AGENDA

Meeting Type:	WORKSHOP
Date:	06/02/1997

City of Charlotte, City Clerk's Office

Mayor Patrick McCrory *Mayor Pro Tem Al Rousso*

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

Council Agenda

CITY COUNCIL WORKSHOP

Monday, June 2, 1997

	Dinner Room 267
4:00 - 5:00	Bids for Solid Waste Services
5:00 - 6:00	Dr. Eric Smith - City/Schools Issues
6:00 - 7.00	Reconsideration of Council Districts
7:00 - 7.30	Coliseum Proposals
7:30	Citizens Hearing Council Chamber

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Solid Waste Services Bid Award For Second (West) Quadrant

COUNCIL FOCUS AREA: Restructuring Government

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

- In January 1997, the City invited bids from four pre-qualified private companies and the City's Solid Waste Services Key Business for solid waste services in an area of approximately 31,871 units designated as the West Quadrant Bids were received as follows
  - Waste Management $ 3,663,890
  - USA Waste $ 3,461,525
  - Waste Industries $ 3,350,280
  - BFI $ 3,197,299
  - City of Charlotte SWS $ 1,812,722
- The Solid Waste Evaluation Team evaluated bids with assistance from Raftelis Environmental Consulting Group concerning the costing and R W Beck regarding the productivity standards in the City's bid
- The City of Charlotte SWS submitted the low bid, which will result in an estimated first year operating budget savings of $ 700,000 The City's bid strategy was based on
  - An extended work week
  - New state of the art vehicles
  - Higher performance standards
  - Improved collection processes
- The Solid Waste Services Key Business has developed an Optimization Schedule for achieving comparable service levels and costs in the remaining two quadrants

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED

The Solid Waste Evaluation Committee and the Privatization/Competition Advisory Committee recommend

1. The City of Charlotte SWS should be awarded a five year contract for providing residential solid waste collection service in the west quadrant
2. The development of a formal system to closely monitor productivity and costs

3 Solid Waste Services should move forward with an optimization plan for the remaining two quadrants

The Council Restructuring Government Committee will review the recommendation at its meeting on Thursday, May 29th Results of the Committee review will be sent to Council in the Friday, May 30th Council-Manager Memo

Council approval is requested

1 To include the West Quadrant bid award and budget in the City's FY98/FY99 budget approval process
2 To place the equipment associated with the West Quadrant contract on the June 9, 1997, Consent Agenda

ATTACHMENTS: May 22, 1997 Memo From the Solid Waste Evaluation Team
Solid Waste Services Optimization Schedule
Collection Zone Map

CITY OF CHARLOTTE
CHARLOTTE-MECKLENBURG UTILITY DEPARTMENT

MEMORANDUM

DATE: May 22, 1997

TO: Privatization/Competition Advisory Committee

FROM: Solid Waste Evaluation Team -
James Ferrell Del Borgsdorf
Kip Kiser Doug Bean
Bill Spears

SUBJECT: Evaluation of Solid Waste Bids

The Evaluation Team charged with evaluating bids for the second or west quadrant of residential solid waste pickup met on Wednesday, May 14, 1997. At that meeting the committee heard a report from Raftelis Environmental Consulting Group concerning the costing of the five bids received. A special emphasis was given to the in-house Solid Waste Services proposal. The Raftelis report included an extensive review of the direct and indirect costs allocated to Solid Waste Services. In addition, a reconciliation was made back to the budget to indicate if all costs were being properly allocated and to determine the actual budget savings.

At a previous evaluation team meeting a report was received from R.W. Beck regarding the proposed productivity standards in the Solid Waste Services proposal.

Based on the information provided in the Solid Waste Services proposal and the analysis performed by our two consultants, we make the following recommendations:

1. A five year contract for providing residential solid waste collection in the west quadrant should be awarded to City of Charlotte - Solid Waste Services. This low bid results in a first year savings to the City of approximately $700,000 and is 1.6 million dollars less than the lowest private sector bid.

2. In order to ensure that City costing guidelines are followed, a rigorous monitoring system should be developed due to the following issues:

   a. The technical consultant, R.W. Beck, confirmed that the productivity levels were doable, but indicated that they were very aggressive. The change to fifty hour work weeks and the purchase of all new higher capacity equipment will have to be closely monitored

b. Part of the bid strategy is to establish the west quadrant as a separate working unit that is as lean as possible. All backup equipment and personnel will be rented from a pool that is located in the remaining two City quadrants. This results in a shifting of some of the costs out of the west into the rest of the City operation. Some members of the evaluation team believe this is not consistent with the objectives of the contract services guidelines of the PCAC. However, there is a total projected savings to the City of $700,000. It is essential that all direct and indirect costs, of spare equipment and personnel be fully allocated. We believe this can be achieved by setting up separate cost centers and fully allocating these costs.

3. Solid Waste Services should move forward with an optimization plan for the remaining two quadrants. With some of the shifting of costs that took place within the Solid Waste budget, the true costs for each of the remaining quadrants can only be established by optimizing these operations. While the savings for the west quadrant are not reproducible, there should be some additional savings over and above the $700,000 that has already been projected.

Attachments

G \DOUG\WSTBID

Sanitation Cost Center Structure

Current

Common (or shared) costs are reported in the Sanitation Operations budget (non bid area)

Cost Center 50800

Sanitation Operations
$7,800,000

(includes annexation $1,300,000)

Cost Center 52004

West Quarter
$1,500,000

Cost Center 52002

South Quarter - BFI
$2,700,000

Proposed

Cost Center 5200x

Sanitation Administration
$400,000 + reserve costs

Common (or shared) costs are budgeted in a separate cost center and charged to the appropriate service area (bid or non-bid area)

Cost Center 50800

Sanitation Operations
$7,400,000 - reserve costs

(includes annexation)

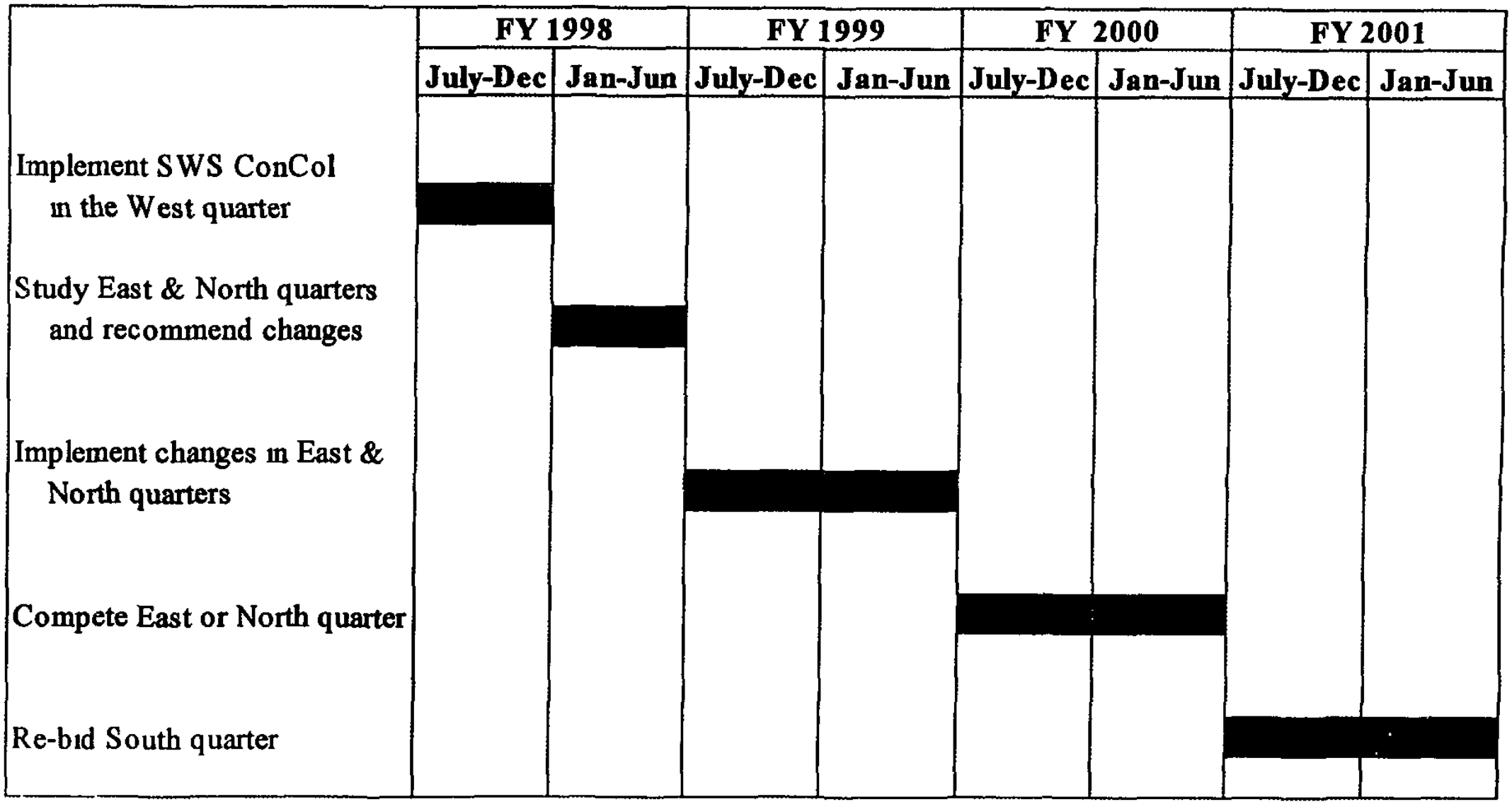
Cost Center 52004

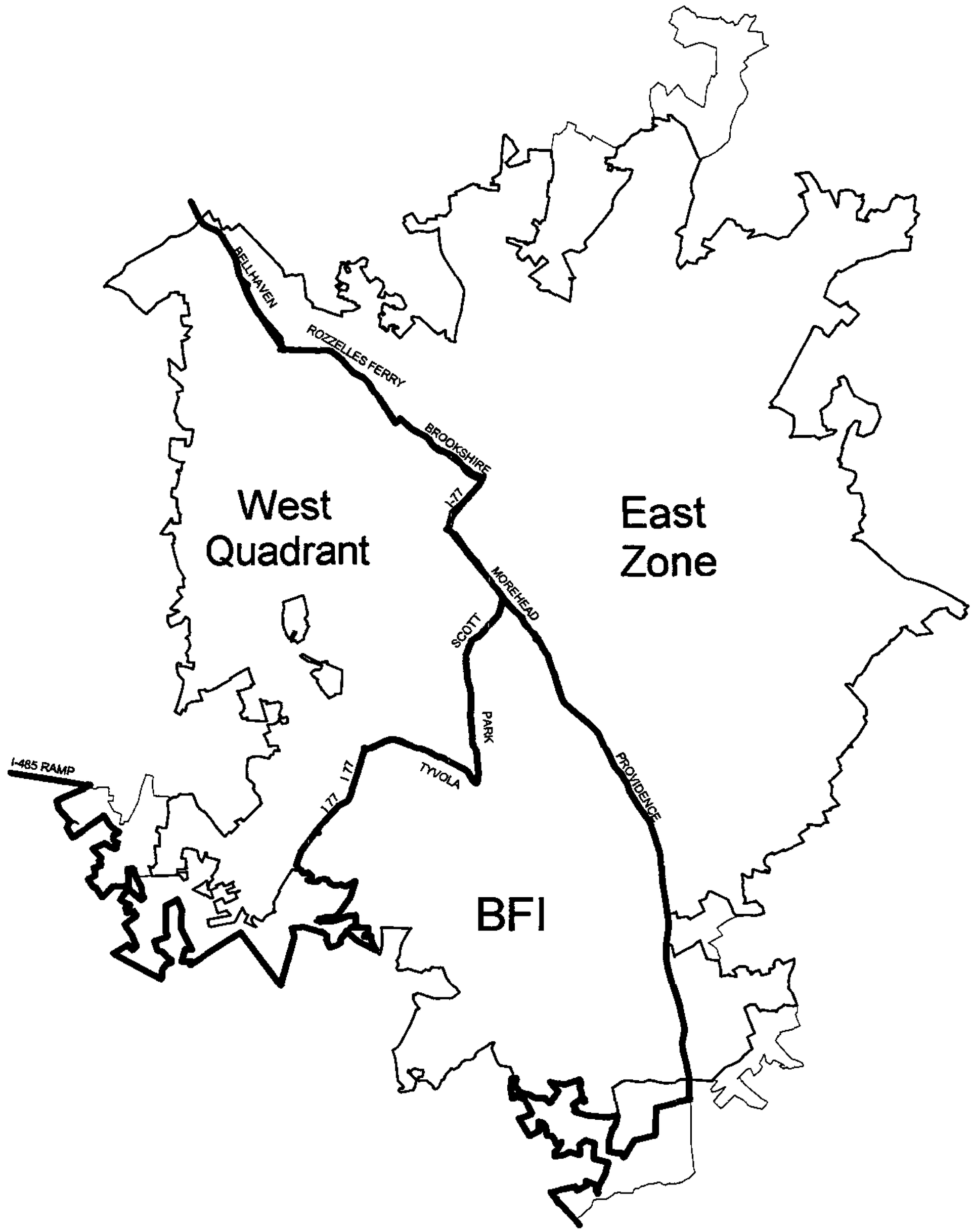
West Quarter
$1,500,000

Cost Center 52002

South Quarter - BFI
$2,700,000

OPTIMIZATION SCHEDULE





City of Charlotte Solid Waste Services Collection Zones

Solid Waste Services
05/29/97

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Issues Discussion with Dr Eric Smith

COUNCIL FOCUS AREA: City within a City, Economic Development, Public Safety

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

- During recent Council Workshops, Councilmembers have expressed interest in having an opportunity to discuss issues of mutual interest and concern with Dr Eric Smith, Superintendent of the Charlotte-Mecklenburg Schools

- To help Council prepare for this discussion, attached is a list of issues and questions that have been raised previously about the Schools by Councilmembers This list reflects questions which have surfaced as part of discussions by the Planning Liaison Committee, individual conversations with Council Planning Liaison Committee members, as well as during Council Workshop discussions on planning and economic development issues City staff has met with Dr Smith and has provided him a copy of this information

- At the Workshop, Dr Smith will make a brief presentation, followed by an opportunity for questions and discussion with Council

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: This time is on the agenda to provide an opportunity for the Council and Dr Smith to have an informal discussion about the issues and priorities for the City Council and the School system No Council action is being requested

ATTACHMENTS: Issues and Questions About the Schools

CITY COUNCIL ISSUES/ QUESTIONS RELATED TO THE CHARLOTTE-MECKLENBURG SCHOOLS

Below are issues and questions that have been raised about the Schools by Charlotte City Council members. These questions have surfaced as part of discussions by the Planning Liaison Committee, individual conversations with Council Planning Liaison Committee members, as well as during Council Workshop discussions on community planning and economic development issues. These are not listed in any particular priority order.

Long Range and Strategic Planning

There is a concern that the Schools lack a long-range, 5 to 10 year, strategic plan, as well as a long-range capital program that is integrated with the City and County capital improvement programs There is a perception that the School System appears to be reacting to growth rather than planning for it How do the Schools' plans fit into the 2015 Plan? What plans are there for either new or redeveloped inner-City schools? What is the future of integrated schools? There is a need for further understanding of integrated schools and their relationship to neighborhoods and housing/ zoning issues What's the role and future of "middle schools"? What is the impact of Home Schooling on the Schools' strategic plan and on post-high-school education in the community, e g CPCC?

Land Use Around Schools

There is a concern that new school location decisions sometimes fail to consider adjacent land uses, and that location decisions are sometimes not in synch with the City/County Land Use Plan There needs to be a better understanding of appropriate and desirable land uses around schools Also, there may be opportunities when developers are willing to donate property for school use that the School System may not be taking advantage of

Workforce Development

City Council believes that the School System is a key part of the community's workforce development system. However, there is an interest in the Schools placing more emphasis on vocational education for students that go directly into the workforce upon graduation Some Councilmembers believe that the proposed "Technical High School" exemplifies the emphasis on technical training while failing to provide relevant vocational training for a large number of students that go directly into our workforce This seems particularly relevant given the publicized shortages of skilled labor, such as brick masons, plumbers, electricians, etc

Also, what is the current high school drop-out rate and what is being done to reduce it? There is a concern that the development of the technical high school or other vo-tech training will be irrelevant if students are dropping out of school

Joint Use of Land/Facilities

There may be opportunities for joint use of land and facilities that the school system is not taking advantage of This could be as simple as sharing land for park/athletic fields to making schools available for neighborhood activities at night and weekends Also, there may be design considerations in building new schools in which certain areas of the buildings would be accessible to the public evenings and weekends

Transit

What are the possibilities of combining bus systems or ways to increase the school system's use of the Charlotte Transit system?

Cooperation and Support

What can the City do to help the School System? There is a desire for better communications to learn what the City can do to help or support School efforts

Prepared by.

Julie Burch, Assistant City Manager
Tom Flynn, Assistant to the City Manager

April 17,1997

Request for Council Action

__. City Council District Boundary Realignment

Action:

City Council is asked to approve the list of factors used in developing the re-districting options and adopt a resolution approving new election district boundaries in order to maintain substantial population equality among the districts. This revision of district lines involves (1) the assignment of newly annexed residents to City Council Districts and (2) the shifting of precincts to adjoining districts.

Staff Resource:

Dick Black and Mike Boyd

Policy

The U S Constitution requires that the population of each election district be substantially equal Annexed areas must be included in election districts and necessary changes made to district boundaries to achieve substantial population equality in each district

Explanation of Request:

The Re-Districting Committee presents four options to City Council meeting the required population balance among City Council election districts In proposing these options, the Committee developed a list of factors that may be considered in re-districting and also determined their degree of importance in the re-districting process

City Council is asked to review the factors that may be considered in re-districting, as utilized by the Re-Districting Committee

Funding:

Not applicable

Background:

The June 30, 1997 Annexations and the increased population growth within existing districts will make it necessary to revise City Council district boundaries in order to maintain the required population balance The population differential between the largest and smallest City Council districts should not vary by more than (10%) ten percent, when compared to the average district population Two realignment options were presented at the April 14 dinner meeting for Council's consideration

Two additional realignment options were presented at Council's Workshop on May 5

Attachment yes__
Description of Attachment
Resolution approving district boundaries
Summary Statistics for each option
List of "Factors That May Be Considered In Re-Districting"
Evaluation of Re-Districting Factors

Responsible Dept. Charlotte-Mecklenburg Planning Commission

Agenda Date Req June 2, 1997

Consequences if Agenda Date is Delayed or Action is Deferred.
City Council Election Districts Realignments must be completed before the July 1997 filing date for Mayor and City Council

Contact Person for Questions from the City Manager's Office
Dick Black and Mike Boyd

Does this action require a Budget Ordinance? No

Does this action require an Ordinance amending the City Code? No

Is a resolution necessary? Yes

SUMMARY STATISTICS FOR OPTION1B

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	71,161.00	23.35	72.62	27.38	45,520.00	73.71	24.57	28.90	55.55	15.55
2	66,719.00	50.09	48.24	51.76	38,632.00	42.89	56.97	20.19	69.14	10.66
3	67,289.00	52.47	45.39	54.61	35,466.00	43.75	54.33	22.06	64.05	13.89
4	68,933.00	49.03	48.16	51.84	35,789.00	48.61	48.92	25.30	60.05	14.64
5	70,900.00	12.81	83.96	16.03	51,565.00	79.65	18.08	39.07	43.73	17.20
6	71,232.00	4.22	93.19	6.81	55,697.00	94.54	4.00	47.39	37.69	14.92
7	69,288.00	3.67	93.86	6.14	43,878.00	94.94	3.24	54.54	26.57	18.89

SUMMARY STATISTICS FOR OPTION1C

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	71,097.00	20.58	75.36	24.64	47,447.00	77.37	20.91	31.17	53.66	15.17
2	66,719.00	50.09	48.24	51.76	38,632.00	42.89	56.97	20.19	69.14	10.66
3	67,289.00	52.47	45.39	54.61	35,466.00	43.75	54.33	22.06	64.05	13.89
4	72,777.00	48.41	48.72	51.28	37,611.00	48.67	48.86	24.94	60.51	14.55
5	70,200.00	13.70	83.37	16.63	47,974.00	78.86	18.95	37.33	45.93	16.74
6	68,152.00	4.44	92.77	7.23	55,539.00	93.30	5.13	48.03	36.12	15.84
7	69,288.00	3.67	93.86	6.14	43,878.00	94.94	3.24	54.54	26.57	18.89

SUMMARY STATISTICS FOR OPTION3C

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	70,722.00	33.79	61.52	38.48	42,083.00	63.02	35.01	23.55	61.35	15.10
2	68,758.00	65.81	32.83	67.17	37,933.00	29.97	69.90	14.41	76.31	9.28
3	69,595.00	48.32	49.65	50.35	36,868.00	46.52	51.64	22.50	64.44	13.05
4	69,859.00	20.62	76.37	23.63	41,734.00	71.05	26.25	36.20	46.36	17.44
5	68,250.00	9.29	87.79	12.21	49,872.00	86.50	11.66	43.04	39.42	17.53
6	71,583.00	4.17	93.34	6.66	55,271.00	94.96	3.67	47.67	37.75	14.59
7	66,755.00	10.88	86.64	13.36	42,786.00	89.06	9.02	50.76	30.39	18.84

SUMMARY STATISTICS FOR OPTION4

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	70,688.00	13.40	83.23	16.77	51,866.00	87.75	10.82	38.63	45.70	15.67
2	70,489.00	48.57	49.56	50.44	37,745.00	45.70	53.52	23.81	62.70	13.49
3	68,762.00	52.94	45.31	54.69	37,059.00	44.02	54.64	20.59	68.66	10.75
4	69,798.00	45.50	50.86	49.14	39,048.00	48.26	49.57	20.03	67.16	12.81
5	71,648.00	13.10	83.61	16.39	52,020.00	78.88	18.84	38.07	44.80	17.13
6	66,167.00	15.19	82.23	17.77	46,989.00	84.85	13.30	45.96	37.24	16.80
7	67,970.00	3.62	93.88	6.12	41,820.00	94.68	3.53	53.66	27.63	18.71

SUMMARY STATISTICS FOR EXIST/ANNEX

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	62,997.00	25.55	69.96	30.04	38,988.00	70.06	28.03	25.87	58.02	16.11
2	68,977.00	48.87	49.47	50.53	39,821.00	43.98	55.88	20.55	68.82	10.63
3	70,538.00	50.53	47.10	52.90	37,534.00	46.45	51.56	22.69	63.23	14.07
4	69,208.00	48.85	48.32	51.68	36,177.00	49.04	48.49	25.58	59.72	14.70
5	65,142.00	13.22	83.56	16.44	44,819.00	78.65	19.02	38.37	44.96	16.67
6	63,639.00	4.05	93.90	6.10	50,604.00	95.10	3.57	47.80	37.70	14.51
7	85,021.00	3.91	93.51	6.49	58,604.00	93.92	4.34	52.70	28.69	18.61

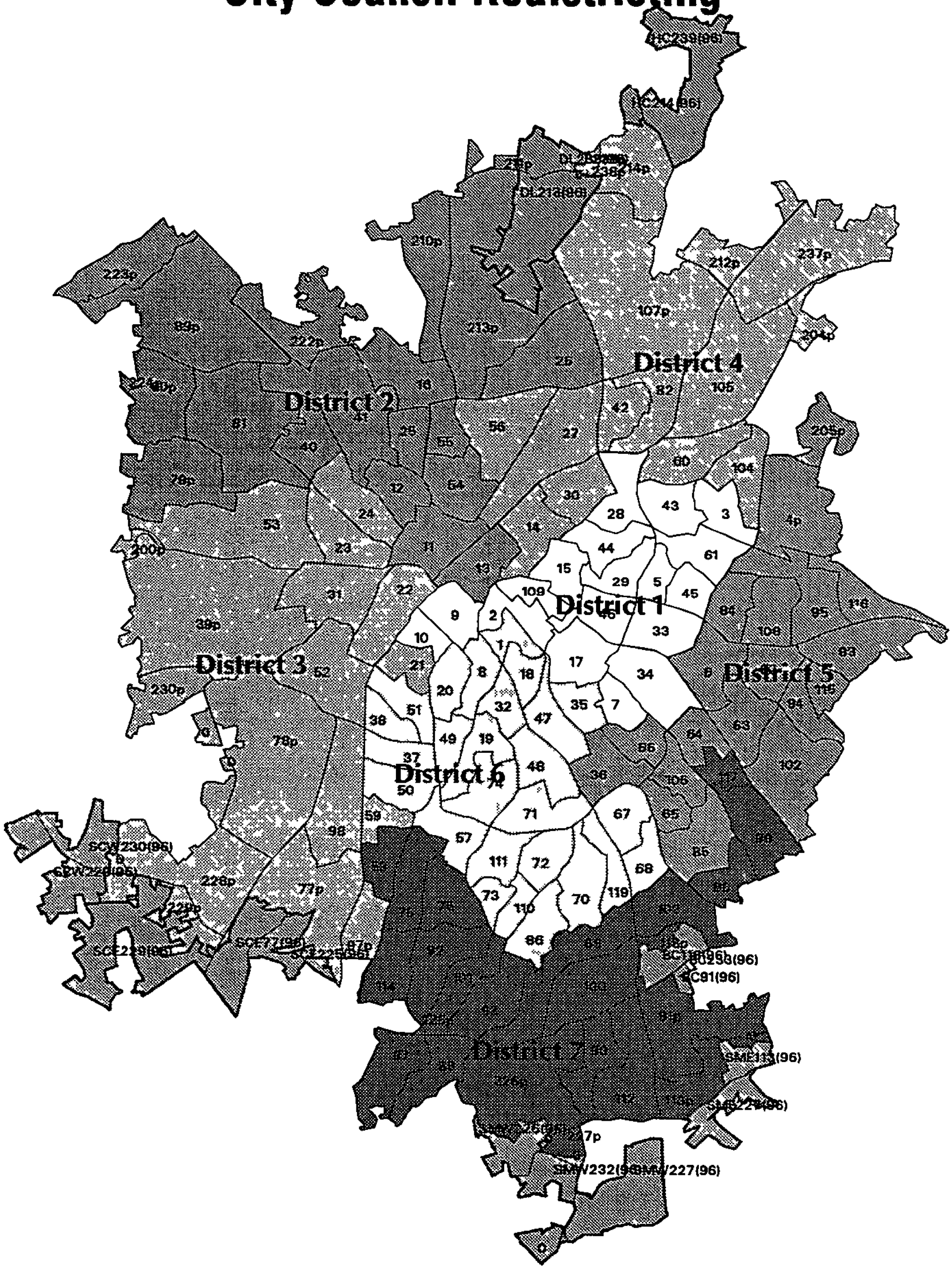
SUMMARY STATISTICS FOR EXISTING

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	62,997.00	25.55	69.96	30.04	38,988.00	70.06	28.03	25.87	58.02	16.11
2	63,465.00	52.75	45.83	54.17	38,427.00	42.30	57.64	19.47	70.29	10.24
3	64,662.00	54.39	43.12	56.88	34,404.00	42.82	55.23	20.44	66.14	13.42
4	64,343.00	51.80	45.35	54.65	33,996.00	46.62	50.89	23.84	61.75	14.41
5	65,142.00	13.22	83.56	16.44	44,819.00	78.65	19.02	38.37	44.96	16.67
6	63,639.00	4.05	93.90	6.10	50,604.00	95.10	3.57	47.80	37.70	14.51
7	71,622.00	4.01	93.23	6.77	53,585.00	93.74	4.52	52.20	29.30	18.50
8	29,652.00	5.52	92.30	7.70	11,724.00	91.01	6.89	53.30	26.39	20.31

SUMMARY STATISTICS FOR TOTAL CITY

1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
485,522.00	27.55	69.73	30.27	306,547.00	71.25	27.06	35.33	49.39	15.28

City Council Redistricting



Printed April, 1997

Existing

SUMMARY STATISTICS FOR EXISTING

DIST	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB	DEMOC	OTHER
1	62,997.00	25.55	69.96	30.04	38,988.00	70.06	28.03	25.87	58.02	16.11
2	63,465.00	52.75	45.83	54.17	38,427.00	42.30	57.64	19.47	70.29	10.24
3	64,662.00	54.39	43.12	56.88	34,404.00	42.82	55.23	20.44	66.14	13.42
4	64,343.00	51.80	45.35	54.65	33,996.00	46.62	50.89	23.84	61.75	14.41
5	65,142.00	13.22	83.56	16.44	44,819.00	78.65	19.02	38.37	44.96	16.67
6	63,639.00	4.05	93.90	6.10	50,604.00	95.10	3.57	47.80	37.70	14.51
7	71,622.00	4.01	93.23	6.77	53,585.00	93.74	4.52	52.20	29.30	18.50
Annex	29,652.00	5.52	92.30	7.70	11,724.00	91.01	6.89	53.30	26.39	20.31

EXISTING

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
1	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
1	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
1	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
1	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
1	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
1	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
1	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
1	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
1	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
1	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
1	18	62,997	16,093	44,071	18,926	38,988	27,315	10,927	10,086	22,620	6,282
2	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126
2	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
2	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
2	224p	105	12	92	13	43	1	41	3	38	2
2	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
2	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
2	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
2	20	63,465	33,476	29,086	34,379	38,427	16,253	22,151	7,483	27,010	3,934
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141

03/26/97

EXISTING

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
3	229p	0	0	0	0	1	1	0	0	0	1
3	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
3	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
3	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
3	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
3	16	64,662	35,170	27,884	36,778	34,404	14,732	19,002	7,033	22,755	4,616
4	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
4	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
4	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
4	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
4	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
4	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
4	238p	275	12	245	30	388	343	35	199	111	78
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	212p	481	121	345	136	1,007	876	98	436	332	239
4	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
4	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	15	64,343	33,329	29,181	35,162	33,996	15,849	17,300	8,106	20,992	4,898
5	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
5	205p	0	0	0	0	0			0	0	0
5	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
5	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
5	116	2,298	649	1,577	721	1,543	964	546	461	860	222
5	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
5	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276
5	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
5	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	19	65,142	8,611	54,431	10,710	44,819	35,248	8,523	17,196	20,151	7,472
6	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
6	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
6	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159

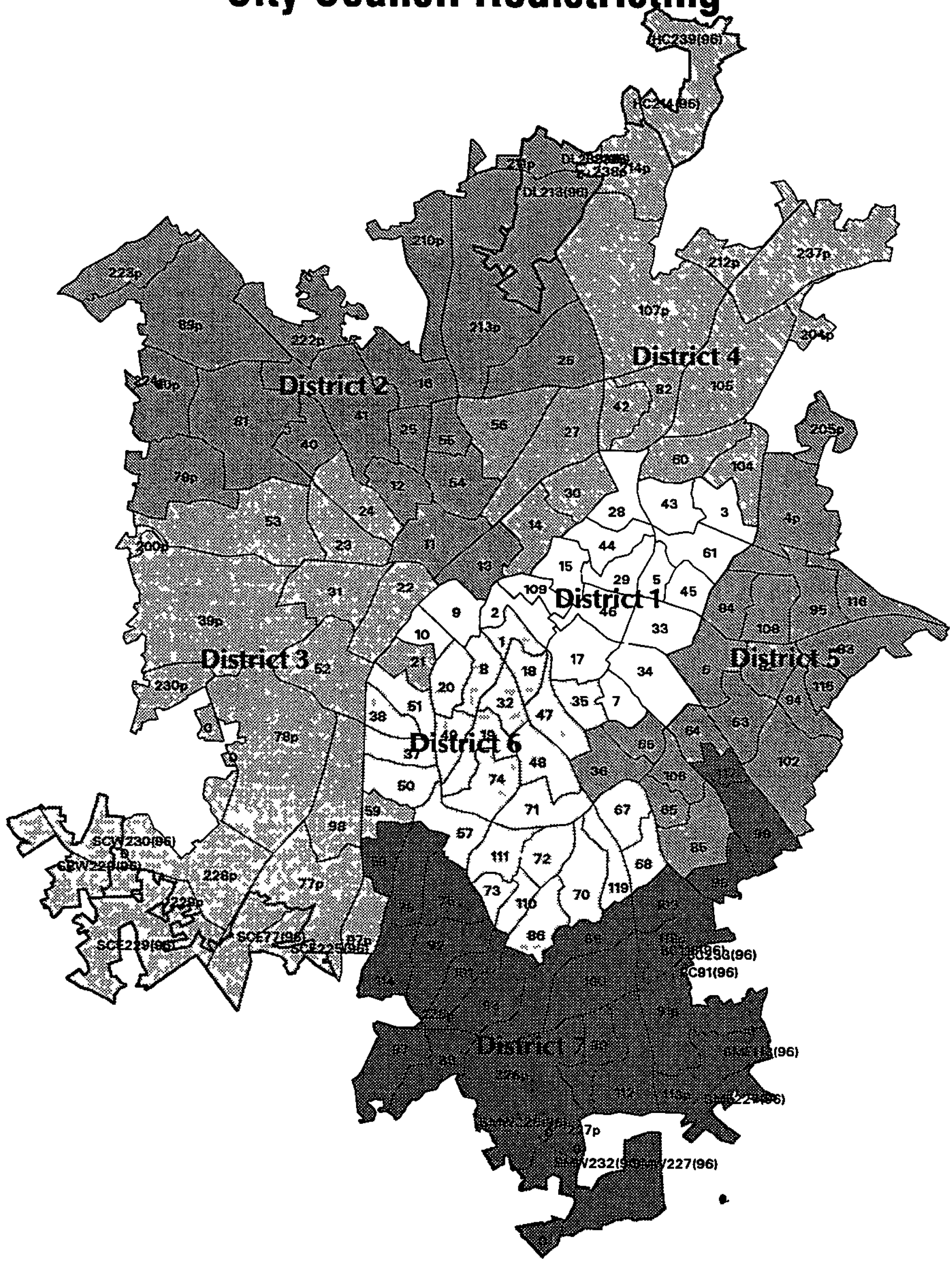
EXISTING

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
6	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
6	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
6	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
6	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
6	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
6	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
6	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
6	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
6	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
6	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
6	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
6	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
6	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
6	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
6	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	26	63,639	2,577	59,754	3,885	50,604	48,123	1,809	24,187	19,076	7,341
7	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253
7	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
7	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
7	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
7	118p	524	6	513	11	732	706	17	385	202	145
7	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
7	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
7	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
7	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
7	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
7	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
7	101	852	13	831	21	2,110	1,995	68	1,117	610	383
7	225p	0	0	0	0			0	0	0	0
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	23	71,622	2,875	66,774	4,848	53,585	50,229	2,424	27,972	15,702	9,911
ANX	DL213	3,094	130	2,828	266	256	238	10	110	98	48

EXISTING

D '	PREC ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL ' '	DEMOCR ' '	OTHER ' '
ANX	SCW23	630	46	570	60	455	386	59	208	159	88
ANX	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
ANX	SCW22	351	26	317	34	236	214	20	102	78	56
ANX	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
ANX	HC214	676	67	592	84	227	194	29	115	76	36
ANX	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
ANX	BC118	3,976	119	3,813	163	745	727	9	451	169	125
ANX	BC91(	886	27	850	36	212	191	15	109	52	51
ANX	SCE22	132	11	120	12	30	1	29	2	25	3
ANX	SCE77	0	0	0	0	14	5	8	4	10	0
ANX	SME11	608	7	591	17	336	319	7	198	65	73
ANX	SME22	664	7	645	19	432	415	12	222	145	65
ANX	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
ANX	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
ANX	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
ANX	16	29,652	1,638	27,369	2,283	11,724	10,670	808	6,249	3,094	2,381
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

City Council Redistricting



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EXIST/ANNEX

SUMMARY STATISTICS FOR EXIST/ANNEX

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	62,997.00	25.55	69.96	30.04	38,988.00	70.06	28.03	25.87	58.02	16.11
2	68,977.00	48.87	49.47	50.53	39,821.00	43.98	55.88	20.55	68.82	10.63
3	70,538.00	50.53	47.10	52.90	37,534.00	46.45	51.56	22.69	63.23	14.07
4	69,208.00	48.85	48.32	51.68	36,177.00	49.04	48.49	25.58	59.72	14.70
5	65,142.00	13.22	83.56	16.44	44,819.00	78.65	19.02	38.37	44.96	16.67
6	63,639.00	4.05	93.90	6.10	50,604.00	95.10	3.57	47.80	37.70	14.51
7	85,021.00	3.91	93.51	6.49	58,604.00	93.92	4.34	52.70	28.69	18.61

EXIST/ANNEX

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
1	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
1	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
1	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
1	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
1	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
1	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
1	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
1	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
1	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
1	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
1	18	62,997	16,093	44,071	18,926	38,988	27,315	10,927	10,086	22,620	6,282
2	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
2	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126
2	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
2	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
2	DL213	3,094	130	2,828	266	256	238	10	110	98	48
2	224p	105	12	92	13	43	1	41	3	38	2
2	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
2	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
2	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
2	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	22	68,977	33,708	34,124	34,853	39,821	17,515	22,250	8,184	27,403	4,234
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
3	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510

EXIST/ANNEX

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
3	229p	0	0	0	0	1	1	0	0	0	1
3	SCW23	630	46	570	60	455	386	59	208	159	88
3	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
3	SCW22	351	26	317	34	236	214	20	102	78	56
3	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
3	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
3	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
3	SCE22	132	11	120	12	30	1	29	2	25	3
3	SCE77	0	0	0	0	14	5	8	4	10	0
3	21	70,538	35,643	33,225	37,313	37,534	17,436	19,352	8,518	23,734	5,282
4	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	212p	481	121	345	136	1,007	876	98	436	332	239
4	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
4	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
4	238p	275	12	245	30	388	343	35	199	111	78
4	HC214	676	67	592	84	227	194	29	115	76	36
4	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
4	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
4	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
4	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
4	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
4	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	17	69,208	33,811	33,443	35,765	36,177	17,740	17,542	9,254	21,604	5,319
5	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
5	205p	0	0	0	0	0			0	0	0
5	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
5	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
5	116	2,298	649	1,577	721	1,543	964	546	461	860	222
5	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
5	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276
5	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
5	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256

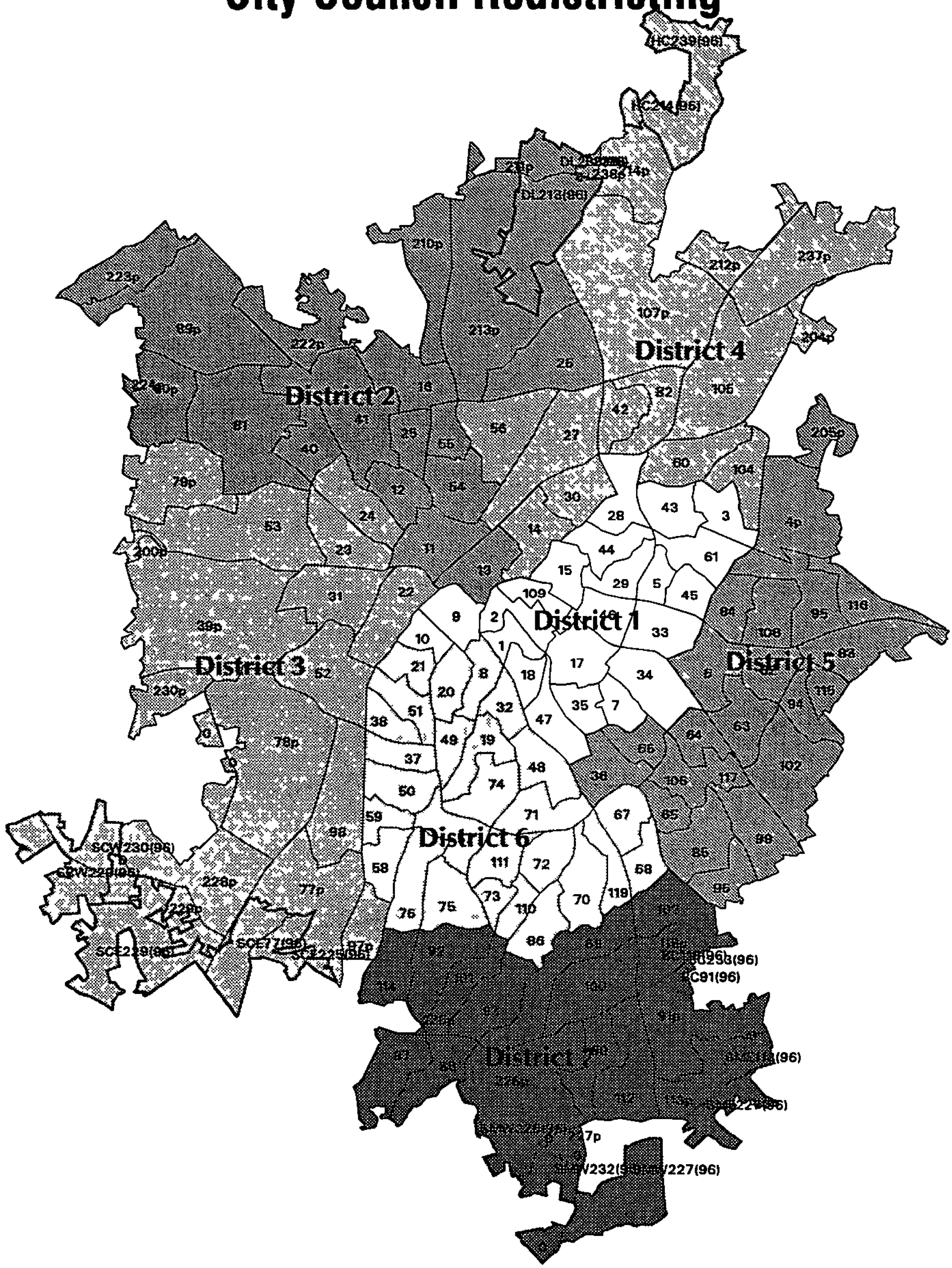
EXIST/ANNEX

D '	PREC ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL ' '	DEMOCR ' '	OTHER ' '
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	19	65,142	8,611	54,431	10,710	44,819	35,248	8,523	17,196	20,151	7,472
6	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
6	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
6	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
6	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
6	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
6	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
6	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
6	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
6	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
6	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
6	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
6	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
6	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
6	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
6	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
6	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159
6	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	26	63,639	2,577	59,754	3,885	50,604	48,123	1,809	24,187	19,076	7,341
7	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
7	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
7	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253
7	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
7	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
7	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
7	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
7	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
7	101	852	13	831	21	2,110	1,995	68	1,117	610	383
7	225p	0	0	0	0			0	0	0	0
7	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
7	118p	524	6	513	11	732	706	17	385	202	145
7	BC118	3,976	119	3,813	163	745	727	9	451	169	125
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185

EXIST/ANNEX

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	BC91(	886	27	850	36	212	191	15	109	52	51
7	SME11	608	7	591	17	336	319	7	198	65	73
7	SME22	664	7	645	19	432	415	12	222	145	65
7	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
7	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
7	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
7	30	85,021	3,326	79,502	5,519	58,604	55,042	2,541	30,887	16,812	10,905
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

City Council Redistricting



Printed April, 1997

OPTION1B

SUMMARY STATISTICS FOR OPTION1B

DIST	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB	DEMOC	OTHER
1	71,161.00	23.35	72.62	27.38	45,520.00	73.71	24.57	28.90	55.55	15.55
2	66,719.00	50.09	48.24	51.76	38,632.00	42.89	56.97	20.19	69.14	10.66
3	67,289.00	52.47	45.39	54.61	35,466.00	43.75	54.33	22.06	64.05	13.89
4	68,933.00	49.03	48.16	51.84	35,789.00	48.61	48.92	25.30	60.05	14.64
5	70,900.00	12.81	83.96	16.03	51,565.00	79.65	18.08	39.07	43.73	17.20
6	71,232.00	4.22	93.19	6.81	55,697.00	94.54	4.00	47.39	37.69	14.92
7	69,288.00	3.67	93.86	6.14	43,878.00	94.94	3.24	54.54	26.57	18.89

OPTION1B

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
1	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
1	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
1	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
1	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
1	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
1	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
1	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
1	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
1	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
1	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
1	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
1	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
1	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
1	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
1	22	71,161	16,618	51,676	19,485	45,520	33,552	11,182	13,155	25,286	7,079
2	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
2	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126
2	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
2	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
2	DL213	3,094	130	2,828	266	256	238	10	110	98	48
2	224p	105	12	92	13	43	1	41	3	38	2
2	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
2	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
2	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	238p	275	12	245	30	388	343	35	199	111	78
2	22	66,719	33,417	32,182	34,537	38,632	16,571	22,009	7,801	26,712	4,119
3	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207

OPTION1B

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
3	229p	0	0	0	0	1	1	0	0	0	1
3	SCW23	630	46	570	60	455	386	59	208	159	88
3	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
3	SCW22	351	26	317	34	236	214	20	102	78	56
3	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
3	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
3	SCE22	132	11	120	12	30	1	29	2	25	3
3	SCE77	0	0	0	0	14	5	8	4	10	0
3	20	67,289	35,305	30,544	36,745	35,466	15,518	19,269	7,824	22,715	4,927
4	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	212p	481	121	345	136	1,007	876	98	436	332	239
4	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
4	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
4	HC214	676	67	592	84	227	194	29	115	76	36
4	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
4	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
4	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
4	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
4	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
4	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	16	68,933	33,799	33,198	35,735	35,789	17,397	17,507	9,055	21,493	5,241
5	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
5	205p	0	0	0	0	0			0	0	0
5	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
5	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
5	116	2,298	649	1,577	721	1,543	964	546	461	860	222
5	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
5	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276
5	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
5	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265

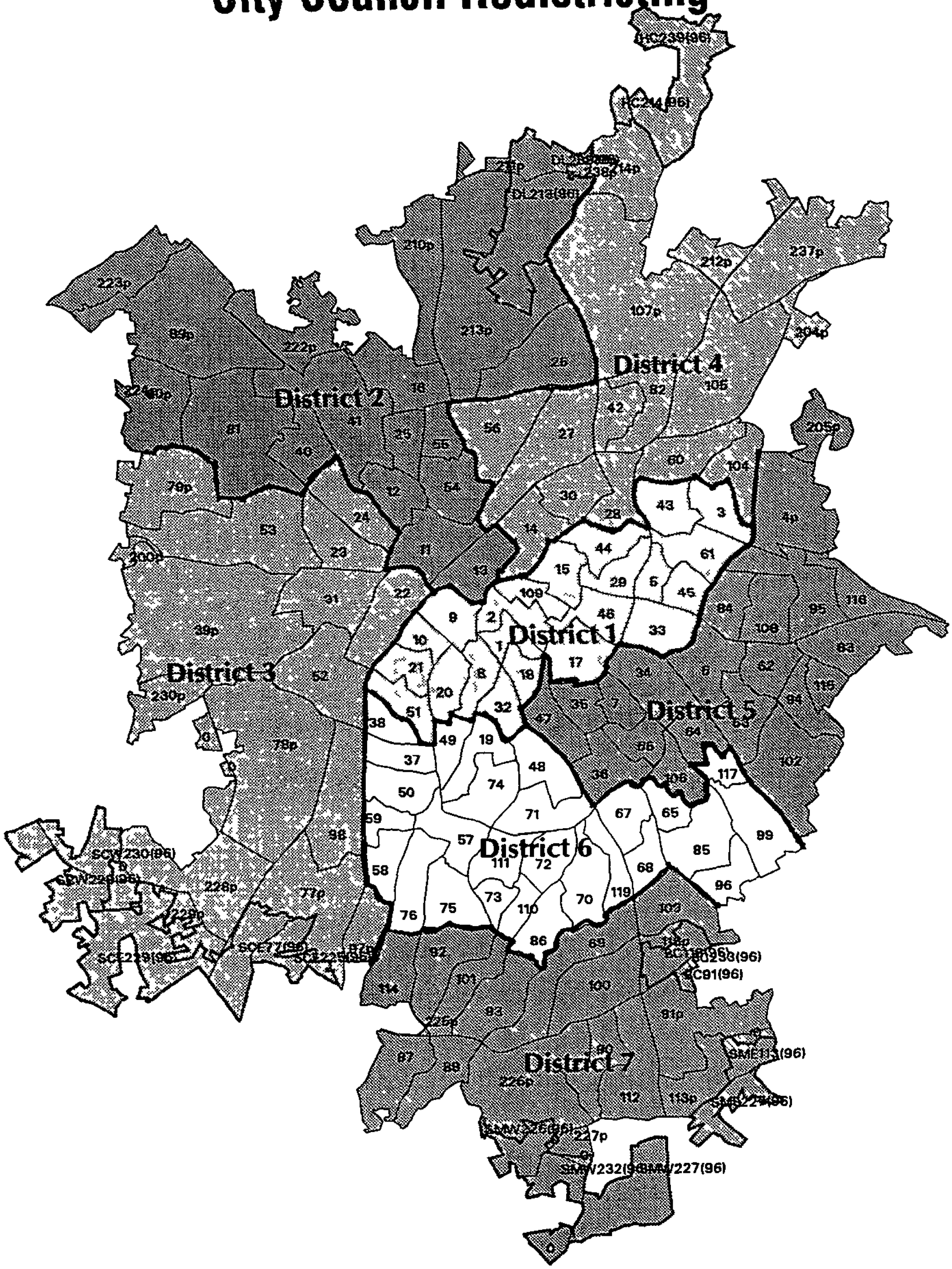
OPTION1B

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253
5	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
5	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
5	22	70,900	9,085	59,531	11,368	51,565	41,070	9,324	20,148	22,547	8,870
6	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
6	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
6	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
6	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
6	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
6	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
6	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
6	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
6	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
6	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
6	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
6	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
6	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
6	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159
6	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
6	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
6	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
6	27	71,232	3,004	66,384	4,848	55,697	52,654	2,230	26,396	20,990	8,311
7	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
7	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
7	101	852	13	831	21	2,110	1,995	68	1,117	610	383
7	225p	0	0	0	0			0	0	0	0
7	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
7	118p	524	6	513	11	732	706	17	385	202	145
7	BC118	3,976	119	3,813	163	745	727	9	451	169	125
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185

OPTION1B

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	BC91(	886	27	850	36	212	191	15	109	52	51
7	SME11	608	7	591	17	336	319	7	198	65	73
7	SME22	664	7	645	19	432	415	12	222	145	65
7	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
7	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
7	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
7	24	69,288	2,541	65,035	4,253	43,878	41,657	1,423	23,933	11,657	8,288
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

City Council Redistricting



Printed April, 1997

OPTION1C

SUMMARY STATISTICS FOR OPTION1C

DIST	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB	DEMOC	OTHER
1	71,097.00	20.58	75.36	24.64	47,447.00	77.37	20.91	31.17	53.66	15.17
2	66,719.00	50.09	48.24	51.76	38,632.00	42.89	56.97	20.19	69.14	10.66
3	67,289.00	52.47	45.39	54.61	35,466.00	43.75	54.33	22.06	64.05	13.89
4	72,777.00	48.41	48.72	51.28	37,611.00	48.67	48.86	24.94	60.51	14.55
5	70,200.00	13.70	83.37	16.63	47,974.00	78.86	18.95	37.33	45.93	16.74
6	68,152.00	4.44	92.77	7.23	55,539.00	93.30	5.13	48.03	36.12	15.84
7	69,288.00	3.67	93.86	6.14	43,878.00	94.94	3.24	54.54	26.57	18.89

OPTION1C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
1	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
1	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
1	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
1	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
1	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
1	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
1	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
1	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
1	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
1	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
1	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
1	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
1	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
1	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
1	22	71,097	14,635	53,579	17,518	47,447	36,712	9,921	14,788	25,460	7,199
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	DL213	3,094	130	2,828	266	256	238	10	110	98	48
2	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
2	238p	275	12	245	30	388	343	35	199	111	78
2	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
2	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126
2	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
2	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
2	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
2	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
2	224p	105	12	92	13	43	1	41	3	38	2
2	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
2	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
2	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
2	22	66,719	33,417	32,182	34,537	38,632	16,571	22,009	7,801	26,712	4,119
3	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207

OPTION1C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510
3	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
3	229p	0	0	0	0	1	1	0	0	0	1
3	SCW23	630	46	570	60	455	386	59	208	159	88
3	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
3	SCW22	351	26	317	34	236	214	20	102	78	56
3	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
3	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
3	SCE22	132	11	120	12	30	1	29	2	25	3
3	SCE77	0	0	0	0	14	5	8	4	10	0
3	20	67,289	35,305	30,544	36,745	35,466	15,518	19,269	7,824	22,715	4,927
4	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
4	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
4	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
4	212p	481	121	345	136	1,007	876	98	436	332	239
4	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
4	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
4	HC214	676	67	592	84	227	194	29	115	76	36
4	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
4	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
4	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
4	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
4	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	17	72,777	35,229	35,458	37,319	37,611	18,307	18,378	9,382	22,757	5,472
5	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
5	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
5	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
5	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
5	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	205p	0	0	0	0	0			0	0	0
5	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
5	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
5	116	2,298	649	1,577	721	1,543	964	546	461	860	222
5	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
5	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276

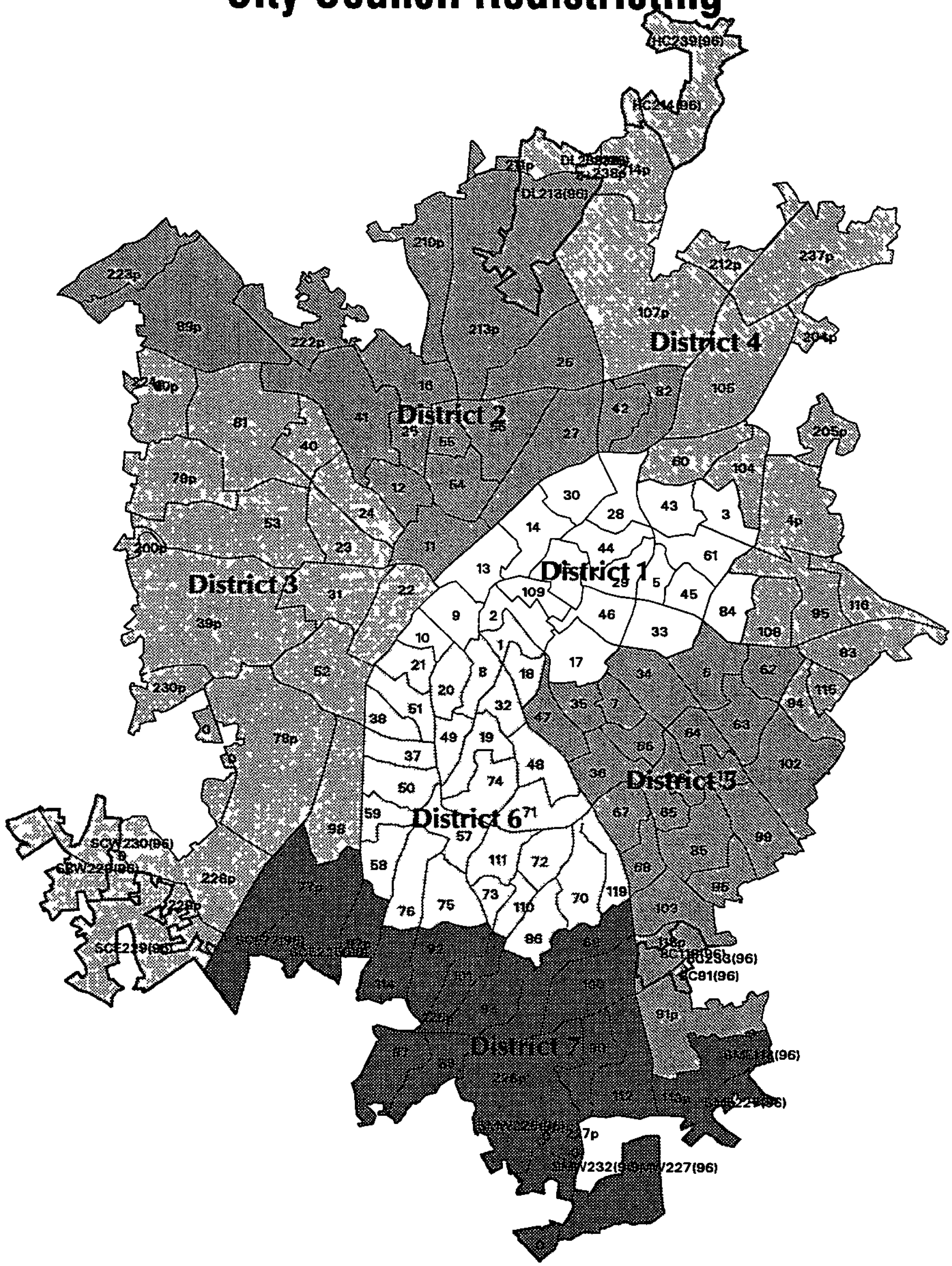
OPTION1C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
5	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
5	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	21	70,200	9,617	58,528	11,671	47,974	37,834	9,093	17,908	22,036	8,030
6	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
6	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
6	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
6	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
6	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
6	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
6	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
6	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
6	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256
6	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
6	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253
6	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
6	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
6	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
6	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
6	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159
6	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
6	27	68,152	3,025	63,224	4,928	55,539	51,820	2,851	26,676	20,063	8,800
7	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
7	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
7	101	852	13	831	21	2,110	1,995	68	1,117	610	383
7	225p	0	0	0	0			0	0	0	0
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
7	118p	524	6	513	11	732	706	17	385	202	145
7	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
7	BC118	3,976	119	3,813	163	745	727	9	451	169	125
7	BC91(	886	27	850	36	212	191	15	109	52	51

OPTION1C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	SME11	608	7	591	17	336	319	7	198	65	73
7	SME22	664	7	645	19	432	415	12	222	145	65
7	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
7	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
7	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
7	24	69,288	2,541	65,035	4,253	43,878	41,657	1,423	23,933	11,657	8,288
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

City Council Redistricting



Printed April, 1997

OPTION3C

SUMMARY STATISTICS FOR OPTION3C

DIST	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB	DEMOC	OTHER
1	70,722.00	33.79	61.52	38.48	42,083.00	63.02	35.01	23.55	61.35	15.10
2	68,758.00	65.81	32.83	67.17	37,933.00	29.97	69.90	14.41	76.31	9.28
3	69,595.00	48.32	49.65	50.35	36,868.00	46.52	51.64	22.50	64.44	13.05
4	69,859.00	20.62	76.37	23.63	41,734.00	71.05	26.25	36.20	46.36	17.44
5	68,250.00	9.29	87.79	12.21	49,872.00	86.50	11.66	43.04	39.42	17.53
6	71,583.00	4.17	93.34	6.66	55,271.00	94.96	3.67	47.67	37.75	14.59
7	66,755.00	10.88	86.64	13.36	42,786.00	89.06	9.02	50.76	30.39	18.84

OPTION3C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
1	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
1	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
1	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
1	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
1	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
1	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
1	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
1	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
1	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
1	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
1	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
1	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
1	20	70,722	23,897	43,506	27,216	42,083	26,519	14,735	9,911	25,818	6,354
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126
2	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
2	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
2	DL213	3,094	130	2,828	266	256	238	10	110	98	48
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
2	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
2	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
2	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
2	19	68,758	45,252	22,576	46,182	37,933	11,367	26,514	5,466	28,946	3,521
3	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
3	224p	105	12	92	13	43	1	41	3	38	2
3	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
3	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
3	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208

OPTION3C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
3	229p	0	0	0	0	1	1	0	0	0	1
3	SCW23	630	46	570	60	455	386	59	208	159	88
3	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
3	SCW22	351	26	317	34	236	214	20	102	78	56
3	20	69,595	33,631	34,554	35,041	36,868	17,152	19,040	8,296	23,759	4,813
4	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
4	238p	275	12	245	30	388	343	35	199	111	78
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	212p	481	121	345	136	1,007	876	98	436	332	239
4	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
4	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
4	HC214	676	67	592	84	227	194	29	115	76	36
4	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	205p	0	0	0	0	0			0	0	0
4	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
4	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
4	116	2,298	649	1,577	721	1,543	964	546	461	860	222
4	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
4	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276
4	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
4	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314
4	20	69,859	14,403	53,350	16,508	41,734	29,652	10,954	15,109	19,347	7,278
5	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
5	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
5	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
5	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253

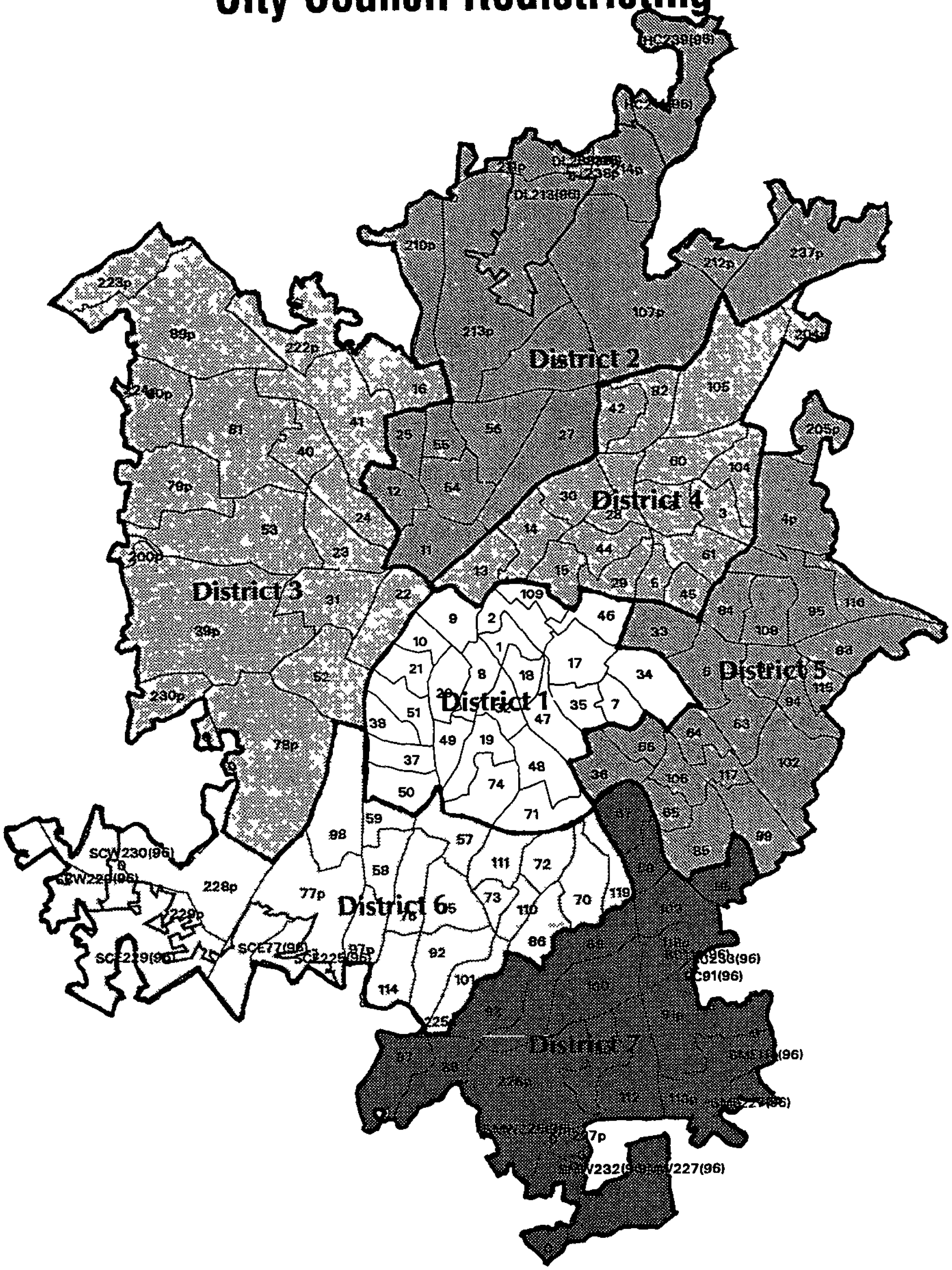
OPTION3C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
5	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
5	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
5	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159
5	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
5	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
5	118p	524	6	513	11	732	706	17	385	202	145
5	BC118	3,976	119	3,813	163	745	727	9	451	169	125
5	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
5	BC91(	886	27	850	36	212	191	15	109	52	51
5	24	68,250	6,340	59,914	8,336	49,872	43,140	5,815	21,465	19,662	8,745
6	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
6	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
6	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
6	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
6	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
6	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
6	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
6	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
6	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
6	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
6	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
6	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
6	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
6	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
6	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
6	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
6	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
6	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
6	27	71,583	2,982	66,813	4,770	55,271	52,484	2,026	26,345	20,864	8,062
7	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
7	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
7	SCE22	132	11	120	12	30	1	29	2	25	3
7	SCE77	0	0	0	0	14	5	8	4	10	0
7	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
7	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
7	101	852	13	831	21	2,110	1,995	68	1,117	610	383
7	225p	0	0	0	0			0	0	0	0
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213

OPTION3C

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	SME11	608	7	591	17	336	319	7	198	65	73
7	SME22	664	7	645	19	432	415	12	222	145	65
7	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
7	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
7	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
7	23	66,755	7,264	57,837	8,918	42,786	38,105	3,860	21,720	13,004	8,062
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

City Council Redistricting



Printed April, 1997

OPTION4

SUMMARY STATISTICS FOR OPTION4

DIST ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWH POP	REGIST VOTERS	WHITE VOTER	BLACK VOTER	REPUB ' '	DEMOC ' '	OTHER ' '
1	70,688.00	13.40	83.23	16.77	51,866.00	87.75	10.82	38.63	45.70	15.67
2	70,489.00	48.57	49.56	50.44	37,745.00	45.70	53.52	23.81	62.70	13.49
3	68,762.00	52.94	45.31	54.69	37,059.00	44.02	54.64	20.59	68.66	10.75
4	69,798.00	45.50	50.86	49.14	39,048.00	48.26	49.57	20.03	67.16	12.81
5	71,648.00	13.10	83.61	16.39	52,020.00	78.88	18.84	38.07	44.80	17.13
6	66,167.00	15.19	82.23	17.77	46,989.00	84.85	13.30	45.96	37.24	16.80
7	67,970.00	3.62	93.88	6.12	41,820.00	94.68	3.53	53.66	27.63	18.71

OPTION4

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
1	10	2,599	179	2,319	280	2,102	1,979	93	697	969	436
1	9	3,311	571	2,613	698	2,655	2,169	456	718	1,516	421
1	109	2,104	188	1,833	271	1,565	1,442	98	428	786	351
1	2	3,633	984	2,570	1,063	2,586	2,048	499	727	1,359	500
1	34	3,737	409	3,228	509	2,398	1,999	352	745	1,188	465
1	7	2,537	427	2,053	484	1,711	1,379	304	548	827	336
1	35	1,987	443	1,527	460	1,407	1,204	193	520	680	207
1	47	2,499	38	2,451	48	1,904	1,855	34	930	732	242
1	1	1,798	40	1,755	43	1,572	1,537	24	724	638	210
1	21	3,175	334	2,714	461	2,061	1,808	206	663	1,084	314
1	20	2,499	13	2,466	33	1,923	1,883	28	781	835	307
1	51	3,590	335	3,082	508	2,874	2,594	224	1,097	1,302	475
1	18	1,880	4	1,872	8	1,649	1,641	4	895	616	138
1	32	2,276	9	2,261	15	1,928	1,917	1	1,039	687	202
1	8	3,000	73	2,899	101	2,383	2,305	34	1,123	957	303
1	48	2,196	19	2,152	44	1,649	1,626	13	875	590	184
1	49	2,611	108	2,475	136	2,272	2,136	113	950	959	363
1	19	1,972	4	1,945	27	1,662	1,634	9	792	680	190
1	74	2,723	31	2,669	54	2,343	2,288	34	1,217	797	329
1	46	4,815	1,659	2,941	1,874	2,550	1,528	962	584	1,528	438
1	17	3,751	2,727	385	3,366	1,989	566	1,387	247	1,454	288
1	37	2,624	52	2,483	141	1,802	1,727	46	772	779	251
1	38	3,482	400	2,957	525	2,387	2,082	258	859	1,041	487
1	71	2,523	36	2,429	94	2,290	2,213	37	1,257	708	325
1	50	3,366	387	2,753	613	2,204	1,954	202	847	991	366
1	25	70,688	9,470	58,832	11,856	51,866	45,514	5,611	20,035	23,703	8,128
2	11	4,324	2,642	1,624	2,700	2,812	1,304	1,468	532	1,859	421
2	54	2,178	2,165	9	2,169	2,860	33	2,779	105	2,550	205
2	55	2,644	2,627	9	2,635	1,676	5	1,658	34	1,558	84
2	12	5,066	4,967	88	4,978	2,806	36	2,727	92	2,489	225
2	25	3,373	3,350	15	3,358	2,426	19	2,382	53	2,253	120
2	210p	2,378	1,486	887	1,491	1,584	623	1,429	86	1,412	86
2	211p	0	0	0	0	1	1	0	0	1	0
2	213p	4,890	696	4,052	838	2,150	1,534	572	697	1,150	303
2	26	4,816	2,449	2,303	2,513	2,398	1,041	1,324	490	1,686	222
2	DL213	3,094	130	2,828	266	256	238	10	110	98	48
2	56	5,807	5,732	54	5,753	1,431	16	1,391	44	1,310	77
2	27	5,205	4,186	922	4,283	2,429	385	1,992	215	1,993	221
2	DL238	2,418	102	2,210	208	1,138	1,024	89	591	295	252
2	238p	275	12	245	30	388	343	35	199	111	78
2	107p	5,813	1,419	4,292	1,521	3,282	2,406	802	1,280	1,431	571
2	212p	481	121	345	136	1,007	876	98	436	332	239
2	214p	5,128	389	4,599	529	3,457	3,036	316	1,678	1,065	714
2	237p	7,734	1,284	6,192	1,542	3,463	2,437	889	1,197	1,463	803
2	HC214	676	67	592	84	227	194	29	115	76	36
2	HC239	4,189	415	3,670	519	1,954	1,697	213	1,033	536	385
2	20	70,489	34,239	34,936	35,553	37,745	17,248	20,203	8,987	23,668	5,090
3	16	3,583	3,529	38	3,545	2,351	18	2,319	63	2,176	112
3	222p	1,812	54	1,746	66	1,228	1,150	67	488	614	126

OPTION4

D '	PREC ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL ' '	DEMOCR ' '	OTHER ' '
3	223p	2,215	64	2,125	90	1,349	1,136	202	613	507	229
3	89p	2,690	27	2,632	58	2,613	2,494	100	1,128	1,205	280
3	41	3,914	2,542	1,251	2,663	1,547	438	1,092	239	1,122	186
3	40	4,660	2,002	2,569	2,091	2,266	1,193	1,035	457	1,510	299
3	224p	105	12	92	13	43	1	41	3	38	2
3	80p	4,159	590	3,477	682	2,317	1,775	497	855	1,123	339
3	81	4,719	897	3,754	965	2,810	1,974	797	873	1,592	345
3	79p	2,533	303	2,187	346	1,577	1,287	276	582	802	193
3	22	4,381	4,196	172	4,209	2,262	110	2,116	119	1,999	144
3	23	3,680	1,967	1,648	2,032	1,746	691	1,021	268	1,271	207
3	24	3,815	2,249	1,528	2,287	1,941	633	1,284	250	1,483	208
3	53	4,765	1,412	3,157	1,608	2,330	1,280	1,001	533	1,481	316
3	31	4,723	4,569	127	4,596	2,358	62	2,265	77	2,127	154
3	230p	342	13	322	20	241	235	6	90	116	35
3	39p	5,172	4,253	743	4,429	2,250	188	2,019	141	1,876	233
3	52	4,287	4,100	166	4,121	2,533	94	2,418	89	2,303	141
3	78p	7,207	3,623	3,423	3,784	3,297	1,553	1,692	762	2,099	436
3	19	68,762	36,402	31,157	37,605	37,059	16,312	20,248	7,630	25,444	3,985
4	45	3,671	589	2,869	802	2,100	1,578	448	621	1,196	283
4	61	4,071	574	3,389	682	2,445	1,806	602	754	1,423	268
4	204p	1,475	152	1,281	194	1,448	1,025	359	541	585	322
4	15	3,792	738	2,928	864	2,610	2,152	416	637	1,513	460
4	29	3,628	784	2,685	943	2,106	1,417	639	540	1,250	316
4	44	2,155	270	1,832	323	1,366	1,180	166	420	749	197
4	5	2,643	488	2,068	575	1,848	1,227	575	508	988	352
4	13	3,406	3,074	228	3,178	1,613	191	1,386	93	1,363	157
4	28	3,844	1,430	2,260	1,584	1,822	910	871	327	1,264	231
4	14	4,647	4,060	321	4,326	2,115	152	1,919	126	1,820	169
4	30	2,638	935	1,570	1,068	1,180	582	576	177	845	158
4	3	4,620	2,397	2,021	2,599	2,417	869	1,505	405	1,752	260
4	43	4,068	1,230	2,684	1,384	2,182	1,166	970	459	1,441	282
4	82	6,044	4,257	1,645	4,399	3,315	740	2,488	362	2,529	424
4	42	4,725	4,349	348	4,377	2,701	156	2,514	115	2,434	152
4	105	6,043	797	4,919	1,124	3,165	2,556	521	1,161	1,447	557
4	104	5,045	3,147	1,723	3,322	2,569	797	1,732	373	1,958	238
4	60	3,283	2,489	725	2,558	2,046	342	1,668	202	1,669	175
4	18	69,798	31,760	35,496	34,302	39,048	18,846	19,355	7,821	26,226	5,001
5	33	4,018	449	3,393	625	2,536	1,900	584	721	1,417	398
5	84	3,308	571	2,597	711	2,296	1,657	583	722	1,185	389
5	6	4,823	827	3,797	1,026	3,857	2,872	899	1,269	1,852	736
5	66	1,974	55	1,879	95	1,614	1,539	52	725	665	224
5	205p	0	0	0	0	0			0	0	0
5	4p	4,132	543	3,502	629	3,208	2,309	746	1,126	1,638	444
5	108	4,598	951	3,486	1,112	2,869	1,810	969	849	1,480	540
5	116	2,298	649	1,577	721	1,543	964	546	461	860	222
5	95	6,607	964	5,474	1,133	3,635	2,598	958	1,266	1,759	610
5	115	2,111	202	1,863	248	1,582	1,264	290	683	623	276
5	83	4,354	379	3,885	469	2,977	2,547	394	1,236	1,239	502
5	94	3,199	321	2,770	429	1,776	1,427	300	682	780	314

OPTION4

D '	PREC ' '	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL ' '	DEMOCR ' '	OTHER ' '
5	102	4,463	633	3,640	823	3,239	2,639	535	1,381	1,258	600
5	62	4,279	799	3,268	1,011	2,742	1,813	846	771	1,459	512
5	63	2,754	522	2,168	586	2,587	1,889	620	891	1,272	424
5	106	2,516	59	2,422	94	1,976	1,910	46	1,009	702	265
5	64	4,723	748	3,801	922	1,888	1,467	381	700	864	324
5	36	3,301	77	3,140	161	2,765	2,692	45	1,394	973	398
5	65	2,087	63	1,899	188	1,600	1,495	61	809	535	256
5	85	3,615	248	3,263	352	2,665	2,356	252	1,222	1,007	436
5	117	1,868	246	1,554	314	1,389	1,128	238	537	599	253
5	99	620	82	529	91	3,276	2,759	455	1,350	1,136	790
5	22	71,648	9,388	59,907	11,740	52,020	41,035	9,800	19,804	23,303	8,913
6	228p	3,937	570	3,221	716	2,722	2,037	610	1,072	1,140	510
6	98	5,366	2,413	2,747	2,619	3,088	1,340	1,649	646	1,855	587
6	229p	0	0	0	0	1	1	0	0	0	1
6	SCW23	630	46	570	60	455	386	59	208	159	88
6	SCE22	4,763	390	4,334	429	2,395	2,098	234	1,169	707	519
6	SCW22	351	26	317	34	236	214	20	102	78	56
6	59	2,607	307	2,154	453	1,584	1,397	153	613	737	234
6	58	2,050	190	1,738	312	1,775	1,507	220	712	761	302
6	57	2,344	45	2,280	64	1,978	1,898	58	905	823	250
6	76	4,419	87	4,237	182	3,287	3,214	54	1,759	1,068	460
6	75	3,506	34	3,392	114	2,918	2,842	43	1,531	930	457
6	77p	3,460	2,986	440	3,020	1,794	172	1,605	143	1,508	143
6	97p	7,745	2,178	5,322	2,423	4,196	3,131	957	1,567	1,676	953
6	SCE22	132	11	120	12	30	1	29	2	25	3
6	SCE77	0	0	0	0	14	5	8	4	10	0
6	114	3,862	89	3,695	167	3,218	3,081	94	1,771	867	580
6	92	3,201	192	2,912	289	2,458	2,269	125	1,339	666	453
6	101	852	13	831	21	2,110	1,995	68	1,117	610	383
6	111	2,296	23	2,238	58	2,527	2,432	65	1,358	803	366
6	72	2,460	32	2,367	93	2,038	1,986	27	1,084	613	341
6	73	2,531	174	2,301	230	1,627	1,554	45	856	485	286
6	110	1,527	17	1,467	60	1,235	1,197	14	643	398	194
6	119	1,864	185	1,661	203	1,634	1,538	79	819	598	217
6	70	2,312	1	2,275	37	1,985	1,938	12	1,117	593	275
6	86	3,952	42	3,791	161	1,684	1,636	23	1,057	391	236
6	25	66,167	10,051	54,410	11,757	46,989	39,869	6,251	21,594	17,501	7,894
7	96	3,270	146	3,017	253	2,081	1,935	108	1,065	661	355
7	225p	0	0	0	0			0	0	0	0
7	87	4,850	348	4,389	461	3,194	2,878	254	1,441	1,087	666
7	88	3,363	145	3,085	278	2,224	2,059	118	1,108	659	457
7	93	4,795	162	4,407	388	1,917	1,798	68	1,059	545	313
7	67	1,965	38	1,912	53	1,540	1,504	29	747	634	159
7	68	1,362	28	1,286	76	2,107	1,844	203	923	746	438
7	103	5,266	231	4,810	456	2,806	2,725	53	1,500	832	474
7	118p	524	6	513	11	732	706	17	385	202	145
7	91p	3,218	69	3,094	124	2,631	2,512	68	1,484	617	530
7	BC118	3,976	119	3,813	163	745	727	9	451	169	125
7	BC91(	886	27	850	36	212	191	15	109	52	51

OPTION4

D	PREC	1996 TOTAL	BLACK POP	WHITE POP	NONWHI POP	REGIST VOTERS	WHITE VOTERS	BLACK VOTER	REPUBL	DEMOCR	OTHER
7	100	4,429	235	4,104	325	3,593	3,409	116	1,984	929	680
7	112	4,234	95	4,057	177	3,109	3,009	57	1,742	753	614
7	113p	2,601	44	2,524	77	1,306	1,256	31	738	355	213
7	226p	8,375	315	7,833	542	4,220	3,976	126	2,381	945	894
7	227p	1,026	20	994	32	871	826	25	470	216	185
7	69	2,721	69	2,589	132	2,328	2,263	36	1,269	733	326
7	90	2,572	57	2,470	102	2,142	2,082	50	1,230	531	381
7	SME11	608	7	591	17	336	319	7	198	65	73
7	SME22	664	7	645	19	432	415	12	222	145	65
7	SMW22	1,677	67	1,576	101	361	345	6	177	94	90
7	SMW22	3,447	138	3,240	207	1,748	1,672	42	1,088	316	344
7	SMW23	2,141	86	2,013	128	1,185	1,144	26	670	269	246
7	24	67,970	2,459	63,812	4,158	41,820	39,595	1,476	22,441	11,555	7,824
	153	485,522	133,769	338,550	146,971	306,547	218,419	82,944	108,312	151,400	46,835

FACTORS THAT MAY BE CONSIDERED IN RE-DISTRICTING

IMPORTANCE OF THE FIRST ORDER (HIGHEST)

- Districts must have substantially equal population (REQUIRED)
- Districts should be reasonably compact (STRONGLY RECOMMENDED)
- District boundaries may be drawn to create/maintain balance between major political parties
- District boundaries may follow neighborhood boundaries or the boundaries of areas containing residents sharing similar interests

IMPORTANCE OF THE SECOND ORDER

- District boundaries may follow precinct boundaries
- Districts boundaries may be drawn considering the race of district residents so long as race is not the predominant motivating factor

IMPORTANCE OF THE THIRD ORDER

- District(s) most likely to be impacted by future annexations may be smaller to minimize impact of future annexations on future re-districting
- District boundaries may be drawn to avoid contests between incumbents

EVALUATION OF RE-DISTRICTING FACTORS

FACTORS		OPTION 1B	OPTION 1C	OPTION 3C	OPTION 4	EXIST/ ANNEX
(1) SUBSTANTIALLY EQUAL POPULATION		✓	✓	✓	✓	X
(1) COMPACT		✓	✓	✓	✓	✓
(1) CREATE/MAINTAIN BALANCE BETWEEN POLITICAL PARTIES		D>R = 5 R>D = 2 D>50%= 4 R>50% = 1	D>R = 5 R>D = 2 D>50%= 4 R>50% = 1	D>R = 4 R>D = 3 D>50%= 3 R>50% = 1	D>R = 5 R>D = 2 D>50%= 3 R>50% = 1	D>R = 5 R>D = 2 D>50%= 4 R>50% = 1
(1) FOLLOW BOUNDARIES OF NEIGHBORHOODS/AREAS OF SIMILAR INTERESTS		?	?	?	?	?
(2) FOLLOW PRECINCT BOUNDARIES		✓	✓	✓	✓	✓-
(2) CONSIDER RACE OF DISTRICT RESIDENTS BY POPULATION		B>W = 3 B>45% = 3 B>40% = 3	B>W = 2 B>45% = 3 B>40% = 3	B>W = 1 B>45% = 2 B>40% = 2	B>W = 1 B>45% = 3 B>40% = 3	B>W = 2 B>45% = 3 B>40% = 3
(2) CONSIDER RACE OF DISTRICT RESIDENTS BY VOTER REGISRATION		B>W = 3 B>45% = 3 B>40% = 3	B>W = 3 B>45% = 3 B>40% = 3	B>W = 2 B>45% = 2 B>40% = 2	B>W = 3 B>45% = 3 B>40% = 3	B>W = 2 B>45% = 3 B>40% = 3
(3) CONSIDER IMPACT OF FUTURE ANNEXATIONS		✓+	✓	✓	✓	X
(3) AVOID CONTESTS BETWEEN INCUMBENTS		✓	✓	2 for 1 seat (Sellers/Jackson)	✓	✓

April 29, 1997 (#) = Order of Importance

Pomfret Financial Company

The Pomfret Financial Company Inc
1115 East Morehead Street
Charlotte North Carolina 28204 2814
704 347 1080
Extension 12

EDWIN B (Ed) PEACOCK JR CLU
President

May 30, 1997

2

Ms Pamela A Syfert
City Manager
Office of the City Manager
600 East Fourth Street
Charlotte, NC 28202 2840

Dear Ms Syfert

In your letter of May 8, you invited my suggestions so that our concerns might be taken into account by the city in the coliseum sale process

In my letter of March 31, four items were listed which we felt would be helpful in the event the city should elect to sell the coliseum They are

1. Rezone some or all of the property coincident with a sale, if necessary
2. Enter into an agreement with the Coliseum Authority to manage the property
3. Precisely determine the values to be used by the city and county for assessing future property taxes
4. There will be other as yet undetermined items that will need attention

We suggest that the city precisely define what you intend to sell and the process which you intend to follow

In my letter dated April 3, 1997, I stated that I would **"aggressively oppose"** any attempt by the city to attach conditions, restrictions or terms of a sale which might favor George Shinn or the Charlotte Hornets over other bidders

It might be appropriate to further elaborate on this point

If the City should sell the coliseum to George Shinn in response to his proposal of May 23, or if you should ultimately sell the coliseum under any process that includes conditions, restrictions or terms that favor George Shinn and the Charlotte Hornets over other bidders or if the property is sold or leased for inadequate consideration, then we will file a lawsuit on behalf of citizens of Charlotte

The Mayor and each City Council member has taken and signed the following oath

"I _(name)_, do solemnly swear/affirm that I will support and maintain Constitution and Laws of the United States, and the Constitution and Laws of North Carolina, not inconsistent herewith, and I will faithfully discharge the duties of my office as _(name of office)_, SO HELP ME GOD "

We view this oath as a serious, legal responsibility of each member We will assert that

1 Any terms, conditions or restrictions that favor one bidder over another are an unconstitutional denial of the "equal protection" clause of the United States and North Carolina constitution, and,

2 Any terms, conditions or restrictions that favor one bidder over another or any sale or lease for insufficient consideration is an "exclusive emolument" which is also unconstitutional in North Carolina

3 Furthermore, if the court should find in our favor that actions of the City Council are unconstitutional, then we will seek damages The amount of the damages we will seek will be equal to the difference between the actual sale price and the value of any property sold or leased for insufficient consideration We will assert that each City Council member whose votes enable these unconstitutional acts to take place will be jointly and severally liable for the damages

Do not doubt our resolve or capacity in this matter.

Thank you for your courteous consideration

Sincerely,

Edwin B Peacock, Jr , CLU

EBP/jf

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Coliseum Proposals

COUNCIL FOCUS AREA: Economic Development/Plannig

KEY POINTS (Issues, Cost, Change in Policy): Council received proposals Friday, May 23rd from the individuals who expressed an interest to acquire the Charlotte Coliseum We received a letter from Ed Peacock advising us that his investment group was interested but at this time unwilling to submit a proposal since we do not have authority to negotiate a sale We also received a formal response from George Shinn, Ralph Kinsey and a letter from Fred Lowrance representing Bruton Smith

OPTIONS: N/A

COUNCIL DECISION OR DIRECTION REQUESTED: We will discuss Council's objectives in pursuing the sale process and will ask Council to make decisions which will be used to guide us through the next phases of the process

ATTACHMENTS: Memo from Pam Syfert
Letters from Fred T Lowrance, Ralph Kinsey, George Shinn, and, William W Tyson

MEMORANDUM
CITY MANAGER'S OFFICE

May 23, 1997

TO Mayor and Council

FROM Pam Syfert, City Manager

SUBJECT Coliseum Proposals

Attached is a proposal I received in response to my April 25 letter of inquiry to parties that had expressed interest in purchasing the Charlotte Coliseum As you review the proposal, it would be useful to keep in mind the following

- You directed me to invite proposals for purchasing the Coliseum from interested parties following George Shinn's withdrawal from the Uptown arena proposal
- The three parties, including Mr. Shinn, that had expressed interest in purchasing the Coliseum were specifically invited to submit proposals, although anyone interested in buying the Coliseum could submit a proposal
- Council has not yet decided to proceed with a sale Selling the Coliseum is one of the four options you established at the beginning of this process The other options are Do Nothing, Renegotiate the current lease and renovate the Coliseum, and, Directly or indirectly assist the Hornets with building a new arena It is my understanding all options remain viable These proposals should assist Council in deciding whether selling the Coliseum is the preferable option in light of the criteria Council established for evaluating any options
- The criteria for evaluating the options are
  - Maximize the City's financial position
  - Serve the long-term needs of the City
  - Create no property tax increase or adverse impact on the City's existing capital priorities
- In addition to these original criteria, at the Coliseum/Hornets Workshop on April 22, Council also indicated preferences for
  - Exluding Independence Arena and Ovens Auditorium from any sale proposals
  - Protecting existing contracts at these facilities
  - Keeping the Hornets in Charlotte
  - Exploring prospects of other professional sports teams and other purchase offers
  - Developing a reversionary clause for any sales deal
  - Pursuing legislative changes to enable a negotiated sale

Next Steps

- At the June 2 workshop, I will bring to you a summary of the proposals and a suggested process for making a decision whether to pursue a sale

Attachment

cc Leadership Team

LAW OFFICES OF
PARKER, POE, ADAMS & BERNSTEIN L L P
2500 CHARLOTTE PLAZA
CHARLOTTE NORTH CAROLINA 28244
TELEPHONE 704 372 9000 FACSIMILE 704 334 4706

FRED T LOWRANCE
PARTNER

May 23, 1997

VIA HAND-DELIVERY

Charlotte Coliseum Authority
c/o Pam Syfert
City Manager
600 E Fourth Street
Charlotte, North Carolina 28202

Re Purchase of the Charlotte Coliseum

Ladies and Gentlemen

On behalf of our client, O Bruton Smith, this is to inform you that Mr Smith (or an entity affiliated with him) has a definite interest in purchasing the Charlotte Coliseum Since Mr Smith does not have sufficient information concerning the income, operations, and condition of the Coliseum, it is not possible or realistic for him to specify a purchase price However, he would be extremely interested in reviewing the above-described information and thereafter making a proposal for the purchase of the Coliseum

Please let me know if you have any questions

Sincerely,

Fred T. Lowrance

Fred T Lowrance

FTL/lt
cc O Bruton Smith

PPAB CH /223034 1

UNDERWOOD KINSEY WARREN & TUCKER, P A
ATTORNEYS AT LAW
CHARLOTTE PLAZA BUILDING SUITE 2020
201 SOUTH COLLEGE STREET
CHARLOTTE NORTH CAROLINA 28244 2020

RUSSELL M BLACK
KENNETH S CANNADAY
KIMBERLYE FAYSSOUX CORNELSON
MARGO F EVANS
R CHARD L FARLEY
C RALPH K NSEY JR
SH RLEY J L NN
JOHN H NORTHEY I
FRANC S M P NCKNEY
CARLTON A SHANNON JR
WILLIAM L S TTON JR
SUSAN L SOWELL
ROBERT B TUCKER JR
WILLIAM E UNDERWOOD JR
JOSEPH WARREN

OF COUNSEL
FRANK W SNEPP
RET RED
SEN OR RES DENT SUPER OR
COURT JUDGE
26TH JUD C AL D STR CT

TELEPHONE
704 333 1200

FACSIM LE
704 377 9630

May 23, 1997

VIA HAND DELIVERY

COPY

Ms. Pamela A. Syfert
City Manager
City of Charlotte
600 E. Fourth Street
Charlotte, NC 28202-2840

Re: Charlotte Coliseum and Related/Contiguous City-Owned Land

Dear Ms. Syfert:

Thank you for your April 25 letter response to our March 31 letter expressing the interest of a client investor group in purchasing the Charlotte Coliseum and its related/contiguous real estate, should Council first decide that these properties are for sale. We greatly appreciate the courtesy and timely cooperation of Boyd Cauble, Kent Winslow and the staff of the Coliseum Authority. We and our clients are confident that the City's full cooperation will continue as this process continues.

Council requested, in your April 25 letter, a "more detailed proposal regarding...[our clients'] interest in the Coliseum." In responding to this request, we respectfully advise Council that existing circumstances limit our clients' ability to make a comprehensive, fact specific proposal to purchase the Coliseum at this time. Those circumstances include, among others:

1. The generality of the parameters of Council's request and its May 23 response deadline precluded our clients and their advisors/consultants from completing all of the necessary and appropriate due diligence usually associated with a commercial investment venture of this magnitude.

2. Our clients' initial interest assumed that any sale by the City would be conducted under the then and current public sale

provisions of Article 12, Chapter 160A of the North Carolina General Statutes. Should the General Assembly enact Senate Bill 672, our clients remain interested in pursuing the acquisition of the Coliseum and its related/contiguous land through the private sale procedures set forth therein or through the existing public sale procedures. However, fundamental to the purchase of the Coliseum and its related/contiguous real estate by our clients or by any other purchaser, is the necessity for Council to first make its public policy decision for the City to abandon the public purposes for which the "new" Coliseum was established prior to the arrival of the Hornets.

3. Council's decision to sell the Coliseum and its related/contiguous City-owned land and the statutory procedures to be followed in doing so and the timing of such decision, if any, will materially influence the nature and scope of our clients' continued interest.

Accordingly, the members of our client investor group are of the opinions that it would not be beneficial to their investment purposes and that it might or could be injurious to the best interests of the citizens of the Charlotte community, both as taxpayers and as patrons of the Coliseum, for them to make a speculative purchase proposal at this time and they respectfully decline to do so. Nonetheless, they have directed us to confirm to Council their positions, in principle, to the following subject matters mentioned in your letter:

a. They are able to, and they expect to be willing to, pay as much for the Coliseum and related/contiguous City-owned land as any other qualified buyer. They are also interested in acquiring the City's reversion rights in and to the State-owned tract of land known as the Farmers' Market.

b. They will honor the New Basketball Agreement, among the City and George Shinn and George Shinn Sports, Inc., dated as of November 6, 1995, unamended. They will, as the City has, negotiate in good faith for amendments to the Agreement and/or capital improvements to the Coliseum.

c. They will honor the City's existing leases or contracts with both recurring and non-recurring users of the Coliseum.

d. Their long-term use of the Coliseum to accommodate the public purposes for which the Coliseum is now operated will be

necessarily and substantially dependent upon the City's ownership and/or financial participation, direct or indirect, in the construction and/or operation of competing facilities, including Independence Arena, within the foreseeable future, and the continued occupancy of the Coliseum by the Hornets or another NBA team after the 1999-2000 basketball season.

e. Their financing plan is to pay the entire purchase price at closing in cash, without any lender financing contingency or City participation, and with the understanding that the City will satisfy its Coliseum bond indebtedness.

Our clients extend their appreciation to Council for allowing them to continue to participate in this extremely critical public matter.

Very truly yours,

s/

C. Ralph Kinsey, Jr.
For the Firm

CRKjr/pd

cc: The Honorable Patrick McCrory (via hand delivery)
Members of City Council (via hand delivery)

George Shinn

May 23, 1997

Dear City Council Member

Enclosed is the Charlotte Hornets' proposal, which includes two options concerning the Charlotte Coliseum This proposal was hand delivered to City Manager Pam Syfert this morning One option discusses the purchase of the Coliseum property while the other one discusses a new lease agreement

Since the contents of this document will become public, I wanted you to know that I plan to meet with key Charlotte media members this afternoon so they won't seek me out at different times throughout the weekend I will make some general comments to the media, discussing the proposal and highlighting to them what I feel are some of the key issues (see the attached release of highlights)

I want to thank you for all your efforts and time spent on this entire issue over the past year You should be commended for your patience and devotion to this project I look forward to working with you towards our common goal of doing what is best for the City of Charlotte

Please feel free to contact me at 329-4922 to discuss this proposal or any other concerns you may have

Yours truly

George Shinn

dea

Enclosures

100 Hive Drive • Charlotte, North Carolina 28217 • (704) 357-0252

HIGHLIGHTS OF HORNETS'PROPOSAL TO THE CITY OF CHARLOTTE

POINTS RELATING TO BOTH OPTIONS

- Hornets will honor contracts previously booked by the Coliseum Authority
- City would benefit from the annual economic impact generated by the Hornets which has been estimated by UNCC s Professor, John Connaughton, to be in excess of $135 Million Dollars The total comes to approximately $1 2 billion over 9 seasons
- Hornets will continue to exert best efforts to continue bookings at the Coliseum for events important to the community, and will provide a number of public benefit days at no rental charge
- Hornets will not increase current Coliseum rental structure for non-Hornets events, except for reasonable periodic cost of living increases
- City will continue to own and operate Independence Arena
- Hornets will have the right to relocate without reasonable cause only upon payment of a substantial penalty
- Hornets will be provided same parking privileges with respect to Farmers Market currently extended Coliseum Authority

POINTS RELATING TO BUYING THE COLISEUM PROPERTY

- Hornets will pay $30 million for the Coliseum
- Hornets will make a 10 year commitment to stay in Charlotte
- City will be given an option to repurchase the Coliseum at the same price the Hornets paid for it if the Hornets should move from Charlotte before the end of a IO year term
- Taxpayers would save $4 5 million per year on debt service
- Coliseum property would go on tax rolls

POINTS RELATING TO A LEASE AGREEMENT

- Current lease would be terminated
- 5 year initial term
- 5 one year renewal options
- Annual rent of $1 4 million
- Hornets would have exclusive right to manage control and operate the Coliseum
- Hornets would retain all revenues (including naming rights and advertising revenues) and bear costs and expenses of operation

CHARLOTTE HORNETS
100 Hive Drive
Charlotte, N C 28217
(704) 357-0252
Fax (704) 357-0289

May 23, 1997

Ms Pam Syfert
City Manager
City of Charlotte
600 East Fourth Street
Charlotte, NC 28202

Dear Pam

I am happy to respond to your letter of April 25, 1997

The Hornets are very proud that they have been a productive part of the Charlotte community over the past nine years We remember well that it was our partnership with the City of Charlotte which impressed the NBA so dramatically that Charlotte became its first choice in the League's 1987 expansion decision Obviously, this choice has greatly benefited both the City and us We have exceeded our expectations and along the way the Hornets have not only enhanced Charlotte's national and international recognition but also produced a positive economic impact, which has been estimated by John Connaughton, a professor at the University of North Carolina at Charlotte, at $135 million a year for the Charlotte area, or over $1 billion to date We want to continue to be Charlotte's NBA team, to continue producing this economic impact and to continue to express our pride in Charlotte by being one of the few pro sports teams that wears its city's name on our uniforms at both home and road games!

Before setting out my thoughts as to how together we may make it possible for the Hornets to remain in Charlotte, I would like to note my sincere personal appreciation for the time and energy which you, your staff and the City Council have devoted to exploring the four options available with respect to the Coliseum, particularly the Uptown Arena option I assure you that I was - and continue to be - totally committed to the construction of this new Uptown Arena because I believed - and continue to believe - that for the long term this is the right option for the City and for the Hornets Unfortunately, the structure of the financial aspects of this option, as initially presented to us, keep being modified until we reached a point where it became obvious to my staff, our consultants and me that further pursuit of that project could place our franchise in serious financial jeopardy We, therefore, had no choice but to consider the City's other options However, I am optimistic that in the not too distant future we will have another opportunity to become actively involved with the City, and perhaps with others, in the planning, construction and operation of an Uptown Arena

My major incentive for wishing to pursue the Uptown Arena option was obviously financial for it has been well documented in the press and elsewhere that NBA franchises are extremely costly to operate successfully The major problem, of course, is the rapidly escalating salaries and bonuses required to attract and retain a competitive team, but other costs - many of which are substantial - also continue to spiral upward, with the unhappy result that (as your staff's review of our income statement has confirmed), under the present lease, the Hornets cannot continue to generate revenues sufficient to cover those costs

If the new Uptown Arena were to be built and leased to, or owned by, the Hornets, a solution to the revenue problems would be found in the installation and leasing of luxury suites and premium seats, which are sources of very large revenue available to many other NBA franchises, but unfortunately not to us Therefore, because we desire to remain in Charlotte, we must seek alternative ways to generate the required revenue until the Uptown Arena is built and we believe that the answer may be found in either of two options which you are considering namely the sale of the Coliseum or a new lease agreement with the Hornets.

Toward this end, and in the knowledge that little time remains for negotiations, we now present to you our very best proposal under each of these options Each proposal, though intermediate in nature, is designed to permit the Hornets to remain in Charlotte for a time which should be more than sufficient to enable us to work out a suitable arrangement for a new arena and realize our dream of moving to Uptown Charlotte

Time is of the essence, however, and while we recognize that a final definitive agreement with the City will involve refinements and while we also know that there is the possibility that any agreement between us may be subject to some type of a public bidding process, it remains imperative that we reach a written, although non-binding, understanding with the City by June 24, a week before our present lease termination notification deadline and a week before the bidding begins for NBA free agent players This preliminary agreement will establish the basic terms and provisions of a formal agreement to follow

One proposal involves the conveyance to us of the present Coliseum property (albeit with a repurchase option in favor of the City which will be triggered in the event we move the franchise and, if exercised, will return the property to the City at the same price we paid for it) and the other involves the execution of a new lease, which leaves the Coliseum in the City's hands if the Hornets relocate

We are hopeful that after reviewing both of the alternatives which we are proposing to enable us to stay in Charlotte you will conclude that each of them is fair to Charlotte, to its citizens, to the Hornets and to our fans

A. First, we speak to the subject of a purchase, describing the property and presenting an outline of our purchase proposal:

1. <u>The "Coliseum Property":</u>

(a) The 156 509± Charlotte Coliseum Tract (Tax Parcel No 143-131-03)

(b) The Coliseum building, the Hornets' office building and all other buildings situated on the Coliseum Tract

(c) All fixtures, furniture, furnishings, supplies and equipment associated with the operation of the Charlotte Coliseum, including, but not limited to, all furniture, furnishings, supplies and equipment located in the administrative offices, the ticket offices (advance and event), first aid room, Crown Club, skyboxes, woodworking shop, sound booth, video room, engineering office, concession stands, catering kitchen, money room, parking trailer and storage building, all food carts, spotlights, backboards, baskets, basketball floor, removable seating, staging equipment, seat risers, scoreboards and any and all other items of property necessary to, or normally associated with, events taking place within the Coliseum and the conduct of day-to-day operations of that facility and all motor vehicles, fork lift trucks and other materials handling equipment within the Coliseum building or on or about the land on which it is situated whether permanently or from time to time

(d) All records relating to events previously held and to be held at the Coliseum

(e) All "as built" plans, specifications and drawings relating to the Coliseum building and all records relating to its construction and the subsequent improvements made thereto and the maintenance thereof

2. <u>The "Farmers Market Agreement":</u>

The present informal arrangement between the State of North Carolina and the City, under which the City is permitted to utilize the 19 95 acre Farmers Market tract (Tax Parcel 143-131-02) for Coliseum Parking and share the revenue will be formalized by a written agreement between the City and the State (the "Farmers Market Agreement") The City will then cause the State to consent to the City's assignment to the Hornets of all the City's rights under that Agreement

In addition, we will wish the City to undertake in the formal purchase contract to exert its best efforts to procure from the State an agreement to convey title to the Farmers Market tract to the Hornets The buildings and other improvements on the tract will not be included in the sale and the price will be the fair market value of the land, as determined by a three person board of M A I appraisers Moreover, if we acquire that title it will be subject to the

same repurchase and first refusal options as those hereinafter made applicable to the Coliseum Property

3. **Purchase Price:**

(a) The purchase price for the Coliseum Property and the Farmers Market Agreement described in Paragraphs A 1. and A 2 (together "the Property") will be $30 million, and this sum will be payable in cash at closing

(b) As additional consideration for the conveyance, the Hornets will

(i) commit to maintain its franchise in Charlotte for a period of ten years (the "10 year commitment period") after its acquisition of the Property (subject only to the relief provisions set forth in Paragraphs A 5 (b)(iii) and (iv) below), and

(ii) assume and honor all legally binding engagement contracts booked by the Auditorium-Coliseum-Convention Center Authority for the Coliseum prior to execution of the final purchase and sale contract, subject only to provisions designed to protect the Hornets against unreasonable risks of economic loss associated with any of these contracts

4. **Conditions and Contingencies:**

The obligation of the Hornets to close on the purchase will be subject to reasonable conditions and contingencies, including the following

(a) All the Coliseum Property will be in good condition and repair at closing, and the roof, heating, and air conditioning equipment, scoreboard and structural aspects of the Coliseum building and the Hornets' office building and all equipment included therein will be subject to inspections during a due diligence period, with necessary repairs and replacements to be effected by the City

(b) The City's agreement to provide the Hornets with a 10 year roof and HVAC bond on the Coliseum

(c) The City's continuing representations, initially made at contract, that all the land and the improvements thereon being acquired or leased by the Hornets are free of toxic substances, hazardous materials, surface or subterranean waste and underground storage tanks, drums or containers and other similar materials which might adversely affect the marketability thereof or create present or potential liabilities

(d) The City's continuing representations, initially made at contract, that none of the land involved has been used as a landfill or a dumping ground

(e) The issuance of an ABC Permit to the Hornets (or an affiliated entity) allowing the holder of the permit the same privileges to sell alcoholic beverages in the Coliseum as are now granted to the City

(f) Confirmation that the Coliseum is "grandfathered" from any ADA regulations that may have been adopted after it was built, such that the Hornets may make desired improvements without being required to bring the Coliseum into compliance with these subsequent ADA regulations.

(g) Since we will borrow a substantial part of the purchase price, we must reserve the right and be assured of our ability, from a legal standpoint, to secure this loan by a first lien deed of trust on the Coliseum Property

5. **Protective Covenants:**

(a) **Protections for the City:**

(i) **City's Right to Repurchase the Coliseum during the 10 Year Commitment Period:** If, under and pursuant to the provisions of Paragraph A 5 (b)(iii), the Hornets relocate the franchise outside Charlotte at any time during the 10 year commitment period, the City will have the option to repurchase the Coliseum Property and the interest in the Farmers Market Agreement at a price equal to the same price paid to the City for this property, the obvious implication being that we cannot sell the Coliseum Property during the 10 year commitment period until it has first been offered to the City for repurchase at the same price we paid for it and that offer has been rejected

If the City rejects any such purchase offer during the 10 year commitment period, it will still retain a "right of first refusal" for the remainder of that period That is, if the Hornets receive an acceptable third-party offer to purchase all or any part of the Coliseum Property during the remainder of the 10 year commitment period, that offer (the "third party offer") will be presented to the City not later than 10 days after it is received by the Hornets, following which the City will be afforded 60 days in which to agree to purchase such Property on the same terms and conditions and for the same consideration contained in the third party offer In this connection, time will be deemed to be of the essence, and if the first refusal acceptance is not timely delivered to the Hornets by the City, the City's rights will thereupon expire

(ii) **City's Power to insure the continued availability of the Coliseum after expiration of the 10 year commitment period and before the 15th anniversary through a repurchase of the Property:**

If for any reason the Hornets decide to relocate the franchise outside of Charlotte after the end of the 10 year commitment period and before the 15th anniversary of the date on which the Hornets purchase the Coliseum Property, and if at that time a new arena has not been constructed, or is not then under construction in Charlotte, the City will have a "right of first refusal" to purchase the Coliseum Property during this period

Any acceptable third party offer to purchase all or any part of the Coliseum Property received by the Hornets during that 5 year window (the "third party offer") will be presented to the City not later than 10 days after it is received by the Hornets, following which the City will be afforded 60 days in which to agree to purchase such property on the same terms and conditions and for the same consideration contained in the third party offer In this connection, time will be deemed to be of the essence, and if the first refusal acceptance is not timely delivered to the Hornets by the City, the City's rights will thereupon expire

(iii) **Non-Hornets' Bookings at the Coliseum:** The Hornets will agree to exert their best efforts to continue Coliseum bookings of a to-be-agreed-upon list of traditional events especially important to the community and will approve an agreed upon number of public benefit days at no rental charge other than reasonable charges to cover the estimated expenses associated with staffing, security and clean up, provided, that none of these free days conflict with the Hornets' NBA basketball schedule and other major events taking place at the Coliseum

(iv) **Price Protection for Non-Hornet Events:** For ten years the Hornets will not increase the Authority's current Coliseum rental structure in making the facilities of the Coliseum available to promoters of non-Hornets events, except for reasonable periodic cost of living increases.

(v) **Independence Arena:** The City will continue to own and operate the Independence Arena

(vi) **Ad valorem taxes:** The Coliseum Property will be subject to the assessment of ad valorem taxes

(b) Protections for the Hornets:

(i) The City will provide the Hornets with the right of first refusal on re-booking of all non-Hornets events which have played at the Coliseum at any time during the 3 year period prior to the date on which the Coliseum Property is conveyed to us The City will also provide reasonable protection to the Hornets from potential competition from the Independence Arena facility, insuring that the Coliseum will be enabled to compete on a fair basis for future events for which it is suited, not only with the Independence Arena but with any other arena that may be built, or in some manner subsidized, by the City

(ii) Zoning:

Currently, the Coliseum Tract is zoned R-4 and the Coliseum operates under a special use permit The Farmers Market tract is zoned I-2(CD)

Charlotte adopted a new Zoning Ordinance in 1992 and under the current Ordinance an arena such as the Coliseum may only be operated (as a "stadium") in an Institutional District

The agreement must provide that zoning changes will be effected which

(1) allow the Hornets to use the Coliseum Property as a Coliseum and to expand or make other improvements to the Coliseum building and the Hornets' office building, and

(2) allow the Coliseum Property to be used for general office and retail purposes after the stadium use is discontinued

(This could be accomplished by rezoning all of the land to an I-1(CD) District Classification, through the conditional zoning process, and by amending the Charlotte Zoning Ordinance to allow stadiums and farmers' markets to be operated in an I-1 District In this connection, we would be amenable to imposing development limitations and conditions which are similar to those which have been imposed under the conditional plans governing development of Crescent Resource's adjoining Coliseum Centre Office Park as well as reasonable restrictions designed to restrict office and retail use of the Coliseum Property during the time we are required to remain in Charlotte to only those uses which have been approved by the City)

(iii) **Relief Prompted by Adverse Economic Conditions:**

Assuming the construction of a new Uptown Arena in the not too distant future, we can see no reason why the Hornets' franchise would not be permanently located in Charlotte and, as stated above, except for the relocation right and penalty provisions of the following subparagraph (iv), we will commit to a minimum 10 year term unless monetary problems are encountered during that period which will require relocation of the franchise if it is to remain viable and profitable Provision must be made for that possibility in the contract

The Hornets propose an objective standard for determining whether we will be permitted to relocate, and that standard is season ticket sales During the 1996/97 season, approximately 20,100 season tickets were sold, and a decrease in those sales would adversely affect the Hornets in several obvious ways Revenues from parking, concessions and novelty sales decline when ticket sales decline, while related costs remain relatively constant Also, success in generating income from in-arena, television and radio advertising and promotions would be adversely affected, since advertisers and sponsors, aware that a fan base decrease reduces the number of potential advertising impressions, require commensurate rate reductions Thus, the contract should afford us the option (but not the obligation) to move the franchise if at any time after the 1999/2000 season, season ticket sales drop below 17,250 Since season ticket sales are basically completed by the end of each May, June 1 would be the date for determining whether the minimum has been met for the following season

If it is determined that the threshold number of 17,250 has not been sold by any June 1, a 7 month "cure" period will begin on that date The Hornets will work with business and city leaders to add to the total, but if the minimum has not been sold by the following January 1, the Hornets will have the option to relocate at any time prior to the following May 15 However, if the relocation option is not exercised by that deadline, that option will expire, only to be renewed if the 17,250 minimum for the next season is not sold by the immediately following June 1, or some June 1 thereafter

The number of season ticket sales will be determined independently by TicketMaster, or by such other independent ticketing agency as may be employed by the Hornets from time to time

(iv) **Unrestricted Relief Provision with Penalty:**

It is impossible for me to anticipate every eventuality and for this reason I must reserve the right to relocate the Hornets in the future at any time and for any reason However, if I do so during the 10 year commitment term and if the relocation is for a reason not justified by the ticket sale shortfall described in Paragraph A 5.(b)(iii), I will agree to suffer a penalty for exercising this right. In that circumstance, the Hornets will agree to re-convey the Coliseum Property to the City for $1.00 with no other compensation

Moreover, if the notice of the election to relocate is given during an NBA season, we will complete that season (including postseason play) in Charlotte

(v) **Necessary Operational Protections:**

We would also like to discuss the incorporation in our contract of provisions which will deal with the following

A Protection that may be required or helpful in operating the Coliseum such as

- Police protection and traffic regulation
- Reasonable water and sewer rates
- Our procurement of the right (outlined in Paragraph 2) to purchase from the City its reversionary interest in the Farmers Market tract

B Hornets' approval of such contracts, if any, as the City has entered into which affect the Coliseum Property and will or may survive a sale or leasing of the Coliseum building

C Establishing the value of the Coliseum Property for ad valorem tax purposes, with the assessed value being keyed to the depreciating cost basis of the property and the continuation of that standard for as long as the Coliseum is the home of the Hornets

We would propose that ad valorem taxes not be assessed on future "band-aide type" improvements

6. **Warranties:**

The contract would contain the usual warranties and covenants included in purchase and sale contracts of similar kind

B. With respect to the new lease option, our proposal is the following:

1. **Termination of Existing Lease:**

The existing lease (New Basketball Agreement dated as of November 6, 1995) will be terminated and a substitute lease ("new lease") will be entered into between the Hornets (or other entities and/or individuals designated by me) and the Auditorium-Coliseum-Convention Center Authority (and/or other appropriate party or parties designated by the City)

2. **Term of New Lease:**

The initial term of the new lease will be 5 years and we will be afforded 5 consecutive one year renewal options thereafter, each of which will be automatically exercised unless we provide to you not less than 3 months' written notice of termination prior to commencement of the next following one year term

3. **Rent:**

The rent will be $1 4 million per year during the initial term and each one year renewal term

4. **"Leased Property":**

(a) The Coliseum Property described under Paragraph A 1

(b) All rights and privileges of the City (or of any subdivision or agency thereof) under the Farmers Market Agreement, the legal document effecting the conveyance to be an assignment of the City's interest in that Agreement, effective as long as the new lease is effective, but automatically reverting to the City upon termination of the new lease

5. **Additional Provisions:**

(a) The Hornets will exclusively manage, control and operate the Leased Property, retaining all the revenues (including revenues from naming rights and advertising) derived therefrom and bearing all costs and expenses of operation, which costs and expenses shall include (without limitation) routine day-to-day maintenance and repairs (including parking lot repairs) but the City will pay for any required roof and other structural repairs and necessary replacement of HVAC, lighting and plumbing equipment, as well as exterior glass

(b) No ad valorem taxes will be payable by the lessee with respect to the Leased Property

(c) The Hornets will be privileged to effect reasonable interior improvements, not involving structural aspects, to the Coliseum building and may change the landscaping and striping of the parking areas

(d) The Hornets will agree to keep the franchise in Charlotte for as long as the new lease is in effect but the franchise removal provisions of Paragraph A 5 (b)(iii) will apply and in the event the franchise is relocated, as provided in that Paragraph, the new lease will terminate as of the date on which the relocation is effective

(e) For reasons mentioned under paragraph A 5 (b)(iv), we will also have the right to terminate the Lease at any time, if we decide for any reason to relocate the Hornets However, to do so we must pay the City in accordance with the following schedule

(1) If we relocate before

(i) July 1, 1998, the sum of $30 million

(ii) July 1, 1999, the sum of $30 million

(iii) July 1, 2000, the sum of $30 million

(iv) July 1, 2001, the sum of $20 million

(v) July 1, 2002, the sum of $10 million

(f) The Conditions and Contingencies of Paragraphs A 4 (a), A 4 (c), A 4 (d), A 4 (e) and A 4 (f) will apply

(g) The Protections for the City set out in Paragraphs A 5 (a)(iii) and A 5 (a)(iv) will apply throughout the term of the new lease

(h) The Protections for the Hornets set out in Paragraphs A 5 (b)(i), A 5 (b)(iii) and A 5 (b)(v)A and B will apply throughout the term of the new lease The provisions of Paragraph A 5 (b)(i) and A 5 (b)(ii)(1) will also apply except that it will be stipulated that the Hornets may not expand the Coliseum building and may not use the Leased Property for any purpose other than a stadium without the landlord's prior written consent

(i) The Hornets will be allowed to install exterior signs on the Coliseum building and to erect signs at appropriate points on the Coliseum property as allowed under the City's Sign Ordinance

(j) The lease will contain the usual warranties and covenants included in similar agreements

C. Whether or not the City elects to pursue the purchase and sale alternative or the proposal for a new lease, some provisions not listed in Section A or Section B would apply to both:

1. Reservation of the Right to Sell the Hornets' Franchise:

We will reserve the right to sell the Hornets' basketball franchise and/or the Coliseum Property and to assign the new lease to one or more third parties without releasing the City from its obligations under the purchase or lease agreement, but any sale or assignment of lease will be subject to the City's rights under all applicable provisions of Paragraph A 5.(a) and be subject to the conditions (a) that the buyer (or sub-lessee) must agree in writing to succeed to and be bound by all of the rights and obligations of the Hornets to the City under the Hornets' contract and (b) that I agree to be personally responsible to the City for the performance of the Hornets' commitments under our agreement for the remainder of the 10 year commitment term in the case of a sale, or, if applicable, under the lease agreement for the remaining term of the new lease

2. Right of Assignment:

Based on possible tax considerations, the Hornets' organization will be allowed to assign its rights (a) under the purchase agreement or under the lease agreement and/or (b) in any of the Coliseum Property, to an affiliated entity, or to me, and to make decisions on how title(s) or lessee interest(s) will be vested (with the limitation that the City's interests shall not be prejudiced by exercise of these options)

D. Miscellaneous Considerations:

There are obviously a number of other issues which must be addressed in our purchase or lease agreement, including the length of our due diligence period, earnest money or lease deposit, if any, satisfactory evidence that the City can enter into the transaction, selection of the closing date, allocation of the expenses of closing, termination of the Hornets' lease with the Auditorium-Coliseum-Convention Center Authority for the Coliseum (without penalty) and associated contracts, prorations of expenses and income, insurance coverage issues (e g , risk of loss in case of fire), and indemnification provisions prompted by landfill issues and the like and wetlands issues which might limit future expansions

E. Proposed Financing Plan:

As evidenced by the enclosed letter of commitment from First Union National Bank, our financial arrangements for a purchase of the Coliseum Property are in place such that we can make the foregoing purchase proposal without a financing contingency

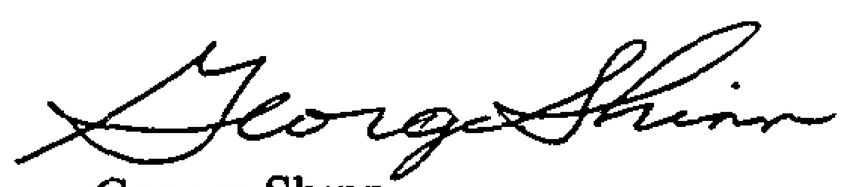
If you have questions or identify issues which we have not addressed or which require additional information, don't hesitate to call me or our attorney, Bailey Patrick, Jr (372-1120)

If we can structure a purchase or lease agreement incorporating one of the foregoing proposed options, the Hornets should then be in a position to remain in Charlotte for at least 10 years, which interim arrangements will provide the time necessary to explore fully the development of an Uptown Arena - a facility likely to insure our permanent location in Charlotte The construction and occupancy by the Hornets of that Arena is my goal, and I hope we can buy the time necessary to pursue it Toward that end, I have already begun discussions with other interested parties and am optimistic that we together with the City can attain that objective

In framing the foregoing alternative proposals, I have attempted to identify and address as fully and fairly as possible, without jeopardizing our business plans and financial stability, all of the issues which I believe are of concern and importance to you and the City Council I have held nothing back in this response because I must know the City Council's reaction at the earliest possible date which will hopefully culminate in a non-binding agreement incorporating these terms to be signed by June 24

I truly hope that the City Council will find one of our two proposed options acceptable and thereby enable me to keep the Hornets in Charlotte

Sincerely,



George Shinn
President and Owner

Enclosure
cc Members of the Charlotte City Council
Mr Bailey Patrick, Jr

First Union National Bank
of North Carolina
Charlotte Commercial Banking
Charlotte, North Carolina 28288-0145

FIRST UNION

May 23, 1997

Ms Pamela A Syfert
City Manager
City of Charlotte
600 East Fourth Street
Charlotte, North Carolina 28202-2840

Dear Ms Syfert

We have reviewed George Shinn's proposal to acquire the Charlotte Coliseum We therefore wish to assure the City that First Union stands ready to lend the Charlotte Hornets funds as required to accommodate purchase of the facility under terms outlined in the purchase proposal

Sincerely,

William W Tyson
Senior Vice President

WWT/sl

City of Charlotte

West Quarter
Solid Waste Services Competition

Costing Analysis

June 2, 1997

RAFTELIS ENVIRONMENTAL
CONSULTING GROUP INC

West Quarter Solid Waste Service Competition

- City Divided into Four Quarters/Quadrants
- One Quarter Currently Outsourced
- West Quarter Under Competition
- City and Four Private Contractors Competing
  - SWS ConCol (City)
  - BFI
  - Waste Industries
  - USA Waste Services
  - Waste Management of Carolina

Notes

West Quarter Solid Waste Services Competition
Services Bid

- Garbage Collection
  - Curbside
  - Backyard
- Recycling
- Yard Waste
- Bulky Waste

(Additional Services on Hourly Basis)

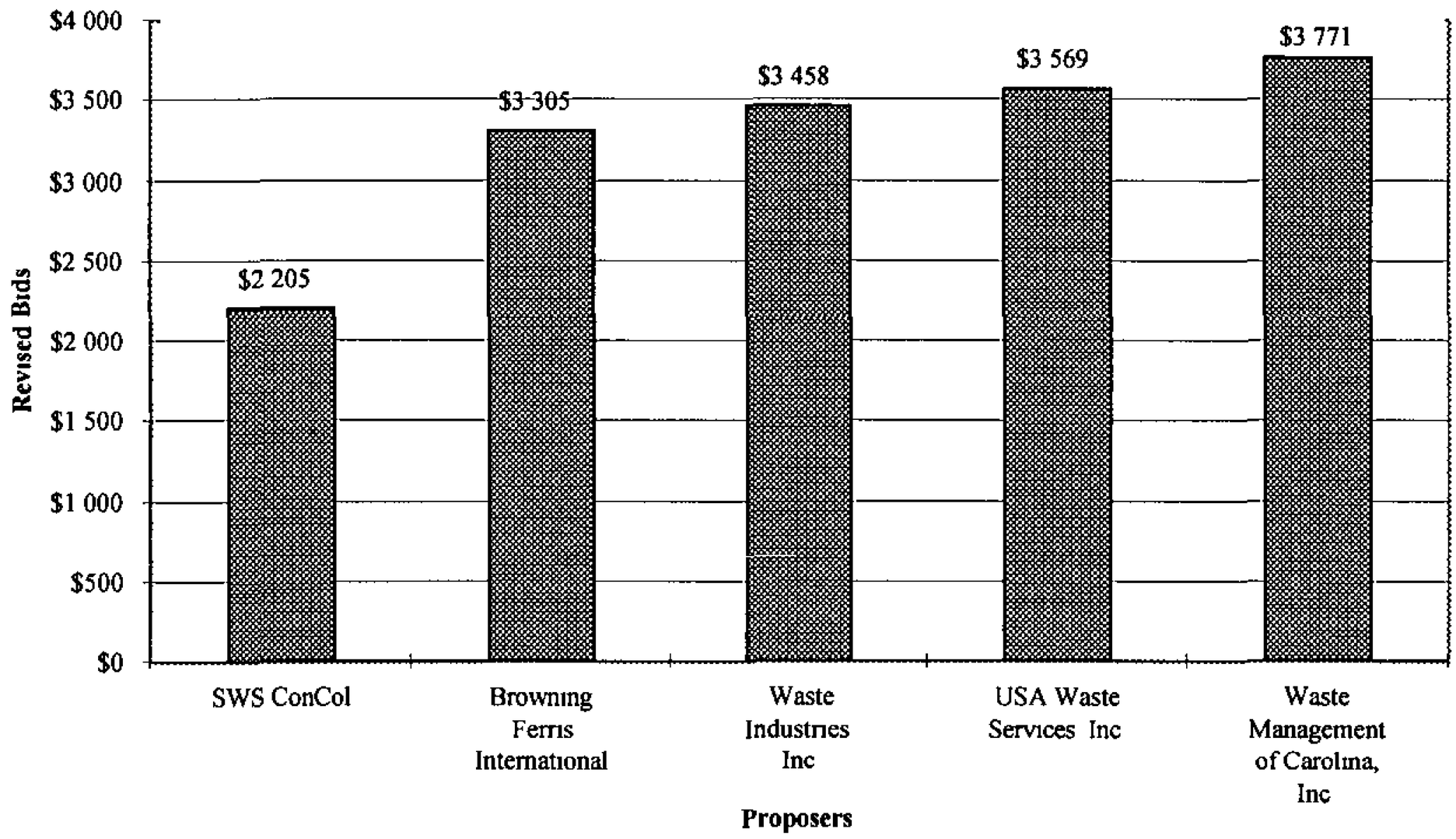
Notes

Revised Bid Comparisons (Reflecting Total Costs to City)

	SWS ConCol	BFI	Waste Industries	USA	Waste Management
Total First Year Proposal	$1,812,822	$3,197,299	$3,350,280	$3,461,525	$3,663,890
Plus. Adjustments	392,158	107,390	107,390	107,390	107,390
	$2,204,980	$3,304,689	$3,457,670	$3,568,915	$3,771.280

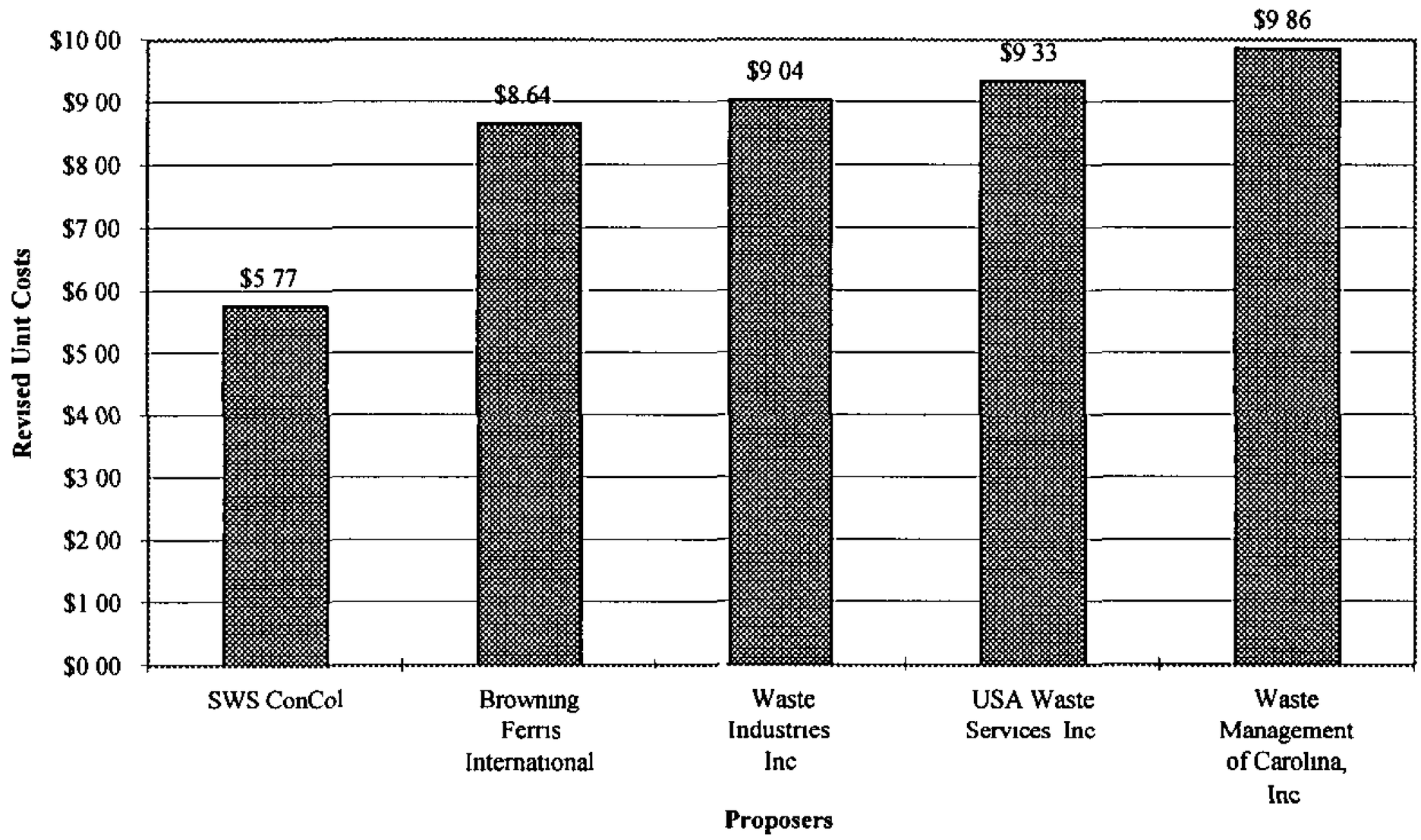
Notes

Revised Bid Comparisons (In 1,000's)



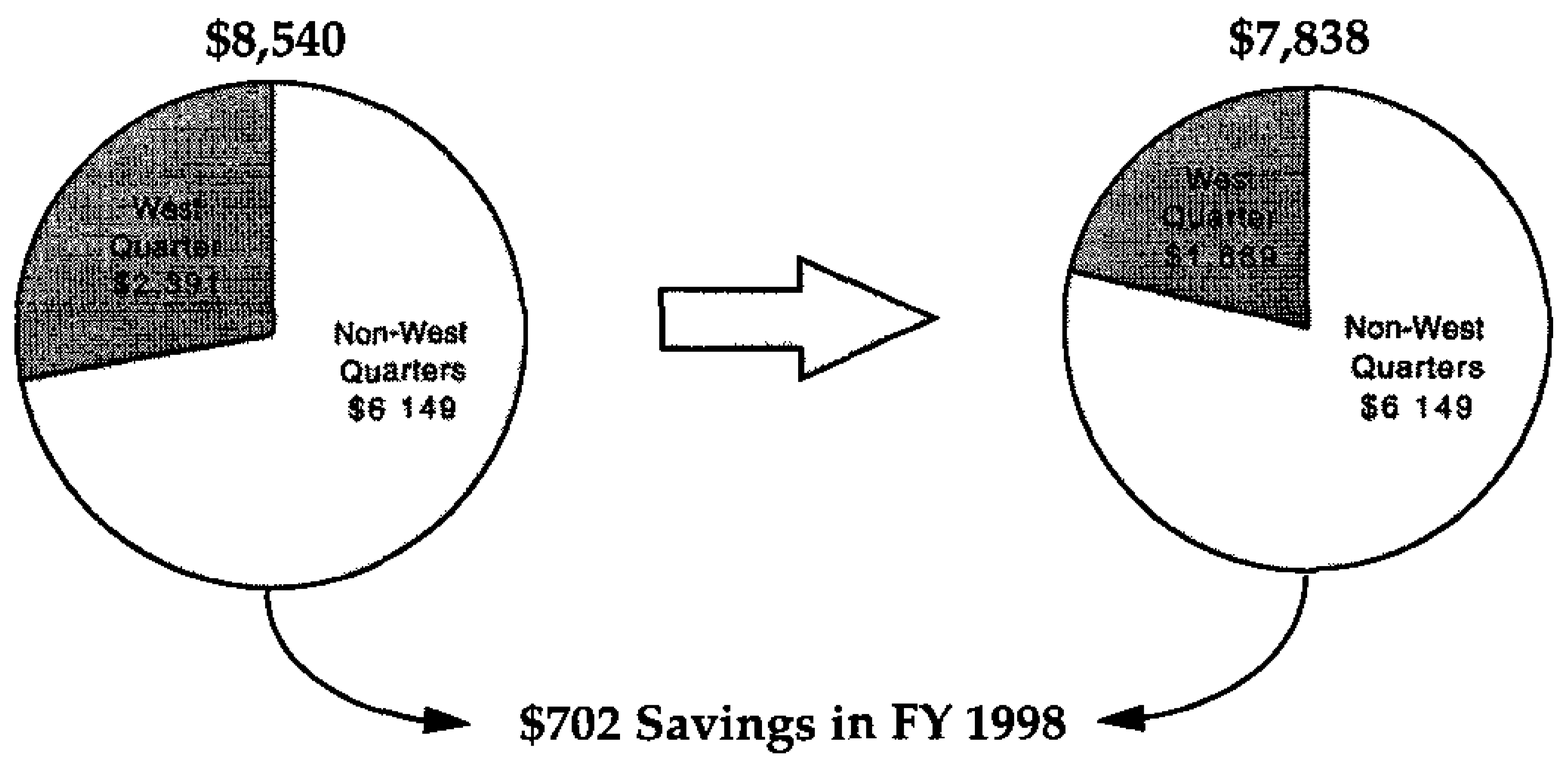
Notes

Revised Unit Cost Comparison



Notes

FY 1998 Budget Impact of Competition (In 1,000's)



Notes

Mayor, City Council Members, Staff and assembled citizens

The present Coliseum was originally built to serve the needs of our city and to attract ACC and NCAA events along with numerous other public events We built the coliseum because we had outgrown the old Independence Coliseum It was voted on by the citizens under a general bond proposal and passed with ease Now just 11 city council members will decide the fate of one on the premier assets of our city And at a City Fare Price Less than 30% of it's value

We changed the original configuration of the present coliseum to accommodate the Hornets To date over $20 million in additional money has been spent on the present Coliseum to accommodate the Hornets over and above the original $47 4 million bond package A favorable lease arrangement was given to them for the first five year in order to insure their success The present lease was changed in their favor to make sure that we kept them in our current building and insure their needed income At the present time NBA salaries are rising at 18 9% per year this is not the citys problem

No one could have foreseen that in less than 10 years, that a **"State of the Art Coliseum"** would be obsolete Is the present coliseum obsolete? I don't think so, and many others feel the same way

The present Coliseum Authority can show that even without the Hornets, our present Coliseum can continue to operate and produce a bottom line profit on our original investment of over $85 million dollars

Have we have lost sight of the original intent of why we have a public coliseum, <u>to serve the community?</u> Not to make a private venture more money This should not even be a consideration of our city council and the citizens of Charlotte

We presently owe $32 4 million on the Coliseum with $4 5 million due in July of 1997

Now there is a proposal to sell the Coliseum just for the price of the value of the land alone When you sell a house you set the minimum value on that property and decide wheather it is an acceptable offer or not. <u>The Buyer does not set the price.</u>

If the Present Coliseum does not meet Mr Shinns needs then why does he want to buy it? With just a little renovation he can turn it into a money making building for the Hornets and have a valuable asset for less than the price of the land alone

Please reconsider an the option to keeping the present Coliseum in the hands of the city since it can still serve the needs of the general public and can be profitable even without the Hornets as a major tenant. It will continue to produce income for the city for many years to come

I urge you not to sell our present coliseum just for the price of the land alone It is too valuable an asset to the community and the city We will lose a $85 million dollar asset if we sell it.

Alan Wells
236 Hunter Lane
Charlotte, NC 28211
365-4568

Charlotte Coliseum Income

	1988	1989	1990	1991	1992	1993	1994	1995	1996
Income	n/a	$3 631,981	$3,844,500	$3,239,265	$3,294,251	$3 973,837	$3,889 425	$3,683,553	$1,843 127
Debt payment	$4,508,489	$4,549,960	$5,317,727	$5,165,720	$5,006,085	$4,375,333	$3,308,251	$3,350,843	$3,350,843
Loss	**($4,508,489)**	**($917,979)**	**($1,473 227)**	**($1,926,455)**	**($1,711,834)**	**($401,496)**	**$581,174**	**($332,710)**	**($1,507,716)**

Presently owe $32 464 847 Payment due July 1 1997 of $4 468 696

Total cost of present Coliseum Principal Interest and improvements **$84,953,959**

Total loss on Coliseum	($11 866,022)	Reserve prior to Operation of Coliseum	$1 310,359
average loss over 9 years per year	($1,318,447)	Added from Coliseum surplus	$6,010,938
		Total Surplus from Authority	**$7,321,297**

Surplus Funds from Coliseum spend on City owned building

Civic Center operating deficits	$1,840,279
New Convention Center deficits	$1,363,308
Capital Improvements Auditorium / Arena	*$7,202,497*
Capital Improvements Expense Civic Center	$1 680 628
Capital Improvements Expenses. Coliseum	$9 449 649
Capital Improvements Expenses New Convention Center	$1,821,393
Total Improvements to city properties	**$23,357,754**
Minus Loss from Operating Profit	$11,866,022
Surplus from income	**$11,491,732 00**

Total Land presently being used by Coliseum	156 acres	Coliseum presently using 85 acres	
Available land at Coliseum to sell	35 acres	Current value	$4.2 million
Baseball designated area can be sold	*18 Acres*	Current value	*$1.8 Million*
Buffer requirments/Cannot be sold	17 acres		

Indpendance Arena

Built by voter referendum in 1951

Original cost	$5,500 000 00
Improvements in 1992 &1993	$6,600,000.00
Total Cost from 1951 to 1997	**$12,100,000 00**

Book value of land as of 1997	$5,167 480 00	
Ind Arena value	$9,436,570 00	The last time the city had to put any money into the present site was 1980 and that was $740,000 since that time it has been self supporting
Total value of land & Building	$14,604,050.00	
Increase in value as of 1/1/1997 over original cost & Improvements	**$2,504,050.00**	

Tyvola Road Coliseum

Built by referndum in 1985	
Bond Issue amount	$47,400,000 00
Improvements	$9,340,000 00
Land @ $750 an acre	$116,500 00
Total construction cost	$56,856,500 00
Interest payments	$28,097,459.00
Total investment through July 1997	**$84,953,959.00**
Amount owed on Principal & Interest if paid off in 2005	$32,464,847.00
Total Investment to year 2005	**$117,418,806.00**

Present Land Value 156 acres	$18,000,000 00
Present minimum value of Building	$34,374,920.00
	$52,374,920.00

This does not refect a $10,000,000 capital improvement

Before July 1, 1997 payment of $4,468,696 29

The Charlotte Coliseum has had an ecomomic impact of adding approximately $27,000,000 to present Arena, Civic Center and Auditorium funds And has kept the city from having a $1,000,000 shortfall since opening

Dan Jacks
Berrybrook Farm Natural Foods
1257 East Blvd.
Charlotte, NC
334-6528

Mayor and City Council members My name is Dan Jacks I own Berrybrook Farm Natural Foods, a small retail business on East Blvd I'm also a member of the Charlotte Metro Business Council I'd like to speak tonight about a problem that affects a large number of small businesses in Charlotte That problem is the inequitable nature of the City-County Privilege License Tax

This tax, levied against most businesses while excluding professionals and financial institutions, is administered in a most unfair manner There are over fifty categories of businesses which pay from $2 50 to $50 00 as a flat rate fee Others of us pay a tax of 60 cents per thousand dollars of gross sales While allowed by state law, this method of taxation has been found illogical and undesirable by state commissioned studies done in 1956, '66, '68, '92 and '96 The consensus of these commissions was that there is no generally accepted principle of taxation that calls for businesses to be taxed as compensation to the state for the "privilege" of doing business in the state The 1968 study in particular concluded that no business or occupation license should be levied as revenue measures

A report prepared by the Institute of Justice last year quotes Robin B Lewis, Charlotte's Privilege License Supervisor, as saying the fees are "inequitable" and have no "rhyme nor reason" and that they are purely "revenue-producing taxes" I, as a businessman, receive no increased benefit from this extra taxation above that already received from paying personal and property taxes

In 1996, the NC Revenue Laws Study Committee found that the privilege license tax structure in this state was outmoded, inefficient, and not designed on proper principles of taxation such as tax fairness or ability to pay There is no rationale for a tax on the privilege to work that applies only to a limited number of businesses and that has a different and inconsistent tax rate for each different class of business As a result, the tax had become more of a nuisance tax than a properly designed source of revenue This same committee recommended that the state repeal its Privilege Tax effective July 1, 1997 The General Assembly agreed and passed legislation to that effect I ask you, on behalf of the Charlotte business community, to follow the lead of Raleigh and repeal the City-County Privilege License Tax

If, in your opinion, a legitimate need exists to catalog businesses or issue permits to businesses, I suggest a nominal, flat rate fee be levied on every business location and profession equitably One class of business should not be required to subsidize another

I'll leave you with one example My business pays approximately $600 00 per year for this tax Blockbuster Video, located on the same intersection in Dilworth, and which generates, I would assume, considerably more revenue, pays $25 for the same license Can anyone here explain to me how this can be justified?

Thank you!

Entrepreneurship in Charlotte:

Strong Spirit, Serious Barriers

By Clint Bolick

A project of the Institute for Justice

IJ

Executive Summary

INTRODUCTION

In many ways, Charlotte exemplifies the "new South" prosperous, progressive, probusiness It's a growing city, and entrepreneurial opportunities are growing with it But too often, government gets in the way through anachronistic and anticompetitive regulations, often enforced by bureaucrats who do not share the city's entrepreneurial spirit

At a time when welfare reform emphasizes the transition from public assistance to work, it is vital that government makes sure that all Americans have the opportunity to earn an honest living, free from arbitrary or excessive government regulation Unfortunately, regulatory barriers imposed by every level of government hamper the creation of new enterprises Most of the restrictions on entry are erected at the state and local level, in the form of occupational and business licensing laws, fees, and zoning requirements They inflict their greatest burden on people with the fewest skills and resources, disproportionately minorities and the poor

Excessive regulation is often self-defeating It drives businesses underground outside the reach of both taxation and regulation Our analysis—focusing on the regulatory climate in general and on specific entry-level businesses in particular—reveals that although Charlotte is far from the most over-regulated city, too many barriers to entry-level entrepreneurship exist at both the state and local level

RED TAPE, LOTS OF IT

Before any new business in Charlotte can get off the ground, it faces an often bewildering and arbitrary licensing system The State issues licenses and permits for more than 600 businesses, occupations, and economic activities Added to those are hundreds of "privilege licenses" issued by the City of Charlotte and Mecklenburg County for businesses ranging from "abattoirs" to wine sellers Even yard sales require permit fees, and their numbers are limited In a nation whose beacon is enterprise—and in a city that purports to value enterprise—operating a business should be considered a right, not a privilege This study finds that the City's and State's licensing requirements can deter legitimate enterprises, particularly those started by those with limited skills or business experience

In addition to the licensing process, annual license fees follow no rhyme nor reason The result is regulatory cacophony where the fees bear no relation to profitability or services received A large company requiring extensive City services and reaping a huge profit pays the same percentage of gross sales as a home-based entrepreneur who operates at a net loss

ZONING AND OTHER BUSINESS REGULATIONS

A major recurring obstacle to entrepreneurship in urban areas is excessive regulation of private property Zoning standards often are outmoded and the process for obtaining variances typically is cumbersome and arbitrary

Home-based Businesses

Charlotte zoning officials have outlawed home-based businesses that produce goods for sale, while placing capricious restrictions on home-based offices Among these are limits on the area used for the home-based business to 25 percent or less of the first floor of the dwelling, and requirements that only residents may work there The sum of the regulations is to severely constrict home-based businesses in most instances and to preclude them altogether in others. With the advent of modern communications technologies, home businesses provide valuable employment and entrepreneurial opportunities, particularly for single and stay-at-home parents, senior citizens, people with disabilities, and people with limited capital

The Proposed Urban Corridor District

In Charlotte, a great deal of debate is taking place over the concept of "urban corridor districts," which illustrate both the potential benefits and risks inherent in community redevelopment proposals The urban corridor district proposal provides that only 50 percent of the property owners would need to consent to the changes, even if the interests of non-consenting owners are at stake Although urban corridor districts may be used as a means of ridding property owners of excess regulation, they also run the risk of conferring regulatory powers on some property owners at the expense of others

Sign Ordinance

The City's sign ordinance, comprising 41 pages, is a classic example of heavyhanded government regulation The law regulates 37 different types of signs, from business and real estate signs to flags and bulletin boards It requires permits from the Zoning Administrator for nearly all new and altered signs and creates a blizzard of confusing regulations The ordinance orders that all nonconforming signs (which, to quote a Charlotte Observer editorial, include those that "swing or flutter, rise too high, occupy too much of a wall, crowd a shopping center parking lot, stand too close to the street, sit on roofs, or woo passersby with flashing lights or lots of changeable type") must be taken down or brought into compliance by the end of this year Such onerous regulations thwart business profitability by placing decisions about advertising in the hands of bureaucrats Such regulations ignore the fact that commercial speech is vital to free enterprise, and is protected by the First Amendment

BUSINESS PERMITS

It is within the City's appropriate police power to reasonably regulate businesses in the interest of public health and safety But when regulations exceed legitimate public health and safety objectives, they may unnecessarily impede entry into and conduct of legitimate business enterprises. This report examines Charlotte's regulation of entry-level businesses—that is, enterprises requiring relatively little capital or skill—because such activities particularly impact people outside the economic mainstream Making certain that "boot-straps capitalism" is not excessively restricted is essential to ensuring upward economic mobility.

Taxicabs

Under Charlotte's current law, taxi permit applicants must demonstrate "need and necessity" for the proposed new services, which existing companies typically contest Application of this nebulous standard resulted in two recent applicants having to wait up to three years for approval, and two other applicants still awaiting approval Other regulations, such as requirements that companies offer citywide round-the-clock service and maintain a 24-hour dispatch facility, make single-vehicle taxicab companies impossible As a result, would-be entrepreneurs who lack the capital for such services must lease taxicabs from existing companies at costs as high as $75 per day These regulations place ownership of taxicab companies outside the reach of small-scale entrepreneurs

Jitneys

Jitneys are privately owned vehicles, usually vans, that operate along fixed routes for a flat fee like buses, but stop anywhere along the route like taxicabs They represent lowcapital entrepreneurial opportunities as well as a way to meet urban transportation needs flexibly, efficiently, and without large public subsidies

Charlotte does not prohibit jitneys, but subsidies to existing public transit services create a competitive disadvantage

Child Care

North Carolina imposes only modest training requirements when it comes to child care Registered daycare home providers must be literate, have training in CPR and first aid, and submit to background checks Administrators of large day care homes must have either a high school diploma or GED, and have certain minimal formal or practical day care training These requirements seem carefully tailored to legitimate regulatory concerns, and do not seem to operate as a barrier to entrepreneurship

Street Vendors

Street vendors are a classic example of entry-level entrepreneurship They can contribute greatly to the ambiance of the city But they are few and far between in Charlotte The City does not impose a firm limit on the number of street vendors

However, it has ceded control over pushcarts in the uptown Tryon Square area and for Carolina Panthers games to the Chamber of Commerce's Central Charlotte Association It is extremely unusual to invest private entities with regulatory power over City streets—and over other people's livelihoods The association's rules may contribute to the dearth of pushcarts in the downtown area

Trash Collection

In Charlotte, the dichotomy between oligopolistic residential trash collection and highly competitive commercial trash collection illustrates the benefits of open entry Commercial trash collection (in contrast to residential trash collection that is largely collected by the City), is handled by a plethora of large and small trash haulers, which apparently are unregulated The flourishing commercial trash hauling market, which provides more efficient services and greater entrepreneurial opportunities, is a model that could be applied in the residential trash collection area.

OCCUPATIONAL LICENSING

Occupational licensing in North Carolina takes place at the state level There, boards that are comprised of members of the regulated industry have the machinery of government at their disposal, and an economic stake in stifling competition As a result, entry into dozens of professions is strictly controlled with many entry restrictions imposed that have no correlation to protecting public health or safety, or to specialized practices for that matter To the extent government licensing is deemed necessary for particular occupations—especially those entailing few risks and requiring comparatively little skill or capital—it should emphasize demonstrable competence and health and safety, and should not arbitrarily limit competition

CONCLUSION

The governments of the State of North Carolina and the City of Charlotte have carefully cultivated a business-friendly environment that has reaped substantial dividends for their residents However, State and City regulations, and the bureaucrats who administer them, often operate at cross-purposes with this proentrepreneurial philosophy As with many excessive government regulations, the main victims are those who have the least knowledge and resources—the very people who most need access to business and employment opportunities

Through numerous human-face examples, this report demonstrates that ordinances aren't just meaningless words on pieces of paper—they can have profound impact on real people and their dreams for a better future for themselves and their families The report concludes by offering recommendations on how Charlotte can match its spirit of economic liberty with its regulatory reality These recommendations achieve the appropriate balance between public health and safety and the right to earn an honest living

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Introduction

There's nothing more American than apple pie. But try to bake one at home for sale in Charlotte and you'll find yourself crosswise with the law

That discovery astonished Thelma Connell, a Charlotte senior citizen who was planning to can some home-grown fruits and sell them at the nearby county-owned farmers' market. She didn't encounter trouble until she called the City's health department to inspect her immaculate kitchen Don't bother, the health officials told her If you live in a residential area in Charlotte, zoning laws absolutely forbid anything other than "customary home occupations " And that, according to zoning administrator Robert Brandon, doesn't include making anything for sale. "It sounds sort of cold," admits Brandon, "but theoretically speaking, that's how it is "[1]

As a consequence, when Thelma Connell visits the farmers' market with her friend, Louise Koller, who makes knitted and crocheted goods, they can buy home-baked goods and handicrafts produced outside county limits, but can't sell their own Instead they have to cross the state line into South Carolina Though farmers' market officials say they aren't about to enforce the silly restrictions, the two women refuse to engage in civil disobedience "I'd know I was breaking the law, and I can't live with myself knowing I'm breaking the law," says Mrs Connell Louise Koller agrees "I don't have a police record, and I don't want one "

But that doesn't mean they agree with the restriction "This country is built on cottage industries," Louise Koller remarks "But they're tying our hands!"

A City of Opportunity

In many ways, Charlotte exemplifies the "new South" prosperous, progressive, probusiness It's a growing city and entrepreneurial opportunities are growing with it. But too often, government gets in the way through anachronistic and anti-competitive regulations, often enforced by bureaucrats who do not share the city's dominant entrepreneurial spirit.

According to 1994 census figures, Charlotte, with a population of 416,000, is the 34th largest city in the United States In the past 12 years, Charlotte's population grew

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Clint Bolick is vice president and litigation director at the Institute for Justice in Washington, DC Among his publications are Grassroots Tyranny The Limits of Federalism (Washington Cato Institute, 1993)

Interviews for this study were conducted by the author; by Dr Howard Husock of the John F Kennedy School of Government at Harvard University and Dr Husock's researchers, and by Institute for Justice research assistants Heath Weisberg and Guy Mahaffey

by nearly one-third, making it the nation's 15th fastest-growing city Its population is 31 8 percent black, 1 4 percent Hispanic, and 1 8 percent Asian Nearly four percent of Charlotte residents are foreign-born

Although the city's unemployment rate is low (only five percent in 1991) and its median household income of $32,000 is 14th highest among American cities, significant poverty exists Among Charlotte's population, 10 8 percent are below the poverty level, 5 8 percent receive public assistance, and nearly 26 percent of the households are headed by one parent.

Traditionally, entrepreneurship has proven one of the surest means of socioeconomic advancement In a climate in which welfare reform emphasizes the transition from public assistance to work, it is vital that government make sure that all Americans have the opportunity to earn an honest living, free from arbitrary or excessive government regulation Unfortunately, regulatory barriers imposed by every level of government often hamper creation of new enterprises, the backbone of the American economy Most of the restrictions on entry are issued at the state and local levels, in the form of occupational and business licensing laws, fees and zoning requirements They inflict their greatest burden on people with the fewest skills and resources, disproportionately minorities and the poor

In addition to discouraging business creation altogether, a major effect of excessive regulation is to drive businesses underground In such instances the government's regulations are self-defeating for they place businesses outside the reach of both taxation and regulation Moreover, they deprive the business owners of the opportunity to expand, for capital is unavailable to unlawful businesses

This report is one of a series prepared by the Institute for Justice examining barriers to entrepreneurship in seven cities ** Our analysis—focusing on the regulatory climate in general and on specific entry-level businesses in particular—reveals that while Charlotte is far from the most over-regulated city, too many barriers to entry-level entrepreneurship exist at both the state and local level

As large cities go, Charlotte is relatively pro-business In 1995, 954 firms were started, creating 7,959 new jobs—roughly double the comparable numbers a decade ago The City has privatized some services, including bus transportation Both the state and local governments have streamlined their business license processes A number of smallbusiness "incubators" exist to provide space and support for new small businesses, and the Chamber of Commerce provides training and networking opportunities [2]

But while the climate unquestionably is favorable for large businesses, the rules remain rigged against new and small enterprises Local activist Joseph Miller of the Charlotte Metro Business Council remarks, "If you are a big business in Charlotte, you have no difficulty If you're a small business, it's tough "[3]

**The other cities are Baltimore, Boston, Detroit, New York, San Antonio and San Diego

Red Tape, Lots of It

Before any new business can get off the ground, it must navigate what the State's Business License Information Office aptly characterizes as an often bewildering licensing system The State itself issues licenses and permits for more than 600 businesses, occupations, and economic activities As the local information office observes,

> The wide range of licenses required, the number of State agencies to be dealt with, the various "pieces of paper" to be filled out and filed, and the time and cost involved in submitting applications combine to frequently confuse and frustrate prospective business owners [4]

Added to those are hundreds of "privilege licenses" issued by the City of Charlotte and Mecklenburg County for businesses ranging from "abattoirs" to wine sellers Even yard sales require permit fees and their numbers are limited

Compounding the confusion, state, county, and local jurisdictional lines are blurry and their licensing requirements are often duplicative Louise Koller, for instance, thought she had obtained the necessary license to produce handicrafts in her home—but it turns out the fee she paid was to the State, which had nothing to do with the completely separate City license process she didn't know about

Moreover, the annual license fees are "inequitable" and have "no rhyme nor reason," according to Robin B Lewis, Charlotte's Privilege License Supervisor [5] Most businesses are assessed an annual fee based on gross sales at a rate of 60 cents per $1,000, with a minimum fee of $50 and a maximum of $2,000 Other fees are established by state statutes in apparently arbitrary fashion The result is cacophony a "sign hanger" pays an annual fee of $35, while a "sign painter" pays a percentage of gross sales, undertakers pay $50 each year while a purveyor of coupon books must pay $200 Some businesses require multiple licenses a barber pays an annual license fee of $2 50 for cutting hair but becomes a "merchant" if anything is sold in the shop, which requires an additional license fee based on gross sales The fees bear no relation to profitability or services received a large company requiring extensive City services and reaping a huge profit pays the same percentage of gross sales as a home-based entrepreneur who operates at a net loss

Privilege license supervisor Lewis is candid about the purpose of the local license fees they are not related to costs imposed by the businesses on the community, but are purely "revenue-producing taxes " The fees raise millions of dollars annually for the City and county

The license process itself can be costly and cumbersome Anyone starting a business must begin with the licensing office The proprietor fills out an application form and is assessed the applicable fees Depending on the business, additional

approvals may be necessary from the building inspector and/or health or zoning officials Some businesses and occupations require specialized licenses or permits In some circumstances, both state and local permits are necessary

Although both state and local licensing agencies try to guide would-be entrepreneurs through the regulatory thicket, the licensing maze is so arbitrary and confusing as to deter legitimate enterprises, particularly those started by immigrants with language barriers or people with limited skills or business experience Instead of fostering bootstraps capitalism, these rules inevitably thwart start-up businesses or drive them underground

The entire "privilege license" concept is convoluted As the Charlotte Metro Business Council's Joseph Miller asks, "Why am I 'privileged' to go into business?" In a nation whose beacon is enterprise—and in a city that purports to value enterprise—operating a business should be considered a right As long as the government deems it a mere "privilege" in any sense, that notion surely will infect the regulatory climate that entrepreneurs face Specific instances of regulatory overkill suggest it does just that

Zoning and Other Business Regulations

A major recurring obstacle to entrepreneurship in urban areas is excessive regulation of private property Particularly in older and blighted commercial districts, zoning standards often are outmoded and the process for obtaining variances typically is cumbersome and arbitrary Common complaints in Charlotte include restricted uses, excessive parking requirements, inadequate density allowances, and limits on advertising signs We explore some of these problems in turn

HOME-BASED BUSINESSES

As described in the opening discussion, Charlotte zoning officials presently take the position that home-based businesses that produce goods for sale are illegal in residential neighborhoods The City permits other types of home businesses involving "customary home occupations" under certain conditions For example

- The business must be clearly incidental to the residential use of the dwelling
- The area used for the business may not exceed more than 25 percent of the first floor of the dwelling
- No accessory buildings or outside storage may be used

- Receiving equipment or storage of equipment, products or materials at the home is forbidden.

- The business may not use machinery that is disruptive or not ordinarily used for residential purposes, with certain exceptions.

- Only residents may work in the home office. No outside partners or employees may report to work

- Manufacturing or assembly of products is not permitted.

- No more than three vehicles may be present at any time, and only one commercial vehicle may be used.

The City expressly forbids certain activities, such as in-home catering and commercial baking, so even if the ban on making goods for sale were lifted, these common business pursuits would remain prohibited [6] The sum of the regulations is to severely constrict home-based businesses in most instances and to preclude them altogether in others

Excessive restraints on home-based businesses are antithetical to free enterprise With the advent of modern communications technologies, home businesses provide valuable employment and entrepreneurial opportunities, particularly for single and stay-at-home parents, senior citizens, people with disabilities, and people with limited capital In the 1990s and beyond, home and enterprise increasingly are convergent Government regulations should reflect and encourage, rather than discourage, this positive development

THE PROPOSED URBAN CORRIDOR DISTRICT

Some state and local governments have responded to archaic and excessive zoning regulations by creating enterprise zones or special districts that are freed from excessive regulation In Charlotte, a great deal of debate is taking place over the concept of "urban corridor districts," which illustrate both the potential benefits and risks inherent in community redevelopment proposals

The urban corridor district concept would allow designated communities to adopt new zoning rules to facilitate development and improvements, subject to City Council approval Zoning changes might include reduced parking requirements, reduced setback requirements and greater height allowances Streamlining the process to allow community-generated changes without the necessity of individual applications for variances makes abundant sense

But the proposal provides that only 50 percent of the property owners would need to consent to the changes, even if the interests of nonconsenting owners are at stake As local real estate lawyer Mark Cramer warns, absent specific and adequate safeguards, "there's a danger that the majority will just stomp all over a few property owners "[7]

Worried about the impact on his small lighting store, business owner Vernon Simpson laments,

> They want to look back and see the oldtimey way of doing things That's not the future The future is where we need some parking If I had to depend on people parking a few blocks away and walking, I'd close up [8]

Remarks by urban planners in this context make such fears salient Michael Beyard, senior director of research for the Urban Land Institute declares,

> People wouldn't put up with a bedraggled look in a shopping center I don't know why you would want to impose lower standards on an urban environment If anything, an urban environment might require higher standards [9]

Dismissing concerns of dissenting property owners, Beyard remarked, "The question is, what's in the public interest?"

The urban planners who advocate urban corridor districts may have an idealized vision in mind "These people have a view of America as how they think it should be," quips the Charlotte Metro Business Council's Joseph Miller But in the process they should take special care not to disrupt individual property rights

A recent meeting of the City Council's Economic Development Committee suggests that local government is sensitive to the competing concerns implicated by the urban corridor district proposal [10] A general consensus was expressed that the purpose of the districts is to allow property owners to do things they cannot do now, but not to force individual property owners to do things they don't want to do The committee has urged development of a limited test proposal To the extent that urban corridor districts are used solely as a means of ridding property owners of excess regulation—and not to confer regulatory powers upon some property owners at the expense of others—they may prove an important boon to economic development.

SIGN ORDINANCE

In 1988, the City of Charlotte adopted a new chapter of the zoning ordinance dealing with advertising signs Comprising 41 pages, the sign ordinance is a classic example of heavy-handed government regulation As the *Charlotte Observer* describes it,

> Banned by the new ordinance are all sorts of signs those that swing or flutter, rise too high, occupy too much of a wall, crowd a shopping center parking lot, stand too close to the street, sit on roofs, or woo passersby with flashing lights or lots of changeable type [11]

The law regulates 37 different types of signs, from business and real estate signs to flags and bulletin boards It requires permits from the Zoning Administrator for nearly all new and altered signs and creates a blizzard of confusing regulations It severely restricts billboards

After the law was adopted, certain business signs were grandfathered, but the restrictions come into effect if the nature of the business changes or the sign changes. The regulations do apply, however, to all existing billboards The ordinance provides that all nonconforming signs must be taken down or brought into compliance within eight years (that is, by 1996) The law euphemistically refers to this compliance period as "amortization," making the assumption that the owner of the sign would fully realize a return on investment during that period The amortization period has expired, and the authorities have swooped down on nonconforming signs Notices of violations have been sent out, embroiling business owners in lengthy variance processes and exposing them to untold costs

The sign ordinance has worked severe hardships on businesses One company, a restaurant called the Sandwich Construction, which is located near the Charlotte Motor Speedway, had three car shells erected on its roof as a way of advertising Because the sign ordinance prohibits advertising signs on roofs, the City ordered the company to take the cars down The company eventually gathered enough support to obtain an exemption, but other companies face similar difficulties

Another affected property owner was the Westover Hills Presbyterian Church, whose simple wooden sign has dangled from a steel post for two decades But because the sign swings, it was considered nonconforming "I really think it's ridiculous, myself," said Rev Robert Hough, the church's pastor "I think it's overstepping regulation " Added neighbor Kevin Mickle, "I don't think the Lord would like it if they made that sign smaller "[12]

Advertising companies feel the impact most severely. One company, Adams Outdoor Advertising of Charlotte, has incurred costs exceeding $100,000 since late 1995 for appeals, extensions, survey costs and legal fees If the Adams signs are removed as the ordinance specifies, annual lost revenues will exceed $1 15 million "This whole situation readily explains why the citizenry has become so fed up with government in general as well as the bureaucrats it breeds," laments John Kruizenga, Adams' real estate manager [13]

The same City that encourages businesses on one hand thwarts profitability by placing decisions about advertising in the hands of bureaucrats Commercial speech is vital to free enterprise, and is protected by the First Amendment If the

End Notes

1 Kathleen Purvis, "Want to Bake Something to Sell? Better Bake It in a Business Zone," Charlotte Observer (June 8, 1996), p 1A.

2 See, e.g , "Room to Grow: Small Businesses Can Thrive in the Charlotte Market," Charlotte Observer (June 24, 1996), p 10D

3 Interview with Joseph Miller, August 23, 1996

4 Business License Information Office brochure

5 Interview with Robin Lewis, August 22, 1996

6 Interview with Russell Stepp, Department of Environmental Health

7 Jeffrey Ball, "New Retail Corridor Rules. Will They Sell?" Charlotte Observer (May 22, 1996), p 1C

8 Quoted in Ball, "New Retail Corridor Rules."

9 Quoted in Ball, "New Retail Corridor Rules "

10 Public meeting of the Economic Development Committee, September 9, 1996

11 Jeffrey Ball, "So Long, Signs," Charlotte Observer (Aug 17, 1995), p 1C.

12 Quoted in Ball, "So Long, Signs "

13 Letter to the Institute for Justice dated September 5, 1996

14 Interviews with Julia Craig and Joanne Miller, Office of the Taxicabs Inspector

15 Interview with Herbert Judon, Charlotte/Douglas Regional Airport

16 Interview with Don Reid, September 6, 1996

17 Interviews with Robin Lewis, Russell Stepp, Department of Environmental Health, Molly Hedrick, Charlotte Chamber of Commerce, and Brian Cox, Mecklenburg County Parks and Recreation Department.

18 Interview with Molly Hedrick, Charlotte Chamber of Commerce

19 Interview with Brian Garrett, Administrative Officer of the Department of Solid Waste Services

20 Ben Stocking, "Little Polish, Lot of Hard Work Pay Off," News & Observer (April 8, 1996).

21 Quoted in Stocking, "Little Polish, Lot of Hard Work Pay Off "

22 Jack Sommer, "United States Urban Policy What is Left? What is Right?" University of Michigan Journal of Law Reform, vol. 27 (Spring and Summer 1994), p. 662

The Institute for Justice is a nationally acclaimed public interest law firm that pursues strategic public interest litigation and outreach to ensure that individuals have the opportunity to pursue an honest living and gain a foothold on the economic ladder *Scripps Howard News Service* wrote, "the Institute for Justice [is] a public interest group fighting for something our cities desperately need more of· economic opportunity at the grassroots "

The Institute for Justice has analyzed government-created barriers to entry-level entrepreneurial opportunity in seven cities across the country Baltimore, Boston, Charlotte, Detroit, New York, San Antonio and San Diego At a time when there is widespread recognition of the need for less government and more opportunity, these first-of-their-kind studies identify specific laws and regulations that stand in the way of people trying to earn an honest living

This report, *Entrepreneurship In Charlotte Strong Spirit, Serious Barriers,* by Institute for Justice Vice President and Litigation Director Clint Bolick, analyzes significant barriers to economic opportunity at the grassroots in Charlotte

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June 2,1997

Thank you Mayor and City Council for allowing us to speak on the issues of the budget tonight. A very touching and emotional aspect of our lives, our money, you take and call taxation.

I am asking you to put much thought and consideration to the Education System Budget. In that you require the Board of Education staff to print in the Charlotte Observer or make public where every penny was spent last year, and what they intend to do with the funds the coming year. I want the Board to be accountable and responsible for our tax dollars. To know our tax dollars are being shared equally with our poorer schools and their needs.

That every group you fund be required to issue a similar yearly report of accountability and responsibility.

Put two (2) officers in every police car and a video camera for their benefit as well as the public. We have one of the finest police departments in the nation. We want to know in the future it will continue to be that way by the city and county showing their support by funding of the police needs.

We want our taxes to be used for the necessities of our city and county and not distributed for the minorities groups or the special groups. Your taxation is costing and causing us to become poorer. That our taxes not be used for planned parenthood, Art & Science Council and etc.. Leave issues and funding of this reprehensible and divisive nature to the funding of the private people who wants to fund such programs and organizations.

I want to see our city and county grow. We cannot grow when we let down our moral standards and strength. We must stand on strong principles and issues, and what is best for every taxpayer not just a few. I hope these issues will be on each of the city and county members agenda first and foremost.

County Manager, Pam Syfert, recommends approximately 1.2 millions for the police department to be received from the county commissioners. I understand you all are arguing over that amount. On the other hand, she is asking for approximately 1.5 million for the Arts and Science Council. No! No! this is not what we want! If you have 2.7 millions or more to give away, give it to our police department. Nothing to the Arts and Science Council. Stop giving to entertainment and the likes. (If you fully make up your minds this will not be the agenda in the future, this will stop the arguing and fussing that is dividing our city and county. Pitting whites, blacks, and Jews against one another.) When you have a big debt interest, you do not have the funds to give away.

Mayor, I had a number of folks who spoke of your youthful looks over the week-end. Some were trying to figure out who is the

Mayor of Charlotte. (They were looking for an older looking Mayor And they could not see anyone that fit their imagination of you. I pointed you out to them. Some wanted to know why you didn't speak. I said, he did, that was the young looking guy that spoke.). When it was announced that others had been approached with your youth looks also and asked if you was twelve (12). I yelled out ,"No", he is thirteen (13). I wanted them to at least think you was a teen-ager. Some were appalled at your young looks. I spoke highly of you. But if you don't stand-up with us against these wasteful taxes and on these important tax issues. The next time I am going to tell them why you look so young is because you are really going through your second youth and you are one hundred and thirteen.

I faxed you, Mayor, and City Councilman Don Reid a copy of an insurance letter from the Insurance Commissioner to a Mr. Moore. I understand according to someone who called W C G C that any homeowners living within a certain area of the 9,000 ft. airport expansion runway their homeowners insurance can be dramatically increased or cancelled, PERIOD! I would like to have you Mayor and city council to thoroughly review any and all expenses of this sort to the homeowners on the Westside. Consider these expenditures to the homeowners to make sure the Airport and City takes these expenses into account and that increases or cancellation will not be more of a burden to us. But that we will be assured that we have homeowners insurance and our rates be at the same rate as it is now or lest.

Thank you.

Cora Mullis

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