AGENDA

Meeting Type:	會 B
Date:	06-24-1991
SUBJECT	

City of Charlotte, City Clerk's Office

CHARLOTTE

Meetings in June '91

THE WEEK OF JUNE 2 - JUNE 8

3	Monday, 12 Noon	PLANNING COMMISSION CMGC, 8th Floor Conference Room
	Monday, 5 00 p m	CITY COUNCIL WORKSHOP - CMGC, Conference Center
4	Tuesday, 9 00 a m	CHARLOTTE TREE ADVISORY COMMISSION/Judging of Tree Appreciation Week Awards - 701 Tuckaseegee Road
	Tuesday, 12 Noon	CHARLOTTE TREE ADVISORY COMMISSION/Education Subcommittee - CMGC, 14th Floor Conference Room
	Tuesday, 6 00 p m	STORM WATER TASK FORCE - CMGC, Meeting Chamber Conference Room
5	Thursday, 5 00 p m	CITY COUNCIL PLANNING AND PUBLIC WORKS COMMITTEE - CMGC, Rooms 260-271

THE WEEK OF JUNE 9 - JUNE 15

10	Monday, 11 30 a m	CHARLOTTE-MECKLENBURG ART COMMISSION/"Playing Fields" Dedication Charlotte Coliseum, 100 Paul Buck Blvd
	Monday, 12 15 p m	PLANNING COMMISSION/Lunch with County Commission - CMGC, Meeting Chamber Conference Room
	Monday, 3 00 p m	CITY COUNCIL COMMUNITY DEVELOPMENT AND HOUSING COMMITTEE CMGC, Conference Center
	Monday, 5 00 p m	COUNCIL/MANAGER DINNER - CMGC, Conference Center
	Monday, 6 30 p m	JOINT MEETING OF HISTORIC DISTRICT COMMISSION AND HISTORIC LANDMARK COMMISSION 1225 S Caldwell St
	Monday, 6 30 p m	CITIZENS HEARING - CMGC, Meeting Chamber (Televised on Channel 32)
	Monday, 7 00 p m	CITY COUNCIL MEETING - CMGC, Meeting Chamber (Televised on Channel 32)
	Monday, 7 00 p m	HISTORIC LANDMARKS COMMISSION - 1221 South Caldwell Street
11	Tuesday, 8 00 a m	AIRPORT ADVISORY COMMITTEE Charlotte/Douglas International Airport, Main Terminal, Conference Room A
	Tuesday, 2 30 p m	HOUSING APPEALS BOARD - CMGC, 5th Floor Conference Room
	Tuesday, 3 30 p m	CLEAN CITY COMMITTEE/Business Beautification Awards Committee - CMGC, Room 270
	Tuesday, 4 00 p m	PLANNING COMMISSION/Planning Committee CMGC, 8th Floor Conference Room
12	Wednesday, 8 00 a m	CLEAN CITY COMMITTEE CMGC, Room 270
	Wednesday, 8 30 a m	CIVIL SERVICE BOARD CMGC, 7th Floor Conference Room
	Wednesday, 2 30 p m	CHARLOTTE-MECKLENBURG ART COMMISSION/Executive Committee - CMGC, 8th Floor Conference Room
	Wednesday, 4 00 p m	HISTORIC DISTRICT COMMISSION - CMGC, 8th Floor Conference Room

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Public Service And Information Department

600 East Fourth Street

Charlotte NC 28202 2861

704/336-2395

THE WEEK OF JUNE 16 - JUNE 22

17	Monday, 5 00 p m	COUNCIL/MANGER DINNER - CMGC, Meeting Chamber Conference Room
	Monday, 6 00 p m	CITY COUNCIL MEETING/Zoning Hearings - CMGC, Meeting Chamber
18	Tuesday, 2 00 p m	HOUSING AUTHORITY - 1301 South Boulevard
	Tuesday, 4 30 p m	COMMUNITY RELATIONS COMMITTEE CMGC, Conference Center
	Tuesday, 5 00 p m	CITY COUNCIL PLANNING AND PUBLIC WORKS COMMITTEE - CMGC, Rooms 270-271
	Tuesday, 6 00 p m	STORM WATER TASK FORCE - CMGC, Meeting Chamber Conference Room
	Tuesday, 6 00 p m	CHARLOTTE ADVISORY PARKS COMMITTEE - Park Operations, 701 Tuckaseegee Rd
19	Wednesday, 7 30 a m	CITY/COUNTY/CHAMBER BREAKFAST CMGC, 15th Floor Conference Room
	Wednesday, 7 00 p m	METROPOLITAN PLANNING ORGANIZATION - CMGC, Conference Center
21	Friday, 7 30 a m	PLANNING COMMISSION/Planning Liaison Committee - CMGC, 8th Floor Conference Room

THE WEEK OF JUNE 23 - JUNE 30

24	Monday, 4 00 p m	PLANNING COMMISSION/Executive Committee - CMGC, 8th Floor Conference Room
	Monday, 4 30 p m	PLANNING COMMISSION/Zoning Work Session - CMGC, 8th Floor Conference Room
	Monday, 5 00 p m	COUNCIL/MANAGER DINNER - CMGC, Conference Center
	Monday, 6 30 p m	CITIZENS HEARING - CMGC, Meeting Chamber (Televised on Channel 32)
	Monday, 7 00 p m	CITY COUNCIL MEETING - CMGC, Meeting Chamber (Televised on Channel 32)
25	Tuesday, 1 00 p m	ZONING BOARD OF ADJUSTMENT - Hal Marshall Building, 700 N Tryon St , Building Standards Training Room
26	Wednesday, 7 45 a m	PRIVATE INDUSTRY COUNCIL - CMGC, Rooms 270-271
	Wednesday, 10 30 a m	AUDITORIUM-COLISEUM-CONVENTION CENTER AUTHORITY - Charlotte Convention Center, 101 S College Street
	Wednesday, 2 30 p m	CHARLOTTE-MECKLENBURG ART COMMISSION/Executive Committee - CMGC, 8th Floor Conference Room
27	Thursday, 5 00 p m	CHARLOTTE-MECKLENBURG ART COMMISSION - CMGC, 8th Floor Conference Room
29	Saturday, 10 00 a m	CHARLOTTE TREE ADVISORY COMMISSION - 4910 Carmel Park Drive

These organizations will <u>not</u> meet in June

Community Facilities Committee

June 24, 1991 City Council Agenda
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CHARLOTTE

Mayor Sue Myrick | *Mayor Pro Tem Cyndee Patterson*

Stanley M Campbell
Daniel G Clodfelter
Ann Hammond
Pat McCrory
Tom Mangum
Hoyle H Martin
Roy Matthews
Ella Butler Scarborough
Richard Vinroot
Lynn M Wheeler

Council Agenda

Monday, June 24, 1991

5:00 PM	-	Council-Manager dinner • Coliseum Center Tract IV
6:30 PM	-	Citizens Hearing
7:00 PM	-	Council Meeting

ITEM NO.

1. Invocation by Rev. Douglas Gilbert of Central United Methodist Church.

2. Consider approval of minutes of April 16 Joint City/County Meeting; April 22 Briefing and April 22 Regular Meeting.

VOTE ON CONSENT ITEMS

3. Agenda items 23 through 33 may be considered in one motion except for those items removed from the consent agenda as a result of a Council member making such a request of the City Clerk prior to the meeting.

   Staff Resource: Pam Syfert

POLICY

4. A. Recommend adoption of the 1991-1992 appropriation and tax levy ordinance, a resolution approving the Capital Improvement Program for fiscal years 1992-1996, and a resolution adopting the two-year Operating Budget Plan for fiscal years FY92 and FY93.

Budget
CIP

On May 9, 1991, the City Manager presented the recommended FY92 Operating Budget, the FY93 Operating Budget Plan, and the FY92 Capital Improvement Budget to the Mayor and City Council. The Mayor and City Council held seven work sessions, as well as the required public hearing.

The FY92 budget adheres to all Council financial and expenditure policies, including the policy of maintaining a stable tax rate.

The FY92 operating budget includes very few expansions. Seventeen positions are added to the Police Department and four positions are added in support of the capital program. Other positions are added only when offset by revenue or by a reduction in contractual expense.

The ordinance under consideration reflects those amendments made by Council at the May 30, 1991 budget workshop and distributed at the June 3, 1991 Council workshop.

The following is an explanation of the major features of the ordinance as well as an overview of the changes incorporated since the preliminary budget was presented.

Property Tax Levy

The property tax levy for FY92 is a total of $0.55 per $100 of assessed valuation. The FY92 assessed value for the City is an estimated $23,728,428,000, with an estimated rate of collection of 97.75%. The distribution of the tax levy is as follows:

General Fund	$0.4625
Municipal Debt Service Fund	.0550
Pay-As-You-Go	.0325
Total	$0.5500

This levy reflects the reduction of one cent from the Manager's Recommended Budget in the General Fund Tax Levy.

General Fund

The General Fund budget totals $188,481,751. The decrease of $2.3 million from the Manager's Recommended budget results from the following changes:

Reductions/Deferrals/Transfers	
Reprogram Staff for City Within A City	$(250,000)
Reduce Contribution to Community Develop.	(206,149)
Increase Innovative Housing Support	(529,000)
Charge Central Business District Services to MSD	(195,000)
Public Service & Information Advertising Transit	(35,000)
PILOT to Innovative Housing	(62,000)
Additional Clerk's Office Position	(16,000)
Transit Marketing Cost to Public Transit	(358,000)
Amend Dangerous Dog Ordinance	(125,000)
Microwave Site	(25,000)
Half of Council Contingency	(75,000)
Cut Travel 20%	(100,000)
Sister Cities - Privatize	(31,000)
Law Enforcement Center Phone System	(55,000)
Defer School Master Plan	(50,000)
Arts Commission (Net of lost County revenue)	(20,200)
School Resource Officers	(129,000)
	$(2,261,349)
Additions	
Restore Neighborhood Street Lights	$ 100,000
Youth Involvement Council	10,000
Restore 14 Firefighters	245,000
Afro-American Cultural Center	30,000
Dick Cherry Contract	15,000
Continue Development Fee Options (absorbed in workplan)	0
	$ 400,000
New Revenues	
New Fire Permit Fees	$ (200,000)
Net Change (Reductions/Transfers/ Revenues)	$ (2,061,349)

The sum total of the reductions, adds, transfers, and new revenues is approximately $250,000 short of Council's desired reduction target of $2.3

million. The Manager proposes that this gap be covered by a reduction in County landfill fees of which the City was made aware on June 4, 1991. The Manager's recommended budget included a projection of $32 per ton for landfill fees. The actual cost will be $29 per ton. This reduction will produce an estimated savings of $272,000.

In addition, the ordinance includes an appropriation of $793,180 from the fund balance in anticipation of the State's budget proposal to retain growth in the utility franchise, intangibles and beer and wine revenues.

Other Funds

Most other funds are included in the annual ordinance as recommended by the Manager, as Council made no changes to those funds; however, there are changes to three funds: Public Transit, Community Development and Municipal Services Districts. A brief discussion of the changes to these funds is as follows:

Public Transit

The Transit Fund has been amended from the Manager's recommended budget to reflect Council's decision to charge transit advertising and transit marketing, previously charged to Public Service and Information and to Transportation, to the Public Transit Fund.

This represents a shift of $393,000 from the General Fund to the Transit Fund and accelerates the draw-down of Transit Fund Fund Balance.

Community Development

The following changes will be made with the funding sources for the Community Development Department's activities which will ultimately reduce the General Fund by $804,067. No current service levels will be affected although both the Innovative Housing and the Revitalization and Economic Development projects will now provide funding for related support programs at the expense of housing and job development.

First, the Innovative Housing Capital Improvement Program project's efforts, previously restricted to the production of

additional housing units, will be significantly broadened to include several types of support programs for low income housing residents. In FY92, $695,482 of the project's total appropriation of $4,520,770 will be expended to support the Housing Authority's Crime Prevention Program, the YWCA Scattered Sites Program, the Crisis Fuel Assistance Ministry, the Stepping Stone PILOT Agreement, Family Housing Services, and one-half of the Neighborhood Development Division. The consequence of this change in focus will be a decrease in the amount of money available for housing construction. Administratively, the Community Development grant application will need to be amended. The amount of the current application totals $3.7 million and targets the 21 census tracts that are identified as below median income.

Second, the Revitalization and Economic Development project will assume the other half ($103,075) of the cost for the Neighborhood Development Division. This change will result in a charge for administering the fund and a decrease in the amount of money available for job and business creation.

Third, the Community Development Block Grant will no longer be used to fund Family Housing Services and the Neighborhood Development Division but will instead be used to fund $500,000 (about 49%) of the Housing Code Enforcement Division. This is a change in the tradition of charging all code enforcement activities to the General Fund.

Municipal Services Districts

The Municipal Services Districts has been amended to incur $195,000 in Central Business District related costs (Christmas lights, Mall washing, etc.). To accommodate these charges, the three tax rates for the Municipal Services Districts will be maintained at pre-revaluation levels. The General Fund will show a revenue from the Municipal Services Districts to pay for the costs to be incurred in the Solid Waste Services Department.

Capital Improvement Program
The General Government FY92 appropriation totals $47,766,227. Council directed changes to the Capital Improvement Program are summarized below:

Item	Amount
Delete Fire Training House	$ (175,000)
Transfer Park Land Acquisition Funding	(1,200,000)
Reduce Safer Roads and In Rem Project Balances	(239,900)
Increase Belmont Storm Drainage Funding	1,200,000
Items Deferred for Review:	
- Freedom Park Funding	2,000,000
- Fire Apparatus Maintenance Shop	1,240,000
- Carmel Road Median Savings	Undetermined

Other changes to the FY92-96 Capital Improvement Program include:

1. The Convention Center appropriation of $142,605,000 is included in a later item which extends the architectural and construction management contracts and awards a demolition contract.

2. Early appropriation of $1.2 million in FY92 for Statesville Road Park will allow for the purchase of property around entry areas. Funding from Park Land Acquisition will be used for the property purchase and displace funding in the current Statesville Road Park budget which will be used for Belmont storm drainage. The Statesville Road Park budget will be maintained at $5 million.

The Water and Sewer FY92 appropriation totals $77,125,738. There are no changes to the recommended programs. A water and sewer bond referendum totalling $62.9 million is planned for this fall. The bond referendum will also include $1.2 million in storm drainage bonds.

Staff Resource: Vi Alexander

B. Adoption of a resolution amending the employee group insurance plan.

Resolution Adoption of this resolution will allow for implementation of FY92 benefits adjustments as included in the FY92 recommended operating budget.

The resolution provides for the following revisions, effective July 1, 1991:

- Changes in the Employee Group Insurance Plan to reflect increases in rates and a plan provision change which eliminates 100% coverage for hospital charges up to $4000 including hospital charges related to outpatient surgery and an injury within 72 hours. Hospital charges will be subject to the deductible and paid at 80%.

Funding: The additional cost of the proposed benefit changes are reflected in the FY92 budget ordinance.

Staff Resource: Vi Alexander

5. Recommend adoption of a resolution recommended by the Community Task Force for Charlotte-Mecklenburg Board of Education, Charlotte City Council, Mecklenburg County Board of Commissioners, Charlotte Chamber of Commerce Executive Committee, and the United Way of Central Carolinas Board of Directors to establish a Children's Service Council to provide leadership in addressing the needs of children and to coordinate children's services and activities in Charlotte and Mecklenburg County.

Community Task Force: The Community Task Force was appointed August 28, 1990 by the Charlotte-Mecklenburg Board of Education to address the issues of crime, violence, drugs, poverty and child neglect and how they affect Charlotte-Mecklenburg schools.

- The task force consisted of elected officials, community and school representatives, members of the judiciary, and students.

- The task force reviewed existing programs designed to help at-risk children overcome the problems which impair their learning.

The task force proposed eight recommendations to the Charlotte-Mecklenburg community and eight recommendations for Charlotte-Mecklenburg schools.

- On May 14, 1991 the Board of Education approved the report of the Community Task Force.

- The Board also approved a resolution establishing a Children's Service Council and appointed two board members to serve on the Council.

Council Action

City Council is asked to:

- Adopt the resolution establishing the Children's Service Council
- Appoint two Councilmembers to serve on the Children's Service Council
- Authorize the City Manager to provide staff to support the Children's Service Council as he determines necessary and appropriate.

The task force report was sent to Council in the June 14, 1991 Council-Manager memorandum. The executive summary and resolution are attached.

Staff Resource: Don Steger

Attachment No. 1

6. Recommend (1) ~~adoption~~ approval of ~~a resolution in~~ support of efforts by Carolinas Transportation Compact (CTC) to secure funding and conduct a feasibility study for a Regional Transportation Authority (RTA), and (2) nominate a representative to the Regional Transportation Authority Task Force Steering Committee.

- The Carolinas Transportation Compact (CTC), in cooperation with UNC-Charlotte, has prepared a proposal for a feasibility study of a regional transportation authority (RTA).
- The study would encompass an area of 13 counties surrounding Charlotte-Mecklenburg including York and Lancaster Counties in South Carolina.
- If an RTA appears feasible, the study would then proceed to present alternative organization arrangements to local governments for their consideration.
- The end product will be a blueprint that local governments in the two states can use in establishing an RTA.
- The study will encompass all facets of mass transportation including carpools, vanpools, bus service, urban rail, commuter service, and any others that may be proposed.

- The CTC is requesting that the City nominate a representative to serve on the steering committee to be called the RTA Task Force.

This effort is not considered to be in conflict with the Mass Transit Partnership which was established by City Council. The creation of an authority will require a longer lead time to implement. While that work is being done, the Mass Transit Partnership can be initiating cooperative arrangements for expanding Charlotte mass transit outside of City boundaries. The work of the Mass Transit Partnership can eventually be folded into an RTA once it is organized.

Attachment No. 2

7. Recommend scheduling a Council workshop for Monday, July 1, 1991.

It is recommended that a Council workshop be scheduled for Monday, July 1, 1991 at 5:00 p.m. Items proposed for discussion are:

- Appointment of a City Council member to Arts and Science Council.
- Review of 1 percent for art program.

Staff Resource: Del Borgsdorf

8. Recommend adoption of (1) a resolution authorizing an interlocal agreement to conduct a study to determine the potential for consolidating solid waste management responsibilities, and (2) a budget ordinance of $45,650 funding the City's portion of the study.

Solid Waste Management Study

On April 1, 1991, the Mecklenburg County Waste Management Advisory Board recommended to the Board of County Commissioners that a study be conducted to determine the potential for consolidating all waste management responsibilities currently provided throughout the county. The advisory board further recommended that the study include consideration for establishing a Mecklenburg County Solid Waste Authority.

After reviewing a position paper presented by County staff, the Commissioners approved contacting the City of Charlotte and the other

towns in Mecklenburg County to request their approval to proceed with the study and to obtain their participation through partial funding of the study's cost.

Agreement

For the City of Charlotte to participate in the consolidation study, an interlocal agreement has been prepared. The key elements of that agreement are:

1. The City, through execution of the agreement, would show its support, complete cooperation and total involvement with the study to be conducted.

2. The City agrees that the comprehensive study, which will determine the economical, institutional and regional advantages of consolidating waste management services, should include the following tasks:

   - Data Collection and Verification
   - Analysis of Issues
   - Development of Waste Management Alternatives
   - System Cost Modeling
   - Consensus Building
   - Development of Implementation Strategy
   - Final Report

3. The total cost for the study is estimated to be $100,000 and will be borne by Mecklenburg County at $50,000; the City of Charlotte at $45,650; and the remaining $4,350 divided among the County's small towns, based proportionately from their population

Funding: FY92 Council Contingency (Balance: $75,000)

Clearance: City Managers Office, City Attorney, Budget & Evaluation Department, Solid Waste Services Department, Mecklenburg County Staff.

Staff Resource: Don Steger

9. Recommend approval of the Community Development and Housing Committee's recommendation to: (1) restructure the Cherry Community Organization's loan by refinancing the outstanding mortgage balance plus civil penalties, late charges and escrow advances; (2) approve an additional loan of $250,000 for rehabilitation of 13 existing houses; and (3) authorize the City Manager to negotiate the loan terms and loan conditions based on the committee's recommendations.

Cherry June 11, 1990 - City Council approved recommendations from the CD and Housing Committee regarding the Cherry Communty Organization (CCO). The actions to be taken by staff were to: (1) restructure the CCO debt to the City; (2) obtain an independent financial audit; (3) separate the multiple mortgage deeds into single mortgage deeds for each parcel of land and (4) public/private partnership for new housing in Cherry.

July 23, 1990 - City Council approved a contract with Deloitte & Touche to perform an audit on the CCO. The financial and management audit of the CCO has been completed.

April 29, 1991 - the CD & Housing Committee received an update by City staff regarding the actions requested by Council. Staff was requested to review the management letter and prepare recommendations for the committee's consideration. (See Exhibit C for copy of minutes)

June 10, 1991 - The Community Development & Housing Committee reviewed staff's recommended conditions for the CCO's loan restructuring. (See Exhibit B for copy of minutes) The committee voted 4-0 to recommend to the full Council that the CCO's loan with the City be restructured to include the outstanding loan balance, the civil penalties owed and the funds for rehabilitation of units needing repair and that the recommended conditions for the CCO's loan restructuring as indicated in Exhibit A be implemented. (Exhibit A is attached.)

Funding: Innovative Housing Capital Account.

Clearances: Community Development & Housing Committee.

Staff Resource: Pam Syfert

Attachment No. 3

10. Recommend realignment of election district boundaries in order to maintain the required population balance. Realignment involves (1) the assignment of newly annexed residents to City Council districts and (2) the shifting of precincts to adjoining districts.

A decision on this item was deferred at the June 17, 1991 Council zoning meeting.

Council Districts

The June 30, 1991 annexations and the increased population growth within districts as indicated by the 1990 census data will make it necessary to shift some City Council district boundaries in order to maintain the population balance required under one person, one vote ruling.

- The population differential between the largest and smallest City Council districts cannot exceed the maximum permitted deviation of ten percent.

Five Options

The attachment lists five options for meeting the required population balance among City Council election districts. In proposing these options, the following points were considered:

- it should result in a deviation of less than 10% between the largest and smallest districts;
- it should not dilute the voting strength of minority groups;
- it should not unnecessarily divide a neighborhood.
- The district boundary realignment must be completed before the July 22, 1991 filing date for Mayor and City Council.

Attached is:

- a list of options to meet the required population balance,
- a summary table of population data for each option, and
- a map showing the relative location of precincts and proposed precinct shifts.

Clearances: The City Manager's office, City Attorney's office, and County Elections Supervisor have been advised of the proposed realignments.

Staff Resource: Dick Black

Attachment No. 4

BUSINESS

11. A. Recommend approval of an agreement between the City of Charlotte and Genesis, Inc., Charlotte-Mecklenburg Housing Partnership, and Habitat for Humanity to acquire residential property, renovate and sell the property to qualifying owner-occupants, and to provide or arrange financing and other services to assist the purchasers, and

B. Authorize the City Manager to enter into a loan agreement with the Charlotte-Mecklenburg Housing Partnership for $250,000 without interest for a period of 18 months on an unsecured basis.

Council Action

This agreement will coordinate multi-party responsibilities to buy, rehabilitate, sell, and provide or arrange financing and other services for current rental properties on Wayt, Double Oaks, Kenny and Gibbs Streets in the Greenville neighborhood.

The goal is to convert the entire neighborhood to resident-owned housing and reduce the crime in the area through the neighborhood revitalization effort.

Background on how Charlotte Genesis, Inc. evolved is attached.

Agencies involved include the City, Charlotte-Mecklenburg Housing Partnership, Charlotte Housing Authority, Habitat for Humanity, and Charlotte Genesis, Inc.

The information that follows:

- outlines the responsibilities of the various agencies, and
- describes the sequence of Phase I of the project.

Agency Responsibilities

Property Acquisition:
Charlotte Genesis will obtain options on 45 parcels and assign options to the Charlotte-Mecklenburg Housing Partnership (CMHP) or Habitat who then will exercise the options and acquire the Phase I properties according to a schedule. To date 36 options have been obtained consisting of 30 duplexes and six vacant lots.

Renovation:
The Housing Partnership will be responsible for the substantial rehabilitation of acquired properties. Renovation is expected to begin July 1991 and continue through July 1992. The work will involve the conversion of duplexes to single-family residences. Habitat will identify volunteers to assist in the rehabilitation.

New Construction:
Habitat will be responsible for building new homes on Phase I parcels that Habitat acquires.

Funding:
City - $250,000 Innovative Housing loan for acquiring and renovating Phase I parcels. The loan is requested at 0% interest for a term of 18 months and is unsecured. CMHP will repay the City loan from the proceeds of sales from Phase I parcels.

CMHP - Up to $900,000 of its funds will be used for acquiring and renovating the Phase I parcels.

Loan Pool - Mortgages will be made from Charlotte-Mecklenburg Partnership's loan pools. The CMHP will provide the 33% balance by a purchase money loan. The total price of each home will be approximately $40,000, and payments are estimated to be $216.00 per month with the purchase money loan being payable in 30 years or the sale or transfer of the property or default in the performance of the borrower's obligations.

Income Qualification:
Applicants will be certified by the Housing Authority as being on the master waiting list. CMHP will verify income eligibility.

Support Services:
The City will assess the condition of sidewalks, storm drainage systems, streets and other City maintained infrastructure and determine the scope and cost of work to improve. City will complete required work Neighborhood Reinvestment Funds permit. City will provide enhanced police protection during the period of acquisition, renovation and resale.

Charlotte Genesis, with the cooperation of other parties, will coordinate and make available to purchasers and prospective purchasers support services provided by the City and other public and nonprofit agencies to promote self-sufficiency among low and moderate income families.

Phase I

Phase I will be undertaken over a period of 18 months.

- Initially six houses will be acquired and renovated beginning in July 1991 with an additional six begun in October 1991.
- All 45 Phase I houses are to be completed by December 3, 1992.
- Prior to any acquisition, Charlotte Genesis, Inc. will use its best efforts to secure a minimum of 20 qualified applicants.
- The home prices will vary depending on size, but are expected to average $40,000. At this price the housing cost for a family with an income of $13,500 (34% of median income) would be $315.00 per month.
- Potential purchasers will be offered the option to purchase directly, or if their credit and cash situation dictates, to enter into a rent-to-own lease for a period of up to three years.

Funding: Innovative Housing Capital Account.

Clearances: City Manager's Office, Community Development Department and Innovative Housing Committee.

Staff Resource: Del Borgsdorf

Attachment No. 5

12. A. Recommend approval of a contract between the City of Charlotte and the Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) for $2,000,000 to provide for the production of 100 additional housing units through public/private ventures for families earning 60% or less of median income (except that applicants to purchase the homes developed in Greenville may earn up to 80% of median), and

B. Amend the $2,000,000 loan to CMHP which was approved by City Council on June 26, 1989 to a grant.

Housing Partnership — Contracts with the Charlotte-Mecklenburg Housing Partnership

June 26, 1989 - First contract and loan of $2 million approved.

July 23, 1990 - Second contract and grant of $2 million approved.

Council Action — This action recommends that Council:

(1) Approve a third contract between the City and the Housing Partnership for a $2 million grant for the production of 100 additional housing units.

The contract evaluation for last year's contract is attached. The program generally performed very well with the exception of the shortage of prequalified applicants to purchase the homes being built in Greenville. (See evaluation for details.)

(2) Amend the first $2 million loan (approved June 26, 1989) to a grant. This would be consistent with Council's action that approved the second contract and grant on July 23, 1990, would enhance the Housing Partnership's cash flow and allow the CMHP to operate more efficiently, and reduce the administrative process of the City.

Funding: Innovative Housing Capital Account.

Clearances: Community Development Department and Budget and Evaluation.

Staff Resource: Del Borgsdorf

Attachment No. 6

13. Recommend (1) an additional loan to Trenton Properties of $2,533,500 for developing the Johnston Mill into 98 affordable housing units for persons earning 40% or less of the City's median income and (2) authorize the City Manager to negotiate loan conditions and refinance $600,000 of a previously approved $1,000,000 loan to acquire the Johnston and Mecklenburg Mills. The total City loan for the acquisi- tion, stabilization and development of the Johnston Mill will be $3,133,500. (Additional loan of $2,533,500 + $600,000 of an existing loan = $3,133,500)

Johnston and Mecklenburg Mills

On August 6, 1990, City Council approved a loan between the City and Trenton Properties for $1,000,000 to acquire and stabilize the Johnston and Mecklenburg Mills and to pay for an environmental assessment and closing costs.

- $600,000 has been advanced for purchase of the Johnston Mill and associated costs.

- The loan was approved on the condition that the developer pursue construction and permanent financing, including an additional City loan to develop and renovate the two mills through two phases of development into low-income housing for persons earning 40% and below of Charlotte area median income.

- The financing has now been determined and documented so that the $600,000 acquisition loan of Johnston Mill can be refinanced along with the additional funds necessary to develop the Johnston Mill as the first phase of the project.

The mills are located at North Davidson and 36th Streets in a neighborhood comprised of single-family residences and industrial and manufacturing businesses.

- The overall project (both phases) will consist of the renovation of the historic Johnston and Mecklenburg Mills into low-income housing for persons where household income does not exceed 40% of the median income.

- The project will provide for a daycare center and other amenities for neighborhood use. Phase I will involve the renovation of the Johnston Mill and two subsidiary buildings.

- A total of 98 units of efficiencies, one, two, and three-bedrooms, will be constructed.

First Union National Bank has provided a letter of intent to provide financing of $650,000 for the project.

- The tax credits which serve as equity for the project cannot be applied for until the City provides the developer with a firm loan commitment. This has been verified with the North Carolina Housing Finance Agency.

- The developer has provided an agreement between Boston Equity Investments, Inc. to structure, arrange for and complete the placement of limited partnership interests in a limited partnership which will own, construct, develop and manage the Johnston Mill development.

- This arrangement provides the legal structure for the equity contribution and ownership of the development.

- The sources and uses of funds and compliance with the City review process are provided in the attached addendum.

The funding gap (or City's portion of the financing) was determined by taking the total development cost and deducting the bank loan and tax credits.

- The bank loan represents the maximum amount available using conventional bank underwriting standards (1.2 coverage, 11.78 constant).

- The projected net operating income supports a bank loan of $640,334 (rounded up by First Union to $650,000). Therefore, the amount of the bank financing is justified.

- The borrower will also apply for tax credits of $2,744,134.

- The bank financing and tax credit provide $3,394,134 of the needed financing leaving a funding gap of $3,133,500.

- It should be noted, however, that the City has already advanced $600,000 of the proposed $3,133,500 to purchase the land and building. Therefore, this is a request to provide an additional loan amount of $2,533,500. Upon approval of this request, the two loans will be combined for a total loan amount of $3,133,500.

The ownership of the project will be a limited partnership required by the use of low-income housing tax credits which provide the equity for the project.

- The partnership will consist of James M. Mezzanotte and Carroll Little who are the principals of Trenton Properties, Inc.

- Trenton Properties, Inc. was also the developer of the Hoskins Mills project. Trenton Properties will provide the construction services for the project and will manage the property after completion as it does with the Hoskins Mill.

- The construction will start when the loans and tax credits are available. The construction period for Phase I will be 17 months.

The construction will be monitored by an independent architect who will also certify the accuracy of the construction budget.

- The construction advances will be administered through a bank or financial agency, as we did on Hoskins Mill, for the appropriate accounting and cost verification process.

- A pro rata disbursement of City funds will be negotiated with the developer with other funds going into the construction draws so that a basis of shared responsibility will be established for fiscal control related to the construction.

Options If Council chooses not to approve this loan then the following options exist:

1. Foreclosure. Since the City is the first mortgage holder and James Mezzanotte is the legal owner of title, the City would have to foreclose to regain title to the property.

2. Once title has been obtained by the City, the City could solicit Requests for Proposals (RFP) to determine if there are other interested developers willing to develop the mill for housing or some other economic development activity that would achieve a City Council objective.

3. If no interest is shown to develop the mill, then the City could sell it.

Pursuing these options would delay development of this mill for approximately two years, and the mill would continue to be a blighting influence within the community.

Funding: Innovative Housing Capital Account.

Clearances: Community Development Department and Innovative Housing Committee.

Staff Resource: Del Borgsdorf

Attachment No. 7

14. Recommend approval of a loan agreement with Arts Engraving Company, Inc. for $100,000 from the Development and Revitalization Fund (DARF) to provide funds for working capital purposes.

Project Description: Arts Engraving Company was established in 1948 by Mr. W. L. Plemmons, Jr. This is a family-owned business with Mr. Plemmons being the chief executive officer. The company is located at 3136 May Street.

- Arts Engraving is a graphics supplier of lithographic, flexographic, four-color separation, creative art, and limited printing services to local, regional and national companies.

- Arts Engraving provides custom-manufactured rubber and metal plates for printing companies to use in their press operations.

- The $100,000 is to assist the company in providing funds for working capital purposes.

See attached addendum for details on source of funds, loan terms, security and public purpose. (See Exhibit B for bank's letter of rejection.)

Public Purpose: The purpose of the DARF is to provide public resources to promote revitalization efforts in targeted areas and to create jobs which would provide the potential for upward mobility for lower income persons to become self sufficient.

- Arts Engraving has projected creating 10 additional jobs during the term of the DARF loan. Nine of the new jobs would be available for low-to-moderate income persons.

- This loan will assist in the company in retaining 45 existing jobs. Of the 45 existing jobs, 32 are held by Charlotte residents with 7 being held by Pocket of Poverty residents.

- Arts Engraving is located within the Southside Park community and this loan will enable them to remain a viable business within this area. (See Exhibit A for Planning Department's public purpose review.)

Funding: Development and Revitalization Loan Fund.

Clearances: The Economic Development Revolving Loan Fund Committee approved the loan on May 30, 1991. (See Exhibit C for committee minutes.)

Staff Resource: Del Borgsdorf

Attachment No. 8

15. Recommend approval of a loan with Stonewall Associates, Inc. for $369,900 from the Development and Revitalization Fund to provide term financing upon completion of construction of a medical office building to be known as Kingsview Medical Center and to be located at the intersection of Torrence Street and Kings Drive.

Project Description: Stonewall Associates, Inc. was formed for the purpose of purchasing property, constructing buildings, and leasing office space. The company is comprised of seven minority doctors who lease office space in various buildings throughout Charlotte. The officers and directors of Stonewall Associates are: Dr. Calvin Harris, Dr. Rosamuel Dawkins, Dr. Earl Epps, Dr. Michael Stout, Dr. Clarence Ellis, Dr. Derek Gardner and Dr. Victor Olowofoyeku.

- Stonewall Associates first venture will consist of the Kingsview Medical Center, a 10,400 square foot medical office building, which will be 100% preleased and located at Torrence Street and Kings Drive.

- The $369,900 loan will provide term financing upon the completion of construction of the building.

- Once completed, the building will have 9,000 square feet of leasable space, all of which will be occupied by the doctors who make up Stonewall Associates.

Based on the special project plan prepared for the Cherry community by the Charlotte-Mecklenburg Planning Commission, this medical office building is compatible with the zoning proposed for this particular area.

See attached addendum for details regarding costs, source of funding, loan terms, security and public purpose. (See Exhibit B for bank's commitment letter.)

Public Purpose: This loan would directly benefit low-income city residents by creating up to 31 new jobs.

- A portion of the jobs, estimated to be 24, will be available for low-to-moderate income persons within the surrounding area. The proposed medical office center, being located adjacent to the Cherry community, will provide convenient medical service to the residents in this area.

- This development will convert a currently non-productive tract of land to usable property, which will serve the Cherry and surrounding communities.

- The increased property value will add to the City's tax base. (See Exhibit A for Planning Department's public purpose review.)

Funding: Development and Revitalization Fund.

Clearances: The Economic Development Revolving Loan Fund Committee approved the loan on May 30, 1991. (See Exhibit C for committee minutes.)

Staff Resource: Del Borgsdorf

Attachment No. 9

The following are recommendations for annual contracts between the City and various agencies for services to be provided by these agencies. Funding for these contracts is included in the FY92 budget.

Staff Resource: Del Borgsdorf

16. A. Recommend approval of contract with Family Housing Services, Inc. for $288,340 for housing support services for low and moderate income residents of the City of Charlotte.

Program Description: Housing Support Services Program provided by Family Housing Sevices, Inc.(FHS) is designed to 1) create eligible applicants to qualify for home mortgages in order to increase homeownership opportunities, 2) prevent home mortgage defaults and foreclosures, 3) provide housekeeping skills and home management expertise, and 4) stabilize families by counseling families in the care of property and budget management. Professional counseling is provided in both individual and group settings.

The program has been funded by the City since 1975, and there is a need for the continuation of services to low and moderate income residents of the city. Several of the current objectives have been rewritten to emphasize the outcomes desired rather than families or cases processed. Community Development staff further recommended that the City amend the contract's objectives in FY92 to focus primarily upon producing qualified home ownership skills and foreclosure prevention, and to remove the current objectives concerning rental counselling from the contract. The department believes that such a change would address more fully the goals of the City's Housing Policy Plan.

However, in order to give FHS adequate time to study and respond to the proposed changes, City staff recommends that FHS's FY92 request for $288,340 be approved and that staff work with FHS to perform a mid-year evaluation of the program and the new objectives.

Evaluation

The evaluation report, which is attached, indicates that the program has met the contract objectives. However, the contract objectives have not produced the desired results needed to complement the City's overall housing program. Specifically, the contract's objectives did not result in the qualification of a sufficient number of families to obtain mortgage loans to purchase the homes being developed by the Charlotte-Mecklenburg Housing Partnership. In addition, the service level goals were not met in three objectives; however, FHS was contractually obligated to serve only those clients referred for those services.

A brief summary of achievement of the FY91 objectives and the proposed contract objectives for FY92 are attached.

Funding: Innovative Housing Capital Account.

Clearances: Community Development and Budget and Evaluation Departments.

Attachment No. 10

B. Recommend approval of a contract with Gethsemane Enrichment Program, Inc. for a Special Education Program for low/moderate income youths from the Five Points, Third Ward, Wilmore, West Blvd., Grier Heights and Belmont areas for $415,149.

Gethsemane Program

On May 13, 1990, Council approved filing an application with the Department of Housing and Urban Development for CDBG funds for FY92 of $5,027,523. Of this amount, $538,974 was requested for FY92 human services contracts with Gethsemane Enrichment Program and Bethlehem Center. This is in keeping with Council's human services policy concerning community development funded programs.

The funding level for these two human services contracts in FY91 was $495,300. (The Gethsemane Enrichment Program was $371,475 and Bethlehem Center was $123,825. The enrichment site in Belmont was funded separately under the Belmont Implementation Plan at $43,674.)

The contract evaluation for the Gethsemane Enrichment Program, which is attached, indicates that the program is working well.

A description of Gethsemane Enrichment Program is attached. As a part of that program and in keeping with the Neighborhood Reinvestment concept, a special education program for low/moderate income youth operates in the Belmont area with a funding level of $43,674.

Funding: Community Development Block Grant funds.

Clearances: Community Development and Budget and Evaluation Departments.

Attachment No. 11

C. Recommend approval of a contract with Bethlehem Center, Inc. for a Concentrated Education and Enrichment Program for low/moderate income Southside and West Boulevard area youth for $123,825.

Bethlehem Center — The contract evaluation, for Bethlehem Center, which is attached, indicates the program is working well.

A description of Bethlehem Center's Concentrated Education and Enrichment program is attached for your information.

Funding: Community Development Block Grant funds.

Clearances: Community Development and Budget and Evaluation Departments.

Attachment No. 12

D. Recommend approval of a $357,100 contract for FY 92 with Charlotte Uptown Development Corporation (CUDC) for continued revitalization and development of uptown Charlotte.

Program Description — Charlotte Uptown Development Corporation:

- Established in 1978 to promote the economic development of the center city. Since that time, the City of Charlotte has contracted with CUDC to provide additional services that improve the economic health of uptown. The source of these funds has been an additional property tax on Municipal Service District 1--essentially the area within the inner loop.
- The proposed contract represents a 3% increase from the previous year.
- A contract review of the FY 91 program is attached as Exhibit A.

For FY 92, CUDC proposes to undertake tasks in the following areas:

- Retention of businesses uptown.
- Development of housing through public/private incentives.

- Promotion of transportation management activities and program.
- Implementation of activities to make uptown safer.
- Initiation and coordination of legislative programs to enact economic development financing in North Carolina.

Exhibit B provides an overview of the FY92 program and budget.

Funding: Municipal Service District 1 funds.

Clearances: Economic Development/Budget and Evaluation.

Attachment No. 13

E. Recommend approval of contracts for $378,523 with the Charlotte Chamber of Commerce, through its Central Charlotte Division, for marketing and promotion of the Tryon Street Mall and the surrounding area.

Program Description

- Since 1984, the City has contracted with the Charlotte Chamber of Commerce through its Central Charlotte Division to market and promote the Tryon Street Mall area. In January of this year, the Board of the Central Charlotte Association voted to abolish themselves and become an Advisory Council to the Chamber.

- A review of the contract activities for FY 91 is attached as Exhibit A.

- The proposed FY92 contract represents a 5% increase over FY 91. Because 29% of the tax levy funds are from Municipal Service District 2 and 71% are from Municipal Service District 3, expenditures will be charged according to this ratio between districts.

- To carry out its FY 92 marketing program, CCD will undertake activities in three key areas:

  - Media and image
  - Special events
  - Seasonal decorations

Exhibit B provides a program overview and budget for FY 92.

Funding: Municipal Service Districts 2 and 3.

Clearances: Economic Development/Budget and Evaluation.

Attachment No. 14

F. Recommend approval of FY 92 contract for $150,000 between the City and the Charlotte Chamber on behalf of the Carolinas Partnership.

Program Description

The Carolinas Partnership:

- During the first five years was known as the Greater Charlotte Economic Development Corporation, and has been a City funded activity since July 1986.

- In 1986, a three year program was developed by the Charlotte Chamber with commitments from the City and County at $200,000 each per year. Private sector commitment averaged about $850,000+ per year. Most of the funding (75%) supported advertising programs, the other 25% supported the international program and public relations/printing.

- A reduced fourth year budget of $700,000, including $100,000 from the City, emphasized targeted strategies with respect to media, national/international business, and public relations. In addition, a regional atlas was also funded.

- For the fifth year, (FY 91), Council approved an $80,000 contract. As part of the fifth year program, the Urban Land Institute examined the Charlotte region and recommended an expanded regional effort aimed at economic development and improvement of the quality of life.

A review of the FY 91 program is attached as Exhibit A.

- The 13 county Carolinas Partnership has requested $150,000 participation from the City for FY 92, which is the beginning year of a new five year program. Similar funding has been requested from the County. The recently restructured corporation has at least a 37 person Board of Directors, with 18 from Mecklenburg County, including three City and three County seats, and at least 18 people plus 1 from outlying counties, thus ensuring that this is a truly regional program.

- During this five year $7.5 million program, the private sector will provide at least $5 million ($5.03 million already committed) and the public sector $2.5 million (including $1 million from counties outside Mecklenburg).

The goals of the Carolinas Partnership are:

- Through a regional public/private partnership, establish coalitions to focus on economic development and quality of life enhancements for the 13 county region.

- Create and preserve jobs to expand the region's economic base.

A five year program has been developed covering the period through 1995. The proposed work program is outlined in Exhibit B.

Funding: General Fund.

Clearances: Economic Development/Budget and Evaluation.

Attachment No. 15

17. The following contractual agreements, endorsed by the Charlotte-Mecklenburg Private Industry Council, are recommended to implement the FY92 Job Training Plan which City Council approved on April 8, 1991.

The contracts are divided into two groups: contracts for programs, and contracts for services.

Programs
N. C. Employment Security Commission

Services
Central Piedmont Community College
Child Care Resources, Incorporated

Two additional contracts, Goodwill Industries of the Southern Piedmont and Charlotte-Mecklenburg Senior Centers, each total less than $50,000 and therefore do not require City Council approval.

The Private Industry Council has utilized both the sole source and the competitive bid process in selecting these contractors; primary consideration was placed on cost effectiveness and past performance. The contracts are to be funded through the Job Training Partnership Act (JTPA) and a City General Fund contribution. The employment and training services to be provided include instruction, books and supplies, counseling, job development, job placement, and child care support and do not include any variation of financial stipends for either participants or employers.

All contracts have been reviewed and approved by the Private Industry Council, Budget and Evaluation Department and Legal Department.

Staff Resource: Del Borgsdorf

A. Recommend approval of a contract between the City of Charlotte and the N.C. Employment Security Commission for $128,521 in Job Training Partnership Act Title III funds to provide basic readjustment and retraining services to 42 dislocated workers.

N. C. Employment Security Commission
- Dislocated Worker Program
- Provides basic readjustment and retraining services to 42 Mecklenburg County residents dislocated from work due to a business closure or reduction in force.
- Program cost is $128,521

Contract

The Dislocated Worker Program is designed to provide basic readjustment and retraining services to persons residing in Mecklenburg County who have been laid off from work due to a business closure or reduction in force.

- Basic readjustment will include outreach and intake, eligibility determination, assessment, the development of readjustment plans, career counseling and relocation assistance.

- Retraining services will include occupational skills classroom training through sponsorship at Central Piedmont Community College in curriculum areas related to the labor force.

- Also provided will be on-the-job training with private sector employers where employers are reimbursed up to 50% of the participant wages during the training period, which will average approximately 12 weeks.

- A minimum of eighty percent of all persons served will be placed into unsubsidized employment at an average wage of $7.00 per hour.

Evaluation

The FY91 contract evaluation (data as of May 31, 1991) showed that the Employment and Security Commission met three of four performance standards. The remaining performance standard concerns the minimum number of participants placed into employment (goal - 38 placements; actual - 26 placements, or 68%). Employment and Training staff are confident that this standard will be achieved by the June 30 deadline as the education classes currently in progress are completed.

Staff Resource: Del Borgsdorf

Attachment No. 16

B. Recommend approval of a contract between the City of Charlotte and Child Care Resources, Inc. for $280,852 in Job Training Partnership Act Title II-A and City funds to provide 85 daycare slots for employment and training participants.

Child Care Resources, Inc.

- Daycare Program
- Provides 85 daycare slots for participants in Job Training Partnership Act programs.
- Program cost is $280,852

Contract

The Charlotte-Mecklenburg Service Delivery Area has included in their FY'92 Job Training Plan a provision for the purchase of child care slots to enable some low income persons to eliminate daycare as a barrier to participation in classroom training and on-the-job training programs. Child Care Resources, Inc. was chosen as the contractor for child care services due to their extensive background in daycare placement.

- Only those persons enrolled in one of the City's employment and training programs of at least 13 weeks' duration may utilize this service.

- Due to fund availability and the high cost of child care, 85 slots will be purchased through this contract. However, slots may be reutilized throughout the fiscal year contingent upon turnover.

- Daycare slots will be developed in some of the approximately 80 child care centers listed with Child Care Resources.

- Slots will be developed in close proximity to a participant's residence, or training facility, when possible.

- Persons completing classroom training or on-the-job training may continue receiving child care services through the Job Training Partnership Act until job placement has occurred and/or their first paycheck is received.

C. Recommend approval of a contract between the City of Charlotte and Central Piedmont Community College for $284,016.00 in Job Training Partnership Act Title II-A funds and City funds. A total of 455 low income persons will be served through this project.

Central Piedmont Community College

- Basic Education and Individual Referral Programs
- Provides basic education skills to 160 persons who have dropped out of high school; and provides referral to curriculum programs at Central Piedmont Community College for 295 persons.
- Total program cost is $284,016.

Contract

Basic Education

According to census data, 47.62% of all economically disadvantaged Mecklenburg County residents did not complete high school. Central Piedmont Community College provides basic educational opportunities to persons who wish to achieve their high school diploma or GED. This service is free to Mecklenburg County residents.

- One hundred and sixty persons will be served through this project.
- The cost of books, supplies, and bus passes will be assumed by the City and child care assistance may be provided for those who need this service.
- In addition, job development staff will attempt to locate part-time employment for program participants to assist them financially.
- Thirty-five percent of those served will be youth under the age of 22.
- The duration of participation in this activity will be according to each individual's educational needs.
- After completion, participants may wish to enter the Individual Referral occupational training program.

Individual Referral
Central Piedmont Community College will also provide classroom training in a wide variety of occupational areas to 295 low income residents of Mecklenburg County.

- Program participants will be enrolled into curriculum areas currently offered by Central Piedmont Community College.

- Training duration will range from six to eighteen months contingent upon the curriculum requirements.

- Costs for this project are associated with tuition, books and supplies.

- Supportive services available to participants include bus passes and child care assistance.

Job placement of program graduates shall occur through the City's existing case management component. A minimum of 70% of all graduates shall be job placed.

18. Recommend approval of a contract extension with Day and Zimmermann, Inc. for $1,600,000 to continue project management and construction management services for the Airport.

Council Action

Approval of this contract extension with Day & Zimmermann, Inc. will provide project management and construction management services through the completion of the south terminal expansion project estimated to be in the first quarter of 1994. This extension would provide:

1. Coordination of planning and design for south terminal expansion project. This $25 million project will provide approximately 220,000 square feet of new and renovated space in the main terminal building which will include new concession areas, concourses with moving sidewalks, and expanded baggage handling facilities.

Day & Zimmermann will coordinate the efforts of the concession planning consultant, the architect, the concessionaires, the airlines and other consultants, and be responsible for establishing phasing, scheduling and budget control for the project.

2. Construction management for south terminal expansion project. Because of its location in the heart of the passenger terminal activities, the south terminal expansion project will require significant coordination of construction in order to permit safe and efficient operation of the Airport as well as to minimize the impact of delays for the airlines and the traveling public.

Day & Zimmermann is thoroughly familiar with Airport projects and has developed a working relationship with the FAA, the airlines, area contractors and Airport staff. Day & Zimmermann is proposing that a local general contractor, Jennison Associates, provide assistance in construction management of this project. Jennison will be retained as a subcontractor to Day & Zimmermann. Generally, the split of duties would be that Day & Zimmermann will perform all contract administration functions plus direct the field personnel, and Jennison will provide the day-to-day observation of construction as well as assisting and developing construction phasing, schedule and budget.

Funding: Airport Capital Improvement Program.

Clearances: The Airport Advisory Committee and USAir concur in this recommendation.

Staff Resource: Del Borgsdorf

19. Recommend approval of an agreement with East Coast Design, P.A. for architectural services for the new animal shelter facility for $259,810.00.

Proposed Animal Shelter

- The new facility will be a single multi-use building. It will provide animal control services such as pet adoption, spay/neuter clinic, dangerous animal control, and pet licensing.

- Similar to existing facility and is typical of animal shelters constructed recently in the Southeast. (See Animal Shelter Attachment No. 1.)

- Facility will also house the Charlotte Police Department's K-9 Unit with expansion capabilities for the County's police dogs.

- Facility will contain a special cleaning system and special finishes and surfaces to reduce future cleaning and maintenance costs.

- Portions of the facility will include an animal treatment area, spay/neuter clinic, and a euthanasia room. These areas must meet American Human Association and American Animal Hospital guidelines in order to meet State requirements.

- As a single multi-use facility, separate mechanical systems will be required to separate the various odors in the building.

Chronology

- Using the Council-approved consultant selection process, East Coast Design, P.A. is recommended to perform architectural design services for the proposed new animal shelter.

  State Statute 143-64 requires that architects be selected on the basis of competence and qualification without regard to fee.

- In March, 1991, the City Manager approved an agreement with East Coast for $12,650.00 for the following services: assessment of the proposed site; verification of the space needs assessment; and preparation of a comparative study of square foot areas of other animal control areas.

- A fee proposal for $319,428.00 was submitted by East Coast Design to provide all design, bid, and construction administration services for the project. Contract negotiations resulted in a reduction of $54,978.00 from the architect's original fee proposal.

Issues Raised by Council

- On May 28, 1991, Council deferred the architectural design contract with East Coast Design for $264,450.00. A synopsis of issues raised in the May 28 Council meeting and the staff response is attached. (See Animal Shelter Attachment 2.)

Recent Negotiations

- Since the May 28 Council meeting, Engineering Department staff has reviewed the program for the facility, reviewed the fees for the project, and compared the fees paid by other cities for animal shelters.

- Contract negotiations with East Coast Design have resulted in an additional reduction of $4,640.00 in architectural fees, or a total reduction of $59,618 from the original proposal.

Options and Recommendation

Two options are presented below. Staff recommends Option A, award the negotiated contract to East Coast Design, P.A., for $259,810.00.

Option B, competitive fee proposals, would require Council exemption of the project from State Statute requirements. Council has rarely exempted projects in the past. The most recent example is Council action to exempt future two-company fire stations from the State requirements. This action was recommended due to the generic floor plan and building program which enables us to clearly define project requirements.

Competitive fee proposals for the design of the animal shelter are not recommended due to the complexity of the facility. The exact scope of services cannot be determined at this early stage so the project does not readily lend itself to selecting a firm on a fee basis.

OPTIONS:	(A) RECOMMENDED Award Negotiated Contract	(B) Request Competitive Fee Proposals and select Architect on basis of fee
QUESTIONS:		
What is the design cost?	$259,810	Most likely less than $259,810.
How is construction cost and future maintenance cost effected?	Unknown, but a well-planned and designed building will most likely cost less to build and maintain.	Unknown, but the potential for construction change orders and future maintenance expenses increases with a minimum research and design effort.
What additional action is needed?	Award contract.	By Council... 1. Approve a resolution to exempt the project from NC General Statute 143-64. 2. In accordance with NC General Statute 143-64, state the reasons and the circumstances for requesting the exemption.

		By Engineering Staff... 1. Prepare for Council approval on July 22nd, a resolution for exemption to NC General Statute 143-64. The resolution will include Council's reasons and circumstances for the exemption. 2. Re-advertise project. 3. Select up to five qualified firms. 4. Request Competitive Fee proposals from the chosen firms. 5. Award contract to low bidder.
What will be the delay to the project?	None	Approximately 12 weeks.
Will the facility be designed by the most qualified firm?	Yes	The low bidder will design the facility.

Funding: New Animal Shelter Capital Account.

Clearances: The contract has been reviewed by appropriate City Engineering Department staff and the City Attorney's Office.

Staff Resource: Julie Burch

Attachment No. 17

20. Recommend adoption of a resolution authorizing staff to proceed with necessary actions to conduct a General Obligation Bond Referendum on November 5, 1991 for water, sewer, and storm drainage projects of $64,110,000.

Water and Sewer Projects: In an earlier agenda item, Council considered the FY92-96 Capital Improvement Program that will bring the total water and sewer projects unauthorized by the voters to $283,590,650. Meetings among Finance, Budget and Utility staff determined that a need existed to seek voter approval for $64,110,000 in order to move forward with certain water and sewer projects which are listed in the attachment.

Resolution: Council is requested to adopt a resolution that authorizes a $64,110,000 General Obligation bond referendum on November 5, 1991 including water ($14,785,000), sewer ($48,125,000) and ($1,200,000) storm drainage capital projects. The authorization to proceed includes the following:

- Approval of the submission of an "Application for Approval of Issuance of General Obligation Bonds" (the application) to the Local Government Commission.
- Designation of Director of Finance or the Deputy Director of Finance as the official to sign and file the application with the Local Government Commission.
- Determination by City Council that the projects proposed for referendum are essential to the current and future operation of the City.

Clearances: Finance, Budget, Utility and Bond Counsel.

Staff Resource: Del Borgsdorf

Attachment No. 18

CONVENTION CENTER

21. A. Recommend adoption of a budget ordinance of $142,605,000 appropriating certificates of participation securities issued for the Convention Center.

B. Recommend approval of 1) the balance of funding for architectural and construction manager services for the new Convention Center; and 2) funding for the contract with D. H. Griffin. Funding will be effective upon closing on bond sale.

Convention Center

- On August 6, 1990 Council approved an agreement for architectural services with The FWA Group for $8,085,000.00 and an agreement for construction management services for $7,461,750.00 for the new Convention Center. At that time, only a portion of the required funding was encumbered into each contract.

- On August 27, 1990 Council approved agreement with D. H. Griffin Wrecking Company for asbestos removal and demolition of the former Carolina Apparel Trade Mart. Funds were not encumbered for the contract pending purchase of the property for the new Convention Center site.

- Council approved the issuance of certificates of particiption on April 22, 1991.

- Cash in hand from the bond sale is expected in early July 1991.

Council Action

- This action will approve the balance of funding for the architect's and construction manager's contracts, and authorize encumbrance of funds for D. H. Griffin's contract.

- The balance of funding for each contract is as follows:

FWA Group, Inc.	$6,535,000.00
Fluor Daniel, Inc.	$6,795,750.00
D. H. Griffin Wrecking Co.	$1,939,437.00

Funding: Funds will be available from the sale of authorized Certificates of Participation (COP) Securities.

Clearances: This action has been reviewed and approved by the Finance, Budget and Evaluation, and Engineering Departments.

C. Recommend approval of an agreement with Law Engineering for $663,100.00 to provide geotechnical and construction inspection services for the new Convention Center.

Convention Center

- A selection committee composed of Engineering Department staff, the project architect, and the project construction manager reviewed the proposals submitted by all interested testing firms and recommends that Law Engineering to provide geotechnical and construction inspection services on the new Convention Center project.
- Construction is anticipated to last 39 months.
- Special expertise is required during construction to test and inspect the work done by the contractor.
- Testing and inspection will involve all phases of construction and will include subsurface testing, foundation testing, structural steel and welding testing, concrete strength testing, roof testing, and any other testing as required during the course of construction.
- Full time testing and inspection during construction of the project is necessary to insure the quality of the facility.

Funding: Funds will be available from the sale of authorized Certificates of Participation (COP) Securities.

Clearances: This action has been reviewed and approved by the Engineering Department.

Staff Resource: Julie Burch

NOMINATIONS

22. Nominations for Appointment to Boards, Commissions and Committees.

Nomination information has been bound separately.

CONSENT

BUDGET ORDINANCE

23. Recommend adoption of a budget ordinance to provide a supplemental appropriation of $132,000 for water main extension along Highway 115 - from Cornelius to Davidson.

Water Main Construction

On May 23, 1991 the Charlotte-Mecklenburg Utility Department received public bids for construction of a twelve inch water main along Highway 115 from Cornelius to Davidson. The lowest acceptable bid of $590,596 ($90,596 over estimate) was presented by Ramey Inc. and is recommended for award in the following Bid section.

The project is over estimate because the original plan was to use the road shoulder avoiding paving costs. Additional analysis, however, indicated that this was not feasible and that the main would need to be put in the road.

The action provides a $132,000 supplemental appropriation from the 60 Inch Raw Water Main Account which came in under estimate.

Clearances: Utility Director

BID LIST

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

A. Recommend rejection of the low bid of $498,051.75 by Jones Fencing & Grading.

B. Recommend award of bid to the lowest responsible bid of $590,701.13 by Ramey, Incorporated.

A. Water Distribution Project — Charlotte-Mecklenburg
12-Inch Water Main Along — Utility Department
N.C. 115 - From Cornelius To Davidson

Recommendation: Director, Charlotte-Mecklenburg Utility Department recommends that the low, responsible bid by Ramey, Incorporated of Winston-Salem, North Carolina in the amount of $590,701.13 be accepted for award of contract on a unit price basis.

Project Description: This project will supply Cornelius and Davidson with water from the Charlotte system, reinforce the existing water system in this area, and will provide for elimination of the Davidson Water Treatment Plant upon completion of the proposed North Mecklenburg Water Treatment Plant as outlined in the Capital Improvement Program.

Based on review of references submitted by Jones Fencing & Grading, their lack of experience with water main construction, and their M/WBE submittal with the bid stating they would perform all work with their own forces (which is not their normal practice), recommendation is made to reject the low bid submitted by Jones Fencing & Grading of $498,051.75 and award to the second, responsible bidder, Ramey, Incorporated for $590,701.13.

A memorandum from the Utility Director is attached.

CMUD's cost estimate was based on average cost prices received on projects within the last six months. These projects were typical water extensions along the shoulder of the road. After review of all bids received on the Cornelius-Davidson project, over-runs were specifically limited to the pipe installation price and traffic control costs. Both costs are job specific due to the complexity of this project and the required traffic control devices required for approval of the highway encroachment.

Estimated Cost:	$500,000.00	
Bid:	590,701.13	
Difference	$ 90,701.13	(-18%)

Source of Funding: Water and Sewer Capital Improvement Fund - (Water Main in Davidson and Cornelius).

Attachment No. 19

B. Sanitary Sewer Construction 1991 Street Main Extensions Contract #3 — Charlotte-Mecklenburg Utility Department

Recommendation: Director, Charlotte-Mecklenburg Utility Department recommends that the low bid by B. R. S., Incorporated of Richfield, North Carolina in the amount of $1,005,972.68 be accepted for award of contract on a unit price basis.

Project Description: Construction of this contract would extend sewer service to residences which have been determined to be public health hazards and/or to residences/businesses which have requested connection to the City's sewer system.

The majority of projects scheduled for construction in this contract are health hazards, which means that the septic tank serving the various residences have been condemned by the Health Department. Construction of these sewer lines is critical to eliminate public health hazards.

Estimated Cost:	$1,100,000.00	
Low Bid:	1,005,972.68	
Difference	$ 94,027.32	(8.5%)

Source of Funding: Water and Sewer Capital Improvement Fund - (Sewer Extensions for Public Health Protection). Water and Sewer Operating Fund - (Sewer Tapping Privilege Fee).

C. Park Renovations — Engineering

Recommendation: By the City Engineer, based on the recommendation of consultant GNA Design, that the low bid of $282,046.03, as submitted by Edifice, Inc, be accepted for award on a unit price basis.

Funding from this project is included in the FY92 capital budget. If the budget is not adopted, this bid award can be delayed until the July 22 Council meeting.

Project Description: This project is part of the Playground Improvement Program. Play equipment will be relocated to areas with safe surfaces, and new equipment will also be installed.

Five sites will be addressed by this project:
James Boyce Park - 224 Boyce Road
Oakhurst Park - 3500 Craig Avenue
Oaklawn Park - 800 Oaklawn Avenue
Solomon's Park - 600 Pennsylvania Avenue
West Charlotte Park - 2300 Senior Drive

Estimated Cost:	$310,370.00	
Low Bid:	282,046.03	
Difference:	$ 28,323.97	(9%)

Source of Funding: General Capital Improvement Program - (Improvements to Existing Parks). *Approval of this contract contingent upon approval of the FY92 budget ordinance.

D. Gas Chromatograph/Mass Spectrometer — Charlotte-Mecklenburg Utility Department

Recommendation: By Acting Purchasing Director and Utility Director that the low bid, Perkin Elmer Corporation, Morrisville, N. C., in the amount of $130,663.00, be accepted for award of contract.

Project Description: The gas chromatograph/mass spectrometer is an instrument used to analyze the chemical composition of industrial discharge into the CMUD sewer system. Analysis of industrial discharge is mandated by the federal government.

The Police Department purchased a gas chromatograph/mass spectrometer in 1985 for analysis of the composition of drugs. The instrument is not capable of analyzing industrial discharge at levels specified by the federal government.

Currently, samples of industrial discharge are shipped to private labs for analysis. The payback period of purchasing the instrument is estimated at one year.

Source of Funding: Water/Sewer Operating Fund - Industrial Waste Division Miscellaneous Equipment.

A. Recommend approval of the request by Tompkins-Johnston to withdraw their mechanical bid and that the City return their bid security under provisions of North Carolina General Statute 143-129.1.

B. Recommend bid award of $166,500, plus alternates bringing the total to $182,588, to the single prime bidder, Harkey Associates.

E. Small Engine Shop Expansion Engineering

Recommendation: By the City Engineer, based on the recommendation of the consultant, WKWW, Inc, that:

- Council approve the request by Tompkins-Johnston to withdraw their mechanical bid and have their bid security returned under the provisions of North Carolina General Statute 143-129.1
- The low single prime bid, plus alternates 1 and 2, totaling $182,588, as submitted by Harkey Associates, be accepted for award on a lump sum price basis.

Project Description: This project provides for expansion to the Equipment Services Division small engine shop located at the Parks and Recreation Operations facility on Tuckaseegee Road. This addition will allow the Equipment Services Division to make repairs to large pieces of equipment in a more efficient and safer environment. The existing facility is undersized and work on large pieces of equipment must now be done outside the building (See attached information).

When the bids were opened, the low bidder on the mechanical contract, Tompkins-Johnston discovered that they had omitted a portion of the equipment cost ($2,207.00) from their bid and requested withdrawal of their bid under the provisions of North Carolina General Statute 143-129.1. Upon withdrawal of Tompkins-Johnston's bid, the low single prime bid is lower than the combination of the low multi-prime bids. The City Attorney's Office has reviewed Tompkins-Johnston's request and states it would be appropriate to return their bid security.

Estimated Cost:	$178,750	
Low Bid:	166,500	
Difference:	$ 12,250	(7%)

The total contract amount of $182,588 is a result of adding two alternates for paving ($13,300) and fencing ($2,788).

Alternate No. 1 - (Paving) will be funded by the

Source of Funding: General Capital Improvement Fund (Small Engine Shop Expansion - Two-Thirds Bond).

Attachment No. 20

F. Fleet Equipment Management System MIS

Recommendation: By Acting Purchasing Director and MIS Director that the bid of J. P. Systems, Inc., Greensboro N.C., in the amount of $248,184.00 be accepted for award of contract.

Bid Summary:

J. P. Systems, Inc.	Greensboro, N.C.	$248,184.00
Prototype, Inc.	Greenbrae, Ca.	$331,057.00
Diagonal Data Corp.	Hartford, CT.	$337,592.00
Multiforce Corp.	Princeton, N.J.	$456,649.00

Above prices shown are without bar code equipment.

Other Bids Received Not Meeting Specifications:

- The MCS Group, Rapid City, South Dakota bid software only $28,500.00

- NCR Corp. Charlotte, N.C. did not include a required bid deposit.

- CCG Systems, Inc., Norfolk, Virginia in the amount of $205,398.00 proposed a tape back-up system with a data storage capacity 75 percent less than asked for in the bid specification. The larger capacity (one billion characters of information) was specified to expedite standard system back-up procedures performed on a daily basis. The unit proposed by CCG would require the presence of an operator for several additional hours to change tapes and monitor data transfer. The CCG bid also called for the use of existing system terminals and printers owned by the City. The 33 devices currently used are eight years old and are prone to frequent breakdown.

Project Description: The proposal is for hardware, software, cabling, data communications, data conversion, and training for an automated fleet management system. It will replace a system acquired in 1983 which is no longer meeting the needs of the three agencies using the system. Charlotte Transit, the Fire Department and Equipment Services will use the system to record vehicle maintenance information needed to effectively maintain and manage the 3000 plus City vehicle fleet.

The existing application software which was purchased in 1983 is no longer marketed or supported by the vendor. The hardware has aged to the point where there is additional time and wear related failures which are increasingly expensive to resolve.

Source of Funding: General Fund - (MIS - Miscellaneous Equipment). General Fund - (MIS - Miscellaneous Contractual Services).

CONTRACT

25. Airport's FAR Part 150 Noise Compatibility Program

Phase I - All 46 participants sold homes; 40 relocated.
Phase II - 96 participants; 37 sold homes and in process of relocating; remainder in acquisition process.
Seventeen properties acquired in vicinity of Berryhill Baptist Church. Several commercial properties identified for purchase in Master Plan.

A. Recommend approval of a one-year contract with Moreland Altobelli Associates, Inc. for $203,840 to provide project management assistance for the Airport's land acquisition program.

Council Action

Approve a one-year contract with Moreland Altobelli Associates, Inc. to provide project management assistance to the Airport's Part 150 Noise Compatibility Program consisting of:

- Continued land acquisition project coordination.
- Determination of all relocation benefits which includes replacement housing payments, moving expenses, interest differentials and costs incidental to the closing of the replacement house.
- Assistance with development of the noise attenuation program.
- Continued monitoring and regulatory review of current and future programs for compliance with federal regulations.
- Assistance with federal requests such as grant applications, grant amendments, etc.

In October 1990, the City contracted with Moreland Altobelli Associates, Inc. to provide project management assistance to the Airport's Part 150 Noise Compatibility Program. At that time proposals were received from three firms with experience in airport real estate services and Moreland Altobelli was selected.

Under the terms of their contract, Moreland Altobelli stationed a full-time employee at the Airport who assisted Mr. Ron Kinard in coordination of real estate activities related to both the Airport's Home Buyout Program and Master Plan Land Acquisition Program. Additionally, Moreland Altobelli made available, upon the City's request, consultation services of Mr. Joe Carroll, who has substantial experience in the FAA's requirements for the Part 150 programs, having served as Airport Noise Abatement Manager for Atlanta Hartsfield International Airport for the past six years.

In order to streamline the acquisition and relocation process, Moreland Altobelli is proposing the addition of a full-time relocation specialist. Centralina Council of Governments, who has been providing relocation services for the Airport for the past three years, will continue with their current case work until all existing clients are relocated. This reorganization of relocation responsibilities will benefit relocatees by providing more timely responses to their inquiries, and also will be a more cost effective use of resources.

B. Recommend approval of a one-year contract with Ron C. Kinard for $51,600.00 to provide property acquisition and negotiation services for the Airport.

Council Action: Approve a one-year contract with Mr. Ron C. Kinard to provide land acquisition and negotiation services in connection with the Airport's home buyout and land acquisition program.

In September, 1990, the City contracted with Mr. Kinard to continue coordination of the implementation of the Airport's home buyout program. Mr. Kinard's efforts have allowed the Airport to meet its original commitment of three offers per month and complete Phase I of the home buyout program.

Funding: Airport Capital Improvement Program.

Clearances: The Aviation Director and the Airport Advisory Committee concur in this recommendation.

26. Recommend award of a one-year service contract for solid waste collection and disposal services at the Airport to Container Corporation of Carolina for one year.

History: This contract provides the solid waste collection and disposal services and equipment for the passenger terminal facility.

- On April 24, 1989 Council approved a one year contract with Container Corporation which allowed for two one-year extensions.
- Proposals have been solicited from the three local firms: Container Corporation of Carolina, BFI Waste Systems and Chambers Development of North Carolina, Inc.
- The most economical proposal was submitted by Container Corporation of Carolina.

Council Action:

- The monthly charge is estimated to be $28,000, assuming a 34% increase in landfill fees, and includes the contractor's cost for Mecklenburg County landfill fees. This agreement is for a term of one year and can be renewed for successive one year periods without further action by the parties, provided the total term of the contract does not exceed three years.

Funding: Airport Operating Fund. The monthly cost for this service will be paid by the City and reimbursed by airport tenants on a prorata basis.

CONTRACT AMENDMENT

27. Recommend approval of Amendment No. 1 with HDR Engineering for $157,850.00 to provide additional environmental assessment services for the proposed NFL practice field site.

Contract:	Environmental Assessment of Proposed NFL Practice Site
Contractor:	HDR Engineering
Date Approved:	April 23, 1990
Amount:	$500,000
Amendment No. 1:	$157,850

NFL Stadium

- On April 23, 1990, Council approved an agreement with HDR Engineering for $500,000.00 to provide an environmental assessment of the proposed NFL practice field site.

- The original contract provided funds for HDR to prepare a remediation plan in compliance with North Carolina Division of Environmental Management Standards (NCDEM). This included risk assessment, remediation investigation, feasibility studies and remedial design.

- Council approved a contract with Elliot Schwartz for the purchase of a total 13.34 acre tract on April 2, 1990, to be used for the NFL practice field site. The contract commits the City to purchase 5.62 acres of the tract which is environmentally clean. The purchase of the remainder 7.72 acres, which is known to be contaminated, is contingent upon the results of this environmental assessment and the associated remediation costs.

- The contract with Schwartz requires him to reduce the price of the land by any cost of remediation and consultant fees in excess of $1,000,000. The cost of the original contract with HDR plus Amendment No. 1 will not exceed the $1,000,000 allowance. However, the cost of this contract and actual remediation will far exceed the $1.0M City cost cap making the property owner responsible for most costs.

- Amendment No. 1 provides funds for the following:

  Additional testing and feasibility studies due to the contamination (PCB's) will be performed. These services were requested by the property owner, Elliot Schwartz.

  Negotiations with NCDEM and Environmental Protection Agency (EPA) who will regulate the site clean up and the basis for establishing clean up levels.

- Additional amendments with HDR Engineering will be required in the future for additional design services on the most contaminated parcel and construction administration. The property owner who, in effect, will be paying these costs is aware and concurs in the need for this work.

Funding: NFL Stadium Capital Account.

Clearances: This agreement has been reviewed by the Attorney's Office and the Engineering Department.

28. Recommend approval of amendments to three contracts for providing multi-family residential refuse collection services: (A) Browning-Ferris Industries; (B) Container Corporation of Carolina; and (C) Waste Management of Carolinas, Inc.

Multi-Family Service for 16 Complexes: On February 4, 1991, City Council elected to pay economic loss to private solid waste collection firms that provide services to single family residences in the annexation areas. In addition to the single family residences, there are sixteen multi-family complexes which have been identified in the annexation areas. In accordance with current practice, it is recommended that the City contract with the three solid waste collection firms that are currently servicing these complexes, to continue providing service.

- Browning Ferria Industries - 3
- Container Corporation of Carolina - 12
- Waste Management of Carolina, Inc. - 1

Approval of these amendments to the existing contracts with BFI, CCC, and WMC will allow the companies to provide solid waste collection services in the annexation areas for a one year period at the rates established in the current contracts, as required by the State statute. The cost will be $277,922.

Funding: Solid Waste Services Department Operating Budget.

Clearances: Solid Waste Services Department, City Attorney's Office, City Manager's Office.

INTERLOCAL AGREEMENT

29. Recommend adoption of a resolution authorizing an interlocal agreement between the City of Charlotte and the Town of Matthews for provision of Charlotte Transit service.

Transit Service to Matthews: In November 1990, Council and the Matthews Board of Commissioners jointly adopted a resolution expressing support for improved transit services between the two jurisdictions.

On February 25, 1991, the Matthews Board of Commissioners approved paying $1,500 per month (less any passenger fares attributed to the extension) for the route extension for a six-month trail period beginning April 1, 1991. Route 64X was extended on April 1.

Council Action: An interlocal agreement is necessary so that we may bill Matthews for their portion of costs.

Clearances: City Attorney has approved the resolution and interlocal agreement as to form.

HOUSING CODE ENFORCEMENT

30. Detailed information is attached. Funds are available and liens will be placed against the properties for the costs incurred.

A. Recommend adoption of an ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 2123 Parson Street (Villa Heights).

B. Recommend adoption of an ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 1915 Baxter Street (Cherry).

C. Recommend adoption of an ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 3412 Tuckaseegee Road (Enderly Park).

D. Recommend adoption of an ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 1006 Allen Street (Belmont).

Attachment No. 21

TAX REFUND DELEGATION

31. Recommend adoption of a resolution delegating the City Council's authority to determine requests for a release or refund of taxes of less than $100 to the City Finance Director.

Tax Refunds

Under North Carolina state law, taxpayers may receive refunds of certain taxes which were assessed through either clerical error, an illegal tax, or a tax levied for an illegal purpose. Requests for refunds are presented to the City/County Tax Collector who reviews the requests and certifies that the requests are proper. The Tax Collector's office then sends all requests to the City Attorney's office for the preparation of a resolution and a Request for Council Action. The resolution authorizing the refunds is then placed on the consent portion of a Council agenda for City Council approval (see next item).

In the last several years, we have received numerous complaints from taxpayers about the length of time it takes to process these refund requests. As a result, we have been exploring ways to shorten the amount of time to process

these requests and, thus, reduce some of the complaints. G.S. § 105-381 authorizes a City Council to delegate its authority to determine requests for a release or refund of tax of less than $100 to the Finance Director. One of the most recent tax refund requests that came to the City from the Tax Collector's office totaled 182 individual requests. Out of this number, only 32 requested refunds were greater than $100.

Council Action: This action delegates authority to determine requests for a release or refund of tax of less than $100 to the City Finance Director. By law, the Finance Director is required to submit a monthly report to the City Council regarding the actions taken by him under this grant of authority. Refund requests of $100 or more will continue to come before the Council for approval.

Clearances: City Finance Director; City Attorney's office.

TAX REFUNDS

32. Recommend adoption of a resolution authorizing the refund of certain taxes in the total amount of $10,935.88 which were assessed through clerical error or illegal levy against 48 tax accounts.

PROPERTY TRANSACTIONS

33. Recommend approval of the following property transactions and adoption of the condemnation resolutions.

1. Project: Sardis Road Widening
   Owner(s): Peter J. Benard & Mary B. Benard
   Property Address: 8209 Sardis Road
   Property to be acquired: 18,374 sq. ft. (.4218 ac.) plus 12,910 sq. ft. (.296 ac.) Temporary Construction Easement
   Improvements: None
   Price: $27,000.00
   Remarks: Heavily wooded site; will have significant loss of buffer due to Sardis Road widening.

2. Project: Billy Graham - Wilkinson Boulevard Connector
Owner(s): Trustees of Big Spring Methodist Church
Property Address: 5300 Old Dowd Road
Property to be acquired: 12,471 sq. ft. (0.28 acres) fee, plus 9,299 sq. ft. (.213 acres) of Temporary Construction Easement
Improvements: Trees and landscaping
Price: $27,700.00
Remarks: This is industrial property with very good access to the airport and the interstate system.

3. Project: F.A.R. Part 150 Land Acquisition Program - Residential Purchase
Owner(s):Clinton C. Staton and wife Dixie
Property Address: 7408 Pine Oaks Dr., Charlotte, NC 28217
Property to be acquired: .955 acres
Improvements: 3 bdrm, 1.5 bath, ranch house
Price: $63,000.00
Remarks: Property purchased under Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition & Relocation Act 1970. Owners eligible for relocation benefits. Acquisition eligible for Federal Aviation Administration reimbursement.

4. Project: Airport Master Plan Land Acquisition - Wallace Neal Road
Owner(s): Subodh Patel and Hasumukh Rangraj
Property Address: Wallace Neal Road and Warren Road
Property to be acquired: 7.36 acres
Improvements: Vacant land
Price: $315,000.00
Remarks: Property purchased under Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition & Relocation Act 1970. Acquisition eligible for Federal Aviation Administration reimbursement.

5. Project: F.A.R. Part 150 Land Acquisition Program - residential purchase.
Owner(s): Evelyn Hovis Flowe Haire
Property Address: 4661 Wilmount Road, Charlotte, NC 28217
Property to be acquired: 1.002 acres
Improvements: 3 bdrm, 1 bath, ranch house
Price: $42,000.00
Remarks: Property purchased under Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition & Relocation Act 1970. Tenant(s) eligible for relocation benefits. Acquisition eligible for Federal Aviation Administration reimbursement.

6. Project: F.A.R. Part 150 Land Acquisition Program - Residential Purchase
Owner(s):King Lewis Smith and wife Freddie T.
Property Address: 3100 Moores Lake Dr., Charlotte, NC 28214
Property to be acquired: .658 Acres
Improvements: 3 bdrm, 2 bath, ranch house
Price: $92,500.00
Remarks: Property purchased under Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition & Relocation Act 1970. Owners eligible for relocation benefits. Acquisition eligible for Federal Aviation Administration reimbursement.

7. Project: F.A.R. Part 150 Land Acquisition Program - Residential Purchase
Owner(s): Charles C. Hough
Property Address: 7400 Pine Oaks Dr., Charlotte, NC 28217
Property to be acquired: .996 Acres
Improvements: 3 bdrm, 1.5 bath, ranch house
Price: $77,600.00
Remarks: Property purchased under Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition & Relocation Act 1970. Owners eligible for relocation benefits. Acquisition eligible for Federal Aviation Administration reimbursement.

- ANNOUNCEMENTS -

Due to the urgency of implementing the new Charlotte-Mecklenburg Utility Department Advisory Committee, City Council will be asked to make nominations at its meeting on Monday, July 22, 1991.

City Council has two appointments to make from the following four categories with no more than one appointee from a category.

- Water/Sewer Contractor
- Neighborhood Leader
- Financial Expert
- Civil Engineer specializing in water/sewer construction

Executive Summary

A Community Task Force was appointed by the Charlotte-Mecklenburg Board of Education on August 28, 1991 to address the issues of crime, violence, drugs, poverty and child neglect as they affect the Charlotte-Mecklenburg Schools The task force consisted of elected officials, community and school representatives, members of the judiciary, and students Meetings were held twice monthly in open session, beginning October 31, 1990

The Community Task Force reviewed existing programs designed to help at-risk children overcome the problems which impair their learning Twenty presenters were invited from school programs and community agencies to speak to the task force and give an overview of their respective programs Following the presentations, the task force recognized that intervention and prevention programs did exist, but were not as comprehensive and constructive as they should be

The members of the Community Task Force believe that the number one priority for this community must be its children Unless the community intercedes as a whole, the issues of crime, violence, drugs, poverty and child neglect can defeat the efforts of parents and concerned citizens to uplift, advance, and educate all of our children

The task force believes that coordination of all existing children's services, agencies and programs - both public and private - is an essential first step These agencies and programs must be identified, community-wide resources must be marshalled, needs must be prioritized, accountabilities must be assigned, effectiveness of performance must be measured, and mechanisms must be put in place to ensure that the totality of children's needs are met effectively and efficiently

The recommendations in this report are in support of children as the community's number one priority

I. Recommendations related to the Charlotte-Mecklenburg Community

1. Establish a Children's Services Council composed of
   - two members of the City Council
   - two members of the County Commission
   - two members of the Board of Education
   - two members of the United Way Board of Directors
   - two members of the Chamber of Commerce Executive Committee

2. Empower the Children's Services Council to provide leadership in calling the community's attention to children's issues in addressing the needs of children and in coordinating children's services and activities

3. Establish a communication system between the schools and the criminal justice system by which information on children in trouble is regularly and appropriately exchanged The records of juvenile offenders would be available to the courts when determining the treatment of youthful offenders

4. Instill an understanding with all agencies of the need for a measurable accountability in finite terms

5. Explore funding avenues for children's programs.

6. Create a long-range plan for four to six day care and infant care centers geographically located for the convenience of persons served

7. Convene a meeting of churches with preschool programs and request that plans be developed for integrating at-risk children into existing programs

8. Develop further demographic data base from which policy decisions can be made, based on information that will present an accurate assessment of existing and future needs of children.

II. Recommendations related to the Charlotte-Mecklenburg Schools

1. Make each school a center for the delivery of education, human and social services for all children within the school's attendance area Schools should provide for a stronger school/neighborhood partnership where the schools become a more integral part of the neighborhood Schools must expand on their essential role as a community/neighborhood builder

2. Make school campuses free of violence and crime.

3. Attack the impact of poverty and neglect on school children.

4. Make school campuses free of substance abuse

5. Make a priority of special education and placement for every child needing services.

6 Reduce class size for all students with the ultimate goal being an average class size of 18-20 students per teacher. The class size for identified at-risk students should immediately be no more than 18-20 students per teacher.

7 Develop timelines and specific plans for implementation of College Tech Prep (4+2+2) in all secondary schools, emphasize the importance of providing high school students with the background they need for technical careers, prepare high school students for job entry or post high school education, and emphasize dropout prevention measures.

8 Expand the nursery at Teen-Age Parents Services The nursery has a capacity for 14 infants and hopefully will be expanded to 21 in the near future.

On May 14, 1991, the members of the Board of Education unanimously adopted the **Report of the Community Task Force** and a resolution for the Charlotte-Mecklenburg Board of Education, Charlotte City Council, Mecklenburg County Board of Commissioners, Charlotte Chamber of Commerce Executive Committee, and United Way of Central Carolinas Board of Directors to commit to and support the establishment of the Children's Services Council, select two members from each respective group to serve on the council, and provide appropriate staff and financial support as requested by the Children's Services Council necessary to carry out the work of the council.

The representatives of the Charlotte-Mecklenburg Board of Education will convene the first meeting of the Children's Services Council at which time it will begin to develop a community action plan to carry out the strategies as recommended by the Community Task Force

Appendix E

Resolution

to be adopted by
Charlotte-Mecklenburg Board of Education
Charlotte City Council
Mecklenburg County Board of Commissioners
Charlotte Chamber of Commerce Executive Committee
United Way of Central Carolinas Board of Directors

Whereas, the Charlotte-Mecklenburg Board of Education appointed the Community Task Force and commissioned the task force to address the issues of crime violence, drugs, poverty, and child neglect as they affect the quality of the Charlotte-Mecklenburg Schools, and

Whereas, the Community Task Force believes that this community must focus on children as its number one priority, unite its efforts in developing a comprehensive approach to serving children, identify and marshall the resources necessary to meet the needs of all children, and

Whereas, the task force recommends the establishment of the Children's Services Council to provide the necessary leadership in addressing the needs of children and coordinating children's services and activities,

THEREFORE BE IT RESOLVED that the Charlotte Mecklenburg Board of Education, Charlotte City Council, Mecklenburg Board of County Commissioners, Charlotte Chamber of Commerce Executive Committee, and United Way of Central Carolinas Board of Directors affirm that children are this community's number one priority

BE IT FURTHER RESOLVED that the Charlotte-Mecklenburg Board of Education, Charlotte City Council, Mecklenburg Board of County Commissioners, Charlotte Chamber of Commerce Executive Committee, and United Way of Central Carolinas Board of Directors will commit to and support the establishment of the Children's Services Council and will select two members from each respective group to serve on the council

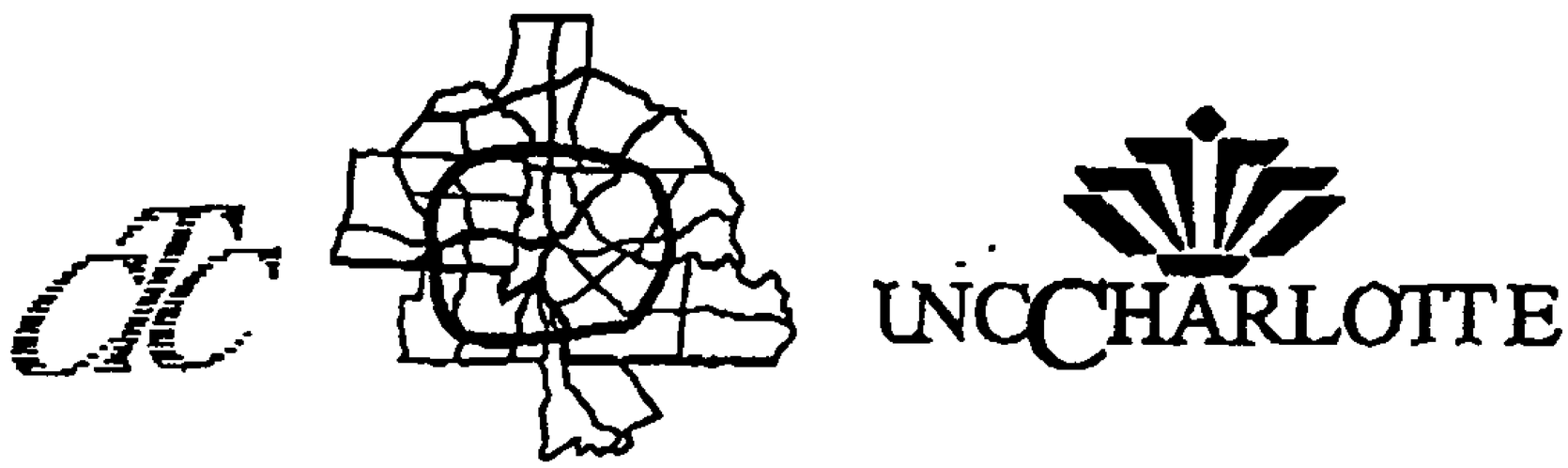
BE IT FURTHER RESOLVED that the Charlotte-Mecklenburg Board of Education, Charlotte City Council, Mecklenburg Board of County Commissioners, Charlotte Chamber of Commerce Executive Committee, and United Way of Central Carolinas Board of Directors commit that each will provide appropriate staff and financial support as determined and requested by the Children's Services Council to be necessary to carry out the work of the council

BE IT FINALLY RESOLVED that as soon as practical after July 1, 1991, the representatives of the Charlotte-Mecklenburg Board of Education will convene the first meeting of the Children's Services Council at which time it will begin to develop a community action plan to carry out the strategies as recommended by the Community Task Force

Adopted by the Charlotte-Mecklenburg Board of Education at the May 14, 1991 meeting

A FEASIBILITY STUDY
OF
A REGIONAL TRANSPORTATION AUTHORITY
FOR
THE CHARLOTTE,
NORTH CAROLINA - SOUTH CAROLINA
REGION

May 28, 1991

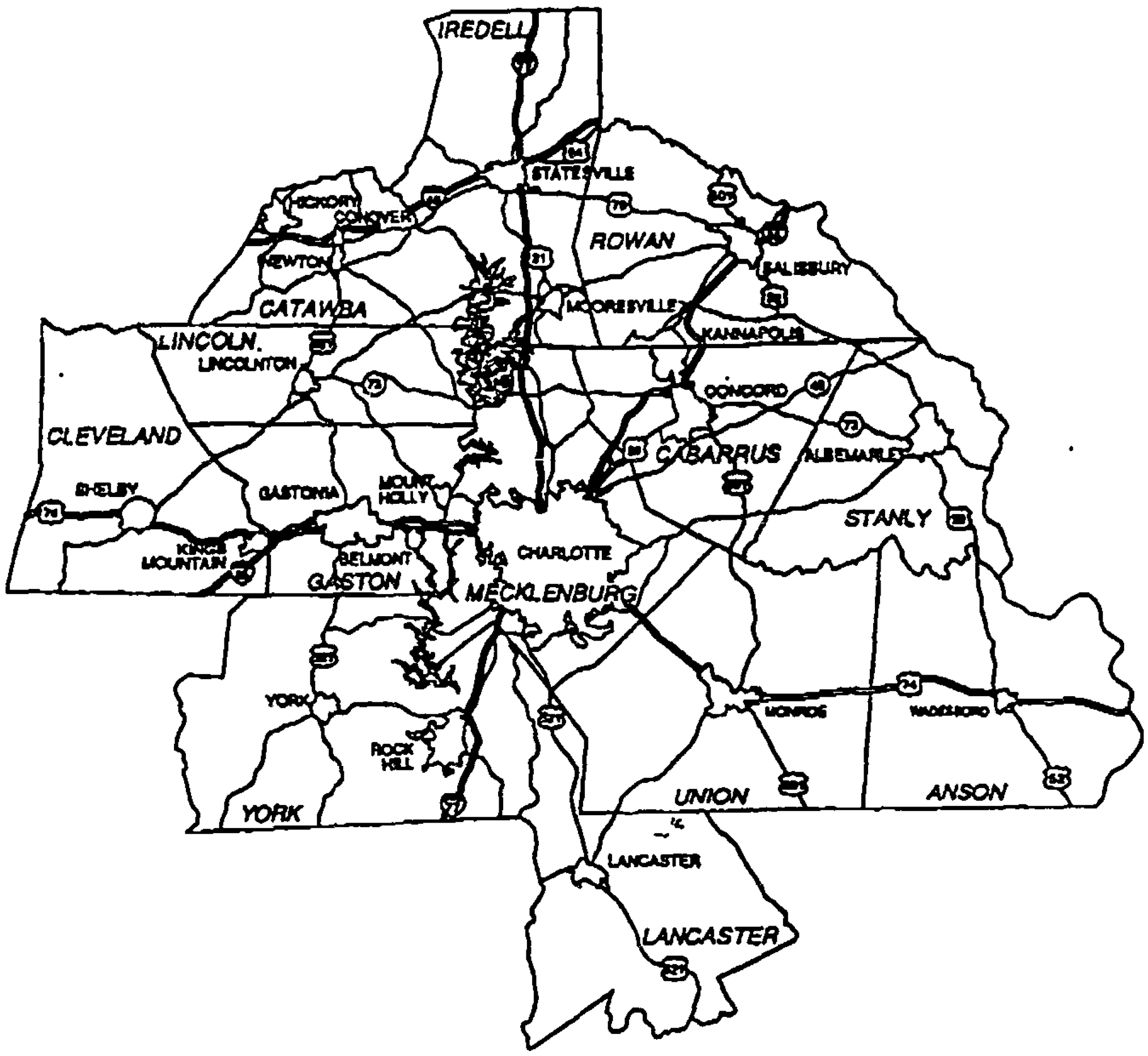


PREPARED BY
THE CAROLINAS TRANSPORTATION COMPACT
AND
THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
HIGHWAY 49, CHARLOTTE, NORTH CAROLINA 28223

THE STUDY IN SUMMARY

The study would begin as a feasibility analysis of establishing a Regional Transportation Authority (RTA) encompassing all or part of the area served by the Carolinas Transportation Compact (CTC). The map following this page illustrates the CTC region. If some sort of RTA appears needed, then the study would proceed to evaluate and present alternative organizational and service arrangements to the local governments The end product of these studies will be a blueprint that the local governments and the two states can use in establishing an RTA to provide mass transportation to this urban region. All facets of mass transportation will be explored in the feasibility studies — carpools, vanpools, bus service, urban rail, commuter service, and any others that may be proposed.

Charlotte Metro Region



STUDY OUTLINE

AREA TO BE STUDIED

The study will begin with the thirteen counties that make up The Carolinas Transportation Compact serving the two-state, Charlotte, N.C. - S.C. region. The counties are: in North Carolina — Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanley, Union; and in South Carolina — Lancaster and York. The map that precedes this page illustrates the region to be evaluated.

As the study proceeds, we may find that all thirteen counties do not need to be a part of a regional mass transportation authority (RTA). When the study has evaluated current demand for mass transportation and has estimated future needs and demands, the area will be adjusted as a part of the local decision making process described later — if needed — to fit the area that needs or will need mass transportation services.

REGIONAL CHARACTERISTICS

An assessment of existing demographics in the CTC region would be made. After describing the existing characteristics of the region, a forecast of future characteristics would be made. This forecast would be made in consultation with local planning groups, as well as both states. We would then have an idea of what the CTC region might be like in the years of 2000, 2010, and 2020.

ESTIMATE TRAVEL AND EVALUATE TYPES OF SERVICE

This phase of the North Carolina - South Carolina Regional Transportation Authority (NCSC-RTA) study would begin with a survey of existing mass transportation and services currently operating in the CTC region. Once an inventory of current services is made, an analysis of current travel within the CTC region would be made and estimates

prepared that would indicate the existing demand for mass transportation, if it were available in the region.

This phase of the study would then move into estimating the future demands for mass transportation in the CTC region. Demand for the years 2000, 2010 and 2020 would be estimated based on forecasts of demographic data done earlier. These estimates of future demand would then be compared with possible types of service that could be provided (carpool, bus, rail,etc.) and estimates of usage and cost made.

The product of this phase of the NCSC-RTA study would be an assessment of current service, an estimate of current and future mass transportation demands, the potential types of service that could meet the demands, and the cost to provide these potential services.

ASSIST AND GUIDE LOCAL DECISIONS

A key phase of the NCSC-RTA study will be to develop a process that will effectively present information to local and state officials and guide them in the decision making process:

- do we need an RTA?
- do you want an RTA?
- what area should be included in an RTA?
- what type of service will the RTA provide?
- what powers will the RTA hold ?
- how would RTA be funded?
- what legislation is needed?
- who will be members and how will RTA be organized?

This process would result in producing the reports documenting the study and describing the steps that must be taken to make the NCSC-RTA a reality, if the local governments decide they want a RTA. The local governments and the two states would have been a part

of the process and the decisions made along the way — reporting would be a formality, for the process that may result in establishing an RTA will already be underway.

STUDY STAFFING AND ORGANIZATION

The study could be contracted through the Carolinas Transportation Compact (CTC). The staff of the CTC would be responsible for coordinating and supervising all phases of the study, and the decision making process as well as work in each phase of the study as needed. The staff and faculty of the University of North Carolina at Charlotte (UNCC) would be involved and conduct the demographic and travel studies, as well as provide assistance in the decision making process. In addition to the CTC staff in its role, the faculty and staff of UNCC would be involved as follows: Geography would do the Regional Characteristics phase; Transportation would do the Estimate Travel and Evaluate Types of Service phase; and the Urban Institute would work in the Assist and Guide Local Decisions process.

EXHIBIT A

RECOMMENDED CONDITIONS FOR THE CCO'S LOAN RESTRUCTURING

The Community Development and Housing Committee requested City staff to review the management letter prepared by DeLoitte and Touche and report back to the Committee with recommendations for their consideration. After reviewing the management letter, the staff concluded that there are no findings in the letter that would preclude the City from entering into a new loan agreement with the CCO. The following conditions outlined below are recommended to be attached to a loan restructuring agreement. The loan restructuring agreement would help to lower the amount of debt payment carried by the CCO and would allow for a higher level of maintenance to the housing units. The improvements in the financial operations would provide a higher level of assurance that the CCO could meet future debt payments and preserve the existing housing asset.

I. The CCO will implement the following option with regard to property management.

A. Contract with a private property management firm, which has been approved by the City's Community Development Department, to provide the CCO technical assistance in the following areas:

1. Evaluate the market for rental rates; routinely re-evaluate and adjust rates.

2. Locate tenants - advertise; receive referrals; accept applications; strictly screen applicants for credit and character stability.

3. Prepare leases and rental agreements.

4. Receive tenant complaints; handle emergency and minor repair calls; insure that tenant obligations are paid by tenant.

5. Arrange and complete major repairs.

6. Routinely inspect properties; record problems found and take action as required; carefully inspect property that is vacated.

7. Place tenants on notice to vacate as required; receive judgements and take appropriate action.

8. Establish tenant selection criteria for good of community.

9. Recognize tenant-based problems in area and respond.

10. Have two board members with expertise in property management and financial accounting background.

II. The CCO will allow the City to inspect all collateral property one time per year.

III. The CCO will implement the following conditions with regard to accounting and financial procedures, information and policies:

A. Develop internal control procedures to address the issues included in the November 16, 1990 management letter prepared by DeLoitte and Touche in conjunction with the 12 year audit from the inception of the CCO in April, 1978 to June 30, 1990.

B. The CCO will provide the City with policies and procedures approved by the CCO Board on the following issues:

1. Waiver or write-off of rents

2. Safety and storage of accounting records

3. Level of expenditure requiring Board approval

4. Preparation and approval of the annual budget and periodic financial statements, including budget comparisons

5. Proper maintenance and approval of Board meeting minutes, Board actions, etc.

6. Policies for preservation of the housing asset including priorities relating to maintenance, upfitting and repair

C. Provide the City quarterly financial reports, including a schedule of cash receipts and disbursements and a comparison of budget and actual amounts.

D. Have an annual audit performed by an independent Certified Public Accounting firm. The audit will be paid for by CCO and will include a management letter. In addition, for the 1991 audit the accounting firm will be asked to report on issues pertaining to the previous fiscal year ending December, 1990 that are outstanding from the management letter prepared by DeLoitte and Touche. The annual audit, including both financial statements and management letter, will be provided to the City within 15 days after receipt of the final documents by the CCO and no later than June 30 of each year.

Exhibit B

COMMUNITY DEVELOPMENT AND HOUSING COMMITTEE
EXECUTIVE SUMMARY
June 10, 1991

The City Council Community Devlopment and Housing Committee met on June 10, 1991, at 3:00 p.m., in room 267 of the Charlotte-Mecklenburg Government Center, with Chairman Cyndee Patterson. Committee members Richard Vinroot, Hoyle Martin and Ann Hammond were present. Committee member Tom Mangum was absent.

Staff members present were: Henry Underhill-City Attorney; Vi Alexander-Budget and Evaluation; Pat Aycoth-Community Development; Pam Syfert and Darlene Shrum-City Manager's Office.

Lucille Dobbins, Phyllis Lynch and Averill Harkey were present representing the Cherry Community Organization.

Cherry Community Organization (CCO) Loan Restructuring

Discussion: Cyndee Patterson, Chairman, opened the meeting. She referred to Exhibit A of the agenda, and advised the committee that the CCO preferred Option B, under #I, "contract with a private property management firm, which has been approved by the City's Community Development Department, to provide the CCO technical assistance..." and that the CCO wanted Lucille Dobbins's firm to fill this role. They have worked with Ms. Dobbins since April of 1990 and feel comfortable with her.

Ms. Patterson also informed the committee that the CCO had been talking with various people regarding getting some help in the neighborhood, and she asked Phyllis Lynch to tell the committee about the offers of help she had received.

Ms. Lynch said they have very strong possibilities of getting outside technical assistance and/or funding. There is a growing interest by a number of foundations in community-based organizations and in particular with what the CCO has been doing in Cherry for the past 14 years. They have a series of meetings scheduled this week with some of those foundations. The foundations have periods of time in which they will accept applications, and the CCO is in the early stages of developing their proposal to apply for funding.

They have also had a number of discussions with people at HUD who indicated they will provide technical assistance to them and are interested in looking at the possibility of assisting the CCO in some fashion if a new restructuring plan cannot be worked out with the City. Ms. Lynch stated that HUD is very much interested in preserving what the CCO has done in this neighborhood since it can serve as an example for other cities around the country.

Ms. Patterson then turned the meeting over for questions from the committee. Richard Vinroot asked Lucille Dobbins if she would be

coming down from Chicago periodically to work with the CCO and if she felt that these periodic visits would be sufficient? Mr. Vinroot also asked Ms. Dobbins if she believed they the CCO has the capabilities within the organization with her tutelage to solve their problems?

Ms. Dobbins said she plans to continue coming to Charlotte and assist the CCO in their efforts to be as self-sufficient and self-contained as possible, which is their goal. She further stated that she feels they have a tremendous capacity, not only within the organization but also within the community. They have an accountant who has been working with them for five years on a part-time basis and who will be getting her degree in Accounting from UNCC. They now plan to hire her on a full-time basis to manage their accounts. (If this should not work out, they would hire someone else on a full-time basis to manage their accounts.) In order to have an internal system for control in place, they have acquired a computer system, and a property management program that has been put in place (with assistance from Ms. Dobbin's firm), and they will be generating monthly financial statements on a timely basis, and quarterly financial statements. They will also continue to have audits. She feels this makes them self-sufficient as it does not turn the management and the operation of Cherry over to someone outside. They will always have a full-time person to do their books and records and will hire people to give them technical assistance as needed.

Both Richard Vinroot and Hoyle Martin stated that in order for the CCO project to succeed and to avoid coming back in 1993, the CCO should add two people to its board from outside the CCO; one with expertise in property management and one with expertise in financial matters, to help in moving this project forward. Mr. Vinroot said it could be two persons with both those skills or one with each of those skills.

Phyllis Lynch stated they have had for over four years an advisory board of individuals with both property management and accounting expertise. She said in order to change the makeup of the board, they would have to amend their by-laws.

Richard Vinroot stated that in looking over the accountant's report from litigation in 1987 and Deloitte & Touche's report in 1990, many of the same deficiencies were reported in both. The report in 1987 stated the CCO needed financial expertise on their board to be able to carry on and fulfill their purposes. Now, basically, Deloitte & Touche in their report are saying that the CCO badly needs accounting and management expertise to be able to succeed. Mr. Vinroot further stated that "we are here to make significant improvements if we want it to succeed, and we do want it to succeed. We are trying to figure out if we are about to put into motion something that will work. Whether it works will probably be up to our recommendations and your implementation. We do not want to be back looking for a solution in 1993."

Averill Harkey pointed out to the committee that their problems have not been purely a mechanism and management problem. One of the concerns raised was the lack of cash flow to meet the debt service. He

felt that if the debt had been restructured in 1988 when requested, it would be current today and that no amount of expertise will increase the cash flow. The restructuring of the debt would be very much appreciated and would answer a lot of the questions.

Action Taken: Cyndee Patterson made the motion that the committee recommend that Council approve Item I. B, and add a #10 (To add two board members; one with a financial accounting background and one with property management expertise), Item II and III as follows:

I. The CCO will implement the following option with regard to property management.

B. Contract with a private property management firm, which has been approved by the City's Community Development Department, to provide the CCO technical assistance in the following areas:

1. Evaluate the market for rental rates; routinely re-evaluate and adjust rates.

2. Locate tenants - advertise; receive referrals; accept applications; strictly screen applicants for credit and character stability.

3. Prepare leases and rental agreements.

4. Receive tenant complaints; handle emergency and minor repair calls; insure that tenant obligations are paid by tenant.

5. Arrange and complete major repairs.

6. Routinely inspect properties; record problems found and take action as required; carefully inspect property that is vacated.

7. Place tenants on notice to vacate as required; receive judgements and take appropriate action.

8. Establish tenant selection criteria for good of community.

9. Recognize tenant-based problems in area and respond.

and add 10. Have two board members with expertise in property management and financial accounting background.

II. The CCO will allow the City to inspect all collateral property one time per year.

III. The CCO will implement the following conditions with regard to accounting and financial procedures, information and policies:

A. Develop internal control procedures to address the issues included in the November 16, 1990 management letter prepared by DeLoitte and Touche in conjunction with the 12 year audit from the inception of the CCO in April, 1978 to June 30, 1990.

B. The CCO will provide the City with policies and procedures approved by the CCO Board on the following issues:

1. Waiver or write-off of rents

2. Safety and storage of accounting records

3. Level of expenditure requiring Board approval

4. Preparation and approval of the annual budget and periodic financial statements, including budget comparisons

5. Proper maintenance and approval of Board meeting minutes, Board actions, etc.

6. Policies for preservation of the housing assets including priorities relating to maintenance, upfitting and repair

C. Provide the City quarterly financial reports, including a schedule of cash receipts and disbursements and a comparison of budget and actual amounts.

D. Have an annual audit performed by an independent certified public accounting firm. The audit will be paid for by CCO and will include a management letter. In addition, for the 1991 audit the accounting firm will be asked to report on issues pertaining to the previous fiscal year ending December, 1990 that are outstanding from the management letter prepared by DeLoitte and Touche. The annual audit, including both financial statements and management letter, will be provided to the City within 15 days after receipt of the final documents by the CCO and no later than June 30 of each year.

The motion was seconded and approved unanimously.

The committee clarified the motion: one person on the board should have financial skills; does not have to be an accountant.

Also, the committee agreed the two positions referred to could be two current members of the board if those persons had the credentials and expertise requested by the committee to make the CCO project a success and to enable them to repay their loan to the City. However, Mr. Vinroot stated if the CCO felt their board is already just fine, he did not know why we are here. He expressed his belief that the CCO should find the most willing, the most experienced, the most community minded

people who are willing to serve on their board and try to help do this the best way that can be done.

Ms. Lynch is to take to her board for approval and to determine if they have two people on their current board, with the proven credentials of expertise requested by the committee or if they will add two new persons to the board (which would require changing their by-laws); if they add two new persons, they would decide if they would then have two additional members or if they would eliminate two current members.

Meeting adjourned at 3:55 p.m.

Exhibit C

COMMUNITY DEVELOPMENT AND HOUSING COMMITTEE
April 29, 1991
Executive Summary

The City Council Community Development and Housing Committee met on April 29, 1991, at 12:00 noon, in room 267 of the Charlotte-Mecklenburg Government Center, with chairman Cyndee Patterson presiding. Committee members Richard Vinroot, Hoyle Martin, and Ann Hammond were present. Committee member Tom Mangum was absent. Councilmembers Dan Clodfelter, Ella Scarborough and Pat McCrory were also in attendance.

Staff members in attendance were J. W. Walton and Pat Aycoth-Community Development; Richard Martin-Finance; Laura Kratt-City Attorney's Office; Pam Syfert, and Darlene Shrum-City Manager's Office

Woody Nail, Deloitte and Touche; Averill Harkey, attorney for CCO; Lucille Dobbins, CCO consultant; Phyllis Lynch, CCO president; and others representing CCO were also in attendance.

Cherry Community Organization (CCO)

Discussion: Pam Syfert gave an overview on background information of why we are here. In 1978, the City purchased the land from two property owners in Cherry and in turn sold it to the CCO and became first mortgage holder on that property. What has been at issue has been repayment by the CCO of the first mortgage on the property. The purpose of Council's involvement in the CCO was to try to maintain the housing stock and to put the neighborhood in the hands of the people who live there. From that perspective, the goals of the organization and the goals of the City up until this point have been fairly well met. About a year ago, the CCO had problems and came forward to the City saying they were in default on their first mortgage payments. The CD & Housing Committee began reviewing options for resolving the CCO's problems. As a result of the Committee's discussion in June of last year, City Council approved a contract with Deloitte & Touche to audit the CCO including both a financial audit and a report on recommendations for improvements in any financial management or operation. The contract was entered into and work began in the fall of last year. Council has recently received the financial audit.

Ms. Syfert introduced J. W. Walton, Director of the Community Development Department, who gave a status report on the separation of deeds, public-private partnership and restructuring of the debt as follows:

- Separation of Deeds

  The CCO had requested separation of the multiple deeds in the Cherry community into single mortgage deeds. On June 11, 1990, City Council approved the separation of the multiple deeds into single mortgage deeds for each parcel of land with

the expenses to be paid for by the City. What appeared to staff originally to be a simple process became a very complex process due to the fact that separation of the deeds would call for rezoning. The land is currently zoned R-6MF and surveying and separating these deeds would create parcels that would not meet the R-6MF zoning; and the land would have to be rezoned R-20MF Innovative.

The process for rezoning and separation of deeds in the Cherry Community was started by the Engineering Department March 14, 1991 and is a nine-month process. The separation of deeds will cost the City approximately $35,000.

- Public/Private Partnership

The CCO formally declined Jim Mezzanotte's proposal for a number of reasons and will not pursue public/private ventures for new construction of in-fill housing at this time.

They are asking that the City now keep the original goals and objectives intact. They want to focus their attention on minor rehabilitation and renting of all units that are in good enough condition to rent, requesting funds from the City or outside sources to eventually make all 127 units available for renting.

They also want to develop plans for major rehabilitation of the 17 units that are out of the housing stock and not in condition to rent, pursuing a public/private venture (possibly with First Union).

- Restructuring the Debt

The CCO is asking for restructuring of its debt which includes the outstanding mortgage balance, plus civil penalties, late charges and escrow advances, and are also asking for $250,000 to rehabilitate 17 units. They are asking for a 40-year term @ 3% interest rate.

The CCO's total request comes to $1,372,453.70 (figures are continually accruing and are subject to change). The monthly payment at 3% for a 40 year term would be $4,016.63 which is approximately 1/3 of what the CCO is currently paying to the City.

- Financial Audit

Richard Martin, Finance Director, advised that the financial audit performed by Deloitte & Touche had been released and copies had been sent to Councilmembers along with questions and answers to give Council some details of what the conclusions were. Giving a few details regarding the audit, Mr. Martin advised that as of June 30, 1990, there was a deficit of approximately $83,000, and the City will need at

some point in this process a pro forma from the CCO on the projection of the revenues and expenditures to be used in conjunction with any option Council may approve in the restructuring of the debt.

Woody Nail of Deloitte & Touche presented an overview of the financial audit that covered the period from April 10, 1978 (inception) to June 30, 1990. He advised that Deloitte & Touche issued a disclaimer due to lack of detailed accounting records regarding the cost of certain major items of property and equipment (land and buildings), documentation that would allow a determination of major repairs to rental housing, which should be capitalized under generally accepted accounting principles, and adequate accounting controls over rent receipts. Mr. Nail also answered questions raised by committee members regarding the audit. In response to questions raised regarding documentation, he advised that in the later years documentation has not been a problem.

- Management Letter

Pam Syfert gave background information regarding the Management Letter. She stated that Council had instructed staff to obtain as part of the financial audit recommendations and suggestions for improvements relative to the CCO to ensure that methods are in place to avoid future delinquency of mortgage payments. Deloitte and Touche issued a working draft of the Management Letter to the CCO Board which included such recommendations and improvements. In order to follow Council's directive, staff needs a copy of this Management Letter to work with in the restructuring of the debt. Ms Syfert stated that in preliminary conversations with Phyllis Lynch, she has indicated cooperation, and the CCO is already implementing some of the recommended improvements. The issue now is at what point, or if, the Management Letter would be delivered as a finished document to the City and made public.

- Lucille Dobbins, CCO Consultant, gave some background information regarding the CCO and the CCO's position on the Management Letter.

Ms. Dobbins stated that she felt the CCO had made tremendous efforts over the last 12 years; to undertake a project that was totally run by the community, with obligations of approximately $1,400,000 during very adverse conditions throughout the country, to repay over one-half million dollars in back debts, solely and primarily from the rent that they collected from the lowest of low income individuals. This property itself already was 50 years old and demanded major repairs on a continuous basis and will demand continuous repairs going forward. Ms. Dobbins stated that when she came to CCO as a consultant, there were two issues on the table that were resulting in the CCO being

unable to repay their debt: (1) Substantial amount of real estate taxes that the CCO was paying and causing significant drain on an already limited resource in terms of their cash flow as approximately $4,000 of their monthly payments was going to support these taxes. Ms. Dobbins stated that North Carolina law provides tax abatement for non-profit organizations renting to low and moderate income individuals, and she was able to accomplish this thus enabling the CCO to free up money monthly to meet their future obligations; and (2) A substantial amount of funds were expended for repairs and maintenance which is necessary to keep these 50 year old houses up to a minimum code standard.

Regarding the Management Letter, the CCO has indicated to the City as well as to the staff that they choose to be treated the same as any other debtor to the City, and they are willing to abide by that and abide by the rules and policies the City has set forth with any other debtor.

In answer to a question raised by Councilmember Scarborough, if requesting the Management Letter from the CCO is a change from what we have done in the past, Ms. Syfert stated that in most of the public/private ventures the City has been involved in, the City has been in a second or third position and when we have been involved in restructuring some of the agreements, the banks (that are usually the first mortgage holders) will take the initiative to do this kind of auditing, and we will follow their lead. This situation is a little unusual for the City in the sense that we are the first and only mortgage holder on the property. In reference to any report in the past that we have ever had to pay for and had done, it has eventually become public; what point it will become public is an issue.

Richard Vinroot stated that he as a Councilmember would want to see the Management Letter before he considered either Option 1 or Option 4 (options prepared by staff and included in the committee's agenda) which he felt were the most viable options.

Cyndee Patterson, chairman of the committee, reminded the Committee what they had originally asked for in the agenda item that Council approved and that the CCO had agreed to: (1) an audit of the financial statements including a balance sheet, statement of operations and appropriate note; and (2) recommendations and suggestions for improvement relative to the CCO operations. Ms. Patterson further stated that what Council agreed to in item #2 is, in fact, the management report. They originally asked for this management report because they felt that in restructuring the debt they wanted some recommendations and suggestions to come out of the audit that would help Council in how they restructured the debt. Staff wants to move forward on restructuring the debt, but at

a very minimum, they need the Management Letter to assist in this.

Richard Vinroot made the motion that we secure the Management Letter information and then after we have reviewed that, get together once again and decide which option we want to pursue. There was no second.

Averill Harkey, CCO attorney, stated he had advised Council that the Management Letter was available for City Council members and staff to view at the CCO office as long as it is kept confidential. Mr. Harkey expressed the belief that the City is a financial institution in this situation, and that a financial institution receiving a management letter must keep it confidential. He stated that he knows of no financial lending institution that makes public management letters of their clients and debtors and feels this is why the CCO perceives they are being treated differently. He offered as an alternative that the management draft study be kept confidential as a working document, that City staff review the document and answer this question; what issues from the Management Letter need to be addressed to make CCO an on-going, viable concern and address those issues in a summary letter from staff to Council, thereby getting the direct implication of what is wrong, but not necessarily disclosing the full contents.

Mr. Vinroot disagreed with Mr. Harkey's characterization in that the City is a bank. He stated we may be a bank in his view, but we are the City of Charlotte with taxpayers' money in his view and that is a big difference. He has no problem in the CCO keeping the information private with respect to exposing it to the newspapers, TV, etc.; however, he wants to see it all, not a sanitized version from his consultant or a sanitized version from Woody Nail. He wants to see the Management Letter and the response, and the ultimate conclusions after they have considered that response. He is not anxious to expose to the public, he is just anxious to see the letter for himself and vote on what we do based on seeing that information. If that can be worked out, then he will consider options 1 or 4. It that can't be worked out, he won't.

Averill Harkey reiterated on behalf of the CCO and its board of directors that the Management Letter has been made available to Council and will continue to be made available to the Council as long as they have the assurance that it will be kept confidential, but just don't single them out or make them any different.

Cyndee Patterson stated that City Council members should go by the CCO office and view the letter, and that City staff be given a copy of the draft letter to work from in bringing back recommendations for the committee's consideration. Ms.

Patterson stated that the most critical thing is that we find a way to ensure the continuance of the neighborhood, and foreclosure is not an option. Council needs to be prepared for the fact that foreclosure is not an option. Council has to find a way that allows everyone to be accountable.

Action Taken: Richard Vinroot moved that committee members visit the Cherry Community Organization and read the Management Letter there; that staff be provided a copy of the letter; and that the committee meet again after having an opportunity to review the letter. The motion was seconded and was approved unanimously.

Committee Recommendation: City Councilmembers are to view the Management Letter at the CCO office. The CCO will furnish City staff a working draft of the Management Letter. City staff is to prepare recommendations for consideration by the CD & Housing Committee. Another meeting will be scheduled once this report has been completed at which time the committee will decide on recommendations to be presented to City Council for consideration. It was understood by everyone present that the working draft is a confidential report and not for public release at this time. The CCO will continue preparing responses to the auditor's recommendations.

Meeting adjourned at 1:35 p.m.

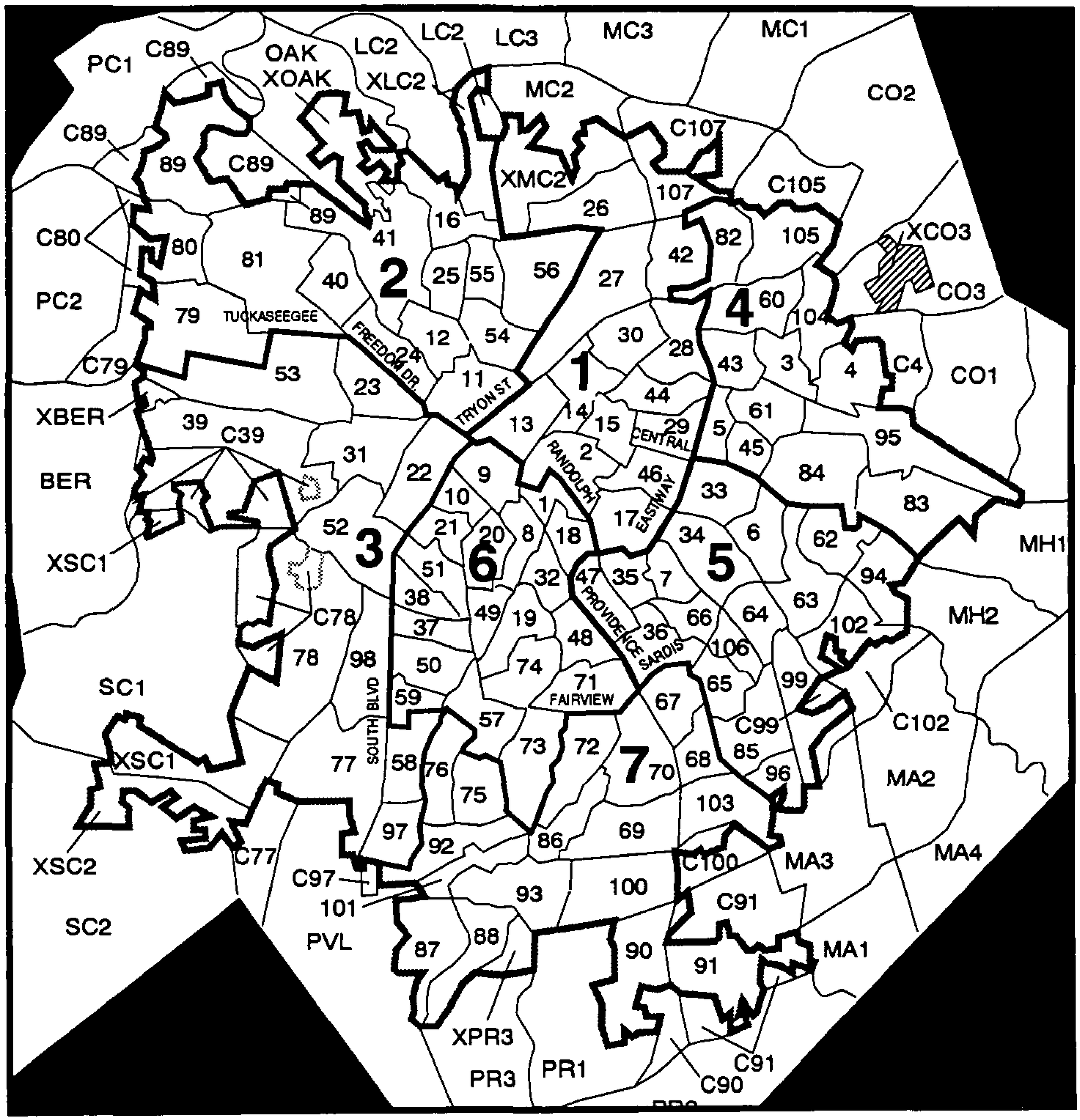
CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

ANNEXATIONS

EXISTING CITY LIMITS

VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION



City of Charlotte
Current District Alignment

Voting Districts	Total Population	% Black	18 + Over % Black
1	56,607	50.57	45.80
2	55,853	63.50	59.00
3	51,834	60.04	55.45
4	58,737	32.36	28.82
5	58,451	11.33	10.29
6	53,515	5.72	5.10
7	61,027	3.21	2.77
Charlotte Total	396,024	31.78	28.96

Largest District (7) - Smallest District (3) = 9,193 persons

Population Differential = 16.25%

Maximum Population Differential Permitted = 10%

June 30, 1991 Annexations

Prosperity Church	5,826	7.90
Old Concord	9,410	16.25
Plott Road	1,158	19.56
Margaret Wallace	4,658	8.67
Beam Road	635	2.42
Total for Areas	21,687	15.31

Current District Alignment
With June 30, 1991 Annexations*

Voting Districts	1990 Population	+	Annexation Population	=	6/30/91 Population	% Black
1	56,607		8,500		65,107	45.34
2	55,853		0		55,853	63.50
3	51,834		635		52,469	59.34
4	58,737		7,894		66,631	30.51
5	58,451		4,658		63,109	11.13
6	53,515		0		53,515	5.72
7	61,027		0		61,027	3.21
Charlotte Total	396,024		21,687		417,711	30.90

Largest District (4) - Smallest District (3) = 14,162

Population Differential = 23.73%

*Note: Annexation areas were assigned to the adjacent voting district.

City of Charlotte
Voting District Options

Voting Districts	Option X Pop.	Option X % Black	Option Y Pop.	Option Y % Black	Option Z Pop.	Option Z % Black	Option X1 Pop.	Option X1 % Black
1	58,952	45%	60,030	35%	60,485	35%	61,173	36%
2	60,208	63%	59,817	62%	61,304	64%	60,290	65%
3	60,322	59%	59,528	66%	62,062	67%	60,450	65%
4	60,578	26%	61,940	30%	59,954	25%	59,599	25%
5	61,070	11%	59,018	11%	59,285	8%	58,337	8%
6	59,450	5%	60,142	5%	58,103	5%	59,443	6%
7	57,131	3%	57,236	6%	56,518	6%	58,419	6%
Population Differential	6.60%		7.88%		9.29%		4.75%	

Voting Districts	Option A Pop.	Option A % Black	Option B Pop.	Option B % Black	Option Z1 Pop.	Option Z1 % Black
1	58,456	55.1	59,248	50.2	61,311	34.3
2	59,915	57.0	58,801	60.8	60,355	66.9
3	58,840	57.3	59,979	61.3	60,013	65.6
4	60,204	26.1	62,032	22.6	58,885	25.4
5	60,508	11.8	61,070	10.8	59,285	9.7
6	58,761	5.4	59,450	5.3	58,738	5.1
7	61,027	3.2	57,131	3.4	59,124	6.2
Population Differential	4.31%		8.21%		4.31%	

City of Charlotte
Voting District Options
Percent Black

Option X

Voting Districts	Gen. Pop.	18 + Over Pop.	Reg. Voters
1	45%	41%	42%
2	63%	59%	59%
3	59%	55%	57%
4	26%	23%	26%
5	11%	10%	9%
6	5%	5%	3%
7	3%	3%	2%

Option Y

Gen. Pop.	18 + Over Pop.	Reg. Voters
35%	30%	28%
62%	58%	59%
66%	62%	63%
30%	27%	31%
11%	10%	8%
5%	4%	3%
6%	5%	4%

Option Z

Gen. Pop.	18 + Over Pop.	Reg. Voters
35%	30%	28%
64%	59%	60%
67%	63%	65%
25%	22%	27%
8%	9%	8%
5%	4%	3%
6%	5%	4%

Option X1

Voting Districts	Gen. Pop.	18 + Over Pop.	Reg. Voters
1	36%	32%	32%
2	65%	61%	62%
3	65%	61%	63%
4	25%	22%	25%
5	8%	9%	7%
6	6%	5%	3%
7	6%	5%	4%

Option Z1

Gen. Pop.	18 + Over Pop.	Reg. Voters
34%	30%	28%
67%	63%	63%
66%	62%	63%
25%	22%	28%
10%	9%	8%
5%	5%	3%
6%	5%	4%

Option A

Voting Districts	Gen. Pop.	18 + Over Pop.	Reg. Voters
1	55%	50%	48%
2	57%	53%	56%
3	57%	53%	55%
4	26%	23%	26%
5	12%	11%	10%
6	5%	5%	3%
7	3%	3%	2%

Option B

Gen. Pop.	18 + Over Pop.	Reg. Voters
50%	46%	55%
61%	57%	58%
61%	56%	59%
23%	20%	18%
11%	10%	9%
5%	5%	3%
3%	3%	2%

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

ANNEXATIONS

EXISTING CITY LIMITS

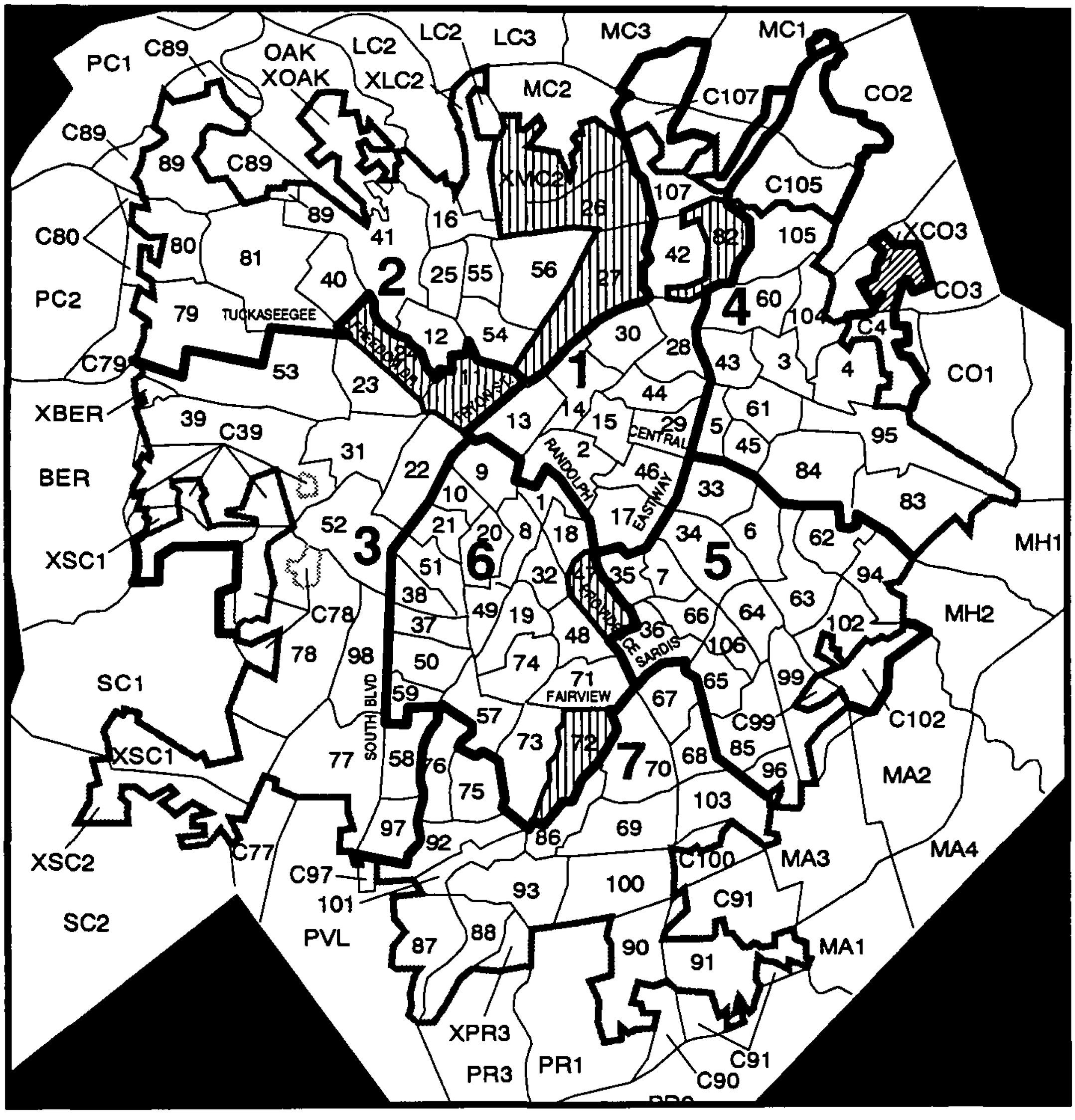
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION X



Option X

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church	5,826						
Old Concord	2,674			6,736			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
XMC2	-2,998	+2,998					
26	-3,949	+3,949					
27	-5,261	+5,261					
82	+6,053			-6,053			
11		-3,999	+3,999				
24		-3,854	+3,854				
47					-2,039	+2,039	
72						+3,896	-3,896
Option X Total	58,952	60,208	60,322	60,578	61,070	59,450	57,131

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

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EXISTING CITY LIMITS

EXISTING VOTING DISTRICT BOUNDARIES

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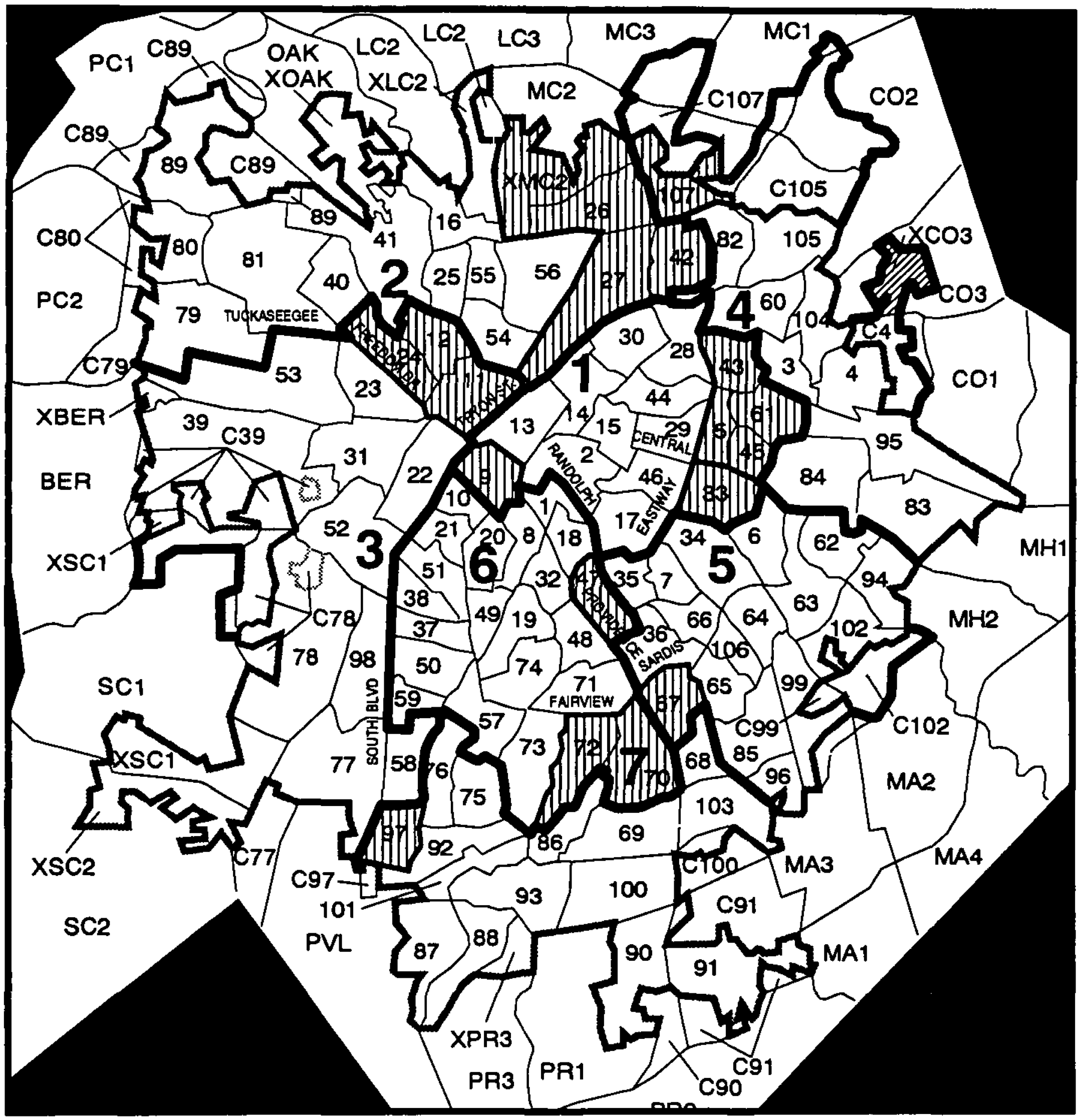
PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION Y



Option Y

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church				5,826			
Old Concord				9,410			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
5	+2,645			-2,645			
43	+4,062			-4,062			
45	+3,673			-3,673			
61	+4,067			-4,067			
33	+3,931				-3,931		
9	+3,241					-3,241	
XMC2	-2,998	+2,998					
26	-3,949	+3,949					
27	-5,261	+5,261					
42	-4,732	+4,732					
11		-3,999	+3,999				
24		-3,854	+3,854				
12		-5,123	+5,123				
107	-1,256			+1,256			
47					-2,039	+2,039	
70						+3,933	-3,933
67					+1,879		-1,879
97			-5,917				+5,917
72						+3,896	-3,896
Option Y Total	60,030	59,817	59,528	61,940	59,018	60,142	57,236

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

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EXISTING CITY LIMITS

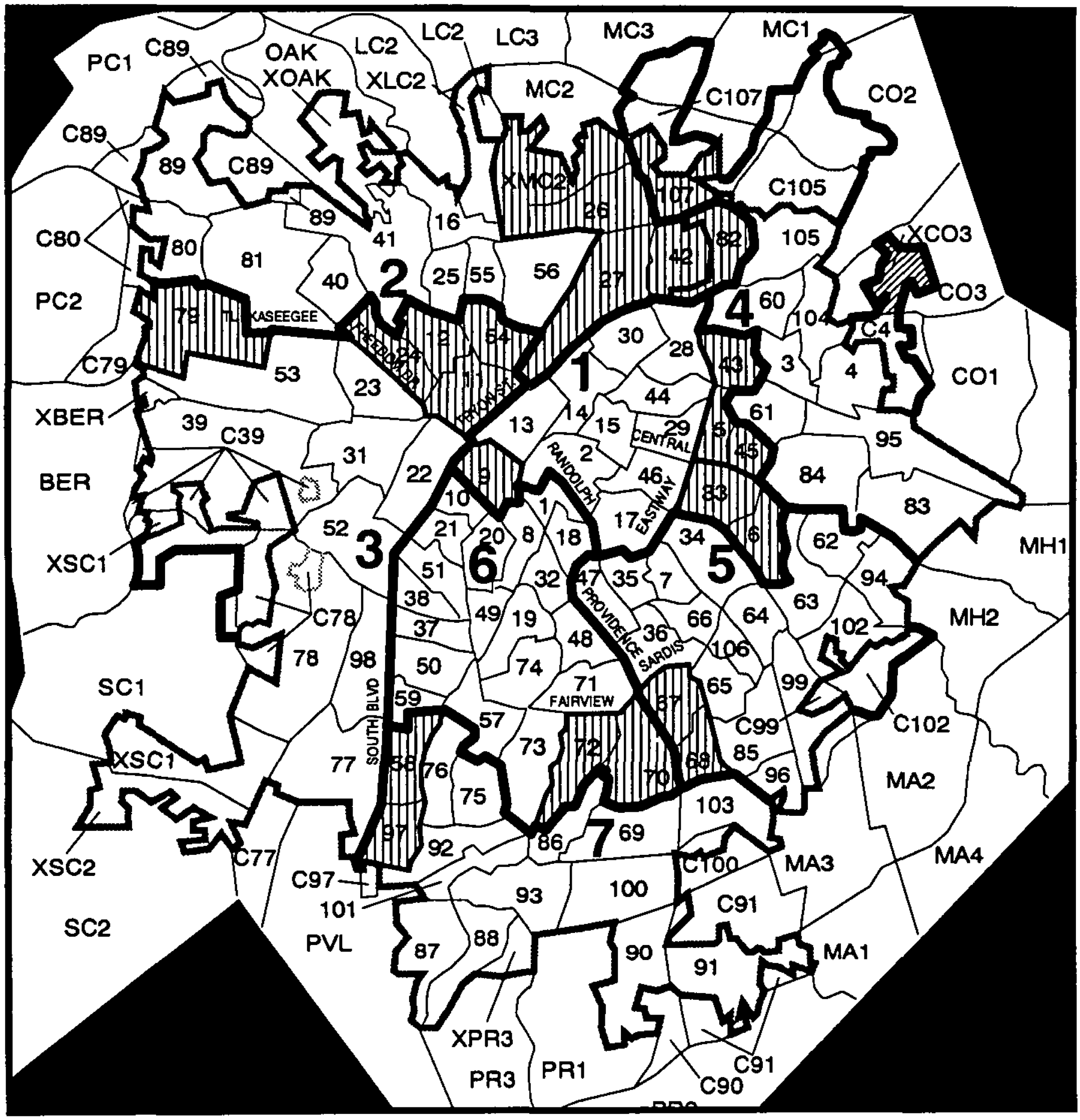
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION Z



Option Z

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church				5,826			
Old Concord				9,410			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
5	+2,645			-2,645			
43	+4,062			-4,062			
45	+3,673			-3,673			
6	+4,522				-4,522		
33	+3,931				-3,931		
9	+3,241					-3,241	
XMC2	-2,998	+2,998					
26	-3,949	+3,949					
27	-5,261	+5,261					
42	-4,732	+4,732					
82		+6,053		-6,053			
11		-3,999	+3,999				
12		-5,123	+5,123				
24		-3,854	+3,854				
54		-2,049	+2,049				
79		-2,517	+2,517				
107	-1,256			+1,256			
67					+1,879		-1,879
68					+2,750		-2,750
70						+3,933	-3,933
72						+3,896	-3,896
58			-2,032				+2,032
97			-5,917				+5,917
Option Z Total	60,485	61,304	62,062	59,954	59,285	58,103	56,518

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

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EXISTING CITY LIMITS

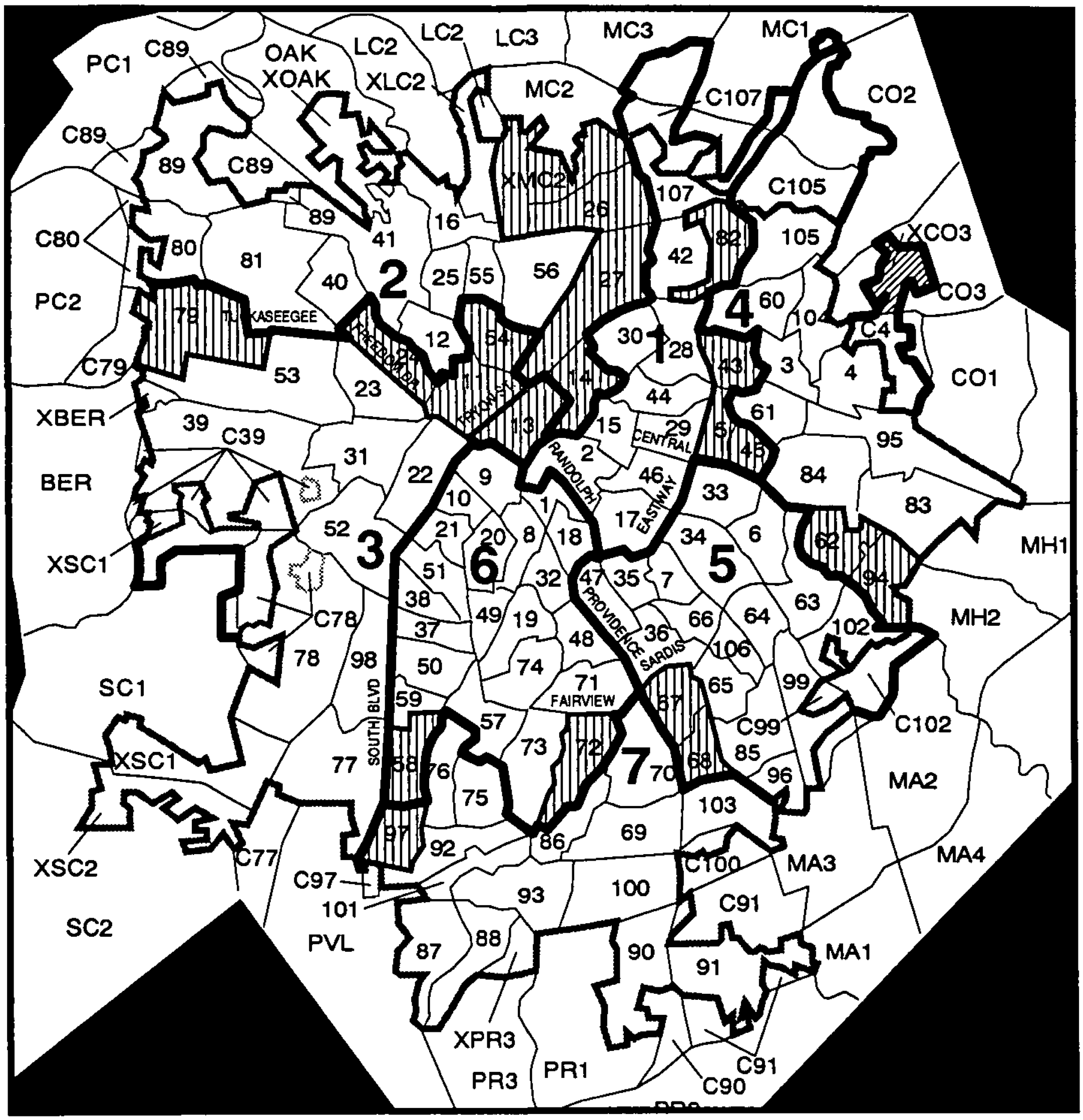
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION X1



Option X1

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church	5,826						
Old Concord	2,674			6,736			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
13	-3,511		+3,511				
14	-4,648	+4,648					
XMC2	-2,998	+2,998					
26	-3,949	+3,949					
27	-5,261	+5,261					
82	+6,053			-6,053			
11		-3,999	+3,999				
24		-3,854	+3,854				
54		-2,049	+2,049				
72						+3,896	-3,896
79		-2,517	+2,517				
5	+2,645			-2,645			
43	+4,062			-4,062			
45	+3,673			-3,673			
67					+1,879		-1,879
68					+2,750		-2,750
58			-2,032			+2,032	
62				+4,277	-4,277		
94				+5,124	-5,124		
97			5,917				+5,917
Option X1 Total	61,173	60,290	60,450	59,599	58,337	59,443	58,419

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

ANNEXATIONS

EXISTING CITY LIMITS

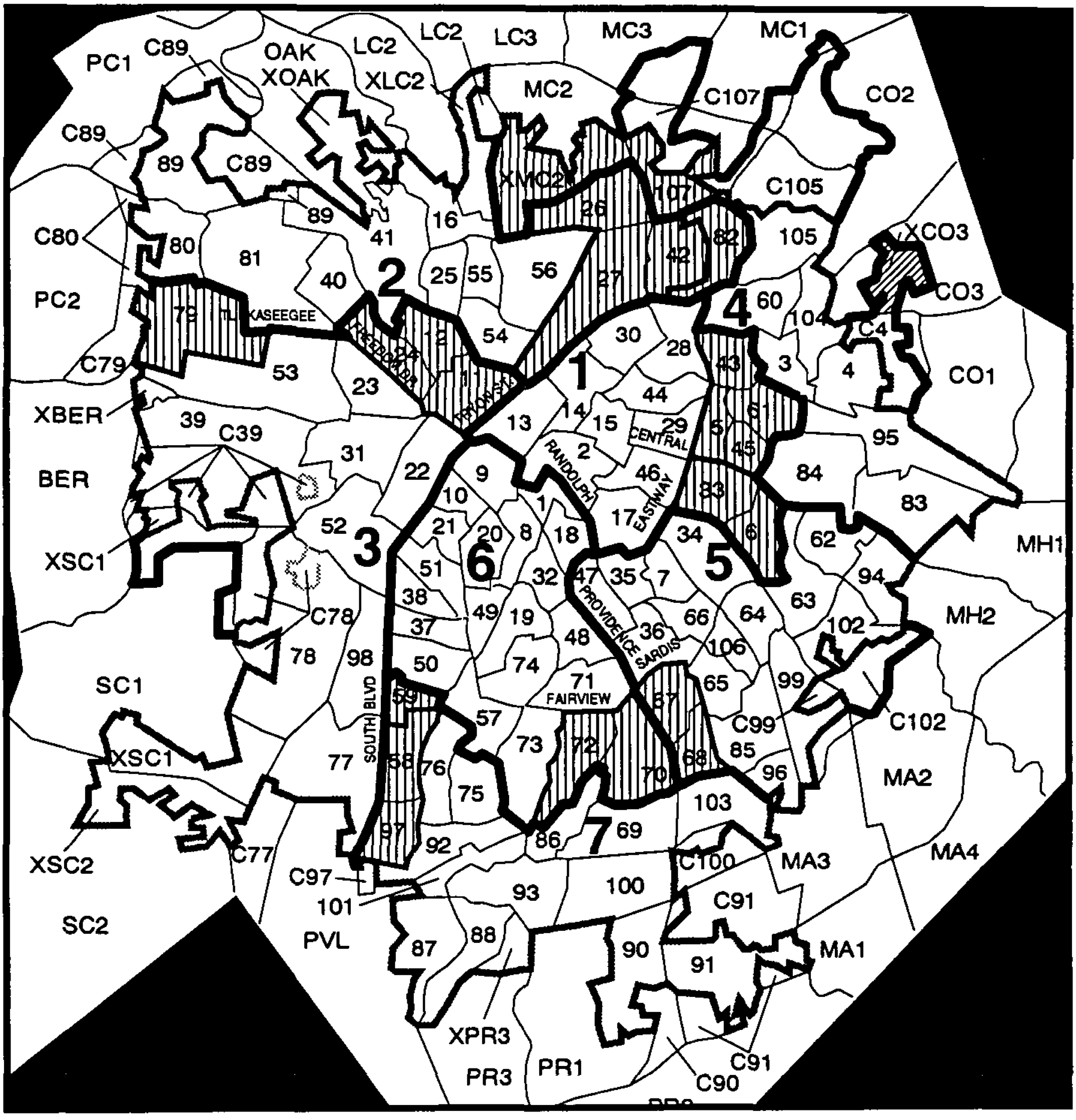
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION Z1



Option Z1

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church				5,826			
Old Concord				9,410			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
5	+2,645			-2,645			
43	+4,062			-4,062			
45	+3,673			-3,673			
6	+4,522				-4,522		
33	+3,931				-3,931		
61	+4,067			-4,067			
XMC2	-2,998			+2,998			
26	-3,949	+3,949					
27	-5,261	+5,261					
42	-4,732	+4,732					
82		+6,053		-6,053			
11		-3,999	+3,999				
12		-5,123	+5,123				
24		-3,854	+3,854				
79		-2,517	+2,517				
107	-1,256			+1,256			
67					+1,879		-1,879
68					+2,750		-2,750
70						+3,933	-3,933
72						+3,896	-3,896
58			-2,032				+2,032
97			-5,917				+5,917
59						-2,606	+2,606
Option Z1 Total	61,311	60,355	60,013	58,885	59,285	58,738	59,124

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

ANNEXATIONS

EXISTING CITY LIMITS

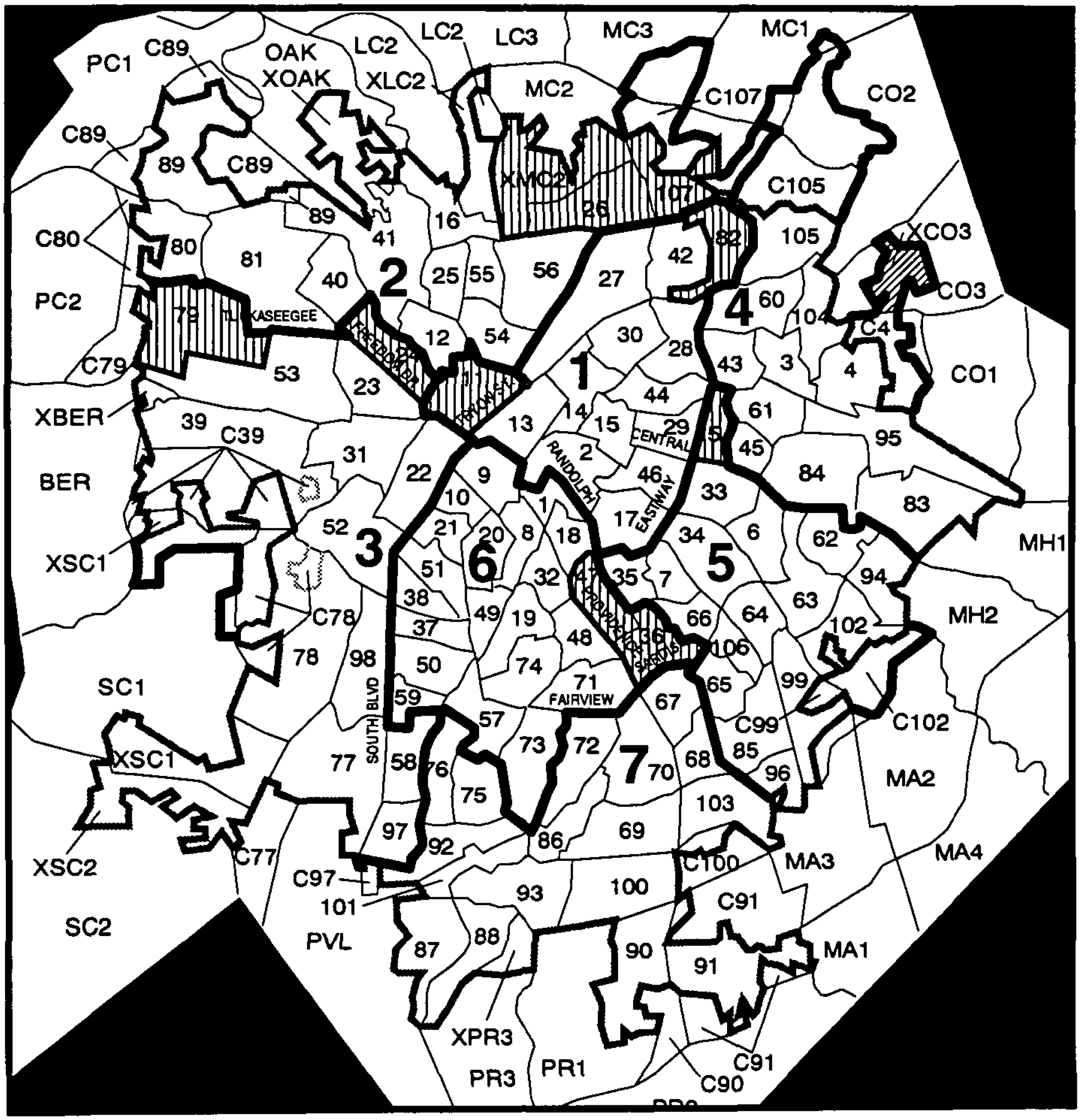
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION A



Option A

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church		5,826					
Old Concord		403		9,007			
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
11	+3,999	-3,999					
82	+6,053			-6,053			
26	-3,949	+3,949					
107	-1,256	+1,256					
XMC2	-2,998	+2,998					
24		-3,854	+3,854				
79		-2,517	+2,517				
5				-2,645	+2,645		
36					-3,207	+3,207	
47					-2,039	+2,039	
Option A Total	58,456	59,915	58,840	60,204	60,508	58,761	61,027

CITY OF CHARLOTTE
VOTING DISTRICTS AND PRECINCTS

ANNEXATIONS

EXISTING CITY LIMITS

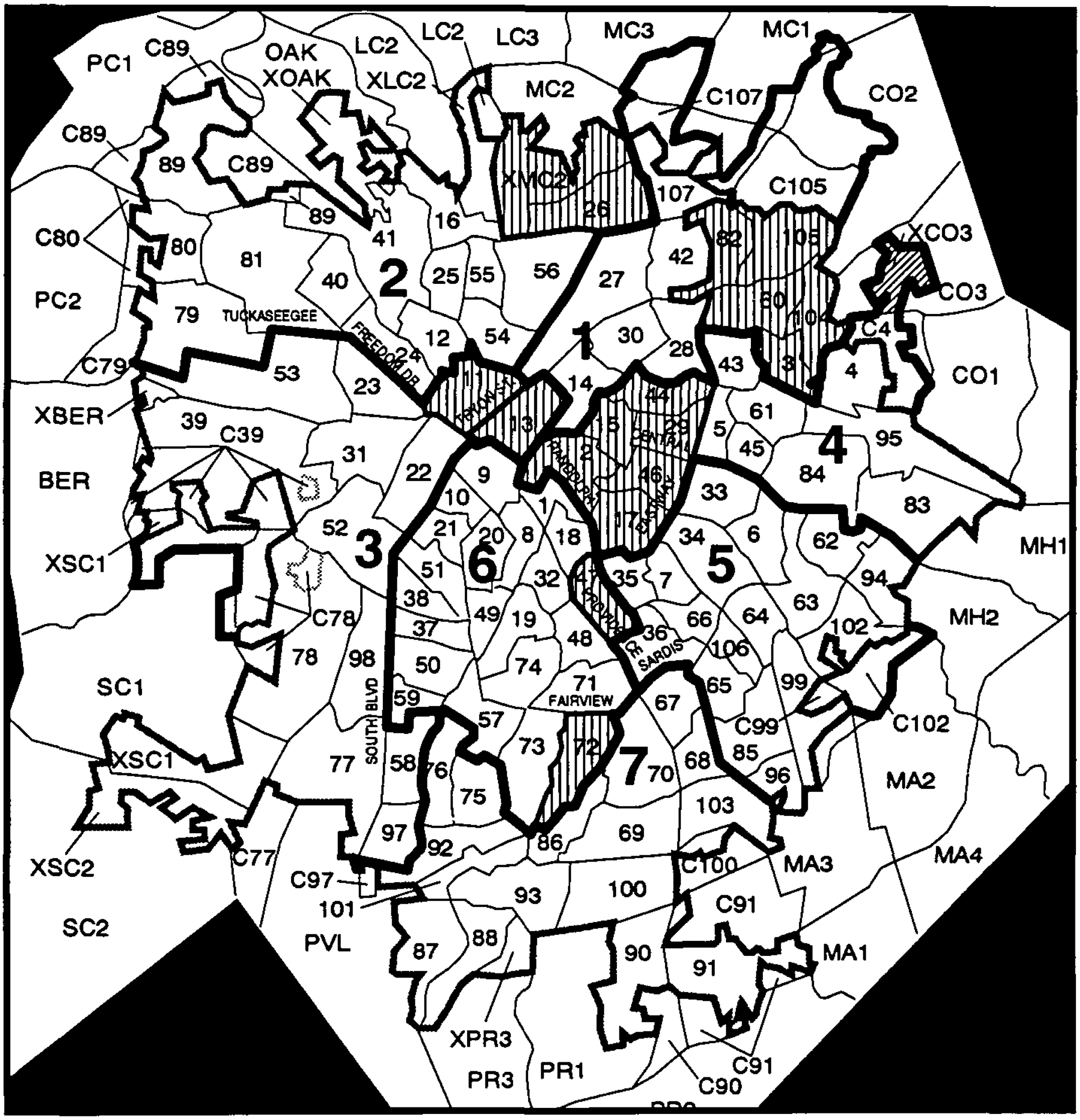
EXISTING VOTING DISTRICT BOUNDARIES

SATELLITE ANNEXATION

PROPOSED VOTING DISTRICT BOUNDARIES

PRECINCT-SHIFT OPTIONS

OPTION B



Option B

	Dist. 1	Dist. 2	Dist. 3	Dist. 4	Dist. 5	Dist. 6	Dist. 7
1990 Population	56,607	55,853	51,834	58,737	58,451	53,515	61,027
June 30 Annex.							
Prosp. Church	5,826						
Old Concord	9,410						
Plott Road				1,158			
Margaret Wallace					4,658		
Beam Road			635				
Precinct Shifts							
3	+4,613			-4,613			
60	+3,226			-3,226			
82	+6,053			-6,053			
104	+4,877			-4,877			
105	+3,045			-3,045			
2	-5,898			+5,898			
15	-3,816			+3,816			
17	-3,801			+3,801			
29	-3,615			+3,615			
44	-2,155			+2,155			
46	-4,666			+4,666			
26	-3,949	+3,949					
XMC2	-2,998	+2,998					
11		-3,999	+3,999				
13	-3,511		+3,511				
47					-2,039	+2,039	
72						+3,896	-3,896
Option B Total	59,248	58,801	59,979	62,032	61,070	59,450	57,131

OPTION B

DISTRICT	DEMOCRAT	REPUBLICAN
1	17,728	4,725
2	23,991	5,478
3	17,751	4,841
4	18,659	10,540
5	15,217	14,750
6	20,662	18,858
7	12,526	20,988

Charlotte Genesis, Inc.

Charlotte Genesis, Inc.

In August, 1990, Pastor Barbara Brewton of Community Outreach Mission Church located at the corner of Wayt Street and Oaklawn Avenue, convened a group of people to discuss the problems in her neighborhood. This group, which subsequently became the board of directors of Charlotte Genesis, Inc., consisted of members of Pastor Brewton's church, residents of the neighborhood, others who worked or worshipped in the neighborhood, and several individuals from outside the neighborhood who were concerned with the problems of the neighborhood.

Housing

From August 1990 until the present, the group has met regularly to discuss what might be done to combat the conditions of the neighborhood. In December 1990 the group was incorporated as Charlotte Genesis, Inc. The plan that emerged from this process was one by which support from the Charlotte Police Department and from the City of Charlotte would be matched with housing-directed efforts to convert the absentee-owned duplex units predominating in the neighborhood to resident-owned single-family homes. The Charlotte-Mecklenburg Housing Partnership is being asked to take the lead in the housing portion of this undertaking.

COMMUNITY DEVELOPMENT DEPARTMENT
PROGRAM EVALUATION REPORT

NAME OF PROGRAM: Contract for Technical or Professional Services

PERIOD COVERED: July 1, 1990 - April 30, 1991

DATE PREPARED: June 14, 1991

CONTRACTOR: **CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP**

A. SUMMARY

1. A contract was approved by City Council for $2,000,000 for the 12-month period July 1, 1989 - June 30, 1990; these funds were set up as a revolving loan fund for the acquisition, rehabilitation and construction loans.

   A contract was approved by City Council for $2,000,000 for the for the 12-month period July 1, 1990 - June 30, 1991; these funds were provided to the CMHP as a grant.

2. During the 10 months of FY91 covered by this evaluation, the program has developed, has under construction or has commitments for 260 units.

3. During this 10-month period, $3,525,000 have been committed to the above projects. The program has leveraged private funds at a ratio of $3.509 to $1.

4. The cost per unit was $13,558.

5. The program has operated very well. The only area of concern is a shortage of pre-qualified home purchasers to purchase the single-family homes being developed. (See Concerns and Recommendations listed under Major Findings.)

B. MAJOR FINDINGS

1. While no quantitative objectives are specified in the contract, the program is meeting its four objectives and sub-parts of objectives. The only concerns are in regard to the shortage of pre-qualified home buyers for the homes that the CMHP is producing.

   CONCERN NO. 1: Sale of homes developed by the CMHP are targeted to families earning 60% or less or the local median income, according to the established priorities. The families need to be informed of these opportunities

early enough for them to become qualified for mortgage loans by the time construction is complete.

The persons who have purchased homes through the CMHP fall into the following priority categories:

1) In public or assisted housing	47%
2) On City relocation workload	13%
3) In overcrowded, substandard or unaffordable housing, with children under the age of 15,	33%
4) in overcrowded, substandard or unaffordable housing without children under the age of 15,	0%
5) income qualified only, with children under the age of 15,	7%
6) income qualified only, without children under the age of 15.	0%

RECOMMENDATION NO. 1: Better marketing of the housing opportunities for these groups is needed, along with improved coordination between the Charlotte-Mecklenburg Housing Partnership and Family Housing Services. In addition, it is recommended that Family Housing Services provide in-depth counseling on a one-to-one basis with each Mortgage Qualifying client regarding 1) increasing or stabilizing income, 2) saving a downpayment, 3) reducing existing debt and 4) paying off old debts. (See Family Housing Services Evaluation Report for additional information.)

CONCERN NO. 2: Families with incomes 60% or less of the local median cannot afford the payments on the homes being built in Greenville.

RECOMMENDATION NO. 2: During this fiscal year, the CMHP's contract with the city required that home purchase applicants have family incomes 60% or less of the local median income. The CMHP has requested that the guidelines for the homes in Greenville be amended to allow applicants up to 80% of the median, and this change was approved by City Council on May 28, 1991.

CONCERN NO. 3: The CMHP requires that applicants provide their own downpayment and closing costs up to $1,000. This could eliminate a number of applicants who have adequate incomes to purchase, but not enough cash flow to save $1,000.

RECOMMENDATION NO. 3: Applicants who meet all other mortgage eligibility criteria could be given deferred

payment loans to cover downpayment and closing costs from the Second Mortgage Pool funded by the City.

2. The 260 units developed or under development are summarized as follows:

Multi-Family Projects Closed/Under Construction:
50 new units (Seneca Woods)
52 new units (Summerfield)

New Project Commitments:
38 new MF units (Sharon Harbor)
18 rehabilitated SF units (Genesis Park I)
42 new multi-family units (Seversville)

Single-Family Closed (Sold and Occupied):
5 rehabilitated units
9 new units (Greenville-2, Scattered Site-7)

Single-Family Under Purchase Contract:
10 new units (Greenville)
8 rehabilitated units

Single-Family Under Construction:
36 new units (Greenville-28, Scattered Site-8)

(See attached tables.)

B. ACHIEVEMENT OF OBJECTIVES

GENERAL ACHIEVEMENT AND PERFORMANCE OBJECTIVES

1. MOBILIZE PRIVATE AND NONPROFIT FINANCING FOR DEVELOPMENT OF LOW-INCOME HOUSING OPPORTUNITIES.

The projects developed by the Charlotte-Mecklenburg Housing Partnership during this 22-month period will leverage a total of $11,926,646 in private funds for specific projects. This is in addition to the $17.5 million mortgage pool for single-family home mortgages established by a consortium of six banks in FY90.

The leveraging ratio for this period is 3.5 private dollars to 1 public dollar (including CMHP and Innovative Housing Funds).

2. CREATE DEVELOPMENT OPPORTUNITIES FOR LOW-INCOME HOUSING AND SERVE AS A CLEARING HOUSING FOR PUBLIC-PRIVATE HOUSING DEVELOPMENT VENTURES.

The CMHP continues to work with developers and individuals to experiment with various ways to produce low income housing and continues to explore other avenues of funding.

Recently the CMHP Board agreed to become an owner in selected projects. Development of the Pathway Program is a major step toward working with lower income persons to become self-sufficient.

3. **COORDINATE WITH OTHER AGENCIES TO DEVELOP NEIGHBORHOOD OPPORTUNITIES FOR ECONOMIC SELF-SUFFICIENCY.**

The CMHP continues to work with neighborhoods, including Belmont, Reid Park, Biddleville, Greenville and Seversville to develop housing opportunities by working with such agencies as Family Housing Services, Habitat for Humanity, Charlotte Housing Development Corporation, Charlotte Housing Authority and many others.

A neighborhood steering committee from eleven neighborhood organizations has been formed. This organization will offer insight into neighborhood housing problems and provide guidance as programs are developed.

SPECIFIC ACHIEVEMENT AND PERFORMANCE OBJECTIVES

1. **THROUGH THE GENERAL ACHIEVEMENT AND PERFORMANCE OBJECTIVES, ESTABLISH A PRIVATE LENDER GENERAL AGREEMENT TO MAKE AVAILABLE A MINIMUM LEVERAGE FACTOR OF 2 TO 1 OF PRIVATE DOLLARS TO PRODUCE A MINIMUM OF 100 HOUSING UNITS THROUGH ONE OF SEVERAL SPECIFIC STRATEGIES AS FOLLOWS:**

The CMHP has attained a leveraging factor of 3.509 to 1 on the 260 units developed.

a. **REHABILITATE EXISTING UNITS AND PROVIDE HOME OWNERSHIP OPPORTUNITIES FOR LOW-INCOME HOUSEHOLDS. WORK IN COOPERATION WITH THE CITY ON BRINGING BOARDED-UP UNITS BACK INTO USE.**

The CMHP acquired 20 HUD foreclosed units. Three (3) single-family units were rehabilitated in FY91. An additional 8 single-family units are under contract.

b. **CONSTRUCT NEW HOMES, SOME AS IN-FILL HOUSING:**

Nine (9) new homes have been constructed on in-fill lots. The Greenville new construction project has produced 2 completed units which have been purchased and occupied, 10 units under contract and 28 units under construction.

c. EXPLORE TAX CREDITS FOR A RENTAL PROJECT IF 1991 FEDERAL LOW-INCOME HOUSING TAX CREDITS ARE APPROVED:

The two tax credit projects, Seneca Woods and Summerfield, planned in FY90 were approved by the North Carolina Housing Finance Agency. Two additional tax credit projects, Sharon Harbor and Seversville, were submitted in FY91. These funding commitments are contingent upon approval.

d. MAINTAIN FINANCING MECHANISMS TO SUPPORT PROJECTS AS FOLLOWS:

i. MORTGAGE POOL FOR SINGLE FAMILY;

A $17.5 million loan pool was created by six banks in FY90. This mortgage pool continues provide mortgage funds for single-family homeownership. Some changes have changes have been made that increase eligibility to 80% of median income and allow for limited use of the pool for attached units (condominiums).

ii. Explore financing mechanism to support projects as follows:

a) EQUITY POOL FOR SALE OF TAX CREDITS;

The first opportunity for the establishment of this equity pool will be set up when the CMHP's proposed ownership of a tax credit project occurs.

b) Federal/State funds;

The availability of federal funds is extremely limited at this time. However, this will increase if the Affordable Housing Act is funded. State funds have been secured through the state bond program for

Greenville, Summerfield, Seneca Place and scattered sites.

c) Private funds for second mortgage pool;

This has not been accomplished to date.

d) Mortgage pool for multi-family.

Members of the bank consortium have been developing rules and procedures for a multi-family loan pool of $5 million. both construction and permanent financing will be available. The goal for finalizing this pool is June 30, 1991.

iii. MAKE AVAILABLE CITY MONEY FOR SECOND MORTGAGE POOL.

A portion of city funds has remained in use for second mortgages.

CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP HOUSING PROJECTS
FY91

PROJECT	DATE CLOSED	UNITS	CMHP FUNDS	CITY FUNDS	PROJECT COST	LEVERAGING CMHP AND CITY	COST PER UNIT	CMHP & CITY COST/UNIT
MULTI-FAMILY CLOSED/UNDER CONSTRUCTION								
Seneca Woods	9/20/90	50	$550,000	$640,000	$2,499,162	2 100	$49,983	$23,800
Summerfield	12/26/90	52	$475,000	$467,000	$2,736,226	2 905	$52,620	$18,115
SUB-TOTAL		102	$1,025,000	$1,107,000	$5,235,388	2 503	$51,302	$20,958
PROJECT COMMITMENTS								
Sharon Harbor		38	$235,000	$0	$2,055,000	8 745	$54,079	$6 184
Genesis Park		18	$325,000	NO PERMANENT	$720,000	2 215	$40,000	$18,056
Seversville		42	$172,000	$350,000	$2,077,000	3 979	$49,452	$12 429
SUB-TOTAL		98	$732,000	$350,000	$4,852,000	4 980	$47,844	$12,223

SINGLE-FAMILY - CLOSED/OCCUPIED	DATE CLOSED	UNITS	CMHP FUNDS	FIRST MORTGAGE	TOTAL FINANCED	LEVERAGING	SELLING PRICE	OTHER FINANCING	INTEREST RATE
1922 Erie	7/20/90	1	$25,307	$35,000	$60,307	2 383	$59 887		9 500
1523 Hamilton	8/03/90	1	$16,968	$29,400	$46,368	2 733	$46 000		9 500
5217 Galway	8/10/90	1	$17,284	$47,000	$64,284	3 719	$63 500		9 500
1926 Erie	10/19/90	1	$21,400	$39,000	$60,400	2 822	$59,886		9 250
1208 Fontana	11/16/90	1	$12,956	$35,000	$47 956	3 701	$47 400		9 250
3360 Autumn Ridge	1/18/91	1	$10,880	$40,000	$50,880	4 676	$50 250		9 375
1826 Allen	1/31/91	1	$12,490	$29,000	$48,990	3 922	$48,500	$7 500	9 250
1723 Browns	2/21/91	1	$16,650	$34,800	$51,450	3 090	$52,000		8 750
4608 Hidden Valley	2/26/91	1	$18,340	$35,000	$53,340	2 908	$53,000		9 000
808 Polk	2/27/91	1	$10,900	$41,400	$52,300	4 798	$51,800		9 000
6232 Karenstone	3/18/91	1	$16,183	$47,300	$63,483	3 923	$62,900		8 875
1011 Polk	4/12/91	1	$18,625	$44 300	$65,725	3 529	$65,000	$2 800	9 375
4619 Hezekiah	4/26/91	1	$11,600	$44,650	$56,250	4 849	$55,850		8 750
1003 Polk	4/26/91	1	$19,100	$43,500	$65,400	3 424	$65 000	$2,800	9 375
SUB-TOTAL		14	$228,683	$545,350	$787,133	3 606	$780,973	$13 100	9 196

CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP HOUSING PROJECTS
FY91

PROJECT	DATE CLOSED	UNITS	CMHP FUNDS	CITY FUNDS	PROJECT COST	LEVERAGING CMHP AND CITY	COST PER UNIT	CMHP & CITY COST/UNIT
MULTI-FAMILY								
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SUB-TOTAL		14	$228,683	$545,350	$787,133	3 606	$780,973	$13,100	9 196

ADDENDUM

JOHNSTON MILL APARTMENTS

1. Number of Units: 98 (21 Single Room Occupancy and 77 Multi-Family)

2. Development Costs:

Land and Building	$ 581,000
Rehabilitation/Construction	5,264,634
Community Facilities	140,000
Architect and Engineer	170,000
Taxes and Insurance	30,000
Legal, Accounting, Appraisal	110,000
Financing Fees	17,000
Construction Interest	50,000
Contingency	50,000
Marketing and Start-up	50,000
Lic Fee	40,000
Operating Deficit	25,000
Total	$6,527,634

3. Financing:

City of Charlotte Community Development Innovative Housing Loan	$3,133,500
Bank Loan	650,000
Equity (Historical and Rehabilitation Tax Credit)	2,744,134
Total Project Funding	$6,527,634

4. Leveraging Factor:

Private Debt and Equity = $3,394,134
City of Charlotte Debt = $3,133,500 = 1.08
Therefore, City debt is leveraged 1.08 to 1.0.

5. Commitments:

Bank financing cannot be secured/finalized until the City of Charlotte Innovative Housing Loan is approved. However, First Union National Bank has given a letter of intent. (See Exhibit A)

6. City Cost Per Unit:

City Cost = $3,133,500 = $31,974.49

# of Units 98

Therefore, the City's cost per unit is $31,974.49.

7. Long-Term Affordability

The Johnston Mill Development must remain available for low-income housing for 30 years based on the requirements of the North Carolina Housing Finance Authority for Low-Income Housing Tax Credits.

8. HAP Compliance

Census Tract: 7 is a Prohibited Census Tract. However, the HAP does identify the area as a Special Objective Area where assisted housing may be allowed on a case by case basis. Planning Commission states the area is consistent with both the Draft Central District Plan and Historic North Charlotte Plan. (See Exhibit B)

9. Planning Review

(See Exhibit C)

10. Effect on School Pupil Assignment

(See Exhibit D)

11. Population To Be Served

These apartments will be rented to families earning 40% of the median income for the MSA.

12. Rents

Initial rents will be $248, $271, $289 and $301 for efficiencies, one, two and three-bedroom units, respectively.

First Union National Bank of North Carolina
Charlotte North Carolina 28288

Exhibit A

June 6, 1991

Mr. James A. Mezzanotte
Trenton Properties, Inc.
P.O. Box 471665
Charlotte, North Carolina 28247

RE: Johnston Mill Financing Request

Dear Jim:

I have reviewed the information you submitted to me for a $650,000 loan to assist in the rehabilitation/construction of the Johnston Mill located in Charlotte. Based on this preliminary information, First Union National Bank of North Carolina (FUNB) would consider the following financing structure at your request:

Loan Amount:	Up to $650,000
Borrower:	A North Carolina limited partnership subject to FUNB's approval
Interest Rate:	FUNB's Prime rate plus one and one quarter percent (P + 1 1/4%)
Repayment:	Interest only monthly until construction completion. After completion, payments would be for principal and interest monthly based on a 20-year amortization schedule. The loan would mature in ten years.
Security:	First deed of trust on the Johnston Mill property. First lien security interest in all related personal property and fixtures. Assignment of rents and security deposits. Assignment of general construction contract and architect's contract.

Guaranty: 100% unconditional guaranties of all general partners of the Borrower, as approved by FUNB.

FUNB review and approval of:

- City of Charlotte loan documents
- All documents related to the sale of any and all project related tax credits
- Development budget
- Plans and specifications
- Environmental tests/Soil tests
- General contractor
- Architect
- Appropriate legal opinions
- Any other documentation required by FUNB

Jim, this letter is not a commitment to lend. The proposal outlined above is based on a preliminary analysis of the information you submitted to me.

At your request, we at FUNB would be happy to proceed with a formal analysis for the financing of the project.

Sincerely,

Douglas F. Woolley III
Vice President

Approved by Council
March 12, 1990

COMPONENT 5
HOUSING ASSISTANCE PLAN
LOCATIONAL POLICY CRITERIA

CRITERIA

OBJECTIVES OF LOCATIONAL STANDARD

- Avoid Concentration of Low Income Persons
- Leveraging Private Dollars Where Feasible
- Geographic Dispersal
- Encourage economic/racial Integration of Areas
- Protect racially integrated neighborhoods
- Pursue housing proposals responsive to the School System's Pupil Assignment Plan
- Promote community development of selected neighborhoods

A. PROHIBITED AREAS:

1. Areas within a 1/4 mile radius (property line to property line) of any assisted housing project ≥ 25 units. "Assisted housing" is hereafter defined as any housing project with public financial assistance such as Federal or City built public housing, public/private ventures using Low Income Tax Credits and/or the City's Innovative Housing Fund and City/Housing Authority Transitional Housing.

2. Census tracts where 50% or more of households earn 80% or less of the City-wide median income are ineligible for additional assisted housing.

3. Census tracts where the black population exceeds 25%.

4. Census tracts where the total number of assisted housing units exceeds 5% of all housing units in a census tract.

B. RESTRICTED CENSUS TRACTS:

Census tracts not meeting the "prohibited" criteria and with less than the 5% maximum number of assisted housing units are eligible for additional assisted housing units, up to the maximum limit.

C. PRIORITY CENSUS TRACTS

Census tracts not meeting the "prohibited criteria and currently without any assisted housing will be given priority for funding.

D. SPECIAL OBJECTIVE AREAS·

Areas encompassing approved Small Area Plans, Special Project Plans that include recommendations for assisted housing and all former Community Development Neighborhood Strategy Areas (NSA's) will be considered for additional assisted housing by City Council on a case-by-case basis, even when located within census tracts meeting the "prohibited" criteria.

E. LONG-TERM AVAILABILITY:

City has first right of refusal to purchase public/Private housing development, or the developer will provide the City with options on how the units can be maintained long term as low income housing units.

F. CENSUS TRACTS EXTENDING BEYOND CITY LIMITS:

Prohibited, Restricted or Priority census tracts are based upon entire census tract's data.

G. MAXIMUM UNITS:

No more than 50 units per site are permitted for all program approaches.

H. POLICY EXEMPTIONS:

1. Elderly/handicapped housing.

2. Single-family units under Section 234 Program, North Carolina Housing Finance Agency or similar below market housing.

3. Assisted units developed for homeownership.

4. Project conversions defined as market rate units, where at least 51% of the units convert to assisted housing; will be considered for funding assistance on a case-by-case basis by City Council. These assisted housing units will be included when calculating the 5% limit for assisted housing in a census tract. Project conversions are not subject to the 1/4 mile radius criteria or the 50 unit limit per project. However,

these projects will be reviewed case-by-case and are subject to City Council exemption.

5. City Council can exempt projects from any of the above stated policy criteria on a case-by-case basis.

I. NORTH CAROLINA HOUSING FINANCE AGENCY (NCHFA) BOND FINANCING·

Developers of any 80%/20% developments financed by the North Carolina Housing Finance Agency are required to provide that 30% of the 20% units for low income families be two and three bedroom units or to provide a justification as to why they cannot.

J. EVALUATION OF REQUEST FOR PROPOSALS:

1. Proposals will be reviewed by the Innovative Housing Committee. The composition of the Committee includes:

Assistant City Manager for Policy and Evaluation
Assistant City Manager for Development Services
Director, Community Development Department
Director, Planning Commission
Director, Finance Department
At Large Member selected by City Council's CD and Housing Committee

This committee will provide a technical review of all proposals and RFP's and make recommendations to City Council.

2. Responding proposals will be evaluated on all of the following but must comply with items a and b.

a. Priority assistance is to be provided to families earning 40% or less of median income and living in substandard, overcrowded, or unaffordable housing, or are residing in public housing, and are listed on the Charlotte Housing Authority's Master List needing housing;

b. Compliance with the Housing Assistance Plan and the Housing Policy Plan - the geographic disbursement of proposed projects and proximity to other assisted housing will be a major consideration;

c. The project's effect on the School Board's pupil assignment plan and other impacts created on the school system in terms of total new students and current plans for the construction of new schools;

d Land use and urban impact of projects on neighborhoods and commercials areas;

e. Neighborhood renewal and number of housing units;

f. Cost comparison to the City with other funded projects, this will require a financial analysis of the City's cost per unit, private funds leveraged and the terms of the City loan in regard to payback of City funds for reuse within the Innovative Housing Fund.

g. If tax credits are required for the project and subsequently endorsed by the City, then the submission must meet all criteria required by the North Carolina State Housing Finance Agency. The City will give priority to projects that utilize multiple leveraging mechanisms, such as tax credits, in addition to any City subsidy.

h. Design compatibility with the neighborhood, impact on the viability of the neighborhood, the provision of necessary amenities for children, availability of pubic transportation, and assurance of a good maintenance program.

Exhibit C

CHARLOTTE - MECKLENBURG PLANNING COMMISSION

June 14, 1991

Mr. J. W. Walton, Director
Community Development Department
600 East Fourth Street
Charlotte, NC 28202-2859

Dear J.:

Staff has reviewed the proposal to redevelop Johnston Mill for 98 housing units. The findings of the review are listed below:

1. **LAND USE AND ZONING**

The mill is located at North Davidson and 36th Streets in a neighborhood comprised of single family and industrial and commercial uses. The property was petitioned to be rezoned in 1990 to UR-3(CD). City Council approved the UR-3(CD) zoning and a site plan for the project site on November 19, 1990.

2. **IMPACT ON ADJACENT USES**

The project site will have no adverse impact on adjacent land uses if the project is developed in accordance with the approved site plan for the project.

3. **COMPILANCE WITH PUBLIC POLICIES**

The project is consistent with both the Draft Central District Plan and Historic North Charlotte Plan. Both plans strongly advocate redevelopment opportunities for the 36th Street and Davidson Street area.

The Housing Assistance Plan (HAP) indicated that the project site is located in census tract 7 which is a prohibited area because 50% or more of the households in the tract earn 80% or less than the city-wide median income. However, the HAP does identify the area as a special object area where assisted housing maybe allowed on a case by case basis.

If you have questions about the report, please feel free to contact me.

Sincerely,

David Howard (NRW)

David A. Howard
Community Planning Manager

DAH/NRW/sls

Exhibit D

Charlotte-Mecklenburg Schools
Post Office Box 30035
Charlotte North Carolina 28230
Telephone (704) 379 7000

Peter D Relic
Superintendent

May 10, 1990

Mr. Carroll B. Little, Vice President
Trenton Properties, Inc.
6100 Fairview Road, Suite 1100
Charlotte, North Carolina 28210

Dear Mr. Little:

SITE: Johnson and Mecklenburg Mill Properties

These sites are in the Highland K-2 and Tryon Hills 3-6 Elementary Attendance Area. We are projecting Highland to have 303 students with a 52% black ratio and Tryon Hills to have 355 students with a 57 black ratio for the 1990-91 school year.

Using the standards you presented:

1. All residents will be racially white.
   Response: Both schools are neighborhood schools. Housing units which would be occupied by all white residents would serve as a positive factor to stabilize a school's population which is moving toward a higher black ratio.

2. All residents would reflect the racial makeup of the community at large (70% white and 30% black).
   Response: Same as number 1 above.

3. All residents will be racially black.
   Response: The population would increase the black ratio at both schools well beyond the 15% variance which is allowed. It will have a negative impact in that it will create a situation which will require alternatives in that district for pupil assignment.

If I can be of other help, please let me know.

Sincerely,

Harold Deal

Harold Deal
Assistant Superintendent
Planning and Research

ADDENDUM TO REQUEST FOR COUNCIL ACTION

PROJECT COSTS

Use of Funds

Working Capital (operating cost)	$100,000

Source of Funds

United Carolina Bank	0*
City of Charlotte	$100,000

*Arts Engraving had approached United Carolina Bank (which presently holds a first mortgage on Arts manufacturing facility) to obtain the working capital financing, but their request was denied due to UCB's concerns of prior losses of the company. However, Arts Engraving is projecting a return to profitability by March 31, 1992.

TERM OF LOAN

City of Charlotte
- . Rate - 3%
- . Term - 3 years (15 year amortization period).

SECURITY

(1) United Carolina Bank has an existing $200,000 loan. There security is a first deed of trust on the company's building at 3136 May Street and the adjacent land at 3200 May Street with a combined estimated value of $850,000. (Arts Engraving hired Mr. Jubal A. Early, of Jubal Early and Associates, Inc., to perform a value estimation of the property in lieu of an appraisal. Mr. Early determined the fair market value of the property in its "as is" condition to be $850,000.)

(2) City of Charlotte - a second deed of trust on the company's building and adjacent land. The City's margin of security is as follows:

Estimated Value	$850,000
UCB Loan Balance	(200,000)
	$650,000
City Loan	(100,000)
Collateral Margin Over Loans	$550,000

PUBLIC PURPOSE:

Arts Engraving has projected creating 10 additional jobs during the term of the DARF loan. Nine (9) of the new jobs would be available for low-to-moderate income persons. Additionally, this loan will assist in the company in retaining 45 existing jobs. Of the 45 existing jobs, 32 are held by Charlotte residents with 7 being held by Pocket of Poverty

residents. Arts Engraving is located within the Southside Park community and this loan will enable them to remain a viable business within this area.

The existing and future positions are listed below:

Position	Average Hourly Pay Rate	Current	Projected Increase	Projected Total
Executive	N/A	1	0	1
Administraive	$12.53	6	1	7
Dept. Heads	15.22	4	0	4
Rubberplate	11.05	4	1	5
Art	7.00	3	1	4
Offset	11.02	10	3	13
Main/Support	9.92	2	1	3
Letterpress	10.26	11	2	13
Sales	N/A	4	1	5
Total		45	10	55

EXHIBIT A

CHARLOTTE-MECKLENBURG PLANNING COMMISSION

INTER-OFFICE COMMUNICATION

DATE: April 12, 1991

TO: Jay Walton
Community Development Director

FROM: Martin L. Cramton, Jr.
Martin Cramton
Planning Director

SUBJECT: Arts Engraving Inc., DARF Application

Attached is the Planning staff's review of the Arts Engraving Inc., DARF application. As outlined in the Policy Framework, Planning staff's review addresses the proposal's purpose, how it will serve community needs, as well as land use and urban design considerations.

My staff recommends that this proposal proceed on to the next stage of review. If there are any questions, please feel free to contact Dick Black or Keva Walton on my staff.

MRCjr/DB/cln

Attachment

Economic Development Policy Review (91-1)
Charlotte-Mecklenburg Planning Commission
11 April 1991

PROPOSAL: Arts Engraving, Inc.
3136 May Street
Charlotte, N.C. 28217

A. PUBLIC PURPOSE

In the request received from Arts Engraving, Inc., it is indicated that forty-five positions would be retained and ten new positions created with the approval of the applicants request. Of the ten new positions, it is stated that nine of these positions "will be suitable for low-to-moderate income individuals." If this provision is implemented, the Public Purpose statement within the Policy Framework for evaluating Development and Revitalization Fund Loan requests will be satisfied.

B. NEEDS

The request as received satisfies the Needs objectives as outlined in the Policy Framework by 1) creating jobs which have the potential for upward mobility and adequate pay, allowing individuals employed with this company to become self sustaining, and 2) promoting revitalization efforts in an area targeted by public policy.

The Generalized Land Plan 2005 identifies older neighborhoods, secondary commercial locations and central city manufacturing areas as Employment Reinvestment Areas. Strategies for these areas include:

- o the retention of income and tax base;
- o providing jobs, especially entry-level jobs in the private sector for the critically unemployed, and underemployed groups;
- o fostering entrepreneurship;
- o improving recruitment or expansion of manufacturing jobs to enlarge income growth for the unemployed and underemployed, and;
- o curtaining the potential hazard of vacant buildings

This site also falls within the boundaries of the the Pocket of Poverty and the Southside Park Special Project Plan (adopted by City Council in May of 1988). This plan recommends that efforts be undertaken in the area to reinforce the available social and economic amenities in order to maintain a full service residential community.

Consequently, this proposal as submitted meets two of the needs as outlined in the Policy Framework.

C. LAND USE AND URBAN DESIGN CONSIDERATIONS

The subject parcel is located within an I-1 zoning district, which is the appropriate zoning designation for the use currently in operation at the site. The Southside Park Special Project Plan as approved in 1988 makes no recommendations for rezoning this site, and supports continued industrial usage in Herman/May Street area.

PLANNING STAFF ASSESSMENT

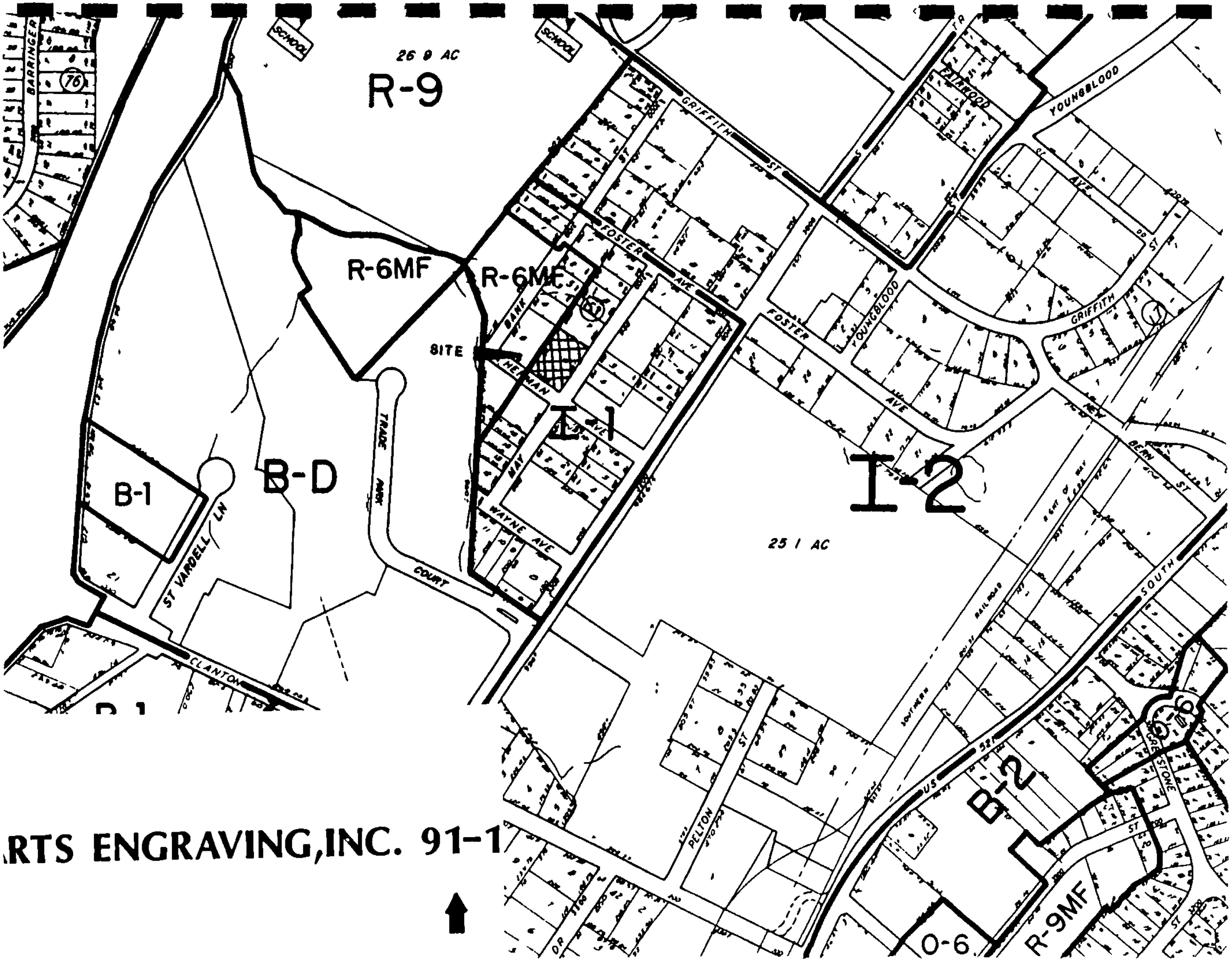
The proposal as submitted by Arts Engraving Company, Inc. falls within the Policy Framework by:

1) Serving a public purpose and providing potential employment for low income, unemployed, and underemployed persons, while also providing an opportunity for upward mobility, and;

2) Promoting revitalization efforts in an area targeted by public policy (the Pocket of Poverty and the Southside Park Special Project Plan, and;

3) Addressing reinvestment strategies as outlined in the Generalized Land Plan 2005.

Planning staff recommends that this proposal move to the next stage in the review process.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WAYNE AVE
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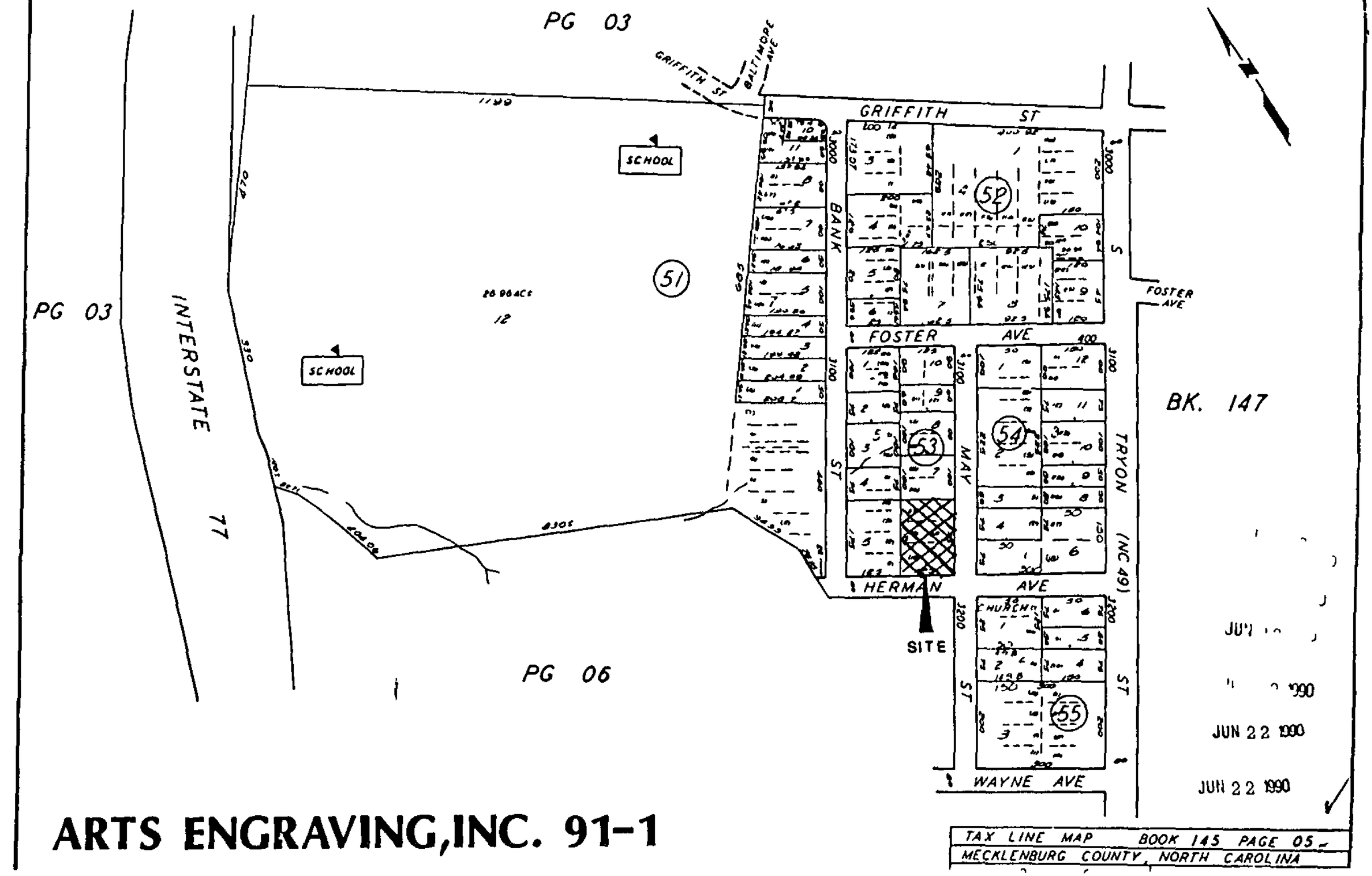
ARTS ENGRAVING,INC. 91-1



ARTS ENGRAVING,INC. 91-1

EXHIBIT B

UNITED CAROLINA BANK Exh. G

EQUAL CREDIT OPPORTUNITY ACT NOTICE
(STATEMENT OF CREDIT DENIAL)
(BUSINESS CREDIT)

CREDITOR UNITED CAROLINA BANK 212 South Tryon Street (Mailing Address) Charlotte (City), NC (State)

APPLICANT(S) Arts Engraving Company, Inc. P.O. Box 32023 Charlotte, NC 28232 (Type Full Name)

(Address) (City) (State)

Dear Mr. Plemmons,

Thank you for applying to us for credit. We have given your request careful consideration, and regret that we are unable to extend credit to you at this time for the following reason(s):

- ☐ Credit application incomplete
- ☐ Slow or past due trade or loan payments
- ☒ Business sales and/or earnings reflect downward trend
- ☐ No current financial statements and/or tax returns
- ☐ Value or type of collateral not sufficient
- ☒ Cash flow is insufficient to service existing and/or new debt
- ☐ Unable to verify credit references
- ☐ Other
- ☐ Credit information obtained from a third party is unsatisfactory
- ☒ Inadequate business sales and/or earnings history
- ☐ Lack of established earnings record
- ☒ Inadequate capital or assets
- ☐ Loan term/type is not within our policy
- ☐ Unsatisfactory performance on existing loans

Should you have additional information which might assist us in evaluating the creditworthiness of this request, please l know. We thank you for applying and sincerely hope that this bank may be able to serve you in the future.

EQUAL CREDIT OPPORTUNITY ACT NOTICE

The federal Equal Credit Opportunity Act prohibits creditors from discriminating against credit applicants on the basis of r color, religion, national origin, sex, marital status, age (provided the applicant has the capacity to enter into a binding contr because all or part of the applicant's income is derived from any public assistance program; or because the applicant has in good faith exercised any right under the Consumer Credit Protection Act. The federal agency that administers compliance with law concerning this creditor is Regional Director (Bank Supervision), Federal Deposit Insurance Corporation, Marquis Tower, Suite 1200, 245 Peachtree Center Avenue, N.E., Atlanta, Georgia 30303.

ce ☐ Delivered ☐ Mailed on 1-2-91

By: R. Reeves

(Telephone Number)

(One primary applicant must receive a copy of this NOTICE)

25-0283 3/90 White - Applicant Canary - Credit File Pink - Compliance Department

Exhibit C

ECONOMIC DEVELOPMENT REVOLVING LOAN FUND COMMITTEE MEETING OF 5-30-91

The Economic Development Revolving Loan Fund Committee met on Thursday, May 30, 1991, at 10:00 a.m. in the Community Development Department Conference Room located on the fifth floor of the Charlotte-Mecklenburg Government Center. Those attending were John Cockerham, Security Bank & Trust Company; Nancy Grant, United Carolina Bank; Bernard Johnson, YoRhon Packaging; Claudia Klitzsch, German Motors Parts; David Thrash, First Citizens Bank; and Lawrence Toliver, Charlotte Chamber of Commerce. Staff members present were Steve Washington and Jeanne Olewiler.

In the absence of Chairman Kenneth Jefferson, Vice Chairman Claudia Klitzsch called the meeting to order.

Minutes of the April 17, 1991 meeting were unanimously approved.

Steve Washington then presented the following loans for consideration:

(1) W. L. Plemmons, Jr. d/b/a Arts Engraving, Inc. - $200,000. This loan was deferred from the April 17, 1991 meeting.

Mr. Plemmons requested a Development and Revitalization Loan to be used for working capital at 3% for five years amortized over a 15-year period.

The committee discussed Steve Washington's memo responding to their questions in the April 17 meeting. The amount of the loan was questioned, amount of sales and collection of accounts receivable were discussed. John Cockerham suggested that Steve Washington call Arts Engraving regarding their accounts receivable status. It was strongly recommended that their accounts receivable be collected in a more efficient way.

A motion was made to approve a loan for $100,000 at 3% for 3 years amortized over a 15-year period, with additional collateral being the assignment of Mr. Plemmons' life insurance policy to the bank. This was unanimously approved.

(2) Stonewall Associates d/b/a Kingsview Medical Center - $369,900. This loan request was to provide term financing upon completion of construction of a medical office building to be located at the intersection of Torrence Street and Kings Drive.

After a brief discussion, the loan was unanimously approved.

(3) John Veal d/b/a Veatronics Corporation - $16,000. This loan will provide funds for the acquisition of equipment and for working capital.

After a brief discussion, the loan was unanimously approved.

With no other business to come before the committee, the meeting was adjourned.

ADDENDUM TO REQUEST FOR COUNCIL ACTION

PROJECT COST:

Use of Funds

Construction/Hard Cost

Land	$ 275,000
Construction Contract	839,800
Construction Contingency	50,000
Subtotal	$1,164,800

Construction Soft Cost

Construction Loan Interest	$ 48,103
Loan Origination Fees	11,097
Closing Fees	4,000
Accounting Fees	2,500
Management Fees	2,500
Subtotal	$ 68,200
Total Uses	$1,233,000

Source of Funds

Southern National Bank*	$ 739,800
City of Charlotte	369,900
Owners Equity Contribution	123,300
Total Sources	$1,233,000

*The Southern National Bank loan is contingent upon Stonewall Associates receiving a loan commitment from the City in the amount of $369,900.

TERMS OF LOANS:

(1) Southern National Bank
- Rate: Prime + 1% (Construction Loan)
- Term: 9 Months
  3 Months (Interest Only)
- Rate: 10.25% (Term Loan)
- Term: 5 Years. To be amortized on a basis of 15 years with the unpaid balance due in a balloon payment at the end of the fifth year.

(2) City of Charlotte
- Rate: 3%
- Term: 5 years (20 Year Amortization Period)

SECURITY:

(1) Southern National Bank
First Deed of Trust on land and office medical building to be built at the intersection of Kings Drive and Torrence Street.

(2) City of Charlotte
Second Deed of Trust on land and office medical building to be built at the intersection of Kings Drive and Torrence Street.

Appraised Value	$1,400,000
Southern National Bank	(739,800)
	$ 660,200
City of Charlotte	(369,900)
Collateral Margin Over Loans	$ 290,300

PUBLIC PURPOSE:

This DARF loan would directly benefit low-income city residents by creating up to 31 new jobs. A portion of the jobs, estimated to be 24, will be available for low-to-moderate income persons within the surrounding area. Also, the proposed office medical center., being located adjacent to the Cherry Community, will provide convenient medical service to the residents in this area.

The development will convert a currently non-productive tract of land to usable property, which will serve the Cherry and surrounding communities. Additionally, the increased property value will add to the tax base.

The neighborhood organization in the Cherry community has been made aware of this proposed development and they are supportive of the medical office building.

The jobs to be created are:

Position	Hourly Pay	Full/Part		Total Number of Projected Positions
Receptionist	$5.00 - $6.00	4	1	5
Medical Office Assistant	5.00 - 7.00	7	3	10
Dental Assistant	5.50 - 8.50	2	1	3
Nurse	7.00 - 8.50	4		4
Office Manager	7.50 - 8.50	5		5
Urology Technician	7.50 - 8.50	1		1
Insurance Clerk	6.00 - 7.00		1	1
Dental Hygienist	6.00 - 7.50	1	1	2
		24	7	31

It is estimated that 24 of these 31 positions will be available for low-to-moderate income persons.

EXHIBIT A

13 MAY 91 12:27 PM
COUNTY ATTY

CHARLOTTE-MECKLENBURG PLANNING COMMISSION

INTER-OFFICE COMMUNICATION

DATE: May 9, 1991

FROM: Martin Cramton
Planning Director

TO: Jay Walton
Community Development Director

SUBJECT: Kingsview Medical Center DARF Application

Attached is the Planning staff's review of the Kingsview Medical Center DARF application. As outlined in the Policy Framework, Planning staff's review addresses the proposal's purpose, how it will serve community needs, as well as land use and urban design considerations.

My staff recommends that this proposal proceed on to the next stage of review. However, Planning staff should have the opportunity to review the site plan for this proposed facility to ensure that negative impacts on the Cherry Community are minimized. If there are any questions, please feel free to contact Dick Black or Keva Walton on my staff.

MRCjr/DB/cln

Attachment

Economic Development Policy Review (91-2)
Charlotte-Mecklenburg Planning Commission
13 May 1991

Proposal: Kingsview Medical Center
Torrence Street and Kings Drive
Charlotte, N.C. 28202

A. PUBLIC PURPOSE

The proposal as submitted indicates that 31 new jobs would be created upon construction of this project. Of the 31 new jobs, it is proposed that 25 of the jobs be made available for low-to-moderate income individuals from the surrounding area. The Kingsview Medical Center proposal also represents an effort to establish a minority owned business enterprise. By providing an employment opportunity for low-to-moderate income persons, and representing a minority-owned business enterprise, the Kingsview Medical Center proposal is in keeping with the Public Purpose objectives outlined within the Policy Framework for evaluating DARF loan requests.

B. NEEDS

The Kingsview Medical Center proposal satisfies the Needs section of the Policy Framework by falling within the boundaries of the Pocket of Poverty. As stated within the Policy Framework, it is the desired goal to "promote revitalization efforts in areas which are targeted by public policy." The Cherry community is one such area.

The Cherry Small Area Plan, currently awaiting approval from appointed and elected officials, identifies this community as an area in need of public policy support. The primary goals of the Cherry Small Area Plan are to "maintain Cherry as an affordable residential community, and to support the business area which surrounds Cherry in a manner that does not conflict with or adversely affect the neighborhood."

In addition to the goals outlined in the Cherry Small Area Plan, the Generalized Land Plan 2005 identifies a neighborhood reinvestment strategy to address the many issues which face many older, declining neighborhoods like Cherry. The 2005 Plan states that:

> "Strategies for reinvestment in neighborhoods are aimed at creating stable, pleasant and safe environments - desirable neighborhoods with a more predictable future, which positively contribute to the community's tax base, housing choices, and overall livability."

The 2005 Plan recognizes the importance of the partnership between public and private resources to bring about change in these areas. It is the intent of the reinvestment strategies to "use limited public resources as a stimulus for additional private investment and initiative." The Kingsview Medical Center proposal is one such effort to bring about positive change in the Cherry Community.

C. LAND USE AND URBAN DESIGN CONSIDERATION

The property on which the medical center is to be constructed is currently zoned B-2, which is an appropriate zoning designation for the use proposed. The Cherry Small Area Plan recommends that this site and other B-2 zoned properties along Kings Drive be rezoned to a B-1 designation. The B-1 district, although less intensive in the types of uses permitted, would allow the construction of the medical center as proposed. The construction of the proposed facility must conform to all current regulations. All applicable reviews, permits and approvals shall apply.

The Cherry Small Area Plan stresses the importance of addressing "edge relationships" between residential and commercial areas in the Cherry community. Good examples of inadequate buffering and screening attempts are visible from Kings Drive. As plans for the construction of this facility are finalized, special attention should be given to screening and buffering to ensure the best possible relationship between two adjoining uses. This is especially important where residential uses abut non-residential uses.

Due to the configuration of the subject site and the fact that the site directly fronts existing single family residences on Torrence Street, much attention must be given to how the facility is to be sited. Efforts should be undertaken to minimize as much as possible the impact of the proposed facility on these residences. Planning staff recommends the following design elements to improve the presence of this facility in the Cherry community:

- o all parking lots, service areas and dumpsters should be screened from adjacent properties;
- o adequate landscaping should be provided in front of the building to protect and screen adjacent single family properties;
- o the building should be sited close to Torrence Street to eliminate parking along Torrence Street (all parking should be provided in the rear of the building), and;
- o a planting strip with street trees should be provided behind the sidewalk and curb (subject to the regulations of the Tree Ordinance)

Planning staff should have the opportunity to review the site plan for this site and make recommendations as to how this can be accomplished.

PLANNING STAFF ASSESSMENT

The proposal as submitted by Stonewall Associates, Inc. for the construction of Kingsview Medical Center falls within the Policy Framework by:

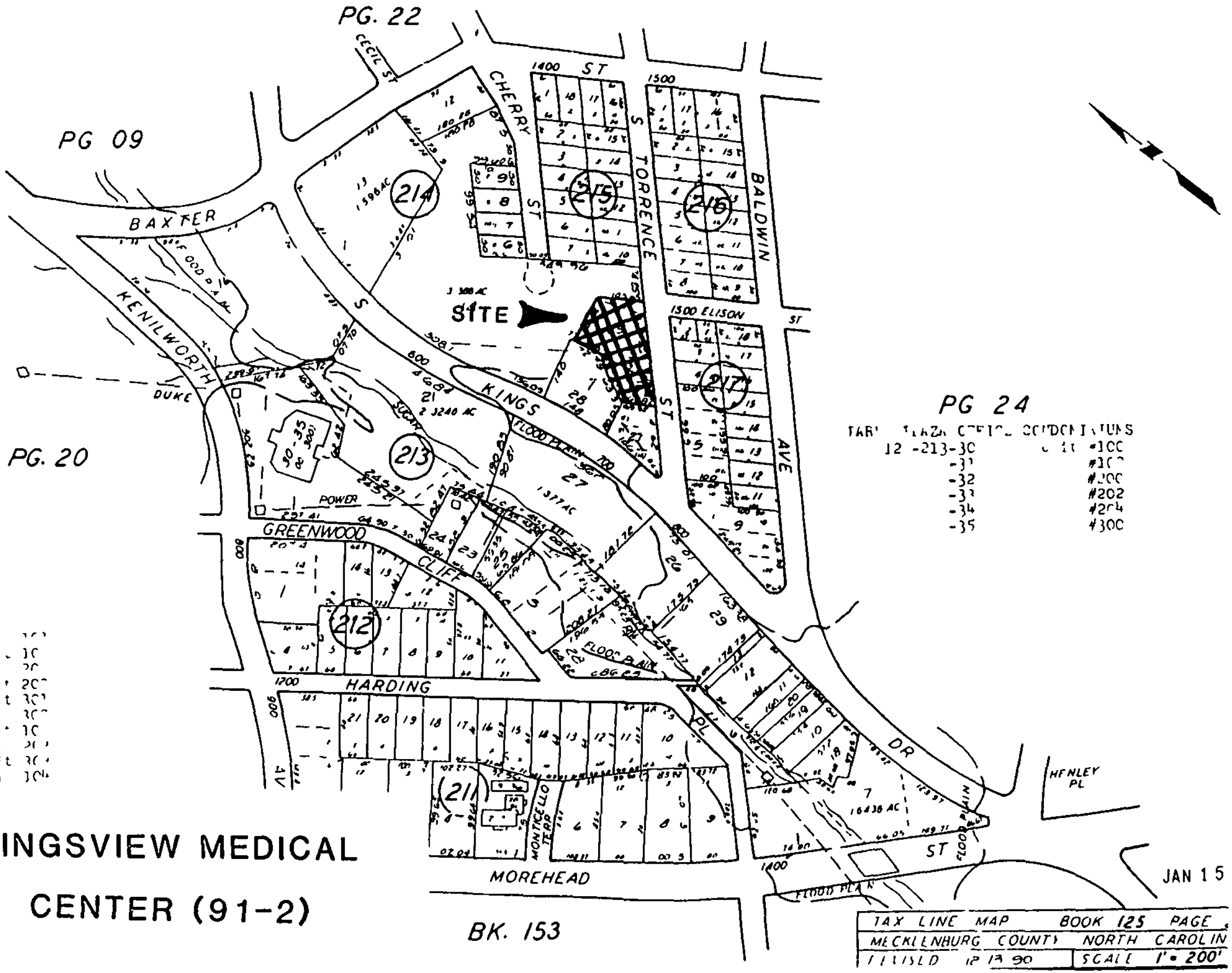
1) Creating jobs for low income, unemployed or underemployed County residents;

2) Benefitting a minority small business enterprise;

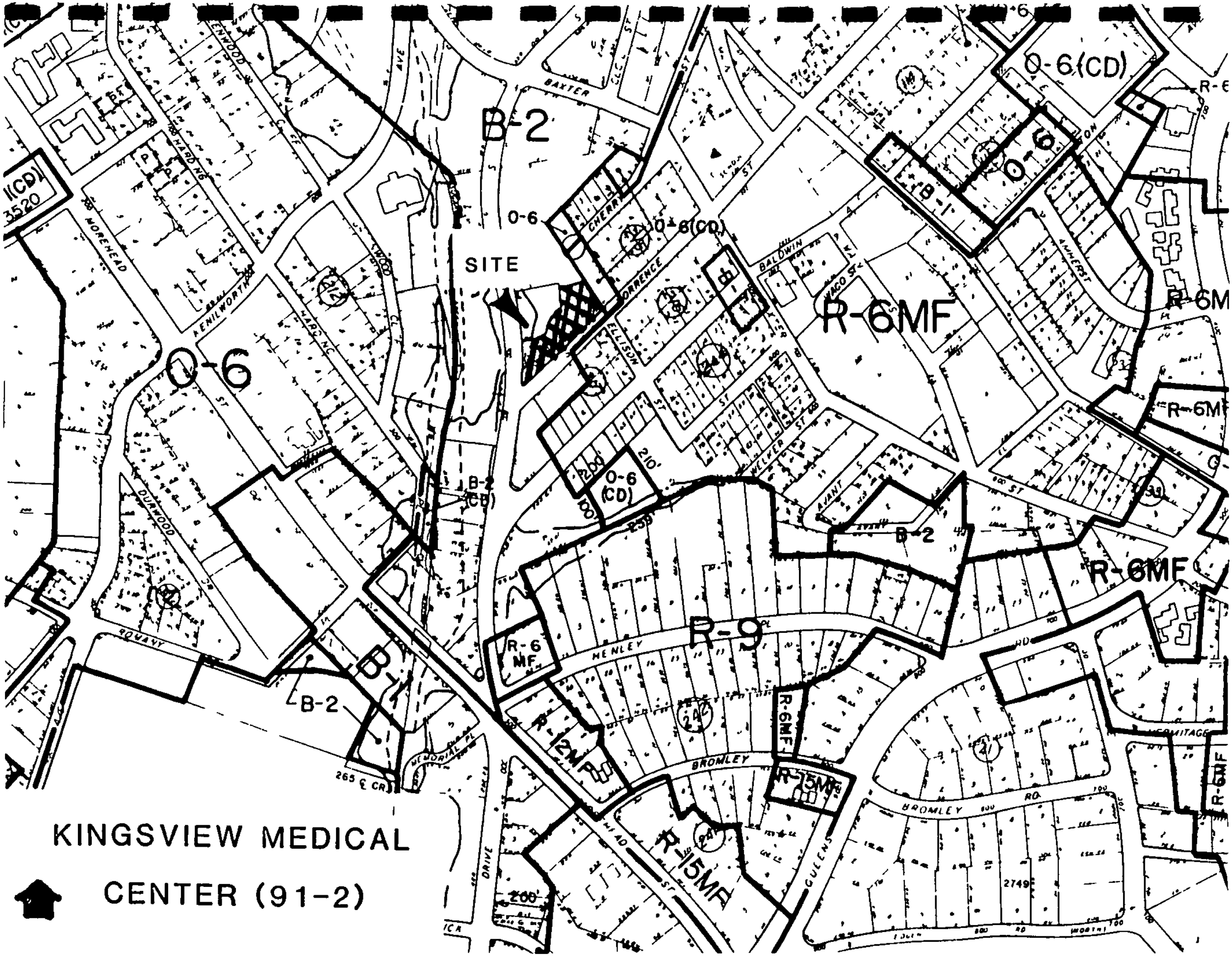
3) Promoting revitalization efforts in an area targeted by public policy (Pocket of Poverty, and Cherry Small Area Plan),and;

4) Addressing neighborhood reinvestment strategies as outlined in the Generalized Land Plan 2005

Planning staff recommends that this proposal move to the next stage in the review process. However, as previously stated, Planning staff should have an opportunity to review the site plan for this proposed facility to ensure that negative impacts on the Cherry community are minimized.



KINGSVIEW MEDICAL CENTER (91-2)


KINGSVIEW MEDICAL
CENTER (91-2)
SITE
B-2
O-6
O-6(CD)
R-6MF
R-9
R-12MF
R-15MF
R-6 MF
B-1
HENLEY
BROMLEY
BAXTER
MOREHEAD
HARDING
ELLISON
BALDWIN
WACO ST
AMHERST
WELLER ST
AVANT
QUANY
MEMORIAL PL
DRIVE
QUEENS
MCGAVITAGE
BROMLEY RD
265 ℄ CR
200'
210'
2749

Southern National

CONFIDENTIAL

EXHIBIT B

March 27, 1991

Stonewall Associates, Inc.
ATTENTION: Derek Gardner, M.D.
700 East Stonewall Street
Charlotte, North Carolina 28202

RE: Commitment for Construction and Permanent Financing of Kingsview Medical Center Located on Torrence Street, Charlotte, North Carolina

Gentlemen

In accordance with your request, Southern National Bank of North Carolina (hereinafter called "Bank") has approved a construction loan in the amount of $1,109,700 convertible to a permanent term loan of $739,800. This commitment is subject to the following terms and conditions:

LOAN AMOUNT (1) Construction Loan - $1,109,700.00

(2) Term Loan - $739,800.00

PURPOSE Financing for the construction of a 10,000 square foot two-story brick medical office building to be located on Torrence Street, Charlotte, North Carolina. Total Project Costs of $1,235,000.00.

BORROWER. Stonewall Associates, Inc., a North Carolina corporation.

COLLATERAL: A first deed of trust and first assignment of lease, rents, and profits on the subject property for both the construction and the term loan.

TERM AND REPAYMENT: (1) Construction Loan - Bank will provide a 9-month construction line of credit, interest payable monthly.

(2) Term Loan - Upon completion of subject project or expiration of the construction loan, Bank agrees to a 3-month period of interest only, billed monthly, then 60 monthly payments of principal plus interest based on a 15-year amortization schedule.

INTEREST RATE: (1) Construction Loan - Bank's prime plus 1%, variable.

(2) Term Loan - ~~10 3/4%~~ 10 1/4% fixed for 60 months.

GUARANTORS: Derek Gardner, Clarence O. Ellis, Earl J. Epps, B. Victor Olowofoyeku, Michael L. Stout, Calvin Harris, Rosamuel Dawkins, and spouses

FEES: A 1% origination fee will be due and payable at closing. ($11,097.00 less a $500.00 fee previously collected by Bank.) This fee shall be deemed earned income by Bank and, accordingly, is non-refundable.

SECONDARY FINANCING: Borrower will obtain a written commitment from the City of Charlotte for a term loan in the amount of ~~$337,500.00~~ $369,900 at 3% with a 5-year call and payments based on a 20-year amortization schedule, prior to Bank closing construction loan. It should be noted the term and interest rate on the City of Charlotte financing was determined as necessary to make this a viable project.

OTHER TERMS AND CONDITIONS:

1. Bank requires an acceptable MAI appraisal on this project prior to closing .

2. Bank requires an acceptable environmental report on the subject property prior to closing.

3. It is understood that the seven guarantors will maintain their personal and business deposit accounts at Bank which shall include merchant bank card accounts.

4. Bank has approved Metro Universal General Contractors as the general contractor for this project. However, Bank will require that Chris Hope, P.E. closely monitor the subject project. This will include having Hope approve the final plans, specifications, and budget in written form and completing weekly inspections of the project and approving all construction draw requests.

5. Bank will require a copy of a contract with Chris Hope, P.E. to provide these services for an amount to be included in the final approved construction budget.

6. Bank requires its approval of the final general contractor's contract, approved plans, specifications, and budget.

7. General contractor's contract must provide for a 10% retainage with draw request to be made no more frequently than once every 30 days. Draw request must be approved by Chris Hope and Borrower before any funds are advanced by Bank. Bank requires five business days from receipt of draw request until funds are advanced.

8. Bank will require that this loan be closed on documents acceptable to Bank.

9. Bank will require a current survey of the project prior to closing. In addition, Bank will require an updated survey upon completion of the foundation.

10. Title Insurance - Bank will be provided with a mortgagee's policy insured by a company acceptable to Bank in an amount at least equal to Bank's first lien position. This policy shall contain no exceptions objectionable to Bank.

11. Borrower must provide for the life of this loan a hazard insurance policy naming Bank as first mortgagee in an amount at least equal to the loan balance outstanding. During the term of the Construction Loan, Borrower will maintain a hazard insurance policy with Builders Risk Completed Value form to include fire, vandalism, and malicious mischief in an amount sufficient to avoid co-insurance liability and in an amount equal to at least the amount of the loan balance outstanding.

12. Prior to any disbursements, Bank will need a copy of the building permit authorizing construction. Once construction has begun, there will be no alterations in the plans or specifications without approval of Chris Hope, P.E. and Bank. Any approved alterations which cause an increase in the total estimated cost of construction will be paid for by owner as equity at the subsequent draw requests.

13. Borrower agrees to inject a minimum of 10% of the total project cost, or ~~$112,500.00~~, whichever is greater prior to any funds being advanced by Bank. $123,300.00

14. Bank will require an original copy of seven leases between Stonewall Associates and each of the guarantors prior to closing. The rate and term included in these leases must be acceptable to Bank with a gross lease, with a gross lease income figure including the combined leases totaling an amount at least equal to 11% of the Borrower's debt service payments plus expenses. In the event one of the tenants/guarantors requests to cancel their lease and move their business from the project prior to payoff of Bank's loan, Bank will require another suitable tenant that will guarantee the balance of the loan outstanding at that time with the terms and rates contained in this lease acceptable to Bank. This change will also have to be approved by the City of Charlotte.

15. All closing costs are the responsibility of Borrower including, but not limited to, survey, title insurance, recording of deed of trust, taxes, and any legal opinions requested. These costs shall additionally include fees for Bank's counsel to review, approve, and create any loan documents.

16. Bank reserves the right to withdraw this commitment prior to loan closing in the event the financial condition of the Borrower or any guarantor should adversely change.

17. Bank requires Borrower to submit, on an annual basis, a copy of its corporate tax return and an accountant prepared financial statement including both balance sheet and profit and loss statement. In addition, Bank requires each of the guarantors to submit to Bank, on an annual basis, a current personal financial statement on Southern National Bank's personal financial statement form. Bank reserves the right to request any additional financial statement from Borrower or any guarantor at any time during the life of this loan.

18. Bank requires copies of checks and/or paid invoices to substantiate any soft costs included in the approved budget included in Borrower's 10% equity figure. The $50,000.00 contingency figure included in the construction budget shall only be advanced against at Bank's discretion and approval.

19. Borrower agrees that the amount of the monthly payment due to Bank may be drafted automatically by Bank on the contracted due dates from Borrower's deposit account at Bank.

20. The construction loan must be closed prior to July 1, 1991, otherwise this commitment will be null and void.

I hope the above meets with your approval. Southern National Bank looks forward to the opportunity to a long and mutually beneficial relationship. Please sign below and return to Bank prior to April 25, 1991. Otherwise, this commitment will become null and void.

If there are any questions, please feel free to contact me at 338-5666.

Best regards,

SOUTHERN NATIONAL BANK OF NORTH CAROLINA

Lars C. Anderson
Vice President

AGREED AND ACCEPTED THIS 4 DAY OF April, 1991.

STONEWALL ASSOCIATES, INC.

BY. _____
(Title)

Exhibit C

ECONOMIC DEVELOPMENT REVOLVING LOAN FUND COMMITTEE MEETING OF 5-30-91

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After a brief discussion, the loan was unanimously approved.

With no other business to come before the committee, the meeting was adjourned.

ATTACHMENT B

FAMILY HOUSING SERVICES--PROPOSED FY92 OBJECTIVES

Proposed Objective No. 1 - Qualify at least 80 applicants on the Housing Authority's Master Waiting List who earn 80% or less of the City's median income for home mortgage financing through the Charlotte-Mecklenburg Housing Partnership.

Proposed Objective No. 2 - Provide mortgage default counselling to not less than 250 persons who have received assisted financing and prevent foreclosure on home mortgages for not less than 90% of those counselled.

Proposed Objective No. 3 - Provide counselling for not less than 75 code mediation clients referred by the Community Relations/Community Development Departments by providing monthly counselling and home visits for approximately six months per client to avoid tenant evictions.

Proposed Objective No. 4 - Provide post-occupancy counselling as needed to families that have been qualified for mortgage homeownership financing through the Charlotte-Mecklenburg Housing Partnership.

Proposed Objective No. 5 - Provide not less than three hours of Pre-Occupancy Rental counselling or class time to not less than 50 clients going into rental units developed through public/private partnerships with the City to assist them in maintaining the quality of their homes, and provide periodic follow-up home visits as needed.

Proposed Objective No. 6 - Prevent rental eviction for not less than 65% of the tenants assisted for rental eviction.

Proposed Objective No. 7 - Provide Pre-Rental counselling to not less than 250 clients, assisting 65% to obtain housing.

Proposed Objective No. 8 - Provide Energy Conservation counselling to not less than 200 clients, assisting 65% to prevent utility cut-off.

COMMUNITY DEVELOPMENT DEPARTMENT
PROGRAM EVALUATION REPORT

NAME OF PROGRAM: **HOUSING SUPPORT SERVICES**

PERIOD COVERED: July 1, 1990 - April 30, 1991

DATE PREPARED: June 18, 1991

CONTRACTOR: **FAMILY HOUSING SERVICES, INC.**

A. SUMMARY

1. A contract was approved by City Council for $288,340 for the 12-month period July 1, 1990 - June 30, 1991.

2. During the 10 months covered by this evaluation, the program served 873 clients.

3. During this 10-month period (83% of the contract period), program expenditures totaled $230,845 (80% f the amount budgeted).

4. The cost per client was $264.

5. While the program is meeting all of its objectives, it is not producing the results desired, particularly in the area of qualifying families to obtain a mortgage loan to purchase the homes the Charlotte-Mecklenburg Housing Partnership is developing. In addition, there is a HUD monitoring finding related to FHS this year. (See Concerns and Recommendations listed under Major Findings.)

B. MAJOR FINDINGS

1. The program has met or will meet all of its 6 contract objectives. The desired service levels were not met in three objectives; however, FHS was contractually obligated to serve only those clients referred for these services. No clients were referred to FHS for Objectives #2 and #3, and only 3 clients were referred to FHS for Objective #6. During the annual HUD monitoring visit April 22-26, 1991 to monitor uses of CDBG funds, HUD representatives reviewed FHS. HUD made a finding related to the portion of FHS administrative costs paid with CDBG funds.

   CONCERN NO. 1: Not all of FHS's activities are eligible for CDBG funding. CDBG funds currently pay 87% of the program's administrative costs. HUD's

finding was that the portion of administrative costs paid by CDBG is not supported by time distr'bution records or by a cost allocation plan.

RECOMMENDATION NO. 1: Salaries charged to the CDBG program must be supported by time distribution records. In addition, a cost allocation plan must be developed in order to charge indirect costs to the CDBG program.

CONCERN NO. 2: The Pre-Purchase Counseling for potential home buyers is not resulting in enough families being qualified to purchase homes being developed by the Charlotte-Mecklenburg Housing Partnership. In 10 months of FY91, 50 famuilies have qualified for home purchase; 29 have purchased or are purchasing homes through the Charlotte-Mecklenburg Housing Partnership, 18 through other loan programs and 3 are looking for a home.

Of the 72 units completed or under construction: 18 have been sold and occupied and 18 are under purchase contract, leaving 18 units available for purchase and only 3 families pre-qualified to purchase homes. Eighteen (18) additional families have only minor problems, such as saving for a down payment; however, it takes time to save the necessary funds.

RECOMMENDATION NO. 2: More in-depth counseling with a smaller number of clients in order to remove the barriers to qualifying. (See Objective No. 1.) In addition, a client tracking system has been developed by the Community Development Department, the Charlotte Housing Authority, the Charlotte-Mecklenburg Housing Partnership, and Family Housing Services to monitor the progress of applicants.

CONCERN NO. 3: There was a goal of serving 200 clients in the Code Mediation component; only 3 were served.

RECOMMENDATION NO. 3: Code Mediation counseling is a new service this year to support the Landlord/Tenant Mediation Program, which just started serving residents within the last two months. However, the FHS staff have been trained by the Community Relations staff in Code Mediation counseling, and it is anticipated that the program will be in full operation during the next fiscal year. No further action is recommended.

2. The program has averaged 78 new clients per month, therefore, it is anticipated that the program will meet or nearly meet the client goal of 990 clients.

C. ACHIEVEMENT OF OBJECTIVES

1. PROVIDE NOT LESS THAN SIX HOURS OF PRE-PURCHASE AND POST-OCCUPANCY COUNSELING OR CLASS TIME TO NOT LESS THAN 160 PERSONS TO HELP FACILITATE THEIR ELIGIBILITY TO PURCHASE A HOME IN ONE OF THE CITY-ASSISTED HOUSING DEVELOPMENTS INCLUDING HOUSING DEVELOPED BY THE HOUSING PARTNERSHIP AND PUBLIC/PRIVATE PARTNERSHIPS.

The purpose of this service is to create a pool of qualified mortgage applicants to purchase City-assisted housing. A total of 346 families received services in this component in FY91, 178 have completed the course. However, this approach does not appear to be resulting in qualifying enough families to purchase the housing available. Of the 178 clients who have completed the classes, only 50 have qualified for a home purchase loan.

Twenty-nine (29) of the 50 families who qualified in FY91 have purchased a home and moved in, 18 are under contract to purchase homes through the Charlotte-Mecklenburg Housing Partnership, and 3 are pre-qualified and looking for a home.

More intense work with families will be needed in order to remove the major barriers to qualifying to purchase a home:

1) marginal or irregular income,
2) insufficient savings to cover down payment and closing costs,
3) overextended credit, or
4) past credit problems.

One of the bankers who was instrumental in the success of the Summit View development, in which 24 former public housing residents qualified to buy the newly constructed homes, recommended one to one counseling sessions once or twice per month for six months to one year.

2. PROVIDE NOT LESS THAN THREE HOURS OF PRE-OCCUPANCY RENTAL COUNSELING OR CLASS TIME TO NOT LESS THAN 150 CLIENTS GOING INTO RENTAL UNITS DEVELOPED THROUGH PUBLIC/PRIVATE PARTNERSHIPS WITH THE CITY TO ASSIST THEM IN MAINTAINING THE QUALITY OF THEIR HOMES AND PROVIDE PERIODIC FOLLOW-UP HOME VISITS FOR UP TO 50 CLIENTS PER MONTH. CLIENTS WILL BE REFERRED BY THE COMMUNITY DEVELOPMENT DEPARTMENT AND THE CHARLOTTE HOUSING AUTHORITY.

No clients have been referred for this service. As a result of the creation of the self-sufficiency model, which spawned the Pathways program at Fairmarket Square development, and private developers providing their own screening and counseling, FHS services were not needed.

3. PROVIDE NOT LESS THAN THREE HOURS OF PRE-OCCUPANCY COUNSELING OR CLASS TIME TO NOT LESS THAN 150 CLIENTS RECEIVING A REHABILITATION LOAN REFERRED BY THE COMMUNITY DEVELOPMENT DEPARTMENT TO ASSIST THEM IN MAINTAINING THE QUALITY OF THEIR HOME AND PROVIDE PERIODIC FOLLOW-UP HOME VISITS FOR UP TO 50 CLIENTS PER MONTH.

No clients have been referred for this service, and none were sought by FHS. The Community Development Department is developing an in-house program to provide this service.

4. PROVIDE MORTGAGE DEFAULT COUNSELING TO NOT LESS THAN 80 DELINQUENT HOUSING REHABILITATION BORROWERS REFERRED BY THE COMMUNITY DEVELOPMENT DEPARTMENT BY TAKING THE APPROPRIATE ACTIONS TO BRING CURRENT DELINQUENT LOANS AS OUTLINED IN ATTACHMENT B. MAKE RECOMMENDATIONS REGARDING DISPOSITION OF CASES.

Mortgage default counseling has been provided to 106 delinquent rehabilitation loan borrowers. At the end of April,

- o 11 borrowers had become current,
- o 2 were on payment plans,
- o 6 were having payment plans developed,
- o 2 were in Last Resort Foreclosure Avoidance
- o forbearance had been obtained for 64 borrowers,
- o temporary forbearance had been obtained for 5,
- o 6 had gone only as far as Intake,
- o 4 borrowers had sold their property,
- o 3 had listed their property for sale, and
- o 3 were in foreclosure.

5. PROVIDE MORTGAGE DEFAULT COUNSELING TO NOT LESS THAN 250 PERSONS AND PREVENT FORECLOSURE ON HOME MORTGAGES FOR NOT LESS THAN 75% OF THOSE COUNSELED.

This service has been provided to 390 families during this 10-month period. At the end of April,

- o 174 (44%) borrowers had become current,
- o 37 (9%) were in forbearance,
- o 34 (9%) were on payment plans
- o 121 (31%) were keeping their homes through other means,
- o 28 (7%) have lost or are losing their homes.

Thus, this objective is being met. For complete results, please see Table 1.

6. PROVIDE COUNSELING FOR NOT LESS THAN 200 CODE MEDIATION CLIENTS REFERRED BY THE COMMUNITY DEVELOPMENT FOR TENANT-CAUSED DAMAGE TO THEIR HOMES TO ASSIST THEM IN THE FUTURE CARE OF THEIR HOMES BY PROVIDING MONTHLY COUNSELING AND HOME VISITS FOR APPROXIMATELY SIX MONTHS PER CLIENT.

Three (3) clients have been referred to Family Housing Services for this service.

D. RESULTS OF SURVEY OF CLIENTS OF FAMILY HOUSING SERVICES, INC.

In May 1991, a survey of FHS clients was conducted by the Community Development Department to determine the level of client satisfaction with the services they had received. A total of 630 questionnaires were mailed out to clients listed by FHS. Responses were received from 122 clients. This number represents a 19% response, which is considered good for a mail survey.

Many of the same questions were asked to all clients; however, some questions were tailored to the type of service they had received from FHS, i.e. Mortgage Qualifying, Mortgage Delinquency, Rehabilitation Loan Delinquency, and Summit View Follow-up.

Satisfaction of Clients

Most clients were pleased with the services provided by FHS, with 41% rating services as Excellent and 32% rating services as Very Good, for a total of 73%. Eighty percent (80%) would recommend the services to a friend.

Income Level of Clients

Over half (54%) of the clients had family incomes of 50% or less of the local median income. Another 34% had incomes which were 50-80% of the local median and 5% had incomes 80-100% of the median. Eight persons (7%) did not respond to the question regarding income.

Place of Service

The majority (63%) of clients were seen in the FHS office. Nearly a third (31%) of the clients had attended classes. Many clients had received services in more than one place. Twelve (12%) had been visited in their own homes, and 15% had been called on the telephone. Five (5) had received service only on

the phone; two of these clients had appointments to go into the office, and two were referred to Crisis Assistance.

Willingness to Pay for Services

The Mortgage Qualifying clients were asked if they would be willing to pay for that service. Of those who answered the question, 68% said yes. The amounts suggested ranged from $10 to $500.

For additional survey results, please see attached Appendix. Comments which were written in by clients are included in total in the Appendix, except for the deletion of the names of client and counselor in order to protect confidentiality.

TABLE 1

OUTCOMES OF MORTGAGE DELINQUENCY CASES

OUTCOME	CLOSED CASES	OPEN CASES	TOTAL CASES	PERCENTAGE
Reinstatement - Mortgage Currented	156	18	174	44 2%
Forbearance Obtained	23	14	37	9 4%
Temporary Forbearance	7	7	14	3 6%
Payment Plan Being Negotiated with Client	41	9	50	12 7%
Payment Plan Developed	5	4	9	2 3%
Payment Plan Requested	2	1	3	0 8%
Payment Plan Approved	19	15	34	8 6%
Last Resort Foreclosure Avoidance	7		7	1 8%
Assignment to HUD Requested	3	9	12	3 0%
Assignment to HUD Denied	2		2	0 5%
Deed-in-Lieu of Foreclosure Approved	1		1	0 3%
Deed-in-Lieu of Foreclosure Requested	1		1	0 3%
Property Listed for Sale	7	2	9	2 3%
Property Sold	1		1	0 3%
Foreclosure at Time of Intake	2	4	6	1 5%
Foreclosure	1		1	0 3%
Foreclosure Proceedings (Mortgage Co)	4	1	5	1 3%
Foreclosure Proceedings (Attorney's Office)	6	1	7	1 8%
Closed-Lack of Client Participation	15		15	3 8%
Intake Only	4	2	6	1 5%
TOTAL	307	87	394	100 0%

APPENDIX

SURVEY OF CLIENTS OF FAMILY HOUSING SERVICES, INC.

May 1991

SURVEY OF CLIENTS OF FAMILY HOUSING SERVICES, INC , May 1991

		MORTGAGE QUALIFYING		MORTGAGE DELINQUENCY		REHAB LOAN DELINQUENCY		SUMMIT VIEW		TOTAL	
		NO	%	NO	%	NO	%	NO	%	NO	%
Questionnaires Mailed		212		296		97		25		630	
Responses Received		41	19%	59	20%	13	13%	9	36%	122	19%
Returned - Undeliverable		11	5%	14	5%	9	9%	0	0%	34	5%
QUESTIONS	RESPONSES										
How did Family Housing Services provide its services to you?	In a class	37	90%	0	0%	0	0%	1	11%	38	31%
	In their office	8	20%	53	90%	11	85%	5	56%	77	63%
	In my home	3	7%	2	3%	1	8%	9	100%	15	12%
	On the telephone	2	5%	12	20%	1	8%	3	33%	18	15%
	Other	0	0%	2	3%	0	0%	0	0%	2	2%
	No Response	0	0%	4	7%	0	0%	0	0%	4	3%
How many times did you see a Counselor?	Average	2 5		3 2		2 5		14 0		3 7	
	Range	0 - 11		0 - 12		0 - 6		3 - 28		0 - 28	
Are you still seeing a Counselor?	Yes	13	32%	5	8%	6	46%	2	22%	26	21%
	No	20	49%	40	68%	4	31%	7	78%	71	58%
	No Response	8	20%	16	27%	3	23%	0	0%	27	22%
How would you rate the service you received?	Excellent	14	34%	27	46%	6	46%	3	33%	50	41%
	Good	17	41%	13	22%	3	23%	6	67%	39	32%
	Fair	5	12%	11	19%	2	15%	0	0%	18	15%
	Poor	0	0%	6	10%	0	0%	0	0%	6	5%
	No Response	5	12%	2	3%	2	15%	0	0%	9	7%
Would you recommend these services to a friend?	Yes	34	83%	45	76%	9	69%	9	100%	97	80%
	No	5	12%	8	14%	0	0%	0	0%	13	11%
	No Response	2	5%	6	10%	4	31%	0	0%	12	10%
Family Income	50% or less of Median	20	49%	33	56%	8	62%	5	56%	66	54%
	50-80% of Median	18	44%	17	29%	4	31%	3	33%	42	34%
	More than 80% of Median	2	5%	4	7%	0	0%	0	0%	6	5%
	No Response	1	2%	5	8%	1	8%	1	11%	8	7%

FHS Survey Results Continued

		MORTGAGE QUALIFYING		MORTGAGE DELINQUENCY		REHAB LOAN DELINQUENCY		SUMMIT VIEW		TOTAL	
		NO	%	NO	%	NO	%	NO	%	NO	%
Family Size	Average	3 4		2 8		2 9		3 3		3 0	
	Range	1 - 9		1 - 7		1 - 5		2 - 5		1 - 9	
How were you referred to Family Housing Services?	Friend/Relative	19	46%	10	17%	2	15%	0	0%	31	25%
	Char Hsg. Authority	5	12%	0	0%	0	0%	7	78%	12	10%
	Community Dev. Dept	2	5%	1	2%	5	38%	1	11%	9	7%
	Mortgage Company	0	0%	13	22%	2	15%	0	0%	15	12%
	Charlotte Observer	1	2%	0	0%	0	0%	1	11%	2	2%
	Dept of Social Services	1	2%	5	8%	0	0%	0	0%	6	5%
	Crisis Assistance	0	0%	11	19%	1	8%	0	0%	12	10%
	Habitat for Humanity	2	5%	0	0%	0	0%	0	0%	2	2%
	Stepping Stone	2	5%	0	0%	0	0%	0	0%	2	2%
	Hospital	0	0%	2	3%	0	0%	0	0%	2	2%
	Mental Health	0	0%	1	2%	0	0%	0	0%	1	1%
	Self/Walk-in	0	0%	2	3%	0	0%	0	0%	2	2%
	Telephone Directory	0	0%	2	3%	0	0%	0	0%	2	2%
	Consumer Credit	0	0%	2	3%	0	0%	0	0%	2	2%
	Char./Meck Hsg Part	1	2%	0	0%	0	0%	0	0%	1	1%
	Church	0	0%	1	2%	0	0%	0	0%	1	1%
	M A.P	0	0%	1	2%	0	0%	0	0%	1	1%
	No Response	8	20%	8	14%	3	23%	0	0%	19	16%

QUESTIONS ONLY FOR MORTGAGE QUALIFYING CLIENTS (41 Respondents)

QUESTIONS	RESPONSES	NO.	%
Did Family Housing Services help you to remove any of the following barriers to qualifying for a mortgage loan?	o Marginal or irregular income	11	27%
	o Overextended credit	11	27%
	o Insufficient savings to cover down payment and closing costs	20	49%
	o Past credit problems	15	37%
	o None of the above	4	10%
Have you been qualified to obtain a mortgage?	o Yes	9	22%
	o No	29	71%
	o No Response	3	-7%
If "yes", have you purchased a home?	o Yes	7	17%
	o No	2	5%
If "yes", how was it financed?	o Self-Help Credit Union	2	5%
	o Habitat for Humanity	2	5%
	o Char./Meck. Hsg. Part.	1	2%
	o FHA	2	5%
If "no", why have you not yet qualified?	o Marginal or irregular income	2	5%
	o Overextended credit	4	10%
	o Insufficient savings to cover down payment and closing costs	8	20%
	o Past credit problems	2	5%
	o Combination of the above	5	12%
	o None of the above	2	5%
	o My name has not come up yet.	2	5%
	o The monthly payments for the Greenville houses is too high.	1	2%
	o Just want to wait a while longer.	1	2%
	o No Response	1	2%

QUESTIONS ONLY FOR MORTGAGE DELINQUENCY CLIENTS (59 Respondents)

QUESTIONS	RESPONSES	NO.	%
Why was your mortgage delinquent?	o Loss of income or reduction in income	38	64%
	o Medical expenses	11	19%
	o Unemployment	22	37%
	o Wage earner disabled	3	5%
	o Surgery	2	3%
	o Stop in child support	2	3%
	o Death of spouse	1	2%
	o Separation	1	2%
	o Single-parent without child support	1	2%
	o Had to care for ill parent	1	2%
	o Money stolen	1	2%
	o Truck repairs	1	2%
How is your home financed?	o FHA	28	47%
	o VA	9	15%
	o Conventional	10	17%
	o State Bond Funds	1	2%
	o Low interest loan program at bank	3	5%
	o Self-Help Credit Union	2	3%
	o HUD	1	2%
	o No Response	5	8%
Please describe your current status	o My mortgage payments are current.	22	37%
	o My mortgage is one payment behind.	11	19%
	o I am on a payment plan to help me catch up my payments.	9	15%
	o The mortgage company is foreclosing on my loan.	6	10%
	o My mortgage is more than one payment behind.	3	5%
	o My mortgage has been assigned to HUD.	3	5%
	o No Response.	3	5%

QUESTIONS ONLY FOR DELINQUENT REHABILITATION LOAN CLIENTS (13 Respondents)

QUESTIONS	RESPONSES	NO.	%
Why was your rehabilitation loan delinquent?	o Loss of income or reduction in income	7	54%
	o Medical expenses	2	15%
	o Unemployment	4	31%
	o Other	1	8%
	o It was not. I pay every other month.	1	8%
Please describe your current status	o My loan payments are current	2	15%
	o My laon payments are one payment behind.	3	23%
	o I am on a payment plan to help me catch up my payments.	7	54%
	o My loan payments are two payments behind.	1	8%

QUESTIONS ONLY FOR SUMMIT VIEW CLIENTS (9 Respondents)

QUESTIONS	RESPONSES	NO.	%
How did they help you?	o Prepared a household budget for me.	4	44%
	o Taught me about home maintenance.	6	67%
	o Showed me how to make simple repairs.	2	22%
	o How to start a neighborhood watch program.	1	11%
	o How to pay bills off.	1	11%
	o How to get TV engraved.	1	11%
	o How to get help if unemployed.	1	11%
Please describe your current status	o My loan payments are current.	9	100%

MORTGAGE QUALIFYING COUNSELING:

Positive Comments:

I would like to own my home someday. I'm working hard saving, and praying. (Name withheld) helped me a lot. She is great.

The program is excellent in informing people on how to go about purchasing a home and the financial counselling afterwards has been good. But, I thank there needs to be a class on what to look for as far as structural, plumbing and heating systems. Most of the persons attending are single females with no previous experience in up keep nor home ownership. I purchased an existing home (25 yrs) and there was no one available that could advise me on it. Mr. Hubbucke assured me that they were going to fix it up but I feel we need more knowledge because as sad as it may be cosmetics of a house is what a lot of people look at.

I have a drain problem. I've had several people look at it, gotten several different explanations. Who is right?? We need classes on how to interview and choose people for work such as this. Also maybe if I had know there was a potential problem, I may have chosen a different house.

Other than the problem and this concern, I feel this is an excellent program and would recommend it to others. Please take my suggestion in consideration because homeownership begins at the closing and we need to know how to maintain in good effective condition the home we are proud of. This would save us money and possibly the City also in the future.

I would like to own a home very much, I have a retarded son, and he wants a house with a fence and a dog, so do I.

I have been put on the right track now to get a house which should only take one year.

The services are very educating for anyone having problems needing help obtaining a mortgage. I would recommend these services to anyone. I think it's the best thing Charlotte ever put together.

I didn't go to class but one time. But I would like very much to start again. I want very much to own my own home. Thank you.

I loved the girls that helped me. They were sweet. (Names withheld.)

I think it is a good program. I'm still looking forward to becoming a homeowner.

I still think this services will help me in the future to purchase a home. I was contacted this past week with a new

counselor and plan to seek advice from her - (name withheld) - to help me get started.

The classes are very helpful and the instructor did a great job of explaining in and all questions one had in the ones I attended.

The services provided were very helpful to me. I was advised by (Name withheld) that she is my new Counselor. Since (Name withheld) left, no one else has seemed to be concerned what happens with us. I have an appointment with (Name withheld) on 5/20/91. Hopefully good news will prevail from this.

I really enjoyed the classes offered by Family Housing; taught by (Name withheld). She was very energetic and seemed genuinely interested in helping everyone personally.

I hope her replacement will share her enthusiasm.

I have yet to purchase a home. I would be better financially situated this summer to purchase a home. I had no history of bad credit, nor in sufficient funds, etc. My hold up was to wait until my name came up on a list.

Hopefully, this summer, I will be able to take advantage of the wonderful services being offered by this department.

I feel there is a strong need for each person who attended these classes, it have at least one session with a Counselor to make sure all Hearts and Minds are clear of the information given during the classes.

However, it is a good deed that your office sends out information which allows you to know how your clients are doing and perhaps if they are ready to buy their home.

Overall, I think this is a very good service offered to the public, I'm looking forward to taking full ADVANTAGE of it all and becoming a homeowner!!

I'm employed by the Charlotte Housing Authority. I have attended one class for Homeownership in order to see what I was sending my clients to. And that session was given by (Name withheld) when she was there. I was pleased with the class. Otherwise, I personally have not received any help. I only seek help for my clients. And the response from them has been very good.

I like this program, it helped.

These services are a big help for people like us that got into overextended credit debts at an early age. The need for the serve is very essential. For those of us that are in the lower income bracket. The counselors do an excellent job and are very polite to the clients.

I didn't qualify for the program given @ 910 N. Alexander because my income was "over the limit." I was informed on the day that classes began but was asked to attend because I could receive useful information. This was very true on the night I went but because of schedule changes @ work, I was unable to attend anymore. I would like to know if I am qualified under any other program because while I do make $23,000 yearly and there are only 2 members in this family, I am unable to buy a home because my net pay isn't anywhere near gross pay. I would appreciate any information that you would be able to send in this matter.

I received a lot of information on qualifying for a Mortgage Loan, but due to extenuating circumstances beyond my control (at this time) it will be at least 3 to 4 years before I will be able to consider qualifying for a mortgage loan. Thanks for sending the questionnaire.

Very good growing, helpful, concerned and producing bunch of nice people, etc. I really thank the Family Housing Service and the Mecklenburg Family Housing Partnership Services for helping me and my family accomplish one of our major goals. I will continue pay my mortgage payment on time hoping and praying that this will help someone else succeed in life of homeownership. Thanks for being there at the right place at the right time for me. I'm out of public housing now in school furthering my education and the thought of still in class with one less problem ("I want to own my own home") on your mind is just terrific. FHS and FHP you have my vote and rating for continuation and I thank you for your counselors - they are great for listening and solving problems that can be solved. I support you 100% Keep up the good work! Thank you, "A Homeowner"

NEGATIVE COMMENTS:

I felt let down by the classes. My husband and I thought that this program would guarantee us a decent and affordable home. We attended all of the classes. Hopefully, one day things will get better for my family and I. Our teacher also stated that people in the sessions would hear from her. We haven't heard from her since our last meeting.

One problem I have is that the homes available are not in very good neighborhoods.

At this time I am unemployed, as a single parents I am having trouble making ends meet.

However, in the future I would like a place of my own to raise my daughter.

The counselor is good but it takes a long time to get a home even when you have cleared up your credit. Some tell you that you

need to pay $700 or $600 dollars per month for house payment and some times that can be depressing, because if you could pay that much you wouldn't need this service.

MORTGAGE DELINQUENCY COUNSELING

Positive Comments:

Family Housing Services referred us to other services too.

Crisis Assistance were good people. (Name withheld) called the Loaves & Fishes office for my food to feed 6 people. When my husband became disabled, he had a stroke last July 19, 1990, paralyzed right side of his body, speech has affected, can't speak. Very frustrating. Everything went down the drain. One income is not enough to cover the expenses. Food Stamps turned me down, no help from the welfare, that's not fair to me. I am very disappointed about our Government. My husband is a Veteran - served in the Air Force 4 years active and 4 years inactive, but no Veteran's benefits. What's wrong? Why can't I get some help: I am mad, very frustrated and disappointed. I have medical bills, can't pay them. I think this program is helpful and really needed.

They made one complete house payment, and two partial payments.

I was very pleased with the service that was rendered to us. It if had not been for Family Housing we would have been out doors by now. My husband and I got sick at one time and is out of work - without public assistance like this one. I just don't know. Thanks. I will recommend you all to someone in need.

My Counselor was very supportive and did everything she could to help.

I enjoyed working with Family Housing. You are fast, honest and reliable when in desperate need. Thank you and God Bless you.

I was very fortunate and got a deferment from HUD. (Name withheld) was great.

Social Service referred me to Family Housing Services. I had surgery at Mercy Hospital on October 19th. Was out for 6 weeks. I went to Family Housing Services. (Name withheld) was my counselor. I think I saw her 3 times. The first time she talked with me gathering information to see if I was eligible to receive the service. I returned the next day. I talked also with her over the telephone, she stated I was eligible to receive the service. I needed my December house payment which was $468.53. I had to pay $487.17 because my payment was late. Anything after the 15th is late. I received $250.00 from Housing Service. (Name withheld) called Salvation Army. They gave me $33 or $36. I think it was $33. Total received in Public Assistance was $283. Mrs. Williams gave me a check made out to Principal Mutual Life Insurance Co. for $250. Salvation Army gave me a check for $33. My check was $204.17 which I had saved. This is the first time I

have received public assistance. I returned to work Dec. 1. I thank each and every one for being so nice.

I received superb service from (Name withheld). I would recommend anyone of my friends to seek assistance from such a helpful service center. If I had to rate your service, courtesy, and patience with my problem I would rate the Housing Service a 10. Keep up the magnificent service! Thank you, (Name withheld). Thank you all and God Bless you.

I hope the mortgage company will not decide to foreclose.

Yes, the Housing Service was very excellent people to work with. Because my husband was sick from Sept. 28, 1990, got out March 8, 1991 and still confined to bed at home. But we really thank you all for the help you all provide. I was working a location near downtown - motel work. But you know how that goes. But (Name withheld) was very nice at all times. Hope I could be of service to you all again or a friend. Again thanks so much. Hope to stay in touch with us (Name withheld) again.

I really appreciate the service I have received from Family Housing Services. I really thank (Name withheld) for her help through this agency.

I like my Counselor (Name withheld) very much. She is a very sweet person.

The service was very nice.

We are waiting to hear from HUD, hoping they will take our case or else we will lose our home. The counselor at Family Housing Services, (Name withheld), was very understanding and eager to help. She does a very good job, and is a delightful person.

When me and my daughter (Name withheld) was approved to get this home I was working at Harper & Crawford Bag Co. and was making $7.00 per hour plus any production . Two months after we moved in my company went bankrupt, leaving me with no paid vacation, no sick pay, no retirement, etc. I drew unemployment for about two or three months they it stopped. My daughter has been making the house payments, her car payment and she has a two year old son that she takes care of without any help from the father.

I have found a job now but I am not making the same money I was on my job that I had been with for 27 years. I may have to take a part time job in order to get my bills current again. Thank you for taking the time to write me and ask how things are going and for the help I received through Family Housing Services. Thank you, (Name withheld)

Family Housing Services has been very helpful. Thank you for the many times you all have helped my husband and I in the past several years and for the help to me now. Thank you.

Negative Comments:

I did most of the calling to different agencies and the leg work to get help or money. My understanding of how the service worked was that they would contact the Mortgage Co. and set up payment arrangements. That is something the client can do on their own if they have some type income to negotiate with. I thought that the service offered some type of funding along with the counseling. The service may have some pull as far as the mortgage company giving more time to come up with the money to bring the account current. But in some cases that still will not solve the problem. In my case, I was receiving unemployment benefits but ends weren't meeting. I needed more than just a kind voice.

If you have a client that all of a sudden loses their job and have no other source of income, how is talking to the mortgage company going to get the payments made. This is a time for serious financial assistance. As I stated before, the service may delay only action of the mortgage company but the end result would be as if the service never played a part. This is the opinion that I gathered during my visit.

The service was not successful. They just informed me to check out some Banks about refinancing or to try to clear my debt before. Since then, I had to file Chapter 13 because of no help, and now I am trying to find some place for rent.

I asked for help in paying Utility Bills. I never received any help from Family Housing Service. I was told to have my son apply for a Loan. I have children in college - I now have one with another one beginning in Sept. 1991. Due to college expenses and a stop in child support payments, all my bills became delinquent with possible disconnection of service. I would like to think someone is being helped by this service. I personally don't know anyone who has.

I think you are a very poor service.

Family Housing did what we had already did. They called the mortgage company and told them that they were helping us. Then they told us to bring what monies we had to pay on the mortgage to them to mail. Well, we had already gotten an O.K. to make payments until we were current. I think the only help was using their name and the counselor.

REHABILITATION LOAN DELINQUENCY

Positive Comments:

Family Housing Service has helped me deal with the pressure from the Mortgage Company. They have been very helpful in preventing the mortgage company from placing harassing calls all during the day and in the late evenings and on week-ends. They have also set up a fund so I can deposit money to get my mortgage current. This helps me a lot.

Thank God for sending some one to help me catch up my rent. Amen.

I would go to them again, and I will go to them again if I need to They help me a lot.

The people helped me get my life back together. By not knowing how I was going to catch up with by bills. I like to thank each one of them that helped me wake up and smell the roses. I can sleep a lot better knowing I can manage my bills the right way. (Name withheld) was very nice and knows how to talk to people. She needs a raise, and a pat on the back. She is book people. Thank you.

Our counselor insisted that we well our home at the beginning and of course this should be the last result.

Helped with moral support and received some help from Crisis Ministry. Thanks.

I thank God. I pray that this service stay forever. Not only did you all help, you counseled and talked to people on how to try and make. The Counselor that talked to me helped me out a whole lot as for as seeing things. It didn't make me feel like I was begging. It made me feel secure in handling my bills. I thank you and the Counselor that worked with me. I am doing kind of O.K. I thank of the things and how she put is. I work with what I got. Thank you. You put me on a straight road. I fall a little short but I work with what I got. Thank you.

Negative Comments:

None

SUMMIT VIEW - POST-OCCUPANCY COUNSELING

Positive Comments

I think Family Housing Services is a very Excellent Program Through this program I was able to buy my home I am able to maintain my budget The counselor would let you know the right time to buy linen and can goods, furniture and when to shop for things This is good for low income people who do not know about budgets

I appreciate the opportunity to be one of the families chosen to purchase a home It is a very good feeling to be in your own home as opposed to public housing I thank you very much for the opportunity

Negative Comments

None

COMMUNITY DEVELOPMENT DEPARTMENT
PROGRAM EVALUATION REPORT

NAME OF PROGRAM: GETHSEMANE ENRICHMENT PROGRAM

PERIOD COVERED: JULY 1, 1990 - March 31, 1991

DATE PREPARED: MAY 22, 1991

CONTRACTOR: GETHSEMANE AME ZION CHURCH

A. SUMMARY

- Contract was approved by City Council for $371,475 covering a 12-month period (July 1, 1990 - June 30, 1991).
- During the first nine months, the program served 404 youth in the summer program and 454 youth in the after-school program.
- Program costs were $288,101.47 through March 31, 1991 which is 78% of the amount budgeted for the program year. (9 months represents 75% of the contract year.)

B. MAJOR FINDINGS:

1. The program has met or surpassed all of its objectives. (See Table 1.)
2. The program met 101% of its summer enrollment goals and 114% of school year enrollment goals.
3. The average daily attendance was:
   a. 352 Summer Program (total enrollment = 404). (See Exhibit A for Summer Schedule.)
   b. 393 School Year Program (total enrollment = 454). (See Exhibit B for School Year Schedule.)

   For the average daily attendance and enrollment for each reporting period, see Table 2.
4. The dropout rate was: Summer Program: 0%, School Year Program: 14%.
5. Over a period of 6 months, the average increases in academic achievement level were 8.1 months in Reading and 5.3 months in Math. (See Tables 3 and 4)

6. The program was conducted in several locations:

   a. Summer Program

      - Billingsville Elementary School
      - Lincoln Heights Elementary School
      - Barringer Elementary School
      - Antioch Baptist Church

   b. Fall Program

      After School
      - Amay James Elementary School
      - Antioch Baptist Church
      - Billingsville Elementary School
      - Gethsemane AME Zion Church
      - Lincoln Heights Elementary School

7. The program also provides in-school tutoring or counseling for students in the program, when requested by any of the 32 schools where the students are enrolled.

8. Efforts to secure other funding resulted in securing a total of $122,784; from Mecklenburg County ($111,584), Bissell Company ($5,500), Allstate ($500) and Committee To Restore and Preserve Third Ward ($200). These funds were used to purchase a bus and employ additional staff for the enrichment program.

9. During the program year, 3 parenting educational sessions were held in the areas of math and reading. Two workshops were held on nutrition and Child and Family Development. Monthly newsletters are sent to parents informing them of the activities and opportunities that the Gethsemane Enrichment Program provides. Tutorial assistance training sessions were set up for 10 parents to work as assistants in the Gethsemane Enrichment Program.

TABLE 1
Status of Objectives

Abbreviated Objectives	Objective	Achieved	%
1. After-School Teacher/Student Ratio	1:20	1:17	102%
2. Enrollment:			
Summer	400	404	101%
School Year	400	454	114%
3. Develop Individualized Instruction Plan for each student within 6 weeks after enrollment	within 6 weeks	Met	Met
4. 1/2 month Educational Achievement Level Increase for each Month of	3 Mos. Reading	8.1 Mos Reading	270%
Instruction for at least 80% of Students.	3 Mos. Math	5.3 Mos Math	177%
a. Pretest given	by 10/22/90	Met	Met
b. Post test given	by 4/9/91	Met	Met
5. Recreational & Cultural Activities 1 activity per week	1/week	Met	Met
Each youth 2 activities per month	2/month		
6. Program Retention Rate			
Summer	80%	100	125%
School Year	80%	86%	108%
7. Advisory Committee Members	10	22	22
(Meetings Per Quarter)	1	Met	Met
8. Identify other Funding Sources	N.Q.	$122,784	Met

Table 2
Enrollment and Average Daily
Attendance for
Each Reporting Period

Program Component	Enrollment	Average Daily Attendance	%
Summer Program			
July 1, 1990 - July 31, 1990	404	352	87%
Fall Program (After School):			
September 12, 1990 - November 30, 1990	454	393	87%
December 3, 1990 - March 31, 1991	430	369	86%
School-Year Average	442	381	86%

Table 3
Testing Results

Reading

Grade	Average Grade Level October	Average Grade Level April	Average Scholastic Months Increase
K	K.0	K.4	4
1	K.7	1.2	5
2	1.2	1.9	7
3	1.9	2.8	9
4	3.4	3.6	2
5	2.5	4.0	14
6	2.5	4.2	16
AVERAGE INCREASE			8.1 Months

Table 4
Testing Results

Mathematics

Grade	Average Grade Level October	Average Grade Level April	Average Scholastic Months Increase
K	K.0	K.6	6
1	K.5	1.5	9
2	1.5	2.0	5
3	2.4	3.0	6
4	3.3	4.0	7
5	4.0	4.4	4
6	4.6	4.6	0
AVERAGE INCREASE			5.3 Months

EXHIBIT A

GETHSEMANE ENRICHMENT PROGRAM
SCHEDULE OF ACTIVITIES
CLUSTER A

SUMMER

8:00-8:20	Readiness Experience
8:20-8:40	Breakfast
8:40-9:10	Poetry
9:10-9:30	Color Songs, Nursery Rhymes, Circle Games
9:30-10:00	Recreational Activities
10:00-10:10	Whole Class Restroom Break
10:15-11:15	Small Group Activities Language/Math/Art (approx. 20 min. each)
11:20	Clean Up
11:30	Lunch 11:30-11:45
11:50	Storytime (Whole Group)
12:10	Safety Units
12:40	Daily Evaluation (Whole Group) Prepare for Dismissal

CLUSTER B

8:00	Readiness Experience
8:15	Breakfast/Clean-up
8:30-9:30	Art "Sailing into Summer"
9:30-10:00	Outside Recreation
10:00-10:30	Math Experience
10:30-11:00	Music/Aerobics
11:00-11:30	Reading Experiences
11:30-11:45	Lunchtime

11:45-12:15	Storytime
12:15-12:45	Oral and Written Experiences
12:45-1:00	Prepare for Dismissal

CLUSTERS C AND D

8:00-8:15	Setting Tone
8:15	Breakfast/Clean-Up
8:30-9:30	Small Group Activities Language/Math/Reading
9:30-10:00	Cultural Experiences Music/Art/Poetry/P.E.
10:00-10:30	Small Group Activities Language/Math/Reading
10:30-11:00	Oral and Written Expressions
11:00-11:30	Lunch
11:30-12:00	Enrichment through Books
12:00-12:30	Evaluation
12:30-12:45	Prepare for Dismissal

SCHEDULES

SPAUGH	Music	July 23 - July 27
	P.E.	July 9 - July 13
BILLINGSVILLE	Music	July 16 - July 20
	P.E.	July 16 - July 20
LINCOLN HEIGHTS	Music	July 9 - July 13
	P.E.	July 23 - July 27

MUSIC 30 MINUTES	PHYSICAL EDUCATION
(A) 9:35-10:05	(A) 9:00 - 9:30
(B) 9:00-9:30	(B) 9:35 - 10:05
(C) 10:45-11:15	(C) 10:10 - 10:40
(D) 10:10-10:45	(D) 10:45 - 11:15

CHOIR (5th GRADERS AND 6TH GRADERS) - MONDAY 12:30 - 1:00

TUESDAY 12:30 - 1:00

P.E. (SMALL GROUPS) 11:45 - 12:45

EXHIBIT B
GETHSEMANE ENRICHMENT PROGRAM
SCHEDULE
FALL

CLUSTERS A AND B

3:45-4:00	Roll Call/Snacks
4:00-4:30	Small Group Activity - Language Arts/Math/ Construction
4:30-5:00	Recreation Activity
5:00-5:30	Small Group Activity - Language Arts/Math
5:30-5:50	Story Hour/Poetry Time
5:50-6:00	Evaluation/Preparation for Dismissal

CLUSTERS C AND D

3:45-4:30	Homework
4:30-4:45	Snacks
4:45-5:15	Small group activities - Language Arts/Math/Others
5:15-5:45	Small group activities - Languate Arts/Math/Others
5:45-6:15	Recreational Activity
6:15-6:30	Evaluation - Preparation for Dismissal

EXHIBIT B

GETHSEMANE ENRICHMENT PROGRAM
SCHEDULE
FALL

SCHEDULE OF ACTIVITIES
FOR
ALL SITES

4:00-4:15	Setting the Tone Preparation and Expectations
4:15-5:45	Group Activities
	1. Language Reinforcement Skills
	2. Math Reinforcement Skills
	3. Homework - Clusters B, C and D*
	Creativeness - Clusters A and B
5:50	Daily Round-up
6:00	Dismissal
6:00-6:45	Tutor Workshop (if needed) Planning

*CLUSTER A	PRE-SCHOOL - KINDERGARTEN
CLUSTER B	FIRST & SECOND GRADES
CLUSTER C	THIRD & FOURTH GRADES
CLUSTER D	FIFTH & SIXTH GRADE

COMMUNITY DEVELOPMENT DEPARTMENT
PROGRAM EVALUATION REPORT

NAME OF PROGRAM: COMPREHENSIVE EDUCATION AND ENRICHMENT PROGRAM

PERIOD COVERED: JULY 1, 1990 - March 30, 1991

DATE PREPARED: MAY 21, 1991

CONTRACTOR: BETHLEHEM CENTER

SUMMARY

- Contract was approved by City Council for $123,825 for the period July 1, 1990 - June 30, 1991.
- During this 9-month period, program expenditures totaled $85,482, 69% of the amount budgeted. (Nine months represents 75% of the contract year).
- The Program served a total of 209 persons, including
  - 85 Youth in the Summer Day Camp,
  - 39 Junior High Youth in the School-Year Program (See Exhibit A Daily Schedule),
  - 30 Preschoolers in the School-Year Program (See Exhibit B - Daily Schedule) and
  - 55 Elementary Youth in the Tutorial School-Year Program (See Exhibit B - Daily Schedule).

(See Table 1 for Enrollment, Dropout, and Retention Rate by Program Component).

MAJOR FINDINGS:

1. Of the 10 objectives stated in the contract:
   - the program met or surpassed 9 objectives, and
   - the daily attendance objective for preschool and school age youth was 16% short and for junior high 8% short of the goal of 80%, however, the daily attendance for junior and senior high youth surpassed its objective by 26%.

(See Table 2 for Summary of Objectives Achievement By reporting period.)

2. The program met 116% of its client goal.

3. The program's retention rate was: Summer - 100% and School Year - 35%.

4. The average daily attendance rate was: Preschool/School Age Youth - 64%, elementary age youth - 86% and Junior/Senior High Youth - 52%.

5. Staff met with each family twice during the year to encourage parental involvement.

6. During the 6-month period between pre-and post-testing, the elementary students gained an average of 1.5 months in reading, 5.3 months in language and 5.9 months in math. (See Table 3)

   The preschool youth averaged gains of 5.1 months in Gross Motor Skills, 3.3 months in Fine Motor Skills, 1.2 months in Concepts and 6.3 months in Communication. (See Table 4)

   The junior and senior high youth increased: 1.1 years in Reading, 9.6 years in Language and 7.3 months in Math. (See Table 3)

7. During this contract period, the Contractor received additional funding in the amount of $48,036 from: The USDA Food Program $10,800, Child Care Resources, Inc. $35,484 and Presbyterian Hunger Relief Fund $1,452 in addition to the on-going support from the United Methodist Church.

TABLE 1

Enrollment, Dropout, and Retention Rate
by Program Component

Program Component	Enrollment Objective	Total Enrollment	% of Obj.	No. of Dropouts	Retention Rate
Summer Program July 2, 1990-Aug 21, 1990					
Junior High Youth (31 days) 3 hrs/day	26	32	123%	0	100%
Elementary (32 days) 7 hrs/day	50	53	106%	0	100%
Subtotal	76	85	112%	0	100%
School Year Program (Thru Mar.) Aug 21, 1990-March 30, 1991					
Morning - Preschool 3½ hrs/day	24	30	125%	7	76%
After School - Elementary 3 hrs/day	50	55	110%	5	91%
Evening - Jr. High 12/hrs/wk	30	39	130%	18	53%
Subtotal	104	124	120%	30	75%
Total Program(Thru Mar) July 5, 1990-March 30, 1991					
All Components	180	209	117%	30	85%

TABLE 2

SUMMARY OF OBJECTIVES ACHIEVEMENT

	Year to Date	% of Obj. Met
1. Improve basic skills		
a. 50 Elementary School age youth enrolled (Summer)	53	106%
b. 26 Jr/Sr High enrolled (Summer)	32	123%
c. 30 Jr/Sr High enrolled (School Year Evenings)	39	130%
d. 50 Elementary age youth (After School Program)	55	110%
e. 24 Pre Schoolers (School Year Program)	30	125%
2. 180 Enrolled low/mod students from Southside NSA	209	116%
a. Enrollment based on need	Met	100%
b. Need determined by objective and subjective assessment	Met	100%
3. Assess needs w/i 6 weeks (Fall)	Met	100%
a. Obtain last report card and test scores (Summer)	Met	100%
b. CTBS Test Scores (After School)	Met	100%
c. DIAL or other test scores, interview, observation (Preschool)	Met	100%
4. Encourage parental involvement		
a. Meet w/each family twice	Met	100%
5. Report student progress by April 9, 1991 (See Table 3)	Met	100%
6. 1 Cultural/Event twice month; each student participates	Met	100%
7. Avg. daily attendance of:		
a. Preschool/School Age (80%)	64%	80%
b. Elementary Age Youth (60%)	86%	108%

PROGRAM EVALUATION REPORT - BETHLEHEM CENTER

	Year to Date	% of Obj. Met
c. Junior High School Age (60%)	52%	87%
8. Involve parents		
a. 1 Meeting before August 1, 1990	Met 7/26/91	100%
b. 1 Meeting per quarter	6	100%
c. Review program operation	Met	100%
9. Teacher/Staff workdays		
July 1-4, 1990 for Summer Session	Met	100%
August 20-21, 1990 for School Year	Met	100%
June 24-28, 1991 for final reports/closeout	X	X
10. Identify and secure other funding	Met	100%

Met = Required by contract and provided by contractor.
x = Not required during the reporting period.

PROGRAM EVALUATION REPORT

BETHLEHEM CENTER

TABLE 3

TESTING RESULTS

MATHEMATICS

	PRE-TEST	POST-TEST	AVERAGE SCHOLASTIC MONTHS INCREASE
Elementary	4.11	4.70	5.9
Junior/Senior High	6.16	6.89	7.3
READING			
Elementary	3.21	3.36	1.5
Junior/Senior High	4.93	6.04	1.1
LANGUAGE			
Elementary	3.52	4.05	5.3
Junior/Senior High	5.56	6.52	9.6

TABLE 4

CHRONOLOGICAL AGE TESTING RESULTS

PRESCHOOLERS

	Pre-Test	Post-Test	GAINS/ LOSS MONTHS
Gross Motor Skills	4.88	5.39	5.1
Fine Motor Skills	4.12	4.45	3.3
Concepts	4.72	4.84	1.2
Communications	4.01	4.64	6.3

Exhibit A

ELEMENTARY

Daily Schedule

Summer

Daily Schedule Time	Activity
7:30am - 8:30am Monday - Friday	Arrival Table Games
8:30am - 9:00am Monday - Friday	Breakfast Clean Up Late Arrival
9:00am - 11:00am Monday - Friday	Arts & Crafts Recreation & Games Reading Period Workbook Activities Field Trips
11:15am - 1:00pm Monday - Friday	Lunch Rest Period
1:00pm - 3:30pm Monday - Friday	Arts & Crafts Recreation & Games Reading Period Workbook Activities Field Trips
3:30pm - 4:15pm	Snack Clean Up
4:15pm - 5:30pm	Table Games, Music Games, etc. Dismissal

Exhibit A

JR./ SR. HIGH

Daily Schedule
Summer

Daily Schedule Time	Activity
5:30pm - 6:00pm Monday - Friday	Arrival Table Games
6:00pm - 8:00pm	Teacher's Choice Discussion Groups/Rap Sessions, Workshops, Arts, Crafts] Field Trips, etc.
8:00 - 8:30	Clean Up Dismissal

Exhibit B

DAILY SCHEDULE

Fall

Preschool

DAYS	TIME	ACTIVITY
Monday-Friday	8.30 - 9·15	Pick up and Free Play
Monday-Friday	9:15 - 9 30	Clean up, restroom, break, assist with breakfast preparation
Monday-Friday	9:30 - 10:00	Breakfast & rest period
Monday, Tuesday, and Thursday	10:00 - 11:30	A combination of whole group and small group activities
3rd. Wed. of the month	10:00 - 11.00	Public Library
Friday	10.00 - 12 00	Field Trips
Monday-Friday	12 00	Take Home

*** The schedule for the three and four year olds consists of a combination of small and whole group activities. The activities are designed to improve the fine motor, gross motor, concept and communication skills of the preschooler. Activities include but are not limited to music, storytelling, drama and arts and crafts.

Exhibit B

DAILY SCHEDULE

ELEMENTARY

Fall

DAYS	TIME	ACTIVITY
Mon.-Thurs.	2:00-3·00	Arrival and Homework
Mon.-Thurs.	3:00-4 00	Snack
Mon. & Tues.	4.00-5.00	Tutoring (1st-2nd, 5th-6th)
Wed. & Thurs.	4·00-5:00	Tutoring (3rd-4th)
Mon.-Thurs.	4:00-5 00	Field Trips, Arts and Crafts, Group Activities
Fridays	4:00-5:00	Fun Fridays. Special Events
Mon.-Fri.	5 00-5:30	Dismissal

Exhibit B

DAILY ATTENDANCE

JR./SR. HIGH

Fall

DAYS	TIME	ACTIVITIES
Monday-Thursday	5 30	Arrival and Recreation in game room
Monday-Thursday	5 30-6·30	Group Instruction Homework
Tuesday & Thursday	5·30-8:00	Tutoring
Monday	6 30-8·30	Seminars, Workshops, - Recreational games, Arts and Crafts, Discussion groups, etc
Wednesday	6:00-8:30	Field Trips
Monday-Thursday	8 30	Dismissal

Exhibit A

ECONOMIC DEVELOPMENT DEPARTMENT
FY 91 CONTRACT REVIEW

CONTRACTOR: CHARLOTTE UPTOWN DEVELOPMENT CORPORATION

CONTRACT AMOUNT: $346,620 - Municipal Service District 1

OVERVIEW:

- CUDC has been a City funded activity since 1978.
- Operates on the City's fiscal year. Their FY 91 budget included:

Personnel	
Salaries	$195,000
Benefits	35,500
Insurance	2,500
Rent	21,100
Office Expenses/Subscriptions	14,450
Travel	10,000
Office Equipment	3,000
Promotion and Communication	15,000
Projects and Consultants	50,070
	$346,620

KEY RESULTS FOR FY 91:

- Took lead in pushing Economic Development Financing legislation. Senate Bills 440 and 452 introduced.
- Completed market research study, jointly funded with Central Charlotte Division/Charlotte Chamber.
- Completed assessment of high density residential housing in diverse uptown locations.
- CUDC's Uptown Transportation Council completed preliminary negotiations with uptown parking owners for NFL parking plan.
- Analyzed facilities that serve as magnets for crime. Worked with uptown law firms on actions to improve safety.
- Initiated meetings with Charlotte Housing Authority regarding land around Earle Village.
- Provided leadership to implement a parking validation program with Central Charlotte Division; enlisted support of Southern Bell, Barclays American, and Duke Power for bulk purchase of monthly transit passes.

Exhibit B

CHARLOTTE UPTOWN DEVELOPMENT CORPORATION
SCOPE OF WORK
FY 92
July 1, 1991 - June 30, 1992

For FY 92, CUDC agrees it will:

1. Implement strategies to:

   - Improve uptown security and safety.
   - Increase the supply of housing.
   - Attract and retain businesses.
   - Market uptown as a place for working, living, and entertainment.
   - Pursue Economic Development (Tax Increment) Financing.
   - Make uptown easily accessible through public and private transportation.

<u>Specific FY 92 Activities</u>

2. Recommend changes in laws and regulations regarding loitering/panhandling. Pursue creation of an uptown guide/host program.

3. Formulate a plan to encourage residential development; specifically consider the Omnimax parking garage site.

4. Produce a marketing plan for business recruitment and retention; establish a database of office tenants to retain in uptown.

5. Work with the Charlotte Chamber/Central Charlotte Division to effectively market uptown as a place to live, shop and seek entertainment; define an amenities program emphasizing water features.

6. Take the lead in getting the Economic Development Financing legislation passed. Define criteria for uptown use and candidate projects.

7. Transportation Programs

- Establish a unified parking management and revenue sharing plan for NFL game days.

- Provide leadership in developing a county-wide transportation system, including light rail, operation of an uptown shuttle, park and ride programs, and directional signage.

- Strengthen employer transportation programs by developing marketing strategies, brochures, and training programs. Get 15 top CEOs to commit to transportation management efforts. Establish 10% ridership goals for companies in training programs.

- Obtain commitments for transit pass sales and subsidy from three additional companies.

Exhibit B

CHARLOTTE UPTOWN DEVELOPMENT CORPORATION
BUDGET
FY 92
July 1, 1991 - June 30, 1992

Personnel	
Salaries	$181,000
Social Security	12,800
Unemployment Tax	400
Group Insurance	11,000
SEP Contributions	8,500
Insurance	
Workers Compensation	1,100
General Insurance	2,000
Rent	22,400
Telephone	5,000
Postage	2,800
Office Supplies	5,000
Promotional	30,000
Communication	
Dues and Publications	2,300
Travel/Meetings	10,000
Project/Consulting Fees	60,000
Office Equipment	1,500
Taxes	1,300
TOTAL	$357,100

Exhibit A

ECONOMIC DEVELOPMENT DEPARTMENT
FY 91 CONTRACT REVIEW

CONTRACTOR: CENTRAL CHARLOTTE DIVISION, CHARLOTTE CHAMBER

CONTRACT AMOUNT: $360,250 (2 contracts) - Municipal Service Districts 2 and 3

OVERVIEW:

- City has funded these contracts since 1984.
- CCD operates on the City's fiscal year. Their 1991 budget included:

Media and Image	$75,800
Special Events	56,000
Seasonal Decorations	74,900
Service Fees	19,000
Operations	121,550
Contingency	15,000
	$362,250

KEY RESULTS FOR FY 91:

- In concert with the Charlotte Uptown Development Corporation, produced market research study of uptown's strengths and weaknesses.
- Based on the market research, began development of three year uptown marketing plan.
- Continued uptown events including Vendor Program, Farmer's Market, Alive After Five, and Uptown Dialogue series.
- Published monthly calendar of events, quarterly newsletter, uptown map and guide.
- Developed Retail Leasing Manual for use in recruiting tenants; kicked off parking validation program.
- Seasonal decorations included flowers, banners, tree lighting, and wind sculptures.

Exhibit B

CENTRAL CHARLOTTE DIVISION
SCOPE OF WORK
FY 92
July 1, 1991 - June 30, 1992

For FY 92, the Central Charlotte Division agrees it will:

1. Use its funds to implement strategies to make the center city an attractive place to live, work and shop (details attached):

   - Continue the public space management program for Tryon Street Mall.
   - Create excitement and vitality in the center city, including events, activities, and promotions.
   - Promote uptown through distribution of marketing materials.
   - Support office space and retail development.
   - Coordinate CCD's activities with other key organizations.

<u>Specific FY 92 Activities</u>

2. Develop a three year marketing plan with supporting materials.

3. Strengthen coordinated event publicity so that events such as the Alive After Five further promote retailing/ restaurants/entertainment.

4. Give high priority to development of a Cultural District. Fall of 1992 should be targeted.

5. Continue support for festivals, special events, banner programs, and flowers.

Exhibit B

CHARLOTTE CHAMBER/CENTRAL CHARLOTTE DIVISION
BUDGET
FY 92
July 1, 1991 - June 30, 1992

Media and Image	**$84,000**
Calendar	9,500
Uptown Update	3,000
Uptown Dialogue	1,000
Mall Maps	5,000
Retail Task Force	4,000
Merchants Advisory Council	3,000
Restaurants Council	3,000
Guide to Uptown*	12,000
Parking Validation Program	9,000
PR/Graphics/Visual Marketing Materials*	23,500
Vendor Program	1,000
Coupon Booklet	3,000
Annual Meeting*	7,000

*New Projects

Special Events	**$47,500**
Winterfest+	2,000
St. Patrick's Day	4,500
Summerstage	2,500
Alive After Five	2,000
Restaurant Crawls	5,000
Taste of Uptown+	2,500
Farmers Market	3,500
Halloween Event	3,500
Kid's Day	5,000
Christmas Promotions	7,000
Contingency/Grants	10,000

+New Events

Seasonal Decorations	**$78,500**
Flowers/Plants	20,000
Banner Program	23,000
Christmas Decorations	30,500
Electricity	3,500
Wind Sculpture	1,500

Service Fees	**$19,000**
Operating	**$134,523**
Phone	1,000
Supplies	3,000
Postage	3,500
Equipment Repair	1,000
Dues	700
Travel/Meals/Lodging	2,000
Publications	500
Contingency	3,000
Salary/Benefits	102,323
Chamber Management Fee	17,500

Exhibit A

ECONOMIC DEVELOPMENT DEPARTMENT
FY 91 CONTRACT REVIEW

CONTRACTOR: GREATER CHARLOTTE ECONOMIC DEVELOPMENT CORPORATION (GCEDC); now called the Carolinas Partnership

CONTRACT AMOUNT: $80,000

OVERVIEW:

- GCEDC funded by City since 1987.
- Operates on calendar year. GCEDC expenses through December 1990 were:

Advertising	$333,006
International	222,618
Target Marketing	79,506
Public Relations	54,702
Audio Visual	10,629
Regional Atlas	14,000
Miscellaneous	2,714
	$717,175

KEY RESULTS FOR FY 91:

- GCEDC placed ads in 19 publications and produced a series of 12 fact sheets on Charlotte; the international program sponsored missions to Japan and Europe.
- The Urban Land Institute convened a 10 person panel to evaluate the region's development potential and recommend a global marketing strategy. The ULI interviewed 84 people and produced a report, Charlotte Region.
- The GCEDC changed from a Charlotte oriented partnership to a regional one, the Carolinas Partnership, involving 13 counties. New by-laws were adopted and the Board restructured. The Carolinas Partnership set a $7.5 million goal for public/private participation in a 5 year program. A fundraising organization, the Suddes Group, has obtained private pledges exceeding $5 million.
- The Carolinas Partnership developed a 5 year strategy focusing on:
  - Marketing, advertising and public relations
  - National and international business development
  - Regional development initiatives
  - Business retention and expansion
  - Special opportunities/contingency

Exhibit B

CAROLINAS PARTNERSHIP
SCOPE OF WORK
FY 92
July 1, 1991 - June 30, 1992

For FY 92, the Carolinas Partnership agrees it will:

1. Use the City's funds as part of a 13 county regional partnership whose purposes are:
   - Marketing, advertising, and public relations
   - National and international business development
   - Regional development initiatives
   - Business retention and expansion
   - Special opportunities

2. Underwrite a film on the region to be shown in the Omnimax at Discovery Place.

3. Market the region's assets in and around the Charlotte Douglas International Airport.

4. Develop a regional computer network.

5. Establish a quality improvement program.

6. Produce advertising, marketing, and public relations material. To maximize the coordination and effectiveness of economic development, thse materials will be routinely supplied to City officials.

CAROLINAS PARTNERSHIP 2000

THE PROGRAM
1991-1995

In all cases, actual expenditures will be directed to assure activities are non-duplicative with other programs in the region. Building on regional strengths and responding to needs within the 13 counties, the Carolinas Partnership will focus on the following five categories:

MARKETING, ADVERTISING AND PUBLIC RELATIONS ~ $2,950,000

- Initiate a strong professional effort to market the region as one urban region, including *COOPERATIVE* advertising, production and collateral material with the City of Charlotte, Mecklenburg County, and twelve other counties in the metropolitan area ~ $2,000,000

- Reach 15 million passengers each year through airport marketing of the Carolinas region ~ $450,000
  - *Air carrier development*
  - *VIP briefing center*
  - *Advertise regional assets at airport and convention center*

- Accelerate public relations networking and servicing of national news media to encourage reporting on the entire region. ~ $500,000

NATIONAL AND INTERNATIONAL BUSINESS DEVELOPMENT ~ $1,615,000

- Continue with a strong professional program to attract international business to the region, focusing on Central Europe and Japan ~ $750,000

- Continue national recruiting efforts to targeted industries ~ $440,000

- Initiate opportunities and cooperate with state government to further the development of the Pacific Rim ~ $250,000

- Provide special resources to create presentations to major clients, (such as Sears, etc) ~ $175,000

THE PROGRAM
Continued

REGIONAL DEVELOPMENT INITIATIVES - $1,150,000

- Install and service a regionwide computer network to track sites, buildings and clients to highlight all the assets of the region for prospects - $400,000
- Coordinate regional efforts to improve planning, funding, and implementation relating to transportation ('Carolinas Parkway , especially the western segment), the environment, airport and waste management - $300,000
- Underwrite production of special film on Carolinas region to be shown in Omni-Max theater to both clients and general public. - $300,000
- Develop continuing supply of research and marketing materials on Carolinas region - $150,000

RETENTION AND EXPANSION OF EXISTING BUSINESS - $785,000

- Establish a state-of-the-art quality improvement program designed to be a central resource for training and a clearinghouse for information - $360,000
- Pinpoint export opportunities for regional manufacturing - $300,000
- Enhance relationships with headquarters of national and international companies which maintain operations within our region - $125,000

CONTINGENT RESOURCES FOR SPECIAL OPPORTUNITIES - $1,000,000

Recognizing the need and responsibility to capitalize on special opportunities which will arise during the next five years within the thirteen-county region, the Partnership Board will act strategically as circumstances dictate. Without limiting our scope under the economic development marketing umbrella, examples include Carolinas bid for an NFL franchise, major sports events, UNC - Charlotte's growth, and extraordinary projects, such as Lufthansa and Matsushita.

CAROLINAS PARTNERSHIP 2000

INVESTMENT SUMMARY

A RENEWED COMMITMENT by the area's leadership, institutions, corporations and businesses will be necessary for the Carolinas Partnership to accomplish its goals and objectives. The Carolinas Partnership requires a budget of $1,500,000 ANNUALLY for each of the next five years to ensure our regional economic future.

Marketing, Advertising and Public Relations	$2,950,000
National and International Business Development	$1,615,000
Regional Development Initiatives	$1,150,000
Retention and Expansion of Existing Business	$ 785,000
Contingency Resources	$1,000,000
FIVE YEAR TOTAL	**$7,500,000**

Budget and Evaluation Department
Employment and Training Contract Review

Name of Program.	Dislocated Worker Program
Sub-Grantee	Employment Security Commission
Contract Amount:	$119,841.00
Period Covered	July 1, 1990 - June 30, 1991
Funding Authorization·	Job Training Partnership Act of 1982, Title II-A, North Carolina Department of Economic and Community Development. The City of Charlotte.

I. Summary of Program Description

The contract was approved by the City Council on July 23, 1990 with an effective date of July 1, 1990.

The contract provides a minimum of 48 workers who have been dislocated from work due to a business closure or reduction in force with the basic support services and skills training necessary for such individuals to re-enter the work force. Efforts are made to ensure a smooth and expedient transition back into the labor force at comparable skill and income levels as that from which the participant experienced dislocation

II. Major Findings

Performance through May 31:	Planned	Actual	Achievement
Total Enrollment	48	60	125%
Job Placement	38	26	68%
Average Training Length*	12	15 66	131%
Wage Rate	7.00	8 97	142%

*OJT (weeks)

Three out of four Performance Standards are being exceeded. Further job placement is anticipated Longer than anticipated participant training lengths in the skills training components of the program contribute to the non-achievement of this goal. In the On-The-Job training component, the average training length is 15.66 weeks, while training in the institutional training component may occur from 8 weeks up to 104 weeks dependent upon individual needs determined through counseling Job placement

activity goals are expected to be met at the completion of these training components.

Cost Per Participant $1,389.45

III. Analysis of Performance Standards

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

Program Performance Standards:

1 **Performance Standard:** The contractor shall enroll a minimum of forty-eight (48) JTPA Title II eligible participants into the Dislocated Worker Program.

Achievement: This standard has been exceeded. Sixty (60) participants have been enrolled which accounts for one hundred twenty-five percent (125%) of the plan.

2 **Performance Standard:** A minimum of thirty-eight (38) participants shall be placed into permanent, full-time, unsubsidized employment.

Achievement: This standard has not been achieved. Twenty-six (26) participants have been placed for a rate of sixty eight percent (68%).

3 **Performance Standard:** All participants shall have an average of twelve (12) weeks of training of the On-The-Job Training (OJT) Component

Achievement: This standard has been exceeded. Participants have had an average of fifteen point sixty six (15.66) weeks of the OJT Component for rate of one hundred and thirty one percent (131%).

4 **Performance Standard:** The average wage rate for those placed into unsubsidized employment shall be $7 00 per hour.

Achievement: This standard has been exceeded The average wage rate for participants job placed was $8.97 per hour.

ANIMAL SHELTER ATTACHMENT 1

ANIMAL CONTROL FACILITIES CURRENTLY BEING BUILT/CONSTRUCTED

TAMPA FLORIDA

Building size: 35,000 SF
Estimated Construction Cost: 3.8 million
Design percent/amount: 9.25% or $351,500

GAINESVILLE FLORIDA

Building size: Not Available
Estimated Construction Cost: 1.3 million
Design percent/amount: 7.4% or $96,200

WEST PALM BEACH

Building size: 40,000 SF
Estimated Construction Cost: 3.0 million
Design percent/amount: 7.5% or $225,000

CITY OF CHARLOTTE

Building size: 36,087 SF
Estimated Construction Cost: 2.95 million
Design percent/amount: 7.6% or $224,200

ANIMAL SHELTER ATTACHMENT NO. 2 - ISSUES

Can it be designed for less?

- The program for the building would have to be reduced in order for any substantial reduction in the architectural fee.

- Under the requirements of North Carolina Statutes, the Engineering Department negotiated a contract at a fair and reasonable fee with the best qualified firm. Contract negotiations resulted in a reduction of $59,618 from the Architect's original fee proposal.

What are the Architect's qualifications?

- East Coast was chosen by a Selection Committee after a review of qualification proposals from 31 firms and oral interviews of the top three firms. East Coast has had experience on five previous animal care facilities.

What is the fee based on?

- The fee is based upon the services to be provided to design and administer construction of the project based on the approved program.

How is the fee determined?

- The Engineering Department negotiates the manpower requirements for the project based on the services to be provided until a fair and reasonable fee is agreed upon.

- The negotiated fee, as a percentage of the estimated construction cost, is compared to several industry sources as well as previous City projects.

- Industry fee charts recommended a minimum design fee percentage of 6.9%. Previous City building projects had a percentage of 7.1% to 9.1%. After review of the scope of services required for the Animal Shelter project, a fee of $224,200 or 7.6% was negotiated. The negotiated design percentage is a 10% increase from the minimum design percentage recommended by Industry fee charts. This fee is justified, however, due to the moderate complexities of the facility.

What is fee breakdown?

Architectural Services (East Coast Design):

Schematic Design Phase.....	$ 20,048
Design Development Phase.....	$ 26,730
Construction Document Phase.....	$ 60,142
Bidding/Negotiation Phase.....	$ 5,346
Construction Phase.....	$ 18,710
Record Drawing.....	$ 1,337
Warranty Phase.....	$ 1,337
Architectural Lump Sum Subtotal.....	$ 133,650

Subconsultant Basic Services

Site/Civil Engineering Services.....	$ 21,410
Structural Engineering Services.....	$ 14,500
Mechanical and Electrical Eng. Services....	$ 35,000
Cost Estimating Services.....	$ 4,500
Value Engineering.....	$ 8,000
Specifications.....	$ 5,500
Subconsultant's Lump Sum Subtotal.....	$ 88,910
TOTAL DESIGN FEE.....	$ 222,560

Allowances:

Landscape Design.....	$ 1,450
Acoustical Engineering.....	$ 4,000
Concrete Quality Control.....	$ 1,800
Reimbursables.....	$ 15,000
Additional Services (to be used only upon direction by the City).....	$ 15,000
Subtotal Allowances.....	$ 37,250
TOTAL CONTRACT SUM.....	$ 259,810

Why is an on-site Construction Manager needed?

- The Architect will visit the site twice each week during construction to monitor the progress and quality of the Contractor's work. This is typical for all City building projects and is the minimum services necessary to ensure that the specifications are met and to verify payments to the Contractor. The Engineering Department does not have the expertise to provide these services. It is necessary that the Architect provide the services for liability reasons.

- The Architect will also provide an inspector during all concrete placement and finishing. This facility will have a large amount of exposed concrete surfaces which requires careful supervision of the Contractor's work to avoid future maintenance problems.

What makes the Animal Shelter a complex facility?

- The Animal Shelter is a multi-use facility which requires separate mechanical systems to separate the various odors.

- The facility will contain a special cleaning system and special finishes and surfaces to reduce future cleaning and maintenance costs.

- Portions of the facility will include an animal treatment area, spay/neuter clinic, and a euthanasia room. These areas must meet American Humane Association and American Animal Hospital guidelines.

- The facility will house the City Police Department's K-9 unit. Special security systems must be designed in this area. The design will allow for expansion for the County's police dogs.

- The proposed facility is similar to the existing facility and is typical of animal shelters constructed recently in the Southeast. (See Animal Shelter ATTACHMENT 1)

- The proposed facility will house all services provided by Animal Control in one building. The administrative services in the current facility are housed in temporary trailers.

VSW:6/17/91

City of Charlotte
Proposed Bond Referendum Schedule

Project Title	Amount
Water	
Street Main Extension Program	$ 6,000,000
Water Main Along Carmel Road	5,770,000
North Mecklenburg Water Treatment Plant	2,915,000
Clearwell at Franklin Water Plant	100,000
Total Water	$14,785,000
Sewer	
Street Main Extension Program	$14,000,000
McAlpine Creek Wastewater Treatment Plant Composting Facility	3,243,000
Irwin Creek Wastewater Treatment Plant Improvements/Expansion	3,000,000
Sugar Creek Wastewater Treatment Plant Improvements	5,000,000
Sanitary Sewer Rehabilitation	4,000,000
Sewer System Evaluation Survey	4,000,000
Flow Equalization-McAlpine Creek Wastewater Treatment Plant	2,100,000
Flow Equalization-Sugar Creek Wastewater Treatment Plant	3,600,000
Four Mile Creek Parallel Outfall	5,100,000
Stony Creek Tibutary to Ridge Road	1,458,000
Long Creek Parallel Outfall Phase I	2,254,000
Irvins Creek Tributary to Lawyer's Road	92,000
Caldwell Creek Outfall	88,000
Stony Creek Outfall-Phase III	190,000
Total Sewer	$48,125,000
Total Water/Sewer	$62,910,000

(RW02)

RECEIVED
JUN - 7 1991
OFFICE OF THE
CITY MANAGER

DATE: June 4, 1991

TO: Ms. Julie Burch
Assistant City Manager

FROM: Joe C. Stowe, Jr., Director
Charlotte-Mecklenburg Utility Department

SUBJECT: Agenda Item For June 24th Meeting

It is our intent to place on the June 24th Council Meeting a request to Council for rejection of the low bid submitted for construction of a 12-inch water main along Highway 115-From Cornelius to Davidson and recommend award to the second low responsible bidder. We offer the following facts for your review and information:

- The low bidder, Jones Fencing & Grading Company of Charlotte, NC submitted the low bid amount of $498,051.75.

- The second low bid in the amount of $590,596.12 was received from Ramey, Incorporated of Winston-Salem, N.C.

- The third and fourth bid amounts were $626,541.56 and $634,420.50, respectively.

- Jones Fencing & Grading is a minority owned business whereas Ramey is a non M/WBE.

- The Utility Department is familiar with Jones as a sub-contractor installing fencing and paving operations. In 1983-84, Jones was instructed by CMUD personnel that he would no longer be approved to perform paving operations on any of our projects. This was due to unsatisfactory pavement restoration.

- Jones has never installed any water or sewer mains under our inspection.

- A list of references of similar projects as the Cornelius Davidson job was requested of Jones. He submitted a list of four projects. Each reference was contacted for verification. One project was construction of 600 feet of 12-inch water main for a private firm. He sub-contracted the project and according to CMUD records, did not perform any of this work himself. The other three projects were earth work, demolition, wheel chair ramp construction, and small amounts of storm drain installation.

- Due to lack of water construction related responses we received on the list of references, we requested Mr. Jones to come in and discuss his qualifications with us. We informed him of our findings and suggested he might offer other references which we would gladly contact.

- Mr. Jones did not offer us any other references and could not submit any documentation of having installed a water line with the technical expertise which will be required to install the proposed line. He did submit references for a proposed subcontractor, 7 Star Construction Company. This company has recently become a licensed utility contractor. References submitted by Jones for 7 Star are not job specific but are references by previous employers.

- After further discussion with Mr. Jones about his qualifications he stated he planned to sub-contract the water main construction to another Contractor. This is contrary to what he submitted with his bid and would be in violation of the M/WBE policy. We have been in contact with his requested sub-contractor, 7 Star Construction Company, and they have indicated a reluctance to commit to working on this project. 7 Star has requested, and we concur, that recommendations should be based on the prime contractor's work history and not on those of his subcontractors.

- The proposed project extends approximately 10,000 feet starting in Cornelius, extending through the town and reaching completion at Davidson College. The water main is located within the travel lanes and construction will interfere with the Towns of Davidson and Cornelius traffic for six months. Not only is the technical expertise an issue on this project, but the traffic control and asphalt replacement is very critical.

- It took CMUD staff approximately six months to obtain a highway encroachment from the N.C. Department of Transportation. Approval was given only after CMUD staff met with DOT officials in Raleigh and assured them of the care and caution that would be taken to minimize the damage to N.C. 115.

- Jones Fencing & Grading submitted Appendix VII of the M/WBE documentation. This form states that he intends to perform the work with his own forces and that this is his ususal practice. As indicated above, it is not his practice to install water lines and he would not be allowed to perform any paving operations.

- References from the second low bidder, Ramey, were requested. They have been verified and all responses have been good. Similar projects have been performed by them with excellent results.

- Mr. Jones's work history on one of his references (Engineering Department - Central Avenue and Sharon Amity Intersection Improvement) indicated problems with scheduling and traffic control. Review of Engineering's file showed copies of correspondence related to these problems.

Based on the submittal of Appendix VII with the bid and the lack of technical experience of Jones Fencing and Grading, we recommend rejection of his bid and award of the contract to Ramey, Incorporated. Mike Boyd, Deputy City Attorney, has been advised of our findings and concurs with our recommendation. Ms. Liz Mills, M/WBE Program Director, also concurs with our recommendation.

KKF/ae

Agenda Item /Small Engine Shop Expansion

This project provides for a 4,000 square foot expansion of the Equipment Services Division small engine shop located at the Parks and Recreation facility on Tuckaseegee Road. This addition will allow Equipment Services personnel to make repairs to large pieces of equipment in a more efficient and safer environment. The existing shop is too small, and work on large equipment must be done outside.

In anticipation of the consolidation of Parks and Recreation with the County, staff met with Wanda Towler, Assistant County Manager, and Wayne Weston, County Parks and Recreation Director, to share information about the proposed facility and get the County's reaction to the need to proceed with construction.

The County supports the City going ahead with this project. They feel, as we do, that there is a need for the expanded maintenance facility regardless of who would be charge of Parks equipment maintenance. This is an implementation issue which will be addressed by City and County staff through the consolidation process over the next few months. We recommend award of the contract for construction.