Historic District Commission.

2. Establish a Charlotte-Mecklenburg Council of History to work with the Historic Resources Commission to promote history and share information and expertise.

3. Establish a private non-profit preservation organization to revolve endangered properties and provide financial and political support for historic resources.

4. Develop a City-County historic resources plan to guide public, private and joint activities.

Office of the City Manager 600 East Trade Street Charlotte, NC 28202 704/336-2241

ATTACHMENT 3

The staff agrees that each of these recommendations should be implemented; however, we recommend reconsideration on some of the refinements that have been suggested to the consultant's recommendations.

Most of these issues and recommendations are addressed in Section III, Part A, Sub-section 3 of the draft and are highlighted as follows:

1. The staff supports retention of the existing Historic Districts Commission and Historic Properties Commission as the composite of the Historic Resources Commission. We feel that this transition represents a good compromise on this issue; however, staff feels that for the long range 23 members is too large for a Commission and that two "super-committees" retains the duplication of service to some degree. Therefore, the staff recommends that the Task Force consider a transitional period, at the end of which the Districts and Properties Commissions would be fully consolidated into a Historic Resources Commission. The Staff suggests a three year transitional period into a Historic Resources Commission of nine to thirteen members, and we recognize that there are several variations that could also accomplish this goal.

2. The staff feels that the delineation of all administrative functions (such as design review) should be determined by the Historic Resources Commission, rather than be decided in the Task Force-Staff Report. This would allow the Commission to seek its own level.

3. The staff strongly agrees that staff for the Historic Resources Commission should be consolidated, but has concerns about the following refinements recommended in the proposed draft.

   a. Staff feels that the objectives of the four recommendations agreed to above can best be accomplished with Historic Resources as a City Department with partial County funding, rather than a non-departmental (private, non-profit) entity. The Director of Historic Resources would report to the City Manager through an Assistant City Manager.

   b. Staff cannot support the inclusion of specific candidates for new positions in the final report. Because public money will fund these positions, recruitment must be an open and, if appropriate, a nationwide process. The filling of these vacancies must adhere to all City and County personnel guidelines. Selection would be done on a panel basis, with direct input from the Historic Resources Commission.

   c. The Staff feels that the Director of Historic Resources should be a full-time position and consideration should be given to filling the position as soon as possible. We believe the responsibilities justify a full-time position; also, full-time staff must be supervised by a full-time supervisor.

   d. All current City and County employees within the Historic context should be given first consideration for new positions and will be retained in some part of the organization.

e. Although Staff recommends that the Director of Historic Resources will be supervised by the City Manager, the Historic Resources Commission will determine the work program and program priorities for the Historic Resources Department.

f. Physical location of the Historic Resources Department cannot be determined at this time. A plan for use of the current City Hall is now being developed and the location of this department will be given every consideration.

g. The Staff supports the provision of a Site Programming Specialist and will evaluate shifting a position from the Hezekiah Alexander Homesite to the Historic Resources Department. Further review of the agreement between the City and the Homesite will be necessary to ensure that transfer of a position does not violate that agreement.

Although these above points represent a variation from the proposed Report draft, the Staff feels confident that the structure outlined here can be successful. As has been the case with this Task Force all along, we are certainly willing to discuss each of these issues further. The Staff does feel strongly, however, that the Historic Resources Commission staff should constitute a City Department. If that is to be the case, open recruitment of positions is required. I will look forward to further discussion of these options at our meeting on October 30.