AGENDA

Meeting Type:	SPECIAL
Date:	05/04/1998
	BUDGET RETREAT

City of Charlotte, City Clerk's Office

Agenda
FY99 Budget Presentation
May 4, 1998
4:00 p.m.

1.	Welcome and Opening Comments	Mayor McCrory
2.	Presentation of the Budget Video	
3.	Comments from the City Manager	Pam Syfert City Manager
4.	Presentation of the FY99 Budget	Curt Walton Budget Director
5.	Comments from the Mayor and City Council	
6.	Budget Process and Schedule	Mayor McCrory
7	Adjourn to the Council Workshop	

Questions and Answers

Council's questions from the previous half-day budget retreat are answered below and in the attached materials

Q4. What neighborhood groups (CDC's) are City funded? Do they have definitive life? Do they ever go away? What are the salaries of CDC staff? Who monitors the CHDO's?

The City provides funds for Community Development Corporations (CDC's) through a $200,000 contribution to the Charlotte Neighborhood Fund which is distributed to neighborhood groups for operating support The contribution was approved by City Council on September 24, 1996 as part of a three-year commitment to fund CDC's The Enterprise Foundation administers the Charlotte Neighborhood Fund Below are CDC's that received funding this past year

Neighborhood Groups (CDC's)	Funding*
Belmont CDC	$ 55,000
Grier Heights Economic Foundation	100,000
Northwest Corridor CDC	80,000
Reid Park CDC	100,000
Lakewood CDC	60,000
Wilmore Neighborhood Association	80,000
	$475,000

The City is required to provide support to CDC's in two ways operating support and project-based support The City is required to spend a maximum of 5% of its Federal HOME allocation for CDC direct operating support The City is required to spend a minimum of 15% of its Federal HOME allocation on CDC projects The City provides funding for only a portion of the CDC's operating expenses CDC's receive additional funding from other sources such as the Enterprise Foundation for operating and project expenses

Q5. What is the purpose of the CDC's?

A CDC serves as a catalyst to help a community address certain identified community needs such as lack of decent, safe and affordable housing, unemployment, lack of recreational and cultural outlets in the neighborhood or the need for commercial or retail activity A CDC will use the need of people in the community as its driving force and will create strategies that reflect a process of self-help and empowerment for

community residents A CDC is a community controlled entity that is organized as a not-for-profit corporation with a tax exempt status

Q6. Is the existence of the CDC's project based? Do they have a definitive life? Do they ever "go away"?

While the existence of a CDC may not necessarily be project based, funding received from the City is project based CDC's may extend their existence through their ability to receive philanthropical contributions and grants and/or their ability to sustain themselves with any profits derived from projects they may develop However, the City provides project-based support to CDC's where there are viable projects (*NOTE CDC's can receive operating support without having projects*)

Whether or not CDC's have a definitive life or if they go away depends on the capacity of the CDC to become self-sustaining By example, in this community the Committee to Preserve and Restore Third Ward and the Cherry Community Organization have sustained themselves They do not receive funds from the city for operating support CDC's can cease to exist The Wilmore Neighborhood Housing Services CDC is no longer in operation

Q7. What are the salaries of the CDC's staff?

CDC	Position	Salary
Belmont CDC	Executive Director	$27,000
	Part-time Neighborhood Liaison	$8 00/hr
Grier Heights Economic Foundation	Executive Director	$46,852
	Administrative Assistant	$27,976
	Project Program Coordinator	$29,952
	Clerk/Receptionist	$17,992
Northwest Corridor CDC	Executive Director	$66,000
	Economic Development Coordinator	$46,900
	Community Liaison	$38,500
	Administrative Assistant	$23,400
Reid Park CDC	Executive Director	$60,000
	Economic Development Coordinator	$40,000
	Part-time Accountant	$12,500
	Executive Assistant	$30,000
	Sales Agent	$12,000
	Resident/Rehab Specialist	$25,000
	Social Worker	$38,000
	Project Manager	$45,000

Lakewood CDC	Executive Director	$42,000
	Administrative Assistant	$13,000
	Parish Nurse	$27,040
Wilmore Neighborhood Association	Executive Director	$43,000
	Administrative Assistant	$20,000
	Community Liaison/Receptionist	$13,000
	After-School Coordinator (2)	$9,760
	Custodian (2)	$10,500

Q8. Who monitors the Community Housing Development Organizations (CHDO's)?

By Memorandum of Understanding dated February 5, 1997, it is a shared responsibility between the Enterprise Foundation and the City's Neighborhood Development Key Business Whereas, the Enterprise Foundation is responsible for the overall administration, disbursement of funds, monitoring of the contract and reporting to the City the performance The City reviews for compliance and evaluation

Q9. Why are officers not provided with take home cars?

The Chief of Police has reservations about the value of this program, and believes this is not practical in the current budget environment The Police Department and Budget and Evaluation have conducted numerous studies on take home cars The conclusion has always been that it is too expensive to provide cars to all our officers, an issue that is more critical now that the department has grown to 1,386 allocated sworn positions The initial start up costs and annual maintenance of such a program would substantially increase the Police Department's budget **[Preliminary estimates indicate an additional 873 vehicles would be needed to implement this program. Current unit costs for fully-equipped vehicles is $27,640. Total cost for 873 vehicles would be $24,129,720. Additional annual maintenance costs for these vehicles would be $2,744,712.]**

Currently take home cars are assigned to command personnel and, on a limited basis, to officers who are subject to call back and who need special equipment in the performance of their duties Canine handlers are one example of this Implementation of this program may not enhance public safety appreciably in Charlotte-Mecklenburg Traditionally, one of the justifications for take home cars has been their value as a high visibility crime prevention tool, especially when they are parked in the neighborhoods where officers live That argument has been somewhat negated by the growing number of officers who live outside of Mecklenburg County and whose vehicles would have limited deterrent effect in this jurisdiction A study conducted by Budget and Evaluation also showed that most police officers do not live in the high crime areas of the city The Chief and the City Manager recently made the decision to provide take home cars to officers who buy homes in fragile or threatened neighborhoods under the loan program sponsored by the Police Department and Neighborhood Development

Q10. What is the Police Department's policy on off-duty work?

Attachment #1 provides a copy of the general order on off duty employment The Chief is currently considering several changes to this policy which would include an increase in the hourly rate of pay for police officers, a reduction in the number of hours that an officer can work off duty per week, and a provision that all off duty work be paid through the City's Finance Department If that provision is adopted, employers would be charged a $1 50 per hour surcharge to defray the expense to the City None of these changes have been finalized and they will be discussed with Council's Public Safety Committee in the near future

Q11. What is the Police Department doing to address the lack of African-American police officers?

The department actively seeks out qualified Afro-American police officers in its continuing effort to have a workforce that is reflective of the community its serves The recruitment staff itself has a strong complement of minorities and females Recruitment materials, notably the recruitment brochure, have been redesigned to reflect both the diversity of the department and the opportunities that are available for police work in a community problem oriented policing environment The department also has a number of mechanisms in place to recruit qualified minority applicants These include

- Advertisements in the Charlotte Post
- Public service announcements on WPEG
- Recruitment at Johnson C Smith University and other predominantly minority universities in North and South Carolina
- Attendance at minority career fairs

Qualified minority applicants are presented with a number of job opportunities In order to provide minority applicants with a better understanding of the opportunities in police work, the department has formed a committee, headed by Major Norman Garnes, which is developing innovative recruitment strategies Their ideas have included forming active partnerships with predominantly minority colleges that include conducting focus groups on those campuses, having Charlotte-Mecklenburg police personnel guest lecture in classes in the criminal justice programs at those schools, and hosting students on orientation visits to the department which allow them to see a number of departmental functions Eventually, the department would like to be able to offer internships to these students which would allow them to actually work in a police environment Currently, the department is building this partnership with Fayetteville State University and will extend the program to other schools if it proves successful This committee is developing other programs to strengthen our minority recruitment efforts

Q12. Is it true that some Police personnel have received no increase since 1982? Is it true that some Police personnel only received a 2% increase per year in the last two years?

It is not true that some Police personnel have received no increase since 1982 Shown below is a comparison of minimum and maximum pay rates for non senior management Police positions in 1982 compared to 1998

Job Class	Minimum 1982	Minimum 1998	% Increase	Maximum 1982	Maximum 1998	% Increase
Police Officer	$15,487	$24,967	61 2%	$19,766	$33 458	69 3%
Master Police Officer/ comparison to SPO I-III (excludes educ incentive)	$17,074	$36,888	116 0%	$21,792	$40,669	86 6%
Police Sergeant	$24 026	$47,079	96 0%	$25,227	$51,904	105 7%
Police Captain	$24,026	$54 500	126 8%	$30,663	$57,225	86 6%

It is true that some employees will only receive a 4% increase over the two-year period of FY97-FY98 This is due to the every-other year adjustment to steps in the Public Safety Pay Plan The only employees who will receive this amount are at the maximum of their pay range Employees not at maximum will receive 14% over this two-year period a 5% step in FY97 and a 5% step and 4% market adjustment, for a total of 9%, in FY98 Even if at the maximum of their pay range, Police Officers and Senior Police Officers I and II have the opportunity to move into or advance in the Senior Police Officer series The only Police employees who do not have pay advancement opportunities (other than promotion) are Senior Police Officers III, Sergeants and Captains at the maximum of their range

This biennial approach to adjustments to Public Safety Pay Plan steps was developed as one of the provisions of the Public Safety Pay Plan This plan, implemented in July 1994, was developed by Employee Pay Committees in both Police and Fire, working in conjunction with Human Resources, and incorporates characteristics important to rank and file employees in both departments, such as short pay ranges, 5% steps, rapid movement to maximum pay and no overlap with subordinates This average of 2% per year is not inconsistent with what an employee in Broadbanding might receive if they were significantly above market

Following is a comparison of Police pay increases since implementation of the Public Safety Pay Plan (PSPP) in July 1994 The chart outlines information on increases in the Police ranks during the four-year period from FY95-FY98 For calculating increases for FY98 and totals for the period FY95-FY98, data are included only for those employees who had received their FY98 increase

	FY95	FY96	FY97	FY98	FY95-98*
Average increase for all non supervisory Police Officers, including SPO I-III, since implementation of PSPP- includes movement into SPO but does not include promotions	7 55%	9 30%	4 65%	8 30%	33 97%
Average increase for Police Sergeants since implementation of PSPP- does not include promotions	5 50%	4 28%	57%	4 10%	15 50%
Average increase for Police Captains since implementation of PSPP- does not include promotions	4 73%	2 70%	41%	4 00%	12 10%
Lowest total increase for sworn Police personnel at maximum pay (received 0% last year and 4% this year) since implementation of PSPP					9 73%

* Note Public Safety Pay Plan was implemented in July 1994 at the start of FY95

Q13. Why do we not have a single common merit date for Police personnel?

City Key Business Units have the option of using employee anniversary dates for merit increases or using a common merit date for all employees Because funding of pay increase budgets is based on anniversary dates, Business Units electing to use a common merit date are required to determine that date, using cash flow analysis, at which they could afford to provide their merit increases The Fire Department, for example, determined that based on cash flow, they would need to use the third Wednesday in November as their common merit date

There are a number of issues to be considered in determining whether to use a common merit date One of the most major considerations, especially in large departments, is the ability of supervisory and management staff to adequately appraise the performance of a large number of employees at one time

Other issues include the cycling in of new employees and the discomfort of some employees that they are required to wait longer than in the past to get their merit increase while others receive their increase sooner

The Police Department is currently considering the advantages, disadvantages and costs of moving to a common merit date Also under consideration is the possibility of providing all employees with the market adjustment portion of their increase at one time but continuing with merit dates based on anniversary dates

Q14. What are the comparative salaries of sample "professional" positions to that of a Police Officer at entry and senior (fully competent) level?

Job Title	Survey Source*	Scope	Entry Level**	Senior Level***
Accountant	Mercer Finance, Acctng & Legal	US	$31,704	$45,890
Accountant	Watson-Wyatt	US	$30,575	$44,736
Civil Engineer	Watson-Wyatt	US	$34,498	$51,478
Civil Engineer	Nat Society of Prof Engs	US	$33,355	$49,136
Police Officer****		Charlotte	$24,967 (Hire) $27,526 (8 mos) $28,902 (1 67 yrs) $30,347 (2 67 yrs)	$44,837 (8 5 yrs)

* Survey sources used include the William M Mercer Finance, Accounting and Legal Survey, the Watson-Wyatt ECS Professional and Scientific Survey, and the National Society of Professional Engineers Survey All survey data have been aged to January 1998

** The entry level is defined in most professional surveys as up to two years experience

*** The Senior level is defined in most surveys as the highest level below the lead level and is the level which fully competent professionals should reach

**** The entry level for City of Charlotte Police Officers shows the hiring rate for all recruits and the 8 month, 1 year and 8 months, and 2 yrs and 8 months rates for officers with a 2 or 4 year degree The senior level shown is for Senior Police Officers III with a 4 year degree

Q15. Does raising the minimums and maximums of the bands in broadbanding mean an increase in the budget?

No This is strictly a structural movement and does not directly impact any employee's pay The real comparative measure for employees in Broadbanding is their market index, or their pay compared to the market rate for their particular job There are no automatic increases under Broadbanding, only performance-based increases

Q16. How do the benefits associated with General, Police, and Fire employees differ? See the following page: Retirement Benefits Comparison.

RETIREMENT BENEFITS COMPARISON

	N.C. Local Governmental Employees' Retirement System (General Employees)	N.C. Local Governmental Employees' Retirement System (Law Enforcement Officers)	Charlotte Firefighters' Retirement System
Eligibility Criteria for "Full Retirement"	- 30 years of service, or 25 years (age 60), or 5 years (age 65)	30 years of service, or 15 years (age 50), or - 5 years (age 55)	- 30 years of service, or - 25 years (age 50), or - 5 years (age 60)
Eligibility Criteria for "Early Retirement"	20 years (age 50), or 5 years (age 60)	- 5 years (age 55, even if no longer employed)	- 25 years (before age 50)
Benefits Formula for Basic Retirement System	1 76% of "average final compensation" (highest 48 consecutive months) TIMES years and months of service	1 76% of "average final compensation" (highest 48 consecutive months) TIMES years and months of service	2 6% of "final average salary" (highest 24 consecutive months) TIMES years and months of service
Average Benefit Amount for "Full Retirement" (Assuming Retirement at Age 55 with 30 Years of Service)	Approximately 55% of final gross income with 30 years of service	Approximately 90% of final gross income (including 401(k) and Special Separation Allowances mandated by State) with 30 years of service	Approximately 78% of final gross income
Contribution Rate (As a Percentage of Pay) to Basic Retirement System	City 4 8% (+7 65% for Social Security) Employee - 6% (+7 65% for Social Security)	City - 4 47% (+7 65% for Social Security) Employee - 6% (+7 65% for Social Security)	City - 12 65% Employee - 12 65% Note Firefighters are not in Social Security System
Contribution Rate (As a Percentage of Pay) to 401(k) Plan	City None Employee Voluntary	City - 5% (mandated by State) Employee - Voluntary	City None Employee Voluntary
Other City-Funded Sources of Retirement Income	None	Special Separation Allowance mandated by State	None
Benefits Adjustments to Retirees	Possible adjustment to monthly allowance, based on actuarial gains from investments	Possible adjustment to monthly allowance, based on actuarial gains from investments	Possible adjustment (lump sum, once per year), based on actuarial gains from investments

Q17. Regarding financial partners, is there summary information available on financial reports, income statements, etc.? Do we require any third party audit or review of the affairs of any of our financial partners and do we require that we be provided with that independent review?

The City requires financial information in the form of an independent audit as a component of each contractual agreement made with our financial partners The summary pages are included in **Attachment #2** and complete audits are available for review in the Budget and Evaluation Office Please note that these are made available at various times during the year based on the agency's fiscal calendar

The City does not require a third party audit However, Federal and State audits are conducted for the Neighborhood Development grant related activities

Q18. Are details available on the application and use of funds made available by the City to our partners for specific uses, or are they generally applied to the budgets and bank accounts of these partners?

The funding application requires financial partners to describe the use of City funds The specificity varies according to the proportion of the total funds the City's funding represents The greater share of total funds that come from the City, the more specific agencies are about how City funds will be used Funding requests are accompanied by goals and expected outcomes to be achieved with City funding, as well as a statement of strategies to lower overall costs and/or improve efficiency Agencies are also required to state how their programs support Council Focus Areas

Attachment #3 is a copy of the application that is requested to be completed by any agency requesting City funding

Q19. To what degree do we internally audit or review the financial data provided by our partners, or the results or goal summaries that are provided. Do we make an effort to probe the accuracy of the information we are given?

The City relies heavily on the independent audit for review of the financial data The Budget staff review the information received and make suggestions regarding the quality of the information - especially as it relates to outcome measures that may provide meaningful decision-making data for City Council review

During the year financial partners are required to submit budget reports at mid-year and at 9 months Staff conducts program evaluations for selected agencies each year Evaluations were conducted during FY98 of the Youth Involvement Council and the Victim Assistance programs These evaluations are included on page 87 of the FY99 Financial Partners book

Q20. Please provide information on the expansion of participation in the Arts and Science Council to include historical organizations, such as the Museum of the New South, which is a part of the new Cultural Action Plan. When will that occur; who is included; and how will they be included?

The Arts and Science Council (ASC) is in the process of mapping out implementation timelines for the 1998-2003 Cultural Action Plan The plan recommends that we expand our service area to assist the nonprofit industry of history and heritage organizations The ASC Board of Directors is reluctant to implement this recommendation without a significant increase in revenue from its financial partners

Over the next eight to ten months, ASC will approach its financial partners to discuss the potential for enhanced revenues Should such revenues become available for distribution in FY 2000, ASC would begin to fund history/heritage organizations beginning July 1, 1999 Grant awards scheduled for July 1, 1999, would require a volunteer citizen grant application process orchestrated by ASC that begins in January of 1999

Q21. Please provide a complete copy of any Arts and Science Council grant application that has been submitted for this upcoming year, whether or not it will be ultimately funded, that reveals any program that creates "public sensitivity" concerns, and should contain a plan for how to deal with those concerns.

Please see **Attachment #4** for a copy of the grant applications

Q22. Please provide information on the revenue received by the Arts and Science Council this year compared to last year. Please provide the budget for the past year detailing expenditures and the proposed budget for the upcoming year.

Please see **Attachment #5** for response from the Arts and Science Council

Q23. With respect to CCVB, please provide a follow-up on securing the summary of the permitted uses of the food and beverage tax, and the occupancy tax, and the degree to which the City has flexibility with the application of those items. Please confirm that there is $200,000 in excess revenue that has been generated. From which tax?

Please see **Attachment #6** for the opinion from the City Attorney on permitted uses of the occupancy and prepared foods taxes This information was presented to the Budget Committee on April 6 and will be reviewed with the full Council on April 21

Relative to $200,000 in excess revenue for CCVB, "excess" is not an accurate description of the funds The growth in the Occupancy Tax is about 9% from FY98 to FY99 This is consistent with both the first 3% and second 3% of the tax, although CCVB's general (non-Convention Center related) contract is supported only by the first 3% The 9%

growth means an increase in revenue available to CCVB of $215,500 in FY99, from $2,298,000 to $2,513,500

The contract that the City has with CCVB includes the following clause The contractor (CCVB) shall prepare and submit to the City an operating budget which indicates total Dedicated Revenues which the contractor estimates will be collected during the contract year and designated in reasonable detail the proposed used of all such funds Therefore, by contract, the City provides CCVB with an estimate of the total amount to be generated by the first 3% of the Occupancy Tax, including the growth, and allocates that full amount to its major expenditure categories For FY99, this amount includes the $215,500 in growth

Q24. Please confirm that the Charlotte Mecklenburg Schools' After School Program provided no goals or results. Please confirm that they are operating with a $7.5 million budget, which is based on an extrapolation from the percentage the City is asked to contribute. Using that amount and dividing that percentage into the amount the City contributes, it appears to be $7.5 million. Is that correct? This would indicate that program is spending in excess of $35,000 per child. Is that correct?

The FY99 Financial Partner Companion Book was printed before the Charlotte Mecklenburg Schools' After Schools Program goals and results were submitted **Please see Attachment #7 for their FY98 goals, objectives and progress.**

The extrapolation is correct The total school year budget for 97-98 is $8 5 million, and the $150,000 City Contract amount represents 1 76% of that amount

The School System's $8 5 million program budget funds after school services for about 5,000 children and before school services for about 1,000 children each day of the school year The $150,000 in City funds provides a subsidy for after school program services for 98 children each school day, and full-day winter and spring break services for 20 of those children (the anticipated need among the 98) It also provides full-day summer camp services for 29 children during the month of June, 1998

Families are charged $3 50 a week for the first child, and $2 00 a week for the subsequent children for school year services The City funds provide the balance of the fees and a $25 00 annual registration fee per family

Thus, the total cost for each after school slot is $42 00 a week for the first child, $35 00 a week for the second child, and $30 00 for the third These are the same fees that are charged for every child in the program

Using the total program cost of $143,593 50 and dividing that by the number of children served (98) the cost per child is $1,465 24

Q25. With respect to the Housing Partnership, it appears that they have acquired housing and properties at 300% of the goal set, and turned out housing properties at 40% of the goal. That seems to be a large discrepancy. Please provide some explanation of that and why they seem to be building inventory. With respect to construction cost control, we seem to be less than two-thirds of the goal, please explain as well.

Please note Information contained in the Financial Partners book was through 12/30/97 Current information on goals through March 1998 follows Please see **Attachment #8** for the agency's FY98 nine month report

Goal #1 Acquire lots or purchase houses for the production of units. This is the first year, of the past several years, that the Charlotte-Mecklenburg Housing Partnership (CMHP) has a substantial inventory waiting for rehabilitation or construction to begin in the next year Earlier this year, the CMHP was able to obtain a piece of property in CWAC to develop into a small subdivision The site will need to be rezoned from R-12 MF CD to R-6, as well as the subdivision plan developed With those tasks to undertake, CMHP does not believe that actual construction will begin until 1999, therefore, some of the units constructed on that site will be counted in Fiscal Year 1999 and some will be counted in Fiscal Year 2000 Acquisition cost is approximately $4,500 per unimproved lot Activities are planned several months, if not years, in advance so that houses are available for our customers Approximately 60 units are planned for that site, which is located off Graham Street on Onedia Road An additional three houses and six lots have also been acquired in the CWAC area

Goal #2 Renovate or construct new units of housing. The report that City Council received covered the period of July 1, 1997, through December 31, 1997 The total of completed houses is now 28 An additional 12 houses are in process, and CMHP anticipates that they will be able to obtain construction orders for at least 40 houses by June 30, 1998 The weather has been a factor this year, especially in the development of the site, masonry foundations, concrete drives and walks, and infrastructure This has slowed the production of new homes even though it has shortened construction time with the purchase of modular units The construction costs have not increased significantly because of the weather, so CMHP is within budget CMHP is hopeful that they are going to see continued improvement in the weather and that there will be no further problems with the completion of construction The houses are sold and waiting for closings

Goal #3 Sell or lease 30 houses and leverage upon sale of such houses using mortgage financing $3 private to $1 City Nineteen houses have closed and an additional 30 houses are under contract for a total of 49 houses sold or leased Leverage is calculated by comparing the City portion of the mortgage to the amount of private financing for houses that have been sold

Q26. With respect to After School Enrichment Programs, please clarify the total budget for the Gethsemane program. Calculations at a cost per child based on 440 children appears to be $41,280. Is that correct? For the St. Paul program, it appears to be a

budgeted per child cost of $803. Is that correct? For the YMCA scattered site program, it appears to be a cost per child of $2,880. Is that correct? For Success by Six, our requested contribution is $40,000, that being 15% of the budget, 22 families served, or $12,120 per family. Is that correct?

Gethsemane: Gethsemane's total budget (including the City's contribution) for the 1997-98 year is $550,569 Dividing that number by the total number of children served (440), the cost per child is $1,251 29

St. Paul Program: Yes, that is correct Since St Paul is 100% City-funded, the total program cost, $41,971, is divided by the number of children served (52), which equals to a cost per child of $803

YWCA Scattered Sites Yes, that is correct The per child cost covers the year round services offered to the children, including after-school care, full day summer camp programs, and some holidays and teacher workdays Program costs cover program director and assistant director salaries, field trips, program materials, wellness classes, transportation/van fleets, food and other indirect costs

YMCA Success by Six The total Success by Six budget currently covers 94 families which is inclusive of the 22 families served in the Dillehay Courts Housing Authority Community The funding amount requested from the City of Charlotte for FY99 is $48,432 The cost of this program is $2,201 per family The addition of a Community Family Advocate would also allow approximately eight to ten more families to be served in the Dillehay Courts Housing Authority Community

The at-risk families from the Success by Six areas are identified to receive family support as part of the intensive caseload Intense support involves community development workers making weekly home visits Their goal is to link them with services that help them achieve success Additional families are served on a non-intense basis through periodic visits and referrals

The program takes a holistic approach in working with families, from linking children with needed health services to obtaining available preschool slots Also, it links parents with services ranging from training programs to addressing housing needs Services are provided by utilizing existing resources, many of which are housed in community-based facilities

Q27. The City is asked to contribute $40,000 to the Youth Involvement Council. Please provide details on the year-long diversity curriculum that has been proposed by the National Conference for workshops and projects in the year ahead.

Please see **Attachment #9.**

Q28. Please provide current salary information for the City's Key Business Executives and the Financial Partners Executive Directors.

Please see the following two pages for this information

Agency	Current Base Salary *	Bonuses since 7/1/97	Annual Pension or Retirement Contribution	Annual Contribution for Insurance
General Fund				
Arts and Science Council	$127 500	None	5% of salary	$4,896
Carolinas Partnership	120 640	None	8% of salary	8,784
Children s Services Network	65 500	None	5 240	2 160
Charlotte Convention & Visitors Bureau	124 022	12 402	7 441	340
Mayor s International Cabinet	15 000	None	None	None
Sister Cities	23 400	None	None	None
Stop the Killing	25,000	None	None	None
Victim Assistance	44 900	None		12% of salary
Youth Involvement Council	42,000	None (5% raise)	4,134 (10%)	2,200
Neighborhood Development				
Bethlehem	48 997	None	1 630	1 105
Charlotte Mecklenburg Housing Partnership	87 876	8 274	3 571	1 489
Charlotte-Mecklenburg Schools	55 848	None	5 842	1 938
Childcare Resources				2 080 Identified as "Employee Benefit Plan Contribution"
Consumer Credit Counseling	53 169			
Crisis Assistance Ministry	47,623	None	2 381	244
Employment Security Commission				
Gethsemane After School Enrichment	13 000	None	None	5 148
Senior Centers				
St Paul After School Enrichment	8 968	None	None	None
UJAAMA Inc	36 000	None	None	None
YMCA - Success by Six	57 768	None	6 932	2 035
YWCA - Scattered Sites	73,000	4,915	2,000	3,729

* Reflects Executive Director or Program Director Salary

City of Charlotte
Salaries for Key Business Executives and Other Senior Managers
April 1998

Name	Title	Current Annual Salary	Car Allowance
Del Borgsdorf	Deputy City Manager	$120,083	$3,780
Julie Burch	Assistant City Manager	$105,951	$3,780
Vi Alexander Lyles	Assistant City Manager	$105,312	$3,780
Jerry Orr	Aviation KBE	$120,030	City Vehicle
Richard Martin	Finance KBE	$111,131	$3,780
Dennis Nowicki	Police Chief	$107,360	City Vehicle
Doug Bean	Utilities KBE	$104,177	$3,780
Clark Readling	Eng & Property Mgt KBE	$103,845	$3,780
Martin Cramton	Planning KBE	$103,058	$3,780
Bill Wilder	Human Resources KBE	$99,292	$3,780
Luther Fincher	Fire Chief	$94,466	City Vehicle
Susan Johnson	Business Support Services KBE	$90,500	$3,780
Jim Humphrey	Transportation KBE	$90,139	$3,780
Wayman Pearson	Solid Waste Services KBE	$89,938	$3,780
Stanley Watkins	Neighborhood Development KBE	$89,645	$3,780
Curt Walton	Budget & Evaluation KBE	$83,099	$3,780

Q30. Can the City use special tax districts and/or assessments to fund the trolley and the Tryon Street Mall Improvements?

Please see the following 6 pages for a response from Assistant City Attorney Bob Hagemann

CITY OF CHARLOTTE
OFFICE OF THE CITY ATTORNEY

Memorandum

TO Mayor and City Council

FROM Robert E Hagemann, Assistant City Attorney - 336-2651

DATE April 14, 1998

RE Municipal Service District or Special Assessments as Potential Techniques for Financing Tryon Street Mall and Trolley-Related Improvements

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Council Members Tim Sellers and Rod Autrey have each asked whether Tryon Street Mall and trolley-related improvements could be financed in whole or in part through ad valorem property taxes levied on property located in a municipal service district and/or whether the cost of improvements could be specially assessed against benefitted property

Municipal Service District

State law authorizes the creation of municipal service districts and the levy of additional ad valorem property taxes within such districts The purposes for which such districts may be established are set out in G S 160A-536 (copy attached) Of the list of authorized purposes, one - "downtown revitalization projects" - has potential relevance to the two projects in question

"Downtown revitalization projects" are defined, "by way of illustration but not limitation," to include streets and sidewalks, pedestrian malls, bicycle paths, and "other improvements intended to relieve traffic congestion in the central city, improve pedestrian and vehicular access thereto, [and to] promote the economic health of the central city or downtown area "

This definition begs two questions First, can the area under consideration fairly be described as "downtown" or "central city?" Second, even with the statutory "by way of illustration but not limitation" language, do the improvements to be financed by district taxes fall within the enumerated list of improvements that are captured by the definition of "downtown revitalization projects?" With regard to the Tryon Street Mall project, it appears that both questions can comfortably be answered yes The trolley project may, however, raise some questions First, the fact that the trolley line would extend outside what is commonly understood to be "downtown" could be the basis for an argument that the project does not qualify as "downtown revitalization " On the hand, the statute clearly authorize projects designed to improve access to the central city Second, although the improvements would clearly be for the purpose of "promoting economic health," and notwithstanding the fact that the specific types of improvements listed in the statute are "by way of illustration but not limitation," since some of the trolley-related improvements

may not neatly fall within the illustrative list, there may be an argument that elements of the project are being the scope of the statute While a Council determination on these issues would be entitled to some deference, such a determination could be subject to a legal challenge

If it is decided that either the area in question does not qualify as "downtown" or the improvements to be financed do not fall within the parameters of a "downtown revitalization project," the municipal service district tool could be used only if the statutory provisions were amended Due to a State Constitutional provision, any amendment to the municipal service district statutes would have to be by general law having state-wide application

Special Assessments

State law authorizes the use of special asssessments to finance a variety of local improvements including the construction, reconstruction, or other improvements to streets, "sidewalks in any public street," and water systems The cost of the sidewalk improvement elements of the Tryon Street Mall project could clearly be assessed The landscaping and irrigation components present a tougher question While it could be argued that the sidewalk and water system assessment authority is sufficient, this may be a stretch Regarding trolley improvements, I do not believe that current law authorizes the assessment of the costs (*i e* a trolley line is a not a "street" and sidewalks within the trolley corridor are not "sidewalks in a public street")

Assuming, then, that some of the contemplated improvements are not of a type that could be assessed under current law, special assessments could be used only if authority is granted by the legislature for the particular type of improvements to be undertaken Such authority could be obtained through a local act

Special assessments may be levied on any of the following bases (1) frontage abutting the project at an equal rate per foot, (2) area of land served at an equal rate per acre, (3) value added at an equal rate per dollar of value added, or (4) any combination of these bases In addition, if the basis selected is either area or value added, "benefit zones" may be established with differing rates of assessment applied based on the distance of benefited property from the project

Regarding petition requirements, street or sidewalk improvement assessments can only be levied upon petition of a majority of the owners of property to be assessed who represent at least a majority of the lineal feet of frontage abutting the property to be improved Other types of improvements (*e g* water and sewer, drainage) can be assessed without a petition If the City obtained local legislation authorizing the use of special assessments for contemplated trolley-related improvements, the act could specify whether a petition is required and the percentage of property or frontage that would have to be represented in the petition

Finally, State law establishes the following procedure for levying special assessments First, the Council adopts a preliminary resolution that includes, among other things, a description of the nature and location of the project, the basis for assessments, the percentage of cost to be assessed, the terms of payment (up to ten years), and sets a public hearing Following the public hearing, Council adopts a preliminary resolution that establishes the basis for assessment, the percentage

of cost to be assessed, and the terms of payment When the project is complete, total costs are determined and a preliminary assessment roll listing the owners of property and the amount assessed is prepared After a final public hearing, Council confirms the assessment and delivers a copy to the tax office for collection

cc Pam Syfert
Mac McCarley

velopment and project areas, preparation, development, review, processing and approval of urban redevelopment projects and plans, including redevelopment plans, calling and holding of public hearings, and the time and manner of giving and publishing notices thereof, are hereby in all respects legalized, ratified approved, validated and confirmed, and all such actions are declared to be valid and lawfully authorized, provided, however that no such action shall be legalized, ratified, approved, validated or confirmed, under this section if they appertain to any redevelopment or project area, the acquisition or taking of any property in any such area, any urban redevelopment project or any redevelopment plan respecting which any decree or judgment has been rendered by the Supreme Court of North Carolina prior to May 25, 1965 (1963, c 194, 1965, c 680, 1973, c 426, s 75)

§ 160A-526. Contracts and agreements validated.

All contracts or agreements of redevelopment commissions heretofore entered into with the federal government or its agencies, and with municipalities or others relating to financial assistance for redevelopment projects in which it was required that loans or advances shall bear an interest rate in excess of six per centum (6%) per annum, or in which a municipality or others had agreed to pay funds equal to the interest in excess of six per centum (6%) per annum are hereby validated, ratified, confirmed, approved and declared legal with respect to the payment of interest in excess of six per centum (6%), and all things done or performed in reference thereto The redevelopment commissions are hereby authorized to assume the full obligation of the municipalities under the contracts or agreements with reference to interest in excess of six per centum (6%), and to reimburse any municipality which has made any interest payment under such contracts or agreements (1971, c 87, s 4, 1973, c 426, s 75)

§§ 160A-527 through 160A-534: Reserved for future codification purposes

ARTICLE 23.

Municipal Service Districts

§ 160A-535. Title; effective date.

This Article may be cited as "The Municipal Service District Act of 1973," and is enacted pursuant to Article V, Sec 2(4) of the Constitution of North Carolina, effective July 1, 1973 (1973, c 655, s 1)

§ 160A-536. Purposes for which districts may be established.

The city council of any city may define any number of service districts in order to finance, provide, or maintain for the districts one or more of the following services, facilities, or functions in addition to or to a greater extent than those financed, provided or maintained for the entire city

(1) Beach erosion control and flood and hurricane protection works

(1a) **(For applicability see note)** Any service, facility, or function which the municipality may by law provide in the city, and including but not limited to placement of utility wiring underground, placement of period street lighting, placement of specially designed street signs and street furniture, landscaping, specialized street and sidewalk paving, and other appropriate improvements to the rights of-way that generally preserve the character of an historic district, provided that this subdivision only applies to a service district which, at the time of its creation, had the same boundaries as an historic district created under Part 3A of Article 19 of this Chapter,

(2) Downtown revitalization projects,

(3) Drainage projects,

(3a) Sewage collection and disposal systems of all types, including septic tank systems or other on-site collection or disposal facilities or systems,

(4) Off-street parking facilities, and

(5) Watershed improvement projects, including but not limited to watershed improvement projects as defined in General Statutes Chapter 139, drainage projects, including but not limited to the drainage projects provided for by General Statutes Chapter 156, and water resources development projects including but not limited to the federal water resources development projects provided for by General Statutes Chapter 143, Article 21

As used in this section "downtown revitalization projects" include by way of illustration but not limitation improvements to water mains, sanitary sewer mains, storm sewer mains, electric power distribution lines, gas mains, street lighting, streets and sidewalks, including rights-of-way and easements therefor, the construction of pedestrian malls, bicycle paths, overhead pedestrian walkways, sidewalk canopies, and parking facilities both on-street and off-street, and other improvements intended to relieve traffic congestion in the central city, improve pedestrian and vehicular access thereto, reduce the incidence of crime therein, and generally to further the public health, safety, welfare, and convenience by promoting the economic health of the central city or downtown area In addition, a downtown revitalization project may, in order to revitalize a downtown area and further the public health, safety, welfare, and convenience, include the provision of city services or functions in addition to or to a greater extent than those provided or maintained for the entire city A downtown revitalization project may also include promotion and developmental activities (such as sponsoring festivals and markets in the downtown area, promoting business investment in the downtown area, helping to coordinate public and private actions in the downtown area, and developing and issuing publications on the downtown area) designed to improve the economic well-being of the downtown area and further the public health, safety, welfare, and convenience Exercise of the authority granted by this Article to undertake downtown revitalization projects financed by a municipal service district shall not prejudice the city's authority to undertake urban renewal projects in the same area

A city may provide services, facilities, functions, or promotional and developmental activities in a service district with its own forces, through a contract with another governmental agency, through a contract with a private agency, or by any combination thereof Any contracts entered into pursuant to this paragraph shall specify the purposes for which city moneys are to be used and shall require an appropriate accounting for those moneys at the end of each fiscal year or other appropriate period (1973, c 655, s 1, 1977, c 775, ss 1, 2, 1979, c 595, s 2, 1985, c 580, 1987, c 621, s 1)

Cross References — As to authority of counties cities and towns to enter into long-term contracts with private persons firms or corporations for the disposal of solid waste see §§ 153A-299 1 through 153A 299 6 As to property taxes to provide for drainage projects or program see § 160A-209

Editor's Note — Session Laws 1977 c 775 which added the present second and third sentences of the second paragraph and added the third paragraph provided in s 5 "This act shall become effective upon ratification but shall not apply to any district established prior to January 1 1975 "

Session Laws 1979, c 595 which added subdivision (5) of the first paragraph provided in s 3 "This act applies to existing projects and programs as well as new projects and programs The financing or operation or both of a project or program authorized by General Statutes Chapter 139 Article 21 of General Statutes Chapter 143, General Statutes Chapter 156 or any other law, may be discontinued under the law by which it was initiated and may be undertaken by a service district as defined in General Statutes Chapter 153A or 160A."

Session Laws 1987 c 621 which added subdivision (1a) of this section in s 4 provided "This act shall apply only to those cities having a population in excess of 150 000 which are located in counties having two or more cities each of which has a population in excess of 60 000 This act shall also apply to those cities where at the time of creation of the district, the city had a population of not less than 20 000 nor more than 25 000, was not a county seat and was located in two counties one of which had eight incorporated municipalities This act shall also apply to those cities where at the time of creation of the district the city is located in a county with a population of more than 100 000 which county has an area of less than 250 square miles "

§ 160A-537. Definition of service districts.

(a) Standards — The city council of any city may by resolution define a service district upon finding that a proposed district is in need of one or more of the services, facilities, or functions listed in G S 160A-536 to a demonstrably greater extent than the remainder of the city

(b) Report — Before the public hearing required by subsection (c), the city council shall cause to be prepared a report containing

(1) A map of the proposed district, showing its proposed boundaries,
(2) A statement showing that the proposed district meets the standards set out in subsection (a); and
(3) A plan for providing in the district one or more of the services listed in G S 160A-536

The report shall be available for public inspection in the office of the city clerk for at least four weeks before the date of the public hearing

(c) Hearing and Notice — The city council shall hold a public hearing before adopting any resolution defining a new service district under this section Notice of the hearing shall state the date,

Charlotte-Mecklenburg Police Department

General Order #8	EFFECTIVE DATE September 1, 1995
SUBJECT	Secondary Employment
RESCINDS	General Order #8 Dated 7-27-82
APPROVED	Dennis E Nowicki, Chief of Police

I PURPOSE

The purpose of this order is to establish policy and procedures for secondary or off-duty employment by sworn officers and non-sworn employees

II LIMITATION OF LIABILITY

This General Order is for internal use of the Charlotte-Mecklenburg Police Department only and does not in any way enlarge an officer's civil or criminal liability This General Order should not be construed to create a higher standard of care in any evidentiary sense with respect to third party claims Proven violations of this General Order shall form the basis of a complaint by this department in a non-judicial administrative hearing

III DISCUSSION

Employees of the Charlotte-Mecklenburg Police Department may engage in secondary employment subject to the provisions of this policy. Employees should understand that permission to engage in law enforcement secondary employment is a privilege granted by the Department. An officer's primary responsibility is to their departmental assignments and duties. Engaging in any secondary employment must not in any way impair the employee's ability to perform their departmental duties Actions by employees engaged in secondary employment may affect the reputation or operational efficiency of the Department or the employee This policy provides guidelines to employees regarding the types of secondary employment which are appropriate, and establishes procedures to maintain accountability for employees engaged in secondary employment. These requirements are essential for the efficient operation of the Department and the maintenance of the public's trust.

IV STANDARD OF CONDUCT WHILE ENGAGED IN SECONDARY EMPLOYMENT

A. Employees engaged in law enforcement secondary employment shall conform to all laws and departmental policies when working secondary employment

B Officers engaged in secondary employment shall take appropriate action to enforce the law and preserve public safety and shall not be bound by rules or restrictions of the secondary employer in taking such action

C Officers engaged in secondary employment shall not act to enforce the rules and regulations of an employer which are not otherwise violations of the law

V DEFINITIONS

For the purposes of this Order the following definitions will apply

A. Secondary Employment: The provision of a service by Department employees (sworn or non-sworn) for an employer other than the Charlotte-Mecklenburg Police Department, in exchange for a fee or other service Secondary employment includes unpaid volunteer or charitable work when the employee is identified as an employee of the Department. The terms "secondary employment' and "off-duty work" are synonymous

B Law Enforcement Secondary Employment: Any secondary employment that is conditioned on the actual or potential use of law enforcement authority by a sworn employee

C Non-Law Enforcement Secondary Employment Any secondary employment that does not require the actual or potential use of law enforcement authority by a Department employee This includes self-employment such as teaching, contracting or sales jobs

D Probationary Period The probationary period for sworn employees begins on the date the employee is sworn as a Charlotte-Mecklenburg Police officer and ends one year from that date The probationary period for non-sworn employees begins on their date of hire and lasts for six months

E Restricted Secondary Employment Secondary employment that by its nature requires more stringent

guidelines than other secondary employment. Restricted secondary employment jobs are approved under guidelines specified in Section VIII of this policy

F Apartment Security Employment of a Department employee by an apartment or residential community for the provision of on-site security services in exchange for pay, housing, reduction in rent or other benefits Apartment security is considered restricted employment.

G *Major Secondary Employment Job* Any secondary employment job requiring four (4) or more officers

H Alcohol Establishment Any business where the on-premises sale and consumption of alcohol is a primary source of revenue Secondary employment at such establishments is considered prohibited secondary employment.

see Hached nendment

I Long-Term Employer Any secondary employer approved for a period greater than thirty days Long-term employers may be approved for up to a one year time period

J Short-Term Employer Any secondary employer approved for a specified event or time period of up to thirty days Short-terms employers must be re-approved after each approved event or time period.

VI EMPLOYEE SECONDARY EMPLOYMENT PERMITS

A No employee shall work at any secondary employment job business or form of self-employment without an approved Form A-13 PD, Permit to Engage in Off-Duty Employment.

B Employees who have completed their probationary period will be eligible to apply for a Secondary Employment Permit.

C Employees shall submit completed Permit to Engage in Off-Duty Employment Forms (A-13 P D) to the Secondary Employment Coordinator

1 The Coordinator shall forward the completed forms to the employees's Chain of Command for approval to the level of the Deputy Chief

2 The Coordinator shall maintain a file of all approved Forms A-13 P D

D Employees placed on probation due to poor performance evaluations shall have their Secondary Employment Work Permit rescinded by the employee's Deputy Chief for at least the duration of the probationary period

E An employees s Permit to Engage in Off-Du *Employment may be rescinded by the employee* Deputy Chief for just cause

VII PROHIBITED SECONDARY EMPLOYMENT

A Department employees are prohibited from engaging any secondary employment that would reflect unfavorably upon the Department or the employee, impair the operational efficiency of the Department or adversely affect the Department.

B Employees are specifically prohibited from engaging in the following secondary employment:

1 Employment that presents a real, potential, or apparent conflict of interest between the employee's duties as a Department employee and their duties for the secondary employer

2 Employment at establishments where the on-premise sale and consumption of alcohol is the primary source of revenue For the purposes of this Order, events such as festivals, sporting events, and concerts shall not be considered alcohol establishments

see amendment

3 Employment at establishments which sell merchandise of a sexual or pornographic natu as their primary source of revenue, or that otherwise provide entertainment or services of a sexual nature Employment at topless bars X-rated video or book stores, or adult entertainment establishments is prohibited

4 Employment as a process server, bail bondsman property repossessor, bill collector, tower of vehicles, or any other employment in which police authority might tend to be used to collect money or merchandise for private or commercial purposes

5 Private investigations or any employment which might require the employee to have access to Charlotte-Mecklenburg Police Department information systems, files, records, or services as a condition of employment.

6 *Protection of management, employees or property* during a strike or labor dispute

7 Employment solicited in direct competition with private security firms

8 Employment that would hinder or interfere with the employee's regular duties

9 Soliciting any law enforcement secondary employment from any person is prohibited All requests for employment shall be referred to the Secondary Employment Coordinator

C Non-sworn employees are prohibited from performing any law enforcement related secondary employment

VIII RESTRICTED EMPLOYMENT

A. Employees working restricted secondary employment jobs should expect closer inspection of these jobs and their activities

B Employees are permitted to hold apartment security positions consistent with other Department regulations

1 Specific restrictions as outlined in Attachment 1 will apply to employees working at these locations

2 Employers and officers shall be advised in writing by the Secondary Employment Coordinator of the restrictions in Attachment 1 prior to the approval of an apartment security job

3 Employers and officers must file a signed copy of Attachment 1 with the Secondary Employment Coordinator prior to the approval of any apartment security work.

C Officers are permitted to engage in traffic control and direction in the public streets subject to the restrictions outlined in Attachment 2 of this Order

1 The employer and officers shall be advised in writing by the Secondary Employment Coordinator of the restrictions outlined in Attachment 2

2 Employers and officers shall file a signed copy of Attachment 2 with the Secondary Employment Coordinator prior to the approval of traffic control jobs

D Officers are permitted to engage in personal protection or bodyguard services that are conditioned on the use or potential use of law enforcement authority only after obtaining authorization from their Deputy Chief A written waiver of liability from the employer must be obtained prior to authorization being granted

E The failure of any employer or officer to comply with these restrictions may result in the employer being removed from the list of approved employers In addition the officer may be subject to the suspension of their Secondary Employment Permit (Form A-13 P.D) and to appropriate disciplinary action

F Command personnel (Captains and above) may not engage in law enforcement secondary employment without the prior approval of the Chief of Police

IX. SUPERVISION OF SECONDARY EMPLOYMENT

A Any law enforcement secondary employment job requiring four (4) or more officers shall include at least one off-duty supervisor The Secondary Employment Coordinator shall determine the appropriate number of supervisors required for each major job This supervisory requirement may be waived by a Deputy Chief if no supervisors are available

1 Off-duty supervisors shall be responsible for the supervision of officers working a secondary employment job Supervisors shall insure that officers working secondary employment comply with all applicable Departmental policies and the law

2 Off-duty supervisors shall assist on-duty supervisors in the preparation of any supervisory reports necessitated by off-duty officers' actions

3 The Communications Bureau shall be notified of the location and hours of each secondary employment job

a At the beginning of a job, officers working off-duty shall notify the dispatcher for the patrol district in which the job occurs of the officer's name P-number, location and hours of employment. Officers will also notify the dispatcher at the conclusion of the job This shall be done by the site supervisor for major secondary employment jobs

deleted per amendment ~~b. The Dispatcher shall enter each job as a call for service listing the officers working~~

B The Special Events Coordinator will determine the need for Command personnel to supervise events when necessary

X COMPENSATION FOR SECONDARY EMPLOYMENT

A Officers working law enforcement secondary employment jobs shall be compensated at a hourly rate of pay established by the Department commensurate with market rates The minimum compensation for any job shall be three hours pay at the given rate

B Supervisors on major law enforcement secondary employment jobs shall be compensated at a rate commensurate with the average current hourly salaries of police sergeants as calculated at the first step in the pay range for police sergeants Supervisors working secondary employment, but not designated as supervisors for the job by the Secondary Employment Coordinator may be paid at the same rate as police officers

C Command personnel working on their command level on a law enforcement secondary employment job shall be compensated at the average current hourly salary for the first step of that command level Command personnel working law enforcement secondary employment in a non-supervisory function may be paid at the same rate as police officers

C Rates of pay for law enforcement secondary employment shall be reviewed on a fiscal year basis and established by the Chief of Police

D Officers shall not receive compensation or attempt to receive compensation from the law enforcement secondary employment of any other employee of the Department. Officers who arrange for the law enforcement secondary employment of another officer shall not charge a fee from that officer or attempt to obtain any portion of that officer's designated pay for this service

XI SECONDARY EMPLOYMENT COORDINATOR

A. The Coordinator shall be responsible for the following duties

1 Receiving and routing of all Permits to Engage in Off-Duty Employment (Form A-13 P D)

2 Receiving investigating and either approving or denying Requests for Approval of Off-Duty Employment (Form A-58 P D) consistent with guidelines imposed by the Department.

3 Maintaining all records and other documentation concerning secondary employment

a Forms A-29 P D will be purged after three years

b Forms A-58 P D will be purged three years after expiration

4 Making secondary employment opportunities available to employees on an equitable basis

5 Documenting observed violations of departmental policy concerning secondary employment and referring violations to Internal Affairs as a formal complaint

XII APPROVAL OF SECONDARY EMPLOYERS

A No secondary employment is permitted until the employer and the type of employment is approved

B All requests for law enforcement secondary employment of a Department employee shall be submitted to the Coordinator A Request for Approval of Off-Duty Employment (Form A-58 P D) shall be submitted to the Coordinator for each secondary employment job

1 Employers must state the duties to be performed, the hours of employment and whether the employee will work in uniform

2 Employers must state the existence or non-existence and limits of Workers Compensation for employees working secondary employment.

C Employees engaging in self-employment must submit a Request for Approval of Off-Duty Employme (Form A-58 P D)

D The Secondary Employment Coordinator sh investigate each request to determine if the secondary employment complies with Departmental policy The Special Events Coordinator will approve or disapprove the request on this basis Employment will be approved as long- term or short-term

E The Secondary Employment Coordinator with the concurrence of the Special Events Coordinator will determine the minimum number of employees required for each job This may include supervisors or support personnel such as telecommunicators for major jobs

F In the absence of the Secondary Employment Coordinator, approval for a one-time only job may be given by a Division Commander Bureau Commander or Duty Captain

G The Coordinator will maintain a list of approved secondary employers

1 The Coordinator with the concurrence of the Special Events Coordinator, may remove a secondary employer from the list of approved employers when it is deemed in the best interest of the Department.

2 The Coordinator shall review the list of approved employers annually to insure employers are in compliance with this policy

XIII WORK HOURS AND TIME RECORD-KEEPING

A. The combined total of on-duty and secondary employment hours an employee may work shall be limited to a maximum of fourteen (14) hours per day A day is considered to start at 0001 hours and end at 2400 hours During this period, the employee must have a minimum of six consecutive hours in which the employee is not working on-duty or engaging in secondary employment. Exceptions to this requirement may be granted by the Special Events Coordinator or a supervisor

B Employees working secondary employment jobs shall complete the Secondary Employment Record (Form A-29 P D) The completed form shall be submitted to the Secondary Employment Coordinator by noon each Monday for that week's work. Any employee who finds it necessary to change his secondary work schedule during that week shall submit an amended Form A-29 P D within 72 hours of making such changes Employees who operate their own businesses are not required to complete Form A-29 P D for that job

C Employees who fail to accurately document secondary work hours on a Form A-29 P D shall have their work permit (Form A-13 P D.) rescinded for one week for the first violation and for two weeks for each subsequent violation

D Employees shall not work secondary employment while on personal sick leave (except for non-illness doctor's appointments) Worker's Compensation, limited or restricted duty, or while on special assignment due to physical reasons Employees on such leave or duty status must return to regular duty status and work their regular duty shift prior to working any secondary employment job

E Employees are prohibited from engaging in law-enforcement related secondary employment while on suspension from the Department

F Employees are prohibited from performing work for any secondary employer or for self-employment during on-duty hours

XIV ASSIGNMENT OF SECONDARY EMPLOYMENT JOBS

A. The Secondary Employment Coordinator shall insure that all jobs are assigned on an equitable basis

1 All jobs will be posted by the Coordinator for review during regular business hours Monday-Friday Employees may sign up for available jobs on a first come first-served basis

2 Employees may be excluded from working certain jobs for cause

3 Employees shall not sign up other employees for job assignments

B Employers may request particular employees to work or have an employee serve to recruit other employees for their jobs However, no employer may discriminate with regard to race, sex, religion or ethnic origin in hiring employees to work secondary employment

1 Approved employers must report to the Secondary Employment Coordinator the names of employees working and hours scheduled to be worked for each day or event, if these employees have not been assigned by the Coordinator This information must be reported prior to the work being done

2 Long-term employers may report work schedules up to thirty days in advance

C An employee scheduled to work a secondary employment job shall promptly confirm that job assignment with the employer

D An employee who accepts a secondary employment job shall report for duty at the time and place assigned with all necessary equipment required by Departmental guidelines for that particular job

1 Any employee who is unable to report for a secondary employment job shall contact the Secondary Employment Coordinator or the Duty Commander and report the reason for this absence prior to the time assigned to report for duty

a Employees may cancel their assignment to a secondary employment job up to 72 hours prior to the time of the job by advising the Secondary Employment Coordinator An employee may be excused from their assignment to a job less than 72 hours prior to the time of the job by finding a substitute and advising the Secondary Employment Coordinator The substitute shall also contact the Coordinator to advise of the change

b Absences may be excused for personal or family illness and family emergencies

c Changes in on-duty schedules, court, training or other departmental duty assignments will take precedent over any secondary employment.

2 Any employee who fails to report for a secondary employment assignment and fails to notify the Coordinator or the Duty Commander prior to the time assigned to report for duty or who has an unexcused absence shall have their work permit (Form A-13 P D) suspended for a period of two weeks for the first violation and four weeks for a subsequent violation

3 Repeated absences may result in the employee's work permit (Form A-13 P D) being revoked

XV USE OF DEPARTMENTAL EQUIPMENT IN SECONDARY EMPLOYMENT

A. Employees may use departmental equipment issued to the employee for regular duty use when engaged in secondary employment.

B Employees shall not use specialized departmental equipment when engaged in secondary employment without the approval of the Special Events Coordinator. Questions regarding the use of specialized equipment should be directed to the Special Events Coordinator

C Officers shall wear the appropriate standard duty police uniforms (Class A or Class B) when engaged in uniformed law enforcement related secondary employment. Utility uniforms or BDUs will not be worn without approval of the Special Events Coordinator

D Police vehicles will not be used by employees engaged in secondary employment without the approval of the Special Events Coordinator. Vehicles may be approved for use on jobs in which a police vehicle is necessary for public or officer safety Approval for use of a police vehicle shall be noted on Form A-58 P D

ATTACHMENT # 1
RULES GOVERNING APARTMENT SECURITY EMPLOYMENT

1 Officers desiring to engage in secondary employment in resident security positions shall advise the prospective employer to notify the Secondary Employment Coordinator in writing Apartment security employment will not be authorized until the employer and conditions of employment are approved in writing by the Department.

2 The prospective employer shall

A State the intention to employ off-duty police officers and the specific needs for police services

B State the specific duties to be performed and the compensation for these duties

3 Officer engaging in Apartment Security Employment shall

A Complete the required probationary period of employment prior to engaging in any Apartment Security job

B Possess an approved Permit to Engage in Off-Duty Employment (Form A-13 P.D)

C Provide to the Secondary Employment Coordinator the name of the apartment complex location and the name of the resident manager or supervisor All subsequent changes in management or complex name will also be reported

D Provide prompt notification of termination of employment or any change in employment status to the Secondary Employment Coordinator

4 Apartment Security Officer Duty Guidelines

A Apartment Security Officers shall confine their duties to those of a law enforcement nature Notification of evictions collection of rent, bad checks and enforcement of complex rules, regulations or policies which are not otherwise violations of the law are prohibited

B Apartment Security Officers shall not respond to complaints after consuming alcoholic beverages In such instances the officer will contact the Communications Bureau and request an on-duty officer be dispatched to handle the complaint.

C Apartment Security Officers shall not respond to a complaint in the complex in which they are employed while on-duty unless dispatched to that location by the Communications Bureau

D When responding to complaints where enforcement action is anticipated, Apartment Security Officers will notify the Communications Bureau and furnish the location and nature of the complaint and request assistance from on-duty officers

General Order #8

ATTACHMENT # 2
RULES GOVERNING OFF-DUTY TRAFFIC CONTROL ON PUBLIC STREETS

1 Officers seeking secondary employment at a firm or establishment that requires traffic control on public streets will advise the prospective employer to notify the Secondary Employment Coordinator in writing The employer shall

A If the job will be within the City Limits of Charlotte, obtain a valid traffic direction permit from the City of Charlotte Department of Transportation as required by City Code 14-26 A copy shall be provided to the Coordinator

B Advise the Coordinator of the intent to employ off-duty officers and identify the specific need for police services

C State the duties to be performed, the hours of employment and the salary to be paid to the officers

D No traffic control secondary employment may begin prior to the employer and conditions of employment being approved by the Department.

2 All requests for off-duty traffic direction will be forwarded to the Special Events Coordinator for approval If approved, the Special Events Coordinator will determine the number of officers required at each location

3 Officers shall not act to enforce any rule, regulation or policy of the firm or establishment that are not otherwise violations of the law Officers will act only to enforce the law and preserve public safety

4 Officers will not impede the normal flow of vehicular traffic during peak travel hours These hours are 0700-0830, 1100-1300 and 1630-1830 on Monday-Saturday Where possible, traffic direction should coincide with the nearest traffic control signals Officers will serve the interests of all motorists in a fair and equitable manner without special regard to those entering or leaving the employer's business

Charlotte-Mecklenburg Police Department

General Order #8	EFFECTIVE DATE September 1, 1995
SUBJECT	Secondary Employment - Amendment
RESCINDS	General Order #8 dated 9-1-95
APPROVED	Dennis E. Nowicki, Chief of Police

The following sections of General Order #8 dated September 1, 1995 are amended as follows

V DEFINITIONS

H. Alcohol Establishment: Any business where the on-premise sale and consumption of alcohol is a substantial part of the business. Law enforcement secondary employment at such establishments is considered prohibited secondary employment. For the purposes of this Order, events such as festivals, sporting events, and concerts shall not be considered alcohol establishments.

VII PROHIBITED SECONDARY EMPLOYMENT

B.
2. Law enforcement secondary employment at alcohol establishments is prohibited.

IX SUPERVISION OF SECONDARY EMPLOYMENT

Section A. 3. b. is deleted

RECEIVED
AUG 30 1995
Admin Services Bureau

Charlotte-Mecklenburg Police Department

General Order #8	EFFECTIVE DATE December 8, 1997
SUBJECT Secondary Employment - Amendment	
RESCINDS	
APPROVED	Dennis E Nowicki, Chief of Police

General Order #8, Secondary Employment, Attachment #1 Section C 4 , Apartment Security Officer Duty Guidelines is amended to the following

C Apartment security officers will not respond to a complaint in the complex in which they are employed while on-duty unless dispatched to that location by the Communications Bureau or employed as a resident security officer for the Charlotte Housing Authority and are responding to a complaint or need for service at a complex within their assigned district.

Attachment #2 for Q17

Financial Partner	Financial Statement Period Ended
Arts & Science Council	June 30, 1997
Carolinas Partnership	December 31, 1996[1]
Charlotte Sister Cities	June 30, 1997
Childrens Services Network	June 30, 1997
Convention & Visitors Bureau[2]	June 30, 1997
United Family Services	June 30, 1997
Youth Involvement Council	December 31, 1996[3]

[1]Cover letter with audit from Carolinas Partnership states that due to internal fiscal year changes, the next audit submitted will cover through 1998

[2]Convention & Visitors Bureau does not submit an annual audit for the 3% joint marketing agreement contract

[3]Linda Burr, Executive Director of Youth Involvement Council, said their accountant would not have an FY97 audit before the end of April

ARTS AND SCIENCE COUNCIL
CHARLOTTE/MECKLENBURG, INC.

Consolidated Statements of Activities and Changes in Net Assets
Year Ended June 30, 1997 and 1996

	June 30, 1997				June 30, 1996			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Public support and revenue								
Public support								
Endowment contributions	$ -	$	$ (522,932)	$ (522,932)	$ -	$ -	$ 2,297,212	$ 2,297,212
Fund drive and general contributions	384,606	5,148,729	-	5,533,335	207,113	4,291,195	-	4,498,308
Government grants	4,893,947	-		4,893,947	3,702,709	-		3,702,709
Charlotte Mecklenburg Schools grant	250,000	-		250,000	250,000	-		250,000
North Carolina Arts Council grant	113,452	-	-	113,452	108,015			108,015
Total public support	5,642,005	5,148,729	(522,932)	10,267,802	4,267,837	4,291,195	2,297,212	10,856,244
Program revenue/other income								
First Night Charlotte	57,561	-	-	57,561	52,948	-	-	52,948
Other	46,939		-	46,939	45,808	-	-	45,808
Total program revenue/ other income	104,500	-	-	104,500	98,756	-	-	98,756
Investment return	2,528,410	163,232	-	2,691,642	856,151	188,609	(121,204)	923,556
Net assets released from restrictions	4,291,195	(4,291,195)	-	-	3,867,956	(3,867,956)	-	-
Total public support and revenue	$12,566,110	$ 1,020,766	$ (522,932)	$13,063,944	$ 9,090,700	$ 611,848	$ 2,176,008	$11,878,556

See notes to consolidated financial statements

ARTS AND SCIENCE COUNCIL
CHARLOTTE/MECKLENBURG, INC.

Consolidated Statements of Activities and Changes in Net Assets (continued)
Year Ended June 30, 1997 and 1996

	June 30, 1997				June 30, 1996			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Expenses								
Direct program costs								
Public Art	$ 292,933	$ -	$ -	$ 292,933	$ 328,730	$ -	$	$ 328,730
Arts Education	283,537		-	283,537	145,898	-	-	145,898
Grants and allocations	8,353,491		-	8,353,491	6,643,316	-	-	6,643,316
First Night Charlotte	122,821			122,821	131,436	-	-	131,436
Other	238,799	-	-	238,799	65,142	-	-	65,142
General and administrative	1,210,100		-	1,210,100	998,786	-	-	998,786
Fund raising	104,931	-	-	104,931	156,958	-		156,958
Other	-	-	-		15,774	-	-	15,774
Total expenses	10,606,612	-	-	10,606,612	8,486,040	-	-	8,486,040
Change in net assets before cumulative effect of a change in accounting principle	1,959,498	1,020,766	(522,932)	2,457,332	604,660	611,848	2,176,008	3,392,516
Cumulative effect of a change in accounting principle	-		-	-	70,631	3,867,956	15,103,363	19,041,950
Change in net assets	1,959,498	1,020,766	(522,932)	2,457,332	675,291	4,479,804	17,279,371	22,434,466
Net assets, beginning of year	1,207,067	4,479,804	25,647,071	31,333,942	531,776		8,367,700	8,899,476
Net assets, end of year	$ 3,166,565	$ 5,500,570	$25,124,139	$33,791,274	$ 1,207,067	$ 4,479,804	$25,647,071	$31,333,942

See notes to consolidated financial statements

ARTS AND SCIENCE COUNCIL CHARLOTTE/MECKLENBURG, INC.

Consolidated Statement of Functional Expenses
Year Ended June 30, 1997

	Program Services				Supporting Services			
	Public Art	Arts Education	Grants and Allocations	First Night Charlotte	Other Programs	General and Administrative	Fund Raising	Total
Artist contract	$ 103,565	$ -	$ -	$ -	$	$ -	$	$ 103,565
Grants and allocations		-	8,353,491	-	-			8,353,491
Salaries	110,745	42,356	-	-	-	698,074		851,175
Payroll taxes and fringe benefits	21,208	5,543	-	-	-	121,133		147,884
Office rent	3,500			-	-	83,934	-	87,434
Depreciation	1,980	1,598	-	-	-	29,985		33,563
Public relations	209		-	-	-	61,995	-	62,204
Professional fees	-	-	-	-	-	10,500	-	10,500
Postage	2,432	783	-	1,001	1,487	26,225	4,604	36,532
Training	3,795	1,122	-		578	9,085	-	14,580
Office supplies	1,295	3,019			756	29,780	6 237	41,087
Investment management fees			-	-	-	13,815	-	13 815
Data processing	-	588	-	-	-	18,572	-	19,160
Dues and subscriptions	354	64	-	-	-	12,055	-	12,473
Telephone	555	-	-	-		18,192	-	18,747
Auto allowance	-	-	-	-	-	6,000	-	6,000
Service contracts	-	-		-		6,334		6,334
Insurance	4,820	-		2,023	-	3,033	-	9,876
Promotion	-	55	-	8,163			-	8,218
Production and materials cost	1,510	965	-	30,917	1,918		47,111	82,421
Consulting fees	-	-	-	14,723	139,474	-	-	154,197
Volunteer organization	-	-	-	8,456	-	-	-	8,456
Other program costs	-	98,725	-	-	68,127	-	29,276	196,128
Board and volunteer relations		-	-	-	-	21,951	-	21,951
Contract services	9,277	111,779		18,426	3,258	8,832	13,534	165,106
Miscellaneous	27,687	16,941		39,113	23,201	30,605	4,168	141,715
Total expenses	$ 292,932	$ 283,538	$ 8,353,491	$ 122,822	$ 238,799	$ 1,210,100	$ 104,930	$10,606,612

See notes to consolidated financial statements

ARTS AND SCIENCE COUNCIL CHARLOTTE/MECKLENBURG, INC.

Consolidated Statement of Functional Expenses
Year Ended June 30, 1996

	Program Services				Supporting Services			
	Public Art	Arts Education	Grants and Allocations	First Night Charlotte	Other Programs	General and Administrative	Fund Raising	Total
Artist contract	$ 156,627	$ -	$ -	$ -	$ -	$ -	$ -	$ 156,627
Grants and allocations	-	-	6,643,316	-	-		-	6,643,316
Salaries	67,435	-	-	36,000	-	547,385	23,000	673,820
Payroll taxes and fringe benefits	13,364	-	-	-	-	102,413	3,280	119,057
Office rent	3,500	-	-	-	-	81,179	-	84,679
Depreciation	1,512	-	-		-	17,965	5,633	25,110
Public relations	-	-	-	-	-	15,686	-	15,686
Professional fees	-	24 123	-	-	-	22,500	-	46,623
Postage	-	48	-	1,061	707	23,050	2,829	27,695
Training	4,895	-				19,693	-	24,588
Office supplies	580	1,175			-	27,501	2,481	31,737
Investment management fees	-	-		-	-	10,976	10,000	20,976
Data processing	-	-	-	-		29,042	-	29,042
Dues and subscriptions	8,959	-	-	-	-	7,687	-	16,646
Telephone	-		-		-	15,124		15,124
Auto allowance		-	-	-	-	6,000	-	6,000
Service contracts	-		-	-	-	6,474	-	6,474
Insurance	2,469	-	-	2,500	-	3,673	-	8,642
Promotion		-	-	4,782	-	-	-	4,782
Production and materials cost	64,553	1,701	-	60,884	-		65,328	192,466
Consulting fees	-	9,000	-	-	-	-	-	9,000
Volunteer organization		-		7,207	-	-	-	7,207
Other program costs	2,250	87,420	-	1,077	63,738	-	37,684	192,169
Board and volunteer relations	-	-	-	-	697	32,757	-	33,454
Contract services	-	-	-	16,497		17,391	5,419	39,307
Miscellaneous	2,586	22,431		1,428	-	12,290	17,078	55,813
Total expenses	$ 328,730	$ 145,898	$ 6,643,316	$ 131,436	$ 65,142	$ 998,786	$ 172,732	$ 8,486,040

See notes to consolidated financial statements

The Carolinas Partnership, Inc.

Statements of Assets, Liabilities and Fund Balances
As of December 31, 1996 and 1995

Assets	1996	1995
Cash	$ 69 647	$183,271
Donor-restricted cash and cash equivalents	414,143	474 538
	483,790	657 809
Property and equipment:		
Computer equipment and software	198,629	82 479
Furniture, fixtures and equipment	104,258	81 585
Accumulated depreciation	(96,294)	(41 531)
Net property and equipment	206,593	122,533
	$690,383	$780 342

Liabilities and Fund Balances		
Fund balances		
General	$276,240	$305,804
Donor-restricted	414 143	474 538
	$690,383	$780 342

The accompanying notes to financial statements
are an integral part of these statements

The Carolinas Partnership, Inc.

Statements of Revenue and Expenses
For the Years Ended December 31, 1996 and 1995

	1996		1995	
	Donor Restricted	General	Donor Restricted	General
Revenue:				
Membership pledges received	$ 0	$1,436,705	$ 0	$1,369,379
Interest and other income	19,468	3,534	0	70,583
Contributions received	414,767	0	443,289	0
Other	0	500	0	0
Total revenue	434,235	1,440,739	443,289	1,439 962
Operating expenses				
Marketing-				
Sports-related support	20,000	45,889	7,568	37,172
Prospect development	9,232	208,520	12,306	154,288
Advertising	100,735	234,185	131,150	335 118
Airport VIP center	0	0	0	2,295
Public relations	1,341	161,876	20,500	312,696
Direct mail	0	45,123	5,323	78,098
Film division	138,265	413	0	465
Trade shows	112,332	39,296	227,863	19,666
Marketing trips	0	0	0	2,828
Collateral material	37,390	53,929	26,329	17,953
Research	0	44,551	0	36,845
Consulting fees	0	411	0	15 355
Other-				
Personnel	0	433,803	0	412 942
Computer network	13,059	41,116	23,123	16,216
General operating	8,443	160,260	0	163 084
Depreciation	0	54,764	0	36,681
Total operating expenses	440,797	1,524,136	454,162	1 641,702
Loss on sale of computers	0	0	0	14,844
Total expenses	440,797	1,524,136	454,162	1 656,546
Revenue under expenses	$ (6,562)	$ (83,397)	$(10,873)	$ (216,584)

The accompanying notes to financial statements
are an integral part of these statements

The Carolinas Partnership, Inc.

Statements of Changes in Fund Balances
For the Years Ended December 31, 1996 and 1995

	Donor Restricted	General
Balance, December 31, 1994	$557,310	$450 489
Revenue under expenses	(10,873)	(216,584)
Purchase of property and equipment with donor-restricted funds	(71,899)	71,899
Balance, December 31, 1995	474,538	305,804
Revenue under expenses	(6,562)	(83,397)
Purchase of property and equipment with donor-restricted funds	(53,833)	53,833
Balance, December 31, 1996	$414 143	$276,240

The accompanying notes to financial statements
are an integral part of these statements

The Carolinas Partnership, Inc.

Statements of Cash Flows
For the Years Ended December 31, 1996 and 1995

	1996	1995
Cash flows from operating activities		
Revenues under expenses	$(83,397)	$(216 584)
Adjustments to reconcile revenues under expenses to net cash used in operating activities - Depreciation expense	54,763	36 681
Net cash used in operating activities	(28 634)	(179 903)
Cash flows used in investing activities		
Additions to property and equipment	(84 990)	(14,022)
Proceeds from sale of computers	0	5 300
Loss on sale of computers	0	14 844
Net cash provided by (used in) investing activities	(84,990)	6 122
Net decrease in cash	(113,624)	(173 781)
Cash, beginning of year	183,271	357 052
Cash, end of year	$ 69,647	$ 183 271

The accompanying notes to financial statements are an integral part of these statements

Charlotte Sister Cities
Statement of Financial Position
As of June 30, 1997

Assets

Cash in bank, checking	$34,414
Special travel fund	1,182
Arequipa School Fund	13,249
Grants Receivable, City of Charlotte	46,000
Pledge Receivable	9,000
Total assets	$103,845

Liabilities and net assets

Payroll taxes payable	$15,660
Accounts payable	236
Total liabilities	15,896
Net assets	
Unrestricted	64,536
Temporarily restricted	0
Permanently restricted	23,413
Total net assets	88,009
Total liabilities and net assets	$103,845

Note: Office furniture and computers are on loan from the City of Charlotte.

Charlotte Sister Cities
Statement of Activities
July 1, 1996 Through June 30, 1997

		Unrestricted	Restricted	
		General Fund	Arequipa School Fund	Special Travel Fund
[redacted]				
Folk Choir		177		
Gala Revenue		4,500		
General Revenue.				
Contributions			30,000	
Corporate Donations	1,880			
Interest Income	434		290	42
Memberships	4,840			
Merchandise Sales	104			
Total General Revenue		7,258		
Grant Revenue.				
Business for Russia	4,689			
Japan	8,459			
Ukraine	2,403			
Total Grant Revenue		15,551		
Program Revenue:				
Arequipa	3,165			
Baoding	250			
Krefeld	4,296			
Kumasi	240			
Limoges	1,404			
Voronezh	5,749			
Wroclaw	631			
Total Program Revenue		15,735		
Youth Choir		80		
Contributed Services (1)		2,100		
Total Revenue and Support		45,401	30,290	42

	Unrestricted	Restricted	
	General Fund	Arequipa School Fund	Special Travel Fund
[redacted]			
Administration:			
Bank Charge	78		
Conferences	1,541		
Contributed Services	2,100		
Copies and Faxes	551		
Memberships and Dues	1,275		
E-mail	20		
Interest Expense	84		
Intern Expense	1,069		
Mileage	1,253		
Miscellaneous	8,541		
Accrual	237		
Miscellaneous Supplies	2,150		
Newsletter	97		
Parking	309		
Payroll Taxes			
FICA	-2,083		
FWH	-2,756		
SWH	234		
Total Payroll Taxes	-4,604		
Postage	1,215		
Rent	1,620		
Salary	27,222		
Telephone	1,443		
Total Administrative	43,862		
Center for Citizen Initiatives	117		
Polish Police Project	23		
Grant Expense: Japan	5,745		
Program Expense:			
Arequipa	357	22,000	
Krefeld	3,027		
Kumais	1,534		

		Unrestricted	Restricted	
		General Fund	Arequipa School Fund	Special Travel Fund
Limoges	177			
Voronezh	956			
Wroclaw	127			
Total Program Expense		6,177		
Travel				2,495
Business For Russia		1,485		
Total Expenses		57,409	22,000	2,495
Expenses Over Support and Revenue		-12,008	8,290	-2,454

Cash Flow Statement

7/1/96 Through 6/30/97

Category Description	7/1/96-6/30/97	
INFLOWS		
Folk Choir		176 63
Gala		
Gala Revenue	4 500 00	
TOTAL Gala		4 500 00
Gen Rev		
Corp Donation	1,880 00	
Interest Income	433 60	
Membership	4 840 00	
Merch Sales	104 00	
TOTAL Gen Rev		7,257 60
Grant Revenue		
Japan	8,459.25	
Ukraine	2,402.89	
TOTAL Grant Revenue		10,862 14
Program Revenue		
Arequipa	3,165 00	
Baoding	250 00	
Krefeld	4,286 00	
Kumasi	240 00	
Limoges	1,403 62	
Voronezh	5,749 48	
Wroclaw	631 10	
TOTAL Program Revenue		15,735 10
Youth Choir		80 00
Uncategorized Inflows		4,688 70
TOTAL INFLOWS		43,300 17
OUTFLOWS		
Admin		
Bank Charge	78 12	
Conferences	1,540 85	
Copies and Faxs	550 72	
Dues	1,275 00	
E-mail	19.58	
Interest Exp	83 56	
Intern Exp	1,068.83	
Mileage	1,252.62	
Misc - Other	6,540 74	
Misc Supplies	2,149.61	
Newsletter	97 43	
Parking	308 96	
Payroll Taxes:		
FICA	-2,082.54	
FWH	-2,756.00	
SWH	234.24	
TOTAL Payroll Taxes	-4,604.30	
Postage	1,214.72	
Rent	1,620.00	
Salary	27,222.48	
Telephone	1,442.94	
TOTAL Admin		43,661 66

Cash Flow Statement

7/1/96 Through 6/30/97

Category Description	7/1/96-6/30/97	
CCI		117 18
Grant Expense		
Japan	5 745 21	
TOTAL Grant Expense		5 745 21
Program Expense		
Arequipa	356 71	
Krefeld	3,027 48	
Kumasi	1,534 02	
Limoges	176 72	
Voronezh	955 62	
Wroclaw	126 54	
TOTAL Program Expense		6,177 09
Uncategorized Outflows		1,507 78
TOTAL OUTFLOWS		57,409 12
OVERALL TOTAL		-14,108 95

STATEMENT OF FINANCIAL POSITION

CHILDREN S SERVICES NETWORK

June 30, 1997

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
ASSETS				
Cash	$ 15,304	$ -0-	$ -0-	$ 15 304
Accounts receivable	12 443			12 443
Prepaid expenses	4 175			4 175
Furniture and equipment, less accumulated depreciation	7,715	—	—	7,715
	$ 39,637	$ -0-	$ -0-	$ 39,637
LIABILITIES AND NET ASSETS				
Accounts payable and accrued expenses	$ 1 979	$ -0-	$ -0-	$ 1 979
Net assets	37,658	—	—	37,658
	$ 39,637	$ -0-	$-0-	$ 39,637

See notes to financial statements

STATEMENT OF ACTIVITY

CHILDREN S SERVICES NETWORK

Year Ended June 30 1997

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND OTHER				
United Way (in-kind)	$ 9,000	$ -0-	$ -0-	$ 9 000
City of Charlotte	50 000			50,000
Mecklenburg County	49 000			49 000
Charlotte/Mecklenburg School Board	50 000			50 000
Other	462			462
Interest	729			729
Net assets released from restriction	21,800	(21,800)		0-
TOTAL SUPPORT AND OTHER	180 991	(21 800)	-0-	159 191
EXPENSES				
Program services	108 485			108 485
Supporting services				
Management and general	30 170			30 170
Fundraising	4,747			4,747
	34,917			34,917
TOTAL EXPENSES	143,402	0	-0	143,402
CHANGE IN NET ASSETS	37 589	(21 800)	0-	15 789
OTHER CHANGES IN NET ASSETS				
Net assets at beginning of year	69	21,800		21,869
NET ASSETS AT END OF YEAR	$ 37,658	$ -0-	$ -0-	$ 37,658

See notes to financial statements

STATEMENT OF CASH FLOWS

CHILDREN S SERVICES NETWORK

Year Ended June 30, 1997

CASHFLOWS FROM OPERATING ACTIVITIES	
Change in net assets	$ 15 789
Adjustments to reconcile change in net assets to net cash provided by operating activities	
Depreciation	3,069
(Increase) in accounts receivable	(12,443)
(Increase) in prepaid expenses	(2 978)
Decrease in accounts payable and accrued expense	619
NET CASH PROVIDED BY OPERATING ACTIVITIES	4 056
CASHFLOWS FROM INVESTING ACTIVITIES	
(Purchases) of equipment	(4,091)
NET CASH (USED) BY INVESTING ACTIVITIES	(4,091)
NET (DECREASE) IN CASH	(35)
Cash at beginning of year	15,339
CASH AT END OF YEAR	$ 15,304

See notes to financial statements

CHARLOTTE CONVENTION AND VISITORS BUREAU, INC

Statements of Financial Position

June 30, 1997 and 1996

Assets	1997	1996
Current assets		
Cash and cash equivalents (notes 1 and 5)	$ 782,232	663,912
Inventory	16,305	16,154
Total current assets	798,537	680,066
Donated use of capital assets, net of accumulated amortization (notes 1, 2 and 6)	276,754	132,465
Other assets	30,768	27,248
Total assets	$ 1,106,059	839,779
Liabilities and Net Assets		
Current liabilities		
Current portion of note payable (note 3)	$ 3,941	3 568
Current portion of capital lease obligations (note 6)	12,720	11,340
Current portion of deferred lease payments (note 6)	13,323	13,323
Accounts payable	949	14,989
Current portion of grants payable	104,500	67,800
Accrued liabilities	26,306	23,990
Total current liabilities	161,739	135,010
Note payable, net of current portion (note 3)	10,442	14,383
Obligations under capital leases, net of current portion (note 6)	15,594	28,314
Deferred lease payments, net of current portion (note 6)	73,273	86,596
Grants payable, net of current portion	42,000	–
Other liabilities	15,170	11,647
Total liabilities	318,218	275,950
Net assets		
Unrestricted		
Undesignated	96,552	79,430
Board designated	235,673	180,781
Special projects and reserves	332,225	260,211
	455,616	303,618
Temporarily restricted (note 5)	787,841	563,829
Total net assets		
Commitments (note 6)	$ 1,106,059	839,779

See accompanying notes to financial statements

CHARLOTTE CONVENTION AND VISITORS BUREAU, INC

Statement of Activities

Year ended June 30, 1997

	Unrestricted	Temporarily Restricted	Total
Revenues, gains and other support			
City of Charlotte	$ 2,063,292	1,873,124	3,936,416
Membership dues and services	258,342	-	258,342
Other income	100,376	37,636	138,012
Total revenues and gains	2,422,010	1,910,760	4,332,770
Net assets released from restrictions (note 5)	1,758,762	(1,758,762)	-
Total revenues, gains and other support	4,180,772	151,998	4,332,770
Expenses			
Program services			
Grant program (note 1)	214,500	-	214,500
Convention sales	1,472,702	-	1,472,702
Convention services	98,965	-	98,965
Marketing and tourism	1,152,959	-	1,152,959
Special funding projects	236,946	-	236,946
Supporting activities			
Administration	849,657	-	849,657
Membership	65,275	-	65,275
Donations	7,075	-	7,075
Other expense	10,679	-	10,679
Total expenses	4,108,758	-	4,108,758
Change in net assets	72,014	151,998	224,012
Net assets at beginning of year	260,211	303,618	563,829
Net assets at end of year	$ 332,225	455,616	787,841

See accompanying notes to financial statements.

CHARLOTTE CONVENTION AND VISITORS BUREAU, INC

Statement of Activities

Year ended June 30, 1996

	Unrestricted	Temporarily Restricted	Total
Revenues, gains and other support			
City of Charlotte	$ 1,860,573	1,607,988	3,468,561
Membership dues and services	222,022	–	222,022
Other income	113,550	21,347	134,897
Total revenues and gains	2,196,145	1,629,335	3,825,480
Net assets released from restrictions (note 5)	1,470,996	(1,470,996)	–
Total revenues, gains and other support	3,667,141	158,339	3,825,480
Expenses			
Program services			
Grant program (note 1)	100,000	–	100,000
Convention sales	1,183,341	–	1,183,341
Convention services	44,132	–	44,132
Marketing and tourism	1,152,379	–	1,152,379
Special funding projects	58,530	–	58,530
Supporting activities			
Administration	767,379	–	767,379
Membership	31,537	–	31,537
Donations	41,500	–	41,500
Other expense	18,250	–	18,250
Total expenses	3,397,048	–	3,397,048
Change in net assets	270,093	158,339	428,432
Net assets at beginning of year	(9,882)	145,279	135,397
Net assets at end of year	$ 260,211	303,618	563,829

See accompanying notes to financial statements

CHARLOTTE CONVENTION AND VISITORS BUREAU, INC

Statements of Cash Flows

Years ended June 30, 1997 and 1996

	1997	1996
Cash flows from operating activities		
Change in net assets	$ 224,012	428,432
Adjustments to reconcile change in net assets to cash provided by operating activities		
Amortization	54,459	35,463
Gain on sale of fixed assets	–	(6,492)
Increase in inventory	(151)	(10,138)
Increase in other assets	(3,520)	(5,127)
Decrease (increase) in accounts payable	(14,040)	4,197
Decrease (increase) in accrued liabilities	2,316	1,510
Increase in grants payable	78,700	19,800
Decrease in deferred lease payments	(13,323)	(13,309)
Increase in other liabilities	3,523	11,647
Net cash provided by operating activities	331,976	465,983
Cash flows from investing activities		
Capital expenditures	(198,748)	(54,800)
Proceeds from sale of fixed assets	–	8,000
Net cash used in investing activities	(198,748)	(46,800)
Cash flows from financing activities		
Principal payments on note payable	(3,568)	(2,453)
Proceeds from note payable	–	20,404
Principal payments under capital lease obligations	(11,340)	(10,109)
Net cash used in financing activities	(14,908)	7,842
Net increase in cash and cash equivalents	118,320	427,025
Cash and cash equivalents at beginning of year	663,912	236,887
Cash and cash equivalents at end of year	$ 782,232	663,912

Supplemental disclosure of cash flow information
The Bureau paid $5,655 and $6,670 in interest during 1997 and 1996, respectively

See accompanying notes to financial statements

STATEMENTS OF ACTIVITIES
United Family Services Inc
For the Years Ended June 30 1997 and 1996

	1997	1996
CHANGES IN UNRESTRICTED NET ASSETS		
Public support		
Contributions and grants	$ 493 306	$ 366 223
TOTAL UNRESTRICTED SUPPORT	493 306	366 223
Revenues		
Program fees	1 110 106	894 135
Interest	42 992	39 030
Miscellaneous	7 364	31 348
TOTAL UNRESTRICTED REVENUES	1 160 462	964 513
TOTAL UNRESTRICTED SUPPORT AND REVENUES	1 653 768	1 330 736
Net assets released from restrictions		
Satisfaction of program restrictions	18 608	63 477
Satisfaction of time restrictions	1 868 238	1 728 318
TOTAL NET ASSETS RELEASED FROM RESTRICTIONS	1 886 846	1 791 795
TOTAL UNRESTRICTED REVENUES AND OTHER SUPPORT	3 540 614	3,122 531
Expenses		
Proo am Services		
Union County	167 623	152 108
Family Counseling	552 215	554 859
Victim Assistance	441 270	419 881
Shelter for Battered Women	414 665	371 518
Teen Theater	15 723	14 033
Community Education	164 105	149 829
Employee Assistance Program	202 661	153 908
Big Brothers/Big Sisters	232 592	210 911
Consumer Credit Counseling	366 771	283 273
Cabarrus County	217 589	191 512
TOTAL PROGRAM SERVICES	2 775 214	2 501 832
Supporting services		
Administrative	552 039	548 305
TOTAL EXPENSES	3 327 253	3 050 137
INCREASE IN UNRESTRICTED NET ASSETS	213 361	72 394
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS		
Restricted contributions	1 960 188	1 967 995
Net assets released from restrictions	(1 886 846)	(1 791 795)
INCREASE IN TEMPORARILY RESTRICTED NET ASSETS	73 342	176 200
INCREASE IN NET ASSETS	286 703	248,594
NET ASSETS AT BEGINNING OF YEAR	3 026 909	2 778 315
NET ASSETS AT END OF YEAR	$3 313 612	$3,026 909

The accompanying notes are an integral part of these financial statements

3

STATEMENTS OF CASH FLOWS
United Family Services, Inc
For the Years Ended June 30, 1997 and 1996

	1997	1996
CASH FLOWS FROM OPERATING ACTIVITIES		
Increase in net assets	$ 286,703	$ 248,594
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	56,334	54,784
Loss on disposal of furniture, fixtures, and equipment	8,755	–
Changes in operating assets and liabilities		
Accounts receivable	(151,555)	(313,064)
Prepaid expenses	(63,248)	(18,821)
Accounts payable	25 328	2,908
Accrued payroll and employee benefits	8,978	5,566
Deferred revenue	(33,083)	11,589
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	138,212	(8,444)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of fixed assets	(16,848)	(78,720)
Net purchase of investments	(158,855)	(595,418)
NET CASH USED BY INVESTING ACTIVITIES	(175 703)	(674 138)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(37,491)	(682,582)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	284,065	966,647
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 246 574	$ 284 065

The accompanying notes are an integral part of these financial statements

STATEMENT OF FUNCTIONAL EXPENSES
United Family Services Inc
For the Year Ended June 30 1997 With Comparative Totals for 1996

	Union County	Family Counseling	Victim Assistance	Shelter for Battered Women	Teen Theater
Salaries	$ 115 451	$ 345 556	$ 308 682	$ 272,826	$ 11 430
Employee benefits	22 904	56 093	54 568	43 957	84
Payroll taxes	7 467	24 444	23 244	20 494	880
Total salaries & related expenses	145,822	426 093	386 494	337 277	12 394
Professional fees	1 890	5 147	287	291	80
Office & printing supplies	3 602	8 610	4 363	26 142	1 769
Telephone	2 049	6 319	10,039	5 159	436
Postage & shipping	1 462	1 926	1 285	2 162	–
Rent	8 136	82 932	27,240	24 000	639
Insurance	703	3 170	1 900	1 587	–
Equipment & maintenance	770	4 546	2 066	6 079	–
Subscriptions & publications	287	372	342	475	31
Conference conventions & meetings	1 660	6 077	6 161	5 083	374
Dues	1 213	6 989	350	250	–
Rent subsidies & other	–	–	–	2 000	–
Scholarships	–	–	–	–	–
Miscellaneous	29	34	743	4 160	–
Total expenses before depreciation and loss on disposal of furniture fixtures and equipment	21 801	126 122	54 776	77,388	3 329
Depreciation	–	–	–	–	–
Loss on disposal of furniture fixtures and equipment	–	–	–	–	–
	–	–	–	–	–
Total expenses	$ 167 623	$ 552 215	$ 441 270	$ 414 665	$ 15 723

Community Education	Employee Assistance Program	Big Brothers/ Big Sisters	Consumer Credit Counseling	Cabarrus County	Administrative	Total 1997	Total 1996
$ 115 417	$ 101 634	$ 141,840	$ 215 288	$ 145 572	$ 275 796	$2 049 492	$1 875 487
12 859	13 612	24,583	41 247	23 934	58 098	351 939	349 584
8 291	8 760	10 254	16 033	10 471	18,111	148 449	137 443
136 567	124 006	176 677	272 568	179 977	352,005	2 549 880	2 362,514
3 128	59,427	9 429	10 363	2 195	28,697	120 934	85 284
6 837	5 464	5 129	24 341	5 342	17,688	109 287	119 970
877	2 685	1 721	5 249	3 714	6,713	44 961	43 169
1 714	511	2 462	12 469	1 451	3 657	29 099	26 753
7 540	3 076	14 260	27 835	15 660	40,809	252,127	194 167
746	396	1 015	1 647	1 485	6 279	18,928	19 412
2 350	1 753	303	1 580	1 811	5,283	26 541	26 101
514	351	–	236	426	1 173	4 207	4 005
1 716	3 825	3 160	5 747	2 974	20,781	57 558	52 283
1 996	888	6 618	4 712	795	2,990	26 801	21 479
–	–	–	–	–	–	2 000	7 360
–	–	5 060	–	–	–	5 060	3 550
120	279	6 758	24	1 759	875	14 781	29 306
27 538	78 655	55 915	94 203	37 612	134 945	712,284	632 839
–	–	–	–	–	56 334	56,334	54 784
–	–	–	–	–	8 755	8 755	–
–	–	–	–	–	65,089	65 089	54 784
$ 164 105	$ 202,661	$ 232 592	$ 366,771	$ 217 589	$ 552,039	$ 3 327 253	$3 050,137

The accompanying notes are an integral part of this financial statement.

STATEMENT OF FINANCIAL POSITION
Charlotte-Mecklenburg Region Chapter
The National Conference of Christians and Jews
December 31 1996

ASSETS	
Cash on hand	$ 300
Contract receivable	40 000
Advances to affiliate	11 341
Total assets	$ 51 641
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable	$ 805
Net assets	
Unrestricted	30 705
Temporarily restricted	20 131
Total net assets	50 836
Total liabilities and net assets	$ 51 641

See accompanying notes to financial statements

STATEMENT OF ACTIVITIES
Charlotte-Mecklenburg Region Chapter
The National Conference of Christians and Jews
Year Ended December 31, 1996

	Unrestricted	Temporarily Restricted	Total
REVENUE AND OTHER SUPPORT			
United Way	$ 82 100	$ 0	$ 82 100
~~Awards banquet~~	41 123	0	41 123
County and city government grant City $40k	0	40 000	40 000
~~Program related~~ income	23 854	886	24 740
Grants and contributions	18 244	0	18 244
Investment income	97	0	97
Net assets released from restrictions	40 755	(40 755)	0
Total revenue and other support	206 173	131	206 304
EXPENSES			
Youth Involvement Council	40 755	0	40 755
Youth Programs Public Education & Awareness	165 301	0	165 301
Total expenses	206 056	0	206 056
Change in net assets before cumulative effect of changes in accounting principles	117	131	248
Cumulative effect of changes in accounting principles	4 890	15 110	20 000
Change in net assets	5 007	15 241	20 248
NET ASSETS AT BEGINNING OF YEAR			
As previously reported	2 480	28 108	30 588
Adjustment for correction of allocations to prior period program activities	23 218	(23 218)	0
Beginning of year as restated	25 698	4 890	30 588
NET ASSETS AT END OF YEAR	$ 30 705	$ 20 131	$ 50 836

See accompanying notes to financial statements

STATEMENT OF FUNCTIONAL EXPENSES
Charlotte-Mecklenburg Region Chapter
The National Conference of Christians and Jews
Year Ended December 31 1996

	Youth Involvement Council	Youth Programs, Public Education & Awareness	Total
Salaries and benefits	$ 25 629	$ 83 817	$ 109 446
Program activities	4 510	25 965	30 475
Awards banquet	0	10 397	10 397
Telephone	1 046	2 470	3 516
Occupancy	6 890	13 585	20 475
Travel	0	5 671	5 671
Postage and shipping	206	1 563	1 769
Organizational support	1 201	16 840	18 041
Other expenses	1 273	4 993	6 266
Total expenses	$ 40 755	$ 165 301	$ 206 056

See accompanying notes to financial statements

STATEMENTS OF FINANCIAL POSITION
United Family Services Inc
June 30 1997 and 1996

	1997	1996
ASSETS		
Cash and cash equivalents	$ 246 574	$ 284 065
Investments	754 273	595 418
Accounts receivable - United Way allocation	1 652,600	1 585 400
Accounts receivable - grants	314 042	288,259
Accounts receivable - other less allowance for doubtful accounts of $1,300 (1997) and $2 460 (1996)	142,517	83 945
Prepaid expenses	6,810	7 652
Prepaid pension costs	254 478	190 388
Furniture fixtures and equipment net	122,079	170 320
TOTAL ASSETS	$3 493,373	$3,205 447
LIABILITIES		
Accounts payable	$ 78 017	$ 52 689
Accrued payroll and employee benefits	95 580	86 602
Deferred revenue	6,164	39 247
TOTAL LIABILITIES	179 761	178 538
NET ASSETS		
Unrestricted	1 071,677	858 316
Temporarily restricted	2 241 935	2 168 593
TOTAL NET ASSETS	3 313 612	3 026 909
TOTAL LIABILITIES AND NET ASSETS	$3 493 373	$3,205 447

The accompanying notes are an integral part of these financial statements
2

CHARLOTTE.

City of Charlotte
Funding Request
FY1999

Agency _____

Address _____

_____

Telephone _____ Fax _____

Director _____

Contact _____

Funding request for FY98 n/a

Funding request for FY99 _____

Please include this page as a cover sheet

Submit the following with your request

_____Human Resources Policies/Personnel Policies

_____Current Board of Directors (roster, appointment process, attendance records meeting schedule)

_____Financial Policies (deposits transfer of funds employee reimbursement, grant distribution process if applicable, and investments)

_____Record Keeping Policies and Procedures

_____Federal Tax Returns for 1996 and 1997

_____ 501(c) 3 letter

_____Board-approved budget for the previous fiscal year (fiscal year 1998 or calendar year 1997)

_____Organization Chart

_____Conflict of Interest Policy

_____Salary disclosure
Executive Director
Top five salaried positions (salary of $30,000 or more)
(include benefits, incentive pay and/or bonus pay)

Please address the following if your agency is requesting funding for the first time or if your agency has received funding in the past but did not received funding for FY98

1 Reason for requested funding Are city funds being requested to replace a funding source or to expand funding sources?

2 If City funding is denied, describe the impact that will have on program operations

3 What other sources of funding have been identified?

Please address the following questions if your agency <u>received funding for FY98</u> and is requesting a change in funding level for FY99

1 Reason for requested increase or decrease in funding level

2 If funding remains at the current level, describe the impact on program operations

3 If City funding is eliminated, decreased or denied describe the impact that will have on program operations

4 What other sources of funding have been identified?

Please address the following·

1 Program/Agency for which City funding is requested _____

Total program budget _____

Total agency budget _____

Requested City funding _____ FY99

2 Identify all financial supporters for FY98 and the level of support (percentage) Include in-kind contributions

Supporters	Personal Services (Personnel Costs)		Operating Expenses (Program Costs)	
	dollar amount	%	dollar amount	%
City of Charlotte (if applicable)				

3 Describe uses of City funding

_____

_____

_____

_____

4 Describe strategies implemented to lower costs and/or improve efficiency

_____

_____

_____

_____

5 What is the mission of your program/agency? (Provide Mission Statement)

6 Describe program achievements made during FY98 that support your program/agency mission

7 Describe how program activities support City Council Focus Areas Reduce Crime, City Within A City Economic Development, Community Safety and Transportation

8 Who are the primary recipients of your program/agency services?

9 Describe how customer satisfaction information is collected and used How do customers currently perceive your services? How often is information collected?

Operating Budget
Provide line-item expenditure detail by source of funding for program/agency for which City funding is being requested Include personal services and operating expenses

Example

Program/Agency	CITY FUNDS	OTHER FUNDS	GRANTS/AWARDS	TOTAL
PERSONAL SERVICES				
Salaries	10,000	25 000	15,000	50 000
Employee Merit	400	1,000	600	2 000
Social Security	956	1,913	957	3 826
Total Personal Services	11 356	27 913	16 557	55 826

	CITY FUNDS	OTHER FUNDS	GRANTS/AWARDS	TOTAL
OPERATING EXPENSES				
Telephone	3,000	500		3 500
Printing & Publishing	3,000	500		3,500
Advertising	1 000	250	5,000	6,250
Travel	0	500	1 000	1 500
Rent	2 500	0	0	2 500
Total Operating Expenses	9 500	1 750	6 000	17 250
Total Operating Budget	**20,856**	**29 683**	**22,557**	**73 076**

Scope of Services
Please describe the services to be provided.

Program Objectives

Please describe *at least one* program objective/outcome statement for <u>each</u> of the performance areas

Customer Service | Financial Accountability
Internal Business Process | Learning and Growth

Include program measures.

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Objective/Outcome Statement
1
2
3
4

Attachment #4 for Q21

1998-99
ARTS & SCIENCE COUNCIL CHARLOTTE/MECKLENBURG, INC BASIC OPERATING GRANT (BOG) APPLICATION - *FORM A*

I APPLICANT

Name of Organization: Actor's Theatre of Charlotte, Inc — Fed Tax Exempt #: 58 1888825

Mailing Address: P O Box 12325, Charlotte, Zip 28220-2325 — Street: 2400 Distribution St, Charlotte, Zip 28202

Board President: Brenneman Thompson — Executive Director: Dan Shoemaker

Phone: 377-2000 FAX: 377-8658 — Phone: 342-2251 FAX:

Treasurer: Dan Shoemaker — Phone: 342-2251 FAX:

Person Completing Application: Polly Adkins — Daytime Phone: 803 548-4933

II REQUEST

1998-99 Need Based Request (Optimal Increase for Expansion)	$ 29 857	= +232 % +/- ov/un 1997 98 BOG	23 % of Proposed 99 Budget
1998 99 Request (5% increase) (see Schedule C)	$ 9,450	= 7 % of Proposed 99 Budget	
1998-99 Proposed Budget	$ 132 109	= +63 % +/- ov/un 1997 98 Budge	
1997 98 BOG Award	$ 9,000	= 0 % + ov un 1996 97 BOG	
1997-98 BOG Award as % of Budget	12 %	= 0 % + ov un 1996 97	
1997 98 Total Budge	$ 80 563	= +18 % + ov un 1996 97 Budge	
1997-98 Recommended BOG Award	$ 12,000		
1996 97 BOG Award	$ 9,000	= NA % +/ ov un 1995 96 BOG	
1996-97 BOG Award as % of Budget	9 %	= NA % + ov un 1995 96	
1996 97 Total Budget	$ 68 265	= +47 % + ov in 1995 96 Budge	

III BACKGROUND

A When was your organization founded? April 17, 1989

B Briefly state the mission and purpose of your organization

The Actor s theatre of Charlotte Inc was formed as an alternative theatre company dedicated to providing an educational opportunity for local actors and artisans to flourish and grow in a professionally created environment Furthermore by seeking the works of contemporary thought-provoking playwrights who share our respect for language and humanity we hope to broaden the theatrical options of the community

1998-99 Basic Operating Grant Application - Form A

Affiliate ACTOR S THEATRE of CHARLOTTE

IV STATISTICAL INFORMATION

A Participation

	Perform		Exhibit		Classes/Wkshp		Special Events		Outreach		Total
	#	Attend	#	Attend	#	Attend	#	Attend	#	Attend	Attendance
Actual FY95 96	33	3136									3136
Actual FY96 97	40	3766					2	210			3976
* Est FY97 98	36	3432			2	17	3	550	2	29	4038
Proj FY98 99	48	4949			2	50	3	715	1	1625	7338

*Season abbreviated due to Spirit Square renovation

Museums & Galleries (only) Average Daily Attendance FY 96-97 _____ FY 97 98 _____

B Cultural Diversity

	Board		Staff		Volunteers		Performers		Audience	
	FY97	FY98	FY97	FY98	FY97	FY98	FY97	FY98	FY97	FY98
TOTAL	12	18	2	33	52	61	46	18	3766	3432 *
Asian American	0	0	0	0	0	1	0	1	26	36
%	0	0	0	0	0	5	0	6	1	1
African American		1	0	0	5	7	4	3	205	265
%	9	6	0	0	9	11	9	17	5	7
Latino	0	0	0	0	2	0	1	1	23	34
%	0	0	0	0	4	0	2	6	1	1
Native American	0	0	0	0	0	1	0	1	2	4
%	0	0	0	0	0	1	0	6	1	1
Caucasian	11	17	2	3	45	54	41	12	3510	3093
%	91	94	100	100	87	86	89	65	93	90
Adult Men	2	5	1	2	24	24	24	10	1498	1068
Adult Women	7	12	1	1	21	35	21	8	2259	2059
Youth in School	0	0	0	0	0	0	0	0	4	5
Other Youth	0	0	0	0	0	0	0	0	22	30
Sr Citizen (65+)		1	0	0	1	2	1	0	1275	1870
Other (specify)										

*Spirit Square renovation caused abbreviated season

1998-99 Basic Operating Grant Application - Form A

Affiliate Actor s Theatre of Charlotte

IV STATISTICAL INFORMATION

C Ticket Revenue

	1996-97			1997-98			1998-99 (projected)		
Tickets	#	Price	Total	#	Price	Total	#	Price	Total
Season	20	$38/51	$5456	100	$27/-2	$3500*	50	$38/51	$6750
Adult	14		5011	94			--		6336
Student	0		0	0		0	0		0
Corporate	0		0	0		0	0		0
Complimentary	6		0	6		0	6		0
Totals	120		$5456	100		$3500*	150		$6750
Single	36-6	$10/15	$34,597	3332	$12/17	$33 238	4576	$12/	$68,640
Adult	3100		40,053	3002		36,738	4798		71,970
Student	0		0	0		0	222		$2958
Corporate	0		0	0		0	0		0
Complimentary	5-6		0	330		0	0		0
Totals	3766		40,053	3432		33,238	4948		78,720

*Season abbreviated to 3 plays because of Spirit Square renovation

V CULTURAL ACTION PLAN PRIORITIES

A Children s Educational Programming

Describe the children s educational program planned in 1998 99 for both school based and non school based activities What changes are anticipated for implementation? Include in school programs, school field trips etc

The 1998-99 season will be an exciting year of outreach for Actor s Theatre with the implementation of the Handi-Able Theatre Company "My Friend The Fox" a play for children K through fourth grade will be performed by disabled actors during a six performance outreach program that will stress the importance of giving opportunities for performance to physically impaired actors while at the same time teaching children that disabled people are not so very different after all Lesson plan packets will be prepared for 75 area schools and distributed to participating classes ATC will also continue and expand the Monologue Contest for area high school students which was begun in the 97-98 season in which local theatre critics directors and actors judged original monologues written and performed by the students

B Cultural Diversity

Discuss the organization s progress toward achieving its stated cultural diversity goals What new initiatives are planned in 1998 99 to ensure inclusiveness of all community segments in total programming operations?

ATC has always believed in non-traditional casting and has encouraged minorities to audition and to participate in its productions by placing audition notices and advertisements in minority publications In order to improve and expand opportunities for minorities within our organization, we implemented a series of audition workshops for minorities in neighborhood community centers Recently we began a six-week series of classes for minority actors (beginning March 1) at ATC s office We are encouraged by the caliber and initiative of these actors and have cast two African American actors in our first show STANTON S GARAGE In our second show STUMPS, we have cast an Asian-American, our stage manager and assistant stage manager in that show are also Asian-American In addition, one of the four members of our play reading committee is an African-American This season s initiatives were so successful that they will continue to be implemented in the 98-99 calendar year Audition workshops and minority acting classes have already been incorporated into the ATC calendar for next season We strongly believe we are headed in the right direction we have chosen three new plays for the 98-99 season which leave entirely open the possibility for non-traditional casting and one play which was written specifically for four African-American actors We added one African-American board member to join the one minority member already present, but then lost this member because of a family move We will continue the search for minorities who are interested in joining our board this season

1998-99 Basic Operating Grant Application - Form A

Affiliate Actor's Theatre of Charlotte, Inc

C. *Institutional Stability*

In the space below please indicate the impact on specific line items 1) if awarded a 5% increase over the FY98 BOG award level AND/OR 2) if awarded an increase based upon need

1. 5% increase = $ 450 over FY98 BOG

The $450 would have little or no impact on the 1998-99 budget. As a result, we could not grow nor expand. See below

Line Item	Amount	Program Impact
a. Personnel	$	Would not be able to raise staff salaries
b. Administrative Assistants	$	Current staff effectiveness will be greatly reduced
c. Program Costs	$	Unable to raise stipends of actors, designers, technicians
d. Facility Costs	$	No impact, per show cost at Spirit Square increased one third ($1800) despite PAC subsidy
e.	$	
f. Other Admin costs	$	Desperately needed marketing dollars cannot be increased
g. Handicable Theatre	$	Reduced Marketing capabilities
h.	$	

2. Need based increase = 232 % or $ 20 857 over FY98 BOG

Line Item	Amount	Program Impact
a. Personnel	$ 16 000	Enable ATC to hire a part-time Adm. Asst. and raise
b.	$	the salaries of the Artistic and Managing Dir.
c. Program costs	$ 4857	Enable ATC to begin to pay a salary to actors, techn.
d.	$	and designers instead of the current small stipend
e. Other Admin costs	$ —	Enable ATC to free up funds which can be used to increase
f. Handicable Theatre	$ —	needed marketing/advertise for season & Handicable
g.	$	
h.	$	

1998-99 Basic Operating Grant Application - Form A

Affiliate ATC

VI PROGRAM IMPLEMENTATION

A. What were your primary goals in 1997-98? Please evaluate your progress toward achieving these goals. Provide a brief explanation of unmet or abandoned goals. Our 1997-98 goals were:

- to produce theatre of the highest professional quality
- to increase and strengthen board participation with emphasis on minorities
- to raise our visibility and respect in the community
- to focus attention on contemporary plays not previously produced in the city and expand innovative programming
- to provide a reasonable salary for our Executive Director and Artistic Director
- to pay our talented artists and staff salaries comparable to other professional theatre companies
- to continue the HandiAble Theatre project
- to hire an administrative assistant
- to hold successful fund raising events
- to increase minority participation in all aspects
- to implement a play reading committee

ATC has produced innovative programming of the highest professional quality during the previous season continuing with its policy of presenting new plays to the Charlotte area. Creative Loafing awards included Best Drama (*Night of the Iguana*)), 2nd Place Best Comedy (*You Should Be So Lucky*), Best Actor in a Comedy, Best Actor in a Drama (both non-Equity actors) and two of the TOP FIVE BEST PLAYS. ATC has increased its board membership from 12 to 18 members but has not met the goal of increasing minority representation since one added minority board member later moved from the Charlotte area. With still only one African American on its board, ATC will continue to search for cultural diversity in this area. ATC's visibility and respect in the community has vastly increased resulting in philanthropist Bruce Parker's confidence in ATC's future indicated by his gift of office, rehearsal and storage space on Distribution Street. Our previous season produced four high quality plays, two of which were innovative contemporary shows never previously produced in the city, another an original musical and the last, a well-respected classic. Two goals not met were to pay ATC's Executive Director and Artistic Director a reasonable salary and to increase the small stipends given to our artists and staff. ATC's two directors continue to work for meager salaries at great personal financial sacrifice. Small stipends were indeed paid to actors and staff but ATC feels they were not commensurate with reasonable local stipends. Two fund raisers this year have been well organized and successful (the Halloween Event and the Applause Run) and the spring Celebrity Auction is scheduled for May 17. All are in the planning stages for return to next year's agenda. Our HandiAble Theatre is closer than ever to its realization and plans are presently ready to enact this ambitious project. Minority representation has increased in almost all aspects of ATC's season (see Part V B Cultural Diversity) and we now have in place a play reading committee presently reviewing plays for future seasons. ATC's respect has increased in the community due to its educational outreach programs such as the Monologue Contest, Audition Workshops and Minority Acting classes. ATC is proud to have been so successful with the majority of its goals.

B. On the following two pages, please provide the Grants Committee an overview of the proposed program for 1998-99. It is important that you address the following questions in your presentation.

1. What is the real impact of the ASC Basic Operating Grant on the organization's operations?
2. Which existing programs or activities will be discontinued in 1998-99? Why?
3. What are the primary program goals to be achieved in 1998-99? Are these goals consistent with the organization's strategic or long range plan?
4. Please describe the new and/or expanded program thrusts for 1998-99.
5. What special, one-time events are planned in 1998-99 (benefits, galas, major concerts or exhibitions, etc.)?
6. Do you plan a staff reorganization in 1998-99? If so, what impact will the reorganization have upon the organization's planned program and/or management capability?
7. Please explain any unusual or special considerations unique to your organization that the Grants Committee should understand when considering your 1998-99 grant.

1998-99 Basic Operating Grant Application - Form A

Affiliate ATC

VI C PROGRAM IMPLEMENTATION, 1998-99

With a proposed four play season for next year plus the addition of special fund raising events and the HandiAble Theatre Project Actor s Theatre of Charlotte will reach approximately 8336 people in the Metrolina region We will continue to focus on new contemporary plays not previously produced in the city Since becoming a funded affiliate of the Arts & Science Council ATC has made tremendous strides It is important to realize that in just three years the theatre has achieved an audience increase of 32°o our first show this season showed an increase of 10% over the same period as last year so we are continuing to grow with the Art & Science Council s help ATC was able to prove its worth to Bruce Parker the noted Charlotte philanthropist He generously provided us with office rehearsal and storage space which greatly improved our ability to produce quality plays ATC s 18 member board has divided into productive committees with each board member working in his/her area of special interest. Committees inaugurated and in full working order are (1)Fund Raising (2) Proposal Writing (3) Public Relations (4) Applause 5K Run (5) Nominating and (6) Space Search We have also created five (5) new educational outreach programs These include the HandiAble Theatre Project, Acting Classes for the Disabled Minority Audition Workshops Acting Classes for Minorities and a county-wise Monologue Contest for high school students ATC has also inaugurated a Play Reading Committee made up of community members interested in the arts Due to last year s cut back in BOG funding however we were unable to provide the much needed funds for an administrative assistant nor were we able to substantially increase the administrators salary to a respectful level The funds from this grant will free our administrative staff from clerical duties and move them forward in other aspects such as fund raising image building audience development, artistic endeavors and educational outreach programs These funds will raise ATC to a more professional level in our bookkeeping financial and office keeping procedures This additional full time assistant can aid the overburdened administrators with note-taking at Council and other meetings attend inservice and conference events and serve as a public spokesman for Actor s Theatre An increase in last year's BOG grant will enable ATC to maintain and expand the new initiatives to take giants steps forward in our business office and to increase our visibility and respect in the community by becoming a more professional and public organization It will also provide ATC $7000 in desperately needed funds for marketing in order to expand our audience base

We plan to continue all of our present fund raising programs such as the Celebrity Auction the Applause 5K Run and the Halloween Event. ATC s energetic 18 member board has already lined up next year's calendar for these events We do not intend to diversity too fast and too broadly thus these programs will remain our only focus next year with a rare one time Special Event on the possibility list should an excellent opportunity present itself Expanded outreach programs for next year will include the five outreach programs listed above with special emphasis on the HandiAble Theatre Project completion The A&S BOG grant will enable ATC to expand and improve the classes for minority and disabled actors allow us to create better sets and costumes which make the shows easier to sell and give our administrative staff the opportunity to plan for an additional fifth show in the future (As of now the PAC is subsidizing four shows so this grant will enable us to subsidize a 5-show season in the following year)

Our major goals are (1) To hire a full-time administrative assistant to work in the ACT office (2) To increase the compensation of the two members of the administrative staff to a respectable and fair level commensurate with the salaries of other regional theatrical production staff members (3) To expand the educational and cultural outreach programs inaugurated this year i e Monologue Contest for high school students Audition Workshops for Disabled and Minorities Acting Classes for the Disabled and Minorities and the HandiAble Theatre (4) to expand and improve the present fund raising activities i e the Applause 5K Run the Halloween Event and the Celebrity Auction (5) To increase our cultural diversity by continuing to reach out to African American communities and by adding more minority representation to our Board of Trustees (6) To increase the pay of our talented artists from the small present stipend of $150 per show to $500 per show and (7) To increase our season ticket sales with an improved campaign and a professionally created color brochure

ATC plans to continue its program of reducing weekday performance prices and implementing Saturday or Sunday matinees when feasible Our four show season chosen from the selections of our Play Reading Committee are

(1) Zara Spook and Other Lures by Joan Ackermann A contemporary comedy concerning the

1998-99 Basic Operating Grant Application - Form A

Affiliate ATC

VI C PROGRAM IMPLEMENTATION, 1998-99 (continued)

need for everyone to have big dreams and aspirations Zara Spook is one woman s dream to win *Bassin Gal Magazine s* national bass fishing tournament But first all the participants have to reach the destination in New Mexico and that is not an easy thing to do with all the extra baggage in tow Along the way they find the need for the simpler things in life overshadow the superficial competitiveness of the spirit

(2) Kindertransport by Diane Samuels This play is a dramatic look at the efforts of German Jewish parents to save their children by transporting them to England during the years just before World War II This is the story of one of those children a story of lost identity fear and guilt and the survival techniques needed to grow during those difficult years It shows how the horror of those times has affected and is still affecting future generations

(3) Jungle Rot by Seth Greenland is a rollicking farce with the darkest of souls combining political humor with broad physical comedy as the Cold War tensions of the 50 s are played out in grand style in the Congo by the CIA using a "macbethish" parody The play is daring in its appeal and asks the audience to think about geopolitical strategy class envy and the curdling effects of amorality

(4) Dream of a Common Language by Heather McDonald A mystical play reflecting the struggle of women fighting for artistic integrity in a climate controlled by men in a Paris artists commune in 1890 this beautiful play focuses on one woman s search for her creative voice and shows the suppression of women and the eventual triumph of the spirit The theme of empowerment of women will especially reach out to Charlotte s modern female audience members with startling freshness and up-to-date reality This play was originally scheduled for the 1997 98 season but the delay in the renovations to Spirit Square forced ATC into a three play season and thus the postponement of this play to the 98-99 season

(5) My Friend the Fox by William Glennen A children s play this charming tale will be used in ATC s inaugural effort to establish the HandiAble Theatre Project an outreach arm of Actor s Theatre of Charlotte utilizing the talents of physically impaired actors Though not a part of our regular season the project was funded by the Charlotte/Mecklenburg Arts & Science Council for preliminary pre-production during this 97 98 season with the production being presented in March of 1999 The play is a fantasy showing how all varieties of animals can connect and co-exist with tolerance and acceptance of each others differences

All of these plays are uniquely challenging in their own way with themes of empowerment affirmation of dignity political reform and the tolerance and acceptance of different value systems The Actor s Theatre is committed to our mission the scope and importance of text-based literature and the continued support for our artists We feel that is is an excellent and balanced season of innovative programming and with the BOG grant, we will better be able to bring this season s Dream to reality and thus further solidify ACT s continuing commitment to new and exciting works

In reviewing our present season ATC staff asks the grant committee members to keep in mind that total profits total audience attendance and total ticket sales were affected by the fact that ATC had a forced hiatus in which we had to cancel one of our planned shows due to the renovation of Spirit Square a necessary event which was beyond our control Our individual show profits attendance and ticket sales have all greatly increased We also ask committee members to be aware that, although the PAC does subsidize our four shows our costs per show have risen $1800 since last year ($7200 per year) an increment largely due to paying PAC personnel and space rental costs For example the ushers at Spirit Square (who used to volunteer) are now paid more than our actors The Arts & Science Council BOG grant would help ATC to offset these rising costs

Throughout the existence of the company, the management of ACT has shown extreme dedication and fiscal responsibility by never encountering a deficit. The need for available funds is far greater now than when we were small since our prominence and success in the arts community have created the need for expensive outreach programs additional staff and more professional productions ATC is grateful that the Arts & Science Council has generously feathered our wings in the past and enabled us to fly to greater heights in the arts community We would ask again that you continue to be our benefactor and enable us to soar even higher

1998-99 Basic Operating Grant Application - Form A

Affiliate ATC

VII PROGRAM CONSIDERATIONS

In your opinion will any of the proposed 1998 99 programs cause community concern in view of the Public Funding Task Force recommendations? If yes 1) please describe the program exhibition etc and 2) please outline your plans for community education awareness Your plan should address the four primary elements of a sound community education plan (see Public Funding Task Force Report Nov 6 1996) a Policies and procedures for community relations b Community outreach and communications plan c Communications with elected officials and representatives of key constituent groups and d Media strategy plan You may attach one (1) additional page if needed **A response which exceeds these two (2) pages will be eliminated from the Grants Panels' packets**

ATC s final program of the 1998 99 season "Dream of a Common Language " could possibly draw the attention of the Public Funding Task Force Part of the mission of the *Actor s Theatre of Charlotte* is to search out and produce text based literary plays that express controversial or innovative ideas and make our audiences examine their own outlook "Dream of a Common Language" is not only a beautifully written text-based play it is also award winning (1993 recipient of the Helen Hayes Award for Best Play) The plot deals with the repression of women and particularly women artists in the 1890 s It demonstrates how the repression of one artistic soul or spirit can suffocate the entire person The play is a tender love story between a man and his wife The husband so loves his wife that he is able to make a great sacrifice by giving her what was then the ultimate gift of respect Female artists of the period could not draw from life using nudes whereas male artists had always had that artistic opportunity As a result women were unable to develop fully as artists because they were deprived of opportunities to study and execute artistically the human form In order to help his wife reach her full potential as an artist and to demonstrate to the other male artists of his enclave his respect for her talent the husband decides to pose nude for his wife so that she can learn to fully capture the human form on canvas In doing so he is symbolically taking the first step toward allowing her to be an artistic equal to her male colleagues It is a courageous and loving act of breaking a societal taboo The nudity in the play is a central component in the presentation of this beautiful love story however the human form is exposed as an artist s object rather than a sexual one

ATC s plans for community education and awareness will address the four primary elements of a community education plan Although ATC staff do not feel that "Dream of a Common Language" is controversial we have developed an action plan which encompasses legal aspects community standards communication with elected officials media strategy planning and the process of outreach and communication with the community involving mutual respect and dignity ATC will hold forums before and during the production of "Dream" to be held at the public library a local church and immediately after each production if possible (The PAC rules for emptying the theatre quickly after a performance may prevent the latter) The symposiums before the production will center on Women in the Arts and will be chaired by Dr Lilly Bezner of the UNCC Arts Faculty Playwright Heather McDonald has agreed to sit on the panels if her schedule permits ATC staff and actors will listen and discuss any controversial issues concerning the play allowing those whose opinions are different from ours to express themselves freely ATC staff will keep the discussions mutually respectful and tasteful Under legal aspects in addition to upholding the U S Constitution as supreme law of the land we plan to send letters to the Public Funding Task Force members elected officials religious leaders and other community leaders informing them of the content of the show explaining our action plan and inviting them to an "open rehearsal" These

VIII Certification

This is to certify that this proposal and attachments were reviewed and approved by the Board of Directors or the Executive Committee of Actors Theatre (Affiliate) at their meeting held on 3/9/98 (Date)

By [signature] (Chairperson)

Date 3/9/98

[signature] (Executive Director)

Date 3/9/98

Addendum
Program Considerations cont

elected officials and civic leaders representing all sides of the political spectrum will thus be allowed to preview the work and our treatment of it if they wish Our media advisor Board Vice Chairman Mike Collins has indicated that from his most recent experience in developing a media plan for another theatrical organization an effective media plan can cost in the neighborhood of $60 000 to $80 000 Obviously ATC cannot afford that kind of expense however we can and will pursue interviews for feature articles with Perry Tannenbaum of *Creative Loafing* and Tony Brown of *The Charlotte Observer* and if possible key electronic media all in advance of the opening of "Dream of a Common Language " We do NOT plan to use this publicity to titillate but rather to provide educational background on the period and its artistic idiosyncrasies If the play should draw any unwanted negative media attention ATC staff will maintain a low profile and keep our remarks centered on the issues of the play We do not intend to engage in attacks on those with opposing viewpoints In fact, such attacks would work against the mission of Actor s Theatre, which is to present thought-provoking material for intelligent, thinking audiences allowing them to make up their own minds on the merits of the material

ATC staff plan to show respect for community standards By postponing the play once we have already showed our willingness to be sensitive to the prevailing climate However, in understanding the ambiguity of what constitutes standards in any given community we feel that the collective judgment of our Board of Trustees and volunteer Play Reading Committee is equally representative of community standards as any other qualified group We cannot and do not intend to mask the nudity To do so would void the reasons for doing the play It would render the audience incapable of feeling the impact of the husband s loving decision to come to the aid of his wife The difficulty of his decision to pose nude the torment that he feels in breaking a societal taboo, the struggle he endures as he examines his own preconceived notions about women in the arts in general and his wife s talents and abilities in particular, all culminate in his disrobing in front of her His emotions are laid bare on his face as he bares his body in preparation for her painting him The audience must see this and experience what he and she are both experiencing for them to appreciate the important of his selfless decision, the preciousness of his gift and the drama of the moment There are also practical considerations The theatre allows for audience seating on three sides of the play It is difficult to hide anything when one is literally surrounded Adding to that, the scene takes place outdoors on a patio at night. There is little furniture, and whatever plants that will be scattered about to indicate shrubbery, by necessity will have to be at the edges of the stage The only way to mask or hide the actor s nudity would be to place him offstage This would destroy the impact of the play and make the entire evening a pointless exercise Artistic Director Janet Isenhart will use creative lighting, blocking and tasteful staging so that the focus of the moment is not on the nudity but on the magnitude of the husband's decision The drama of the moment will be the emotion not the bare flesh The spotlight will be on the cerebral, not the corporal

As always during a production of adult subject matter, ATC notes in all publicity the adult content of the play We also place signs at the entrance to the theatre stating that no one under 18 will be admitted without parent or guardian., The programs also have a note about adult subject matter

"Dream of a Common Language" is a beautiful, mystical play, with poetic language, intelligent dialogue and absolutely no sexual contact or overtones The expressions of love between the husband and wife are never graphic or even tactile The beauty of selfless idyllic love shines through in this dream-like play that triumphs the strength of the human spirit. We invite all to see it, to discuss it in respectful dialogue and enjoy!

Small Stages Are Big Winners At Hayes Awards

Signature Nabs 5; 'Dream' Takes 4 for First Amendment

By Lloyd Rose
Washington Post Staff Writer

It was a night for Davids in the continual David vs. Goliath contest known as the Helen Hayes Awards: Two small-budget off-Kennedy Center theaters took top honors last night from the big guys like Arena, the Shakespeare Theatre and the Kennedy Center itself. Signature Theatre of Arlington led the field with five awards, three of which went to its lauded production of "Into the Woods," and George Mason University's awkwardly named Theater of the First Amendment took home four, all for local playwright Heather McDonald's "Dream of a Common Language."

Signature's five prizes included outstanding resident musical for "Into the Woods," as well as outstanding supporting actor and actress—Christopher Flint and Megan Lawrence—for the same production. Signature's "Wings" won outstanding lead actress for Dana Kreuger and outstanding sound design for Richard Woodbury.

"Dream of a Common Language" took the award for outstanding play, which honors an entire pro-

See HAYES, C8, Col. 3

BY GERALD MARTINEAU—THE WASHINGTON POST

Megan Lawrence after receiving the outstanding supporting actress award for "Into the Woods."

'Carousel' sets national tour

Continued from page 97

be fairly costly to run, with a nut around $300,000 per week, high for a revival. But the producer promised that nearly all of the effects that made the physical staging so memorable, including the use of a revolve on which Billy Bigelow's carousel and the carnival around it is assembled as the audience watches, will be seen in the touring version.

Indeed, some elements of Bob Crowley's beautiful physical production at the Shaftesbury will cross the ocean for the tour, and some of Lincoln Center Theater's costumes may find their way into the tour. One thing that will not carry over from Lincoln Center, Scrofani said, is James McMullan's somewhat harrowing poster art, which depicted Billy astride two wild-looking carousel horses.

"We have new art work and a new logo," Scrofani said. "It will not be the 'angry Billy.' It's now the 'celestial horse.'"

The tour will coincide with a traveling production of Rodgers & Hammerstein's "State Fair" that may end up on Broadway.

SMALL IS BIG AT D.C.'S HAYES NODS

By PAUL HARRIS

WASHINGTON. The small houses won the big prizes in the 11th annual Helen Hayes Awards, the D.C. area's tribute to excellence in local professional theater.

Arlington, Va.'s 130-seat Signature Theater set the pace with five awards at the May 8 ceremony, including one for outstanding resident musical for its production of "Into the Woods." George Mason University's Theater of the First Amendment won four awards for local playwright Heather McDonald's "Dream of a Common Language," including the coveted award for outstanding resident play.

'Rhythms' reigns

The Charles McArthur Award for best new play went to Chris White's "Rhythms" at the Horizons Theater. It was chosen over four other nominees including Nicky Silver's delightfully wacky "The Food Chain" at Woolly Mammoth, and Ramon Melindez Moses' penetrating "Otabenga" at Signature.

Under the guiding hand of producer Elizabeth Brown, the Hayes Awards presentation was its usual model of pacing, informality and charm that accentuates the family-like community of Washington-area theater. And a productive year it was for D.C. legit. Almost 2 million people attended 6,000 performances of 202 productions at 45 theaters in 1994, said Brown.

Daly's night

Emcee Tyne Daly, who kicked off the evening in song, helped keep the proceedings light and energetic. Other entertainment included singers Karen Akers and Reggie Kelly and the cast of "Into the Woods."

One of the evening's highlights is the American Express tribute to excellence in theater. This year's honoree, actress Julie Harris, was visibly struck by a film highlighting her prodigious career on stage, screen and television.

Among those on hand were actors Richard Kiley, Anne Jackson, Ruby Dee, Kelly McGillis, "Greater Tuna's" Jaston Williams and Joe Sears, and playwright Ken Ludwig.

D.C.'s larger theaters also were represented. Robert Prosky's starring appearance in Arthur Miller's "The Price" at Arena Stage won him lead actor honors, while Ellen Karas was named best actress for her role in Arena's "The Revengers' Comedies." At the Shakespeare Theater, the production of "Henry IV" brought director honors to Michael Kahn and supporting actor honors for Edward Gero.

Awards in the non-resident category were topped by the Royal Shakespeare Company's production of "The Winter's Tale" at the Kennedy Center.

'Woods' cast honored

Other winners: supporting actor, resident musical, Christopher Flint, "Into the Woods," Signature Theater; supporting actress, resident musical, Megan Lawrence, "Into the Woods"; supporting actor, resident play, Edward Gero, "Henry IV," Shakespeare Theater; supporting actress, resident play, Naomi Jacobs, "Dream of a Common Language"; sound design, Richard Woodbury, "Wings," Signature Theater.

Costume design, Howard Vincent Kurtz, "Dream of a Common Language"; lighting design, Daniel MacLean Wagner, "Someone Who'll Watch Over Me," Studio Theater; set design, James Kronzer, "Dream of a Common Language"; Washington Post Award for Distinguished Community Service, Woolly Mammoth Theater Company, for its Outside Woolly Program; KPMG Peat Marwick Award for Distinguished Service to the Washington Theater Community, Fanny Mae and CEO James A. Johnson.

Director, resident musical, David H. Bell, "Hot Mikado," Ford's Theater; lead actor, resident musical, Ross Lehman, "Hot Mikado"; lead actress, resident musical, Dana Kreuger, "Wings"; lead actor, non-resident play or musical Raul Aranas, "Miss Saigon," Kennedy Center; lead actress, non-resident play or musical, Eileen Atkins, "A Room of One's Own," Arena Stage.

MADISON SQUARE GARDEN® & The Paramount.
WELCOME

Playwright's 'Dream' has come true

Local writer sees common ground in our human relationships

Jo Ann Skerrigan

Among journalism fel l at St Petersburg s Poynter Institute Heather McDonald had trouble sticking to just the facts They ated images and ideas that car d her beyond whatever story had been assigned to cover d she kept thinking how much ter the story would be if only people she interviewed had id something else

My editor said I should defi ely be writing recalls Ms Donald 35 but probably not a reporter

Journalism s loss was the the r world s gain The Arlington ident turned her penchant for plifting a good story and imag ng interesting dialogue into dra s that have captured the atten n of artistic directors from rkeley to New York City placing r among the few women whose ys are produced regularly

Her most recent work, Dream a Common Language " opens tomorrow at George Mason Uni rsity s Theatre of the First nendment (TFA) It s set in pressionist era Paris where a rried pair of artists wrestle th an artistic dilemma that will ter their marriage and redefine woman s place in the art world he play s first Washington area n is also the playwright s direc rial debut

■■■

Growing up in Canada where er family moved 22 times to fol w her military father a life in e arts would never have curred to her says Ms McDon d a petite woman with dark hair a short pixie cut startling blue es and the bare minimum in ake up and jewelry

It was harder to envision cer in possibilities for myself The eater was too far from my back round and experience To get to ollege seemed an enormous ing B once I moved to the [illegible] I got the [illegible] ake [illegible] life from [illegible] wilder spirit re [illegible] ally can do anything F [illegible] he theater department [illegible] State University seemed [illegible] n dating too full of color [illegible] exotic people" Instead she died literature religion and art story and concentrated on writ g a novel as her senior project

After sampling and rejecting a reer in journalism Ms McDon ld moved [illegible] e York City in 1981 [illegible] aster s program in cre [illegible] g at New York Univer [illegible] lution from fiction [illegible] dramatist was gradual

I started to notice in writing iction tha it seemed harder and rder to explain motives My riting was becoming more pare she says In a play you rite what people say and do ithout explication So I started riting plays"

These she submitted to New York University's Tisch School of he Arts where she applied to the rama and film program even hough my play writing was real ly terrible she admits

But they saw something there and accepted me I felt that I had finally fo ted exactly where I was meant to be

Ten years later she has had four of her plays produced gained a following among theatrical col leagues and now teaches play writ ing at George Mason University

■■■

Her first play "Available Light," caught the attention of Rick Davis, TFAs artistic director six years ago

What grabbed me was how she revels in beautiful language Her plays have a lyrical poetic dimension" he says Every one of them has something troubling at its core that she deals with com passionately She finds humanity in all sides — that's the key"

Available Light" was well received by audiences at the read ing TFA staged last year Not so when it premiered at the Actor's Theatre of Louisville s 1985 Humana Festival of New Plays Audience and critical reactions were as dramatic as the play itself

"The American press slaughtered me" says Ms McDonald, who maintains she quit reading reviews in 1986

And half the audience stormed out before the end of the first act," remembers Bennett Minton, Ms McDonald's husband of 10 years, a press secretary for the House Education and Labor Committee. "It's based on a true story about a boy in 19th century France who killed his mother sister and brother

The setting is grim — hunger poverty destitution no opportunity for escape Heather's recurring theme is How does one deal with confinement? How do different people deal with devastation and give rebirth to themselves?"

■■■

That question is at the heart of "The Rivers and Ravines" commissioned by Arena Stage while Ms McDonald was playwright in residence there from 1986 to 1988 It captures the reactions of people in Eastern Colorado's agricultural communities to the farm crisis of the mid 1980s when many lost their land and with it, their way of life

New York playwright Michael Weller whom Ms McDonald considers her mentor called it "one of the great unsung political plays of the last 10 years."

Unlike Ms McDonald's other plays which are solo efforts that spring from her dramatic imagination and wide-ranging curiosity about social issues "Rivers and Ravines" grew out of Arena Stage's three-year Ensembles Program in Colorado Springs Ms. McDonald and other members of Arena conducted workshops and interviews to assemble the raw material for the play but what emerged was more than just reporting

"It is a piece of fiction but it s drawn from the real experiences of the people we interviewed says Douglas Wager Arena Stage's artistic director

Heather took all this information and molded it into Rivers and Ravines a play that explores how people handle chaos and loss Mr Wager says "It s not about a single family losing a farm Rather it represents the impact of that phenomenon on many people — in the form of substance abuse domestic violence stress on children"

Since it opened at Arena Stage in 1988 Rivers and Ravines" has been staged in more than 50 college and amateur productions especially in the heartland And it was nominated for the Helen Hayes Award in 1989 as Outstanding New Play

Mr Wager cites Ms McDonald's work for its eerie and poetic aura," its heightened language and its keenly observed characters.

"She searches for stories she can identify with" Mr Wager says especially situations and characters that explore the conflicts between men and women and the fundamentally different ways they communicate and use language"

■■■

"Dream of a Common Language" asserts the need for women to find their own inner voices — and for men to hear them — addressing what it means to be a woman and an artist at a time that promised significant breakthroughs for both

Ms McDonald was inspired to write it by two exhibitions she saw at D C museums One at the National Museum of Women in the Arts dealt with Camille Claudel the sculptor whose life was consumed by her relationship with Rodin

The other a National Gallery of Art show titled "The New Painting Impressionism From 18 4 86 displayed a letter inviting Pissarro to a dinner to plan the impressionists first collective exhibition Degas Monet, Renoir Sisley and Manet were also invited to that planning session over supper

What struck Ms McDonald was that neither Berthe Morisot nor Mary Cassatt painters who participated in the breakthrough impressionist shows were even mentioned in the letter The image of the dinner party at which only men get to sit at the table became Ms McDonald s metaphor

In "Dream of a Common Language" Ms McDonald responds to the invisibility of women artists who have been excluded by their men from recognition and participation in the art world It is also a story of married love in which a husband reverses his unconscious sexism and learning what it means to be a full partner to his wife offers her the brave gift of changing himself

Ms McDonald has dedicated the play to her husband Bennett. "The things I know about marriage and love I learned from being married to him" she says "These are things we have wrestled with in our own marriage"

■■■

Dream of a Common Language affirms that women have the power to transcend being pushed to the periphery of male-dominated society and to turn this experience into something hopeful and exciting" says Marne Hunt who as former literary manager of California's Berkeley Repertory Theatre helped bring "Dream of a Common Language" there in 1992. It played to packed houses and was nominated for six Bay Area Theatre Critics Awards including best play

"In Dream Heather McDonald allows the husband to participate in an act of transformation and unity She holds out the promise that the genders can have great compassion for each other The husband's growth and spiritual expansion are as great as his wife's It's goose bump stuff"

I feel a lot of anger at one level about the things women have to deal with," Ms McDonald admits. "But it s too easy to write a polemic where the women are heroines and the men are jerks This play is about a whole group of people who are struggling not just the women

"Most people I know are just doing the best they can. I love all these characters I wanted to be fair to all of their hearts

"There are a lot of stories written about falling in love and about breaking up" Ms McDonald observes "but very few about love within a marriage I wanted to describe a couple going through a rough stretch and coming out the other end"

Jane Beard and Marty Lodge rehearse "Dream of a Common Language" at George Mason University

1998-99 BASIC OPERATING GRANT APPLICATION -- FINANCIAL INFORMATION

AFFILIATE Actor's Theatre of Charlotte DATE March 16, 1998

	(A) FY97 Actual	(B) FY98 Budget	(C) Proposed FY99 Budget	(D) % +/ FY98	(E) Proposed FY99 Need Based	(F) % +/ FY98	(G) Project d FY00 Budget
INCOME							
BOG Award	9,000	9,000	29,857	+232	34,335	+15	40,635
ASC Other		6,000	6,000	0	6,000	0	6,000
Earned	50,720	33,000	68,900	+108	78,720	+14	90,528
Contributed	13,846	23,863	15,852	-33	18,698	+18	28,658
Government	6,200	8,700	11,500	+32	14,000	+22	15,000
Other Income	1,451						
TOTAL INCOME	81,217	80,563	132,109	+64	151,723	+7	180,821
EXPENSES							
Personnel							
Administrative	11,172	27,000	34,000	+26	38,000	+12	48,000
Ma ntenance/Security							
Program (Permanent)							
Contracted Fees	7,550	6,400	11,300	+76	14,125	+25	16,950
PR/Development							
Fringe Benefits							
Other Personnel Costs		4,500	6,500	+44	7,000	+8	8,000
TOTAL PERSONNEL	19,302	37,900	51,800	+37	59,125	+16	72,950
Program Costs							
Production/Technical	9,615	4,950	13,400	+170	15,750	+17	19,100
Exhibition	-		-				
Education/Workshops							
Production Supplies	3,169	2,100	3,000	+43	4,000	+33	6,000
Royalties	2,993	1,500	2,880	+92	3,600	+10	4,100
Other Production Costs	1,960	1,125	4,050	+260	5,000	+23	6,000
TOTAL PROGRAM	17,737	9,675	23,300	+141	28,350	+21	35,200
Facility Costs							
Space Rental	24,172	12,570	12,404	-2	18,760	+51	21,760
Ut lit es							
Telephone	826	1,320	1,420	+8	1,580	+11	1,625
Insurance	227	827	1,146	+39	1,146	0	1,146
Maintenance							
Security							
Landscaping/Grounds		200	200	0	200	0	200
Other Misc Facil ty	527		12,428	+100	9,428	-24	9,825
TOTAL FACILITY	25,752	14,917	27,598	+87	31,114	+12	34,555
Other Admin							
Advertising/Promotions	10,941	8,793	17,468	+98	20,467	+18	24,154
Pr nting/Postage/Copying	4,495	5,769	7,623	+32	8,147	+7	19,062
Bookkeeping/Auditing		400	400	0	400	0	500
Conferences/Conventions	232	487	1,280	+162	1,280	0	1,400
Dues/Publications	107	300	400	+33	400	0	500
Office Supplies	339	622	600	-4	800	+33	800
Local Travel		200	440	+120	440	0	500
Other Admin Costs	2,030	1500	1200	-20	1200	0	1200
TOTAL ADMIN	18,143	18071	29,411	+62	33,134	+13	48,166
TOTAL EXPENSES	80,935	80,563	132,109	+64	151,723	+19	183,821
NET INC/EXP	282						
BEG FUND BAL	588						
TRANS +/ OPER							
END FUND BAL	870						

1998-99 BASIC OPERATING GRANT APPLICATION – INCOME DETAIL

AFFILIATE Actor's Theatre of Charlotte DATE March 16, 1998

*	(A) FY97 Actual	(B) FY98 Budget	(C) Proposed FY99 Budget	(D) % +/ FY99	(E) Proposed FY99 Need Based	(F) % +/ FY99	(G) Projected FY00 Budget
Award	9,000	9,000	29,857	+232	34,335	+18	40,635
Other		6,000	6,000	+100	6,000	0	6,000
Total ASC Support	9,000	15,000	35,857	+139	40,335	+16	46,635
EARNED INCOME							
Ticket Sales	50,720	33,000	68,900	+108	78,720	+12	87,528
Performance/exhibit fees							
Rentals							
Special Events	1,451	1,500	-	-100	0	+100	3,000
Workshops/class tuition							
Advertising							
Interest/Endowment Inc							
Other (specify below)							
Total Earned Income	52,171	34,500	68,900	32	78,720	+15	90,528
CONTRIBUTED INCOME							
Patronage	10,000	12,000	8,000	-50	10,000	+50	15,000
Memberships							
Foundations							
Corporations	3,846	7,563	5,852	-29	5,698	+87	10,658
Special Events		2,800	3,000	+7	3,000	0	3,000
Auxiliaries (net)							
Other (specify below)							
Total Contributed	13,846	22,363	15,852	-41	18,698	+53	28,658
GOVERNMENT INCOME							
(NOT THROUGH ASC)							
City of Charlotte							
County of Mecklenburg							
State							
NC Arts Council	6,200	8,700	11,500	+32	14,000	=7	15,000
Other							
Other (specify below)							
Total Government	6,200	8,700	11,500	+32	14,000	+7	15,000
TOTAL INCOME	81,217	80,563	132,109	100%	151,123	100%	180,821

* ATC went from a calendar year to a fiscal year which included a fifth show

1998-99 Basic Operating Grant Application - Form A

Affiliate Actor's Theatre of Charlotte

CHART OF ACCOUNTS
(One line explanation of each line item)

Under Income:
BOG- Self Explanatory
ASC Other- Grassroots Grant
Earned- Ticket Sales, Program Advertising,
Contributed- Patrons, Memberships, Gifts
Government- NC Arts Council Grants

Under Expenses:
Administrative- Artistic Director, Managing/Executive Director
Contracted Fees- Guest Directors and Actors
Other Personnel Costs- A Part-Time Administrative Assistant

Under Program Costs:
Production Technical- Technical Director, Costumer Lighting Designer Stage Manager
Production Supplies- Set Construction Materials, Props, Costumes
Royalties- Costs for 4 shows
Other Production Costs- Rentals Scripts, Videotaping Services

Under Facility Costs:
Space Rental- Rent for 4 shows in Duke Power Theatre at Spirit Square
Telephone-self-explanatory
Insurance- Liability, Workmen's Compensation and Dental
Landscaping Grounds- Upkeep at our office rehearsal/storage space at 2400 Distribution St
Other Misc Facility- PAC charges for Ushers, Security and Box Office

Under Other Administration:
Advertising- Print Media and New Marketing Monies for Broadcast Media
Printing/Copying/Postage- Self-Explanatory
Bookkeeping- Preparation for IRS 990 and Fiscal Year-End Report
Conferences/Conventions- NC Theatre Con , Southeastern Theatre Con Human Festival
Dues/Publications- Trade Journals, Theatre Memberships
Office Supplies- Self-Explanatory
Local Travel- Travel for Networking With Out-of-Town Theatre Companies
Other Administrative Costs- Board Event Functions such as Fundraisers

Affiliate Actor's Theatre of Charlotte Date March 15, 1998

CASH FLOW 7/1/98 - 6/30/99 (Please use Proposed FY99 (+5%) Budget)

	July	August	September	October	November	December	January	February	March	April	May	June	Total
INCOME													
1 ASC	3732		3732	7464	4800		8664			7465			35,857
2 Earned	3000	2000	16,575		9265			15,725	3975		18,360		68,900
3 Contributed	9000		1000	1000		3852				1000			15,852
4 Gov't (Not th/ ASC)		11,500											11,500
5 TOTAL INC	15,732	13,500	21,307	8464	14065	3852	8664	15,725	3975	8465	18,360		132,109
EXPENSES													
6 Total Personnel	2833	3761	7161	3761	5561	2833	2833	8061	3761	3761	4641	2833	51,800
7 Total Program		2482	3350	2482	3322			2482	3350	2482	3350		23,300
8 Total Facility	195	195	5853	145	5853	145	991	5853	2120	195	5908	145	27,598
9 Total Other Admin	823	5767	1600	5767	900	200	200	5767	2300	220	5767	100	29,411
10 TOTAL EXP	3851	12,205	17,964	12,155	15,636	3178	4024	22163	11,531	6658	19,666	3078	132,109
Beginning Cash	200	81	1376	5719	2028	457	1131	7771	8333	777	2584	3278	
Operating Cash Flow	15,932	13,581	22,683	14,183	16,093	4309	9795	23,495	12,308	9242	20,944	3278	
Lines 6 10	3851	12,205	17,964	12,155	15,636	3178	4024	22,163	11,531	6658	19,666	3078	
Ending Cash	12,081	1376	4719	2028	457	1131	5771	1333	777	2584	1278	200	
Operating Reserve	0	12,000	12,000	11,000	11,000	11,000	11,000	9000	2000	2000	2000	0	
Transfer to/from oper	12,000	0	1000	0	0	0	2000	7000	0	0	2000	0	
Ending Reserves	12,000	12,000	11,000	11,000	11,000	11,000	9000	2000	2000	2000	0	0	

1998-99 Basic Operating Grant Application - Form A

Affiliate Actor's Theatre

STATEMENT OF IN-KIND CONTRIBUTIONS

1997-98			Projected 1998-99		
SOURCE	SERVICES/ GOODS	ESTIMATED VALUE	SOURCE	SERVICES/ GOODS	ESTIMATED VALUE
Example ABC Inc	Printing (Posters)	$500			
Parker Foundation	rehearsal storage, & office space	$16,000	Parker Foundation	rehearsal storage Office space	$16,000
Spirit Square	3 monitors 3 printers	$600 300	Performing Arts Center	Rent Subsidy	$14,000
Dr. Gary Gourley	Fax Machine	$250			
Rhodes Furniture	New Sofa New Table	$900	John Boorman	Volunteer Office Assistant	$2400
Performing Arts Center	Rent Subsidy	$10,000			
Pharr Yarns	16 X 21 Carpeting	$400			
John Boorman	Volunteer Office	$1200			
Parker Foundation	Copier	$200			
TOTAL $		29,850	TOTAL $		32,400

List of Major Variances

Under Income.

Earned- Decrease difference from FY 97 to FY98 was due to the fact that we went from a calendar year to a fiscal year As a result FY97 was a five play report while FY 98 is a three play season

Contributed- Increase from FY98 was due to one $5 000 personal contribution and one $2500 contribution which were one time gifts

Under Expenses:

Administrative- raise the salary of the Artistic Director and Executive Managing Director To $17,000 each

Contracted Fees- Increase is due to raising the stipends of the actors and directors from $200 a show to $400 and the Guest Directors from $700 to $1 000

Other Personnel costs- $6500 needed for an Administrative Assistant

Production Technical- Increase due to raise the salary of the Technical Director from $600 to $1,000 per show and raise the stipend to stage managers costumers Board Operator and Sound operator Lighting designer Set Designer etc

Other Production Costs- increase of $1 015 per show to cover costume and set rental situations

Space Rental- decrease due to a rental subsidy from the PAC however increased costs under Other Facility is due to the PAC charging us for their personnel costs Such as $509 per show for ushers and $650 for their security per show and $1270 Per show for their box office support

Advertising Increase is due for the desperately needed marketing funds for larger ads more ad frequency and broadcast media implementation

PO Box 12525 Charlotte NC 28220-2525 (704) 542-2251 fax (704) 542-1229

the ACTOR'S THEATRE of charlotte

Staff Organization Chart

Artistic Director -Janet Isenhart
Executive/Managing Director- Dan Shoemaker
Technical Director- Charles Decker

FY 99 will be the same with the exception of an additional Part-Time Administrative Assistant if funds allow

PO Box 12525 Charlotte, NC 28220-2525 (704) 542-2251 fax (704) 542-1229

the ACTOR'S THEATRE of charlotte

Board Organizational Chart

Fundraising Committee- Laurie Berzack, Chair
Public Relations- Scott Bryan, Chair
Nominating Committee- Sydnor Thompson, Chair
Proposal Committee- Polly Adkins, Chair

PO Box 12525 Charlotte, NC 28220-2525 (704) 542-2251 fax (704) 542-1229

the ACTOR'S THEATRE of Charlotte

Board of Trustees

Brenneman Thompson, Chair
2113 Winter St.
Charlotte, NC 28205
377-2000 Pager 954-7988 C 6/98

Mike Collins, Vice-Chair
727 Clayfield Ct.
Charlotte, NC 28209
522-8127 C 6/98

Polly Adkins, Secretary
2369 Vista Rd
Ft. Mill, SC 29715
(803) 548-4933 C 6/98

Janet Isenhart, Artistic Director
540 Kirby Lane
Weddington, NC 28173
342-2251 (H) 846-2842 Permanent

Dan Shoemaker, Managing Director
1139 Seneca Pl
Charlotte, NC 28210
342-2251 (H) 527-2839 Permanent

Scott Bryan
3916 Severn Ave.
Charlotte, NC 28210
358-6476 (H)553-8229 C 6/99

Lili Bezner
4710 Walker Rd.
Charlotte, NC 28211
365-0305 C 6/99

Laurie Berzack
7301 Folger Dr
Charlotte, NC 28270
343-3790 (H)442-1199 C 6/99

Catherine Carstarphen
134 Perrin Pl.
Charlotte, NC 28207
334-3325 C 6/99

Shannon South
2508-C Stradbrook Dr.
Charlotte, NC 28210
553 9766 (W) 355-5021 C 6/99

Dawn O'Brien
3343 Tinkerbell Ln
Charlotte, NC 28210
553-8191 C 6/98

Gary Robbins
10545 Paces Ave #635
Matthews, NC 28105
(w)388-7927 C 6/99

Sydnor Thompson
1622 Brandon Rd.
Charlotte, NC 28207
335-9004 (H) 377-4881 CS 6/98

Lois Webster
916-6 Bromley Rd.
Charlotte, NC 28207
358-1528 C 6/99

PO Box 12525 Charlotte, NC 28220-2525 (704) 542-2251 fax (704) 542-1229

the ACTOR'S THEATRE of charlotte

Elyse Williams
3613 Brushy Lane
Charlotte, NC 28270
846-4388 C 6/99

Bill Webster
3930 N. Sharon Amity Rd.
Charlotte, NC 28205
567-6965 C 6/99

Jennifer Shea
6301 Glynmoor Lakes Dr.
Charlotte, NC 28277
544-1312 C 6/99

Vikki Graham
2209 Dundeen St.
Charlotte, NC 28216
373-0480 (W) 567-8192 ext 105
A 6/99

Codes:
A African-American
C Caucasian
S Senior
EX Term Expiration

P.O. Box 12525 Charlotte, NC 28220-2525 (704) 542-2251 fax (704) 542-1229

L Arlene Teague, CPA
6659 Bunker Hill Circle
Charlotte, North Carolina 28210

Management of
Actors Theatre of Charlotte

I have compiled the accompanying balance sheet of the Actors Theatre of Charlotte as of June 30, 1997 and the related statement of income, expenses and fund balance for the twelve months then ended in accordance with standards established by the American Institute of Certified Public Accountants

A compilation is limited to presenting in the form of financial statements information that is the representation of management. I have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or any other form of assurance on them

Management has elected to omit substantially all of the disclosures required by generally accepted accounting principles If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the company's financial position, results of operations, and cash flows Accordingly, these financial statements are not designed for those who are not informed about such matters

L Arlene Teague

L Arlene Teague, CPA
October 15, 1997

Actors Theatre of Charlotte
Statement of Income, Expenses and Fund Balance
For the twelve month period ended 6/30/97

Income from		
Ticket sales	$50 720	
Contributed	13 846	
Grants	15 200	
Other	1,451	
Total Income		**$81,217**
Cost of Productions:		
Advertising	10 941	
Consulting	2 030	
Contract services	7 550	
Miscellaneous	1 048	
Other production costs	913	
Production/Technical	9 815	
Printing/Copy/Postage	4 495	
Props and supplies	3 169	
Rent	24 172	
Royalties	2 993	
Salaries & wages	11,752	
Total Cost of Productions		**78,678**
Gross Profit		**$2,539**
Other Expenses:		
Conferences/Convention	232	
Dues/Publications	107	
Insurance	227	
Office Supplies	339	
Parking/Landscaping	527	
Telephone	826	
Total Other Expenses		**2,258**
Net Income		**$282**
Fund Balance - July 1, 1996		**588**
Fund Balance - June 30, 1997		**$870**

Actors Theatre of Charlotte
Balance Sheet
As of June 30, 1997

Assets		
Cash		$870
Total Assets		$870
Fund Balance		
Fund balance July 1 1996	$588	
Net Income	282	
Fund Balance - June 30 1997		$870

Attachment #5 for Q22

ARTS AND SCIENCE COUNCIL
FY98 and FY99
ITEMIZED BUDGETS

		FY98 BUDGET	FY99 PROPOSED BUDGET
	INCOME		
	GENERAL		
1	Annual Fund Drive	5 323,000	6 455 287
2	Less Uncollectibles	(234 000)	(323,000)
3	City of Charlotte	2,174 580	2,174 580
4	Mecklenburg County	0	2 534 295
5	NC Arts Council	115 500	115 500
6	Investment Income	111,650	125,000
7	Endowment Earnings	765,000	965 000
8	**Subtotal**	8 255,730	12 046 662
	OTHER		
9	Charlotte/Mecklenburg Schools	250 000	250 000
10	National Endowment for the Arts	50 000	50 000
11	Corporate/Foundation Sponsorships	200,000	60,000
12	Deferred Income	245 000	0
13	Public Art Program	631,665	701 664
14	Miscellaneous	81 500	21 500
15	**Subtotal**	1 458 165	1 083,164
16	**GRAND TOTAL INCOME**	**9,713,895**	**13,129,826**

ARTS AND SCIENCE COUNCIL
FY98 and FY99
ITEMIZED BUDGETS

	EXPENSE	FY98 BUDGET	FY99 PROPOSED BUDGET
	GRANTS/PROGRAMS		
17	Basic Operating Grants	6 640 195	8 367 476
18	Arts & Science Education Grants/Program	878 000	1 541 500
19	Public Art Program	680 000	820 000
20	Technology Grants	100 000	150 000
21	Grassroots Grants	55 000	150 000
22	Regional Artist Project Grants	31 000	40 000
23	Cultural Diversity Program	0	55 000
24	Center City Fesitvals Grant	0	100 000
25	Leadership Training Grants/Forums	0	80 000
26	Cultural Tourism Plan	0	50 000
27	Emerging Inititatives/Misc Grants	45 000	80 000
28	**SUBTOTAL**	**8,429,195**	**11,433,976**
	PERSONNEL		
29	Salaries	730 300	880 300
30	Salaries Related Costs	118 000	162 300
31	Contracted Services	5 000	26 000
32	**SUBTOTAL**	853 300	1 068 600
	OPERATIONS		
33	Office	28 000	32 500
34	Postage	25 000	28 250
35	Telephone	17 000	22 000
36	Rent	91 000	96 000
37	Insurance	4 500	6 000
38	Computer Operations	19 000	25 000
39	Equipment Maintenance	6 000	6 500
40	Board/Volunteer Relations	16 000	19 000
41	Public Relations/Marketing	45 000	85 000
42	Dues/Subscriptions	10 500	16 000

ARTS AND SCIENCE COUNCIL
FY98 and FY99
ITEMIZED BUDGETS

		FY98 BUDGET	FY99 PROPOSED BUDGET
43	Professional Development	11 300	14 000
44	Auto Allowance	6 000	6 000
45	Investment Expense	10 500	14 000
46	Audit Fees	10 500	10 500
47	Depreciation	32 000	35 000
48	Contingency	30 000	35 000
49	**SUBTOTAL**	362 300	450 750
	FUND DRIVE		
50	Printing/Video	49 400	52 000
51	Supplies/Materials	6 000	7 000
52	Volunteer Support	21 000	22 000
53	Contracted Services	9 700	10 500
54	Postage	4 000	20 000
55	Miscellaneous	5 000	5 000
56	Donor Cultivation/Recognition	39 000	60 000
57	Database	0	35 000
58	Development Initiatives	0	85 000
59	**SUBTOTAL**	134 100	176 500
60	**TOTAL PERSONNEL, OPERATIONS, and FUND DRIVE**	**1,349,700**	**1,695,850**
61	**GRAND TOTAL EXPENSES**	**9,778,895**	**13,129,826**
62	**SURPLUS/DEFICIT**	**(65,000)**	**0**

Attachment #6 for Q23

CITY OF CHARLOTTE
OFFICE OF THE CITY ATTORNEY

Memorandum

TO Council Budget Committee

FROM Robert E Hagemann, Assistant City Attorney - 336-2651

DATE April 2, 1998

RE Occupancy Tax and Prepared Food & Beverage Tax

This is in response to several legal questions asked at the March 17, 1998 Budget Retreat - regarding the 6% occupancy tax and the 1% prepared food & beverage tax

1. What are the statutory limitations on the use of the occupancy tax and prepared food & beverage tax revenues?

In 1989, the General Assembly rewrote the Mecklenburg County occupancy tax enabling legislation to increase the authorized tax from 3% to 6% and authorized a 1% prepared food and beverage tax The legislation prescribed the method of distribution of the tax proceeds and the uses and priority of uses to which the proceeds could be put as follows

A) The "First 3%" Occupancy Tax

1 As the administrator of the tax, Mecklenburg County deducts up to 3% of the gross proceeds of the occupancy tax to defray the cost of administering and collecting the taxes (*i e* 3% of the 6% occupancy tax, all of which is taken from the "first 3%" tax proceeds)

2 After deduction of administrative costs pursuant to paragraph 1, 50% of the first $1,000,000, 35% of the second $1,000,000, and 25% of revenues in excess of $2,000,000 are distributed to the City of Charlotte for activities and programs aiding and encouraging convention and visitor promotion

The City of Charlotte has contracted with CCVB for activities and programs aiding and encouraging convention and visitor promotion services in exchange for the 50%-35%-25% proceeds component of the "first 3%" occupancy tax This contract is for a two-year term that began on July 1, 1997 with automatic two year term renewals The contract may be terminated by either party upon twelve months notice

3 An amount equal to 120% of the total occupancy tax revenues collected within each of the towns is distributed to the respective towns

The towns may expend these funds for acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums, and museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals

4 The remainder of the proceeds are split between Mecklenburg County and the City of Charlotte based on the ratio of expenditures by each on acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums and museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals, excluding the City's expenditures related to the new or expanded convention center

These funds may be expended only for acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums, museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals

B) The "Second 3%" Occupancy Tax and the 1% Prepared Food & Beverage Tax

The City of Charlotte receives an amount equal to 3% of the gross occupancy receipts and the entire net proceeds (*i e* gross proceeds less 3% administrative cost retained by Mecklenburg County) of the 1% prepared food and beverage tax These proceeds must be applied in each fiscal year in accordance with the following priorities

1 Current obligations with respect to any financing for new convention center facilities or for any expansion of existing convention center facilities, which may include off-street parking for use in conjunction with the facilities

2 Up to $1,500,000 for marketing and promotion of new or expanded convention center facilities

3 Other costs of acquiring, constructing, maintaining, operating, marketing, and promoting new or expanded convention center facilities

The City of Charlotte has contracted with CCVB for marketing and promotion for the new convention center facilities pursuant to the second and third priority categories under

the "second 3%" and prepared foods tax expenditure language (The contract provides that CCVB and the Auditorium-Coliseum-Convention Center Authority receive 15% of net revenues split 70% to the CCVB and 30% to the Authority The contract further establishes an incentive allocation whereby 30% of the second 3% occupancy tax that exceeds the original estimates (1991) are split equally by CCVB and the Authority) This contract is an annual contract with no automatic renewal

2. Can the monies be spent differently than they are currently being spent?

The 50-35-25 component of the "first 3%" must be spent for activities and programs aiding and encouraging convention and visitor promotion The proceeds from the "second 3%" of the occupancy tax and the prepared meals tax must first be used to service the current debt obligations on the new convention center and then to fund up to $1,500,000 for marketing and promotion of the convention center Residual revenues may be spent for any of the purposes listed in the respective authorized purpose categories

What legal or contractual action would have to be taken to spend the monies differently?

Legislation amending the occupancy and prepared foods local act would be necessary in order to spend the 50-35-25 component of the "first 3%" (currently required to be spent on activities and programs aiding and encouraging convention and visitor promotion) and revenues dedicated to the first two priority categories for the "second 3%" and prepared meals tax (i e debt service on the new convention center and $1,500,000 for marketing and promotion) for some other purpose

Reallocation of other categories of tax proceeds within the respective authorized purpose categories could be accomplished through the budget process

Finally, the City Council could decide to contract for all or some portion of promotional and marketing services with some entity other than CCVB or could provide such services directly

3. Who controls the Charlotte Convention and Visitor's Bureau's budget?

The CCVB is a private non-profit corporation The corporation is governed by a 28 member board of directors which manages the business and affairs of the corporation Monies provided to the CCVB from the occupancy and prepared food taxes are payments for services rendered pursuant to contracts with the City of Charlotte As such, the CCVB is contractually obligated to provided the services specified in the contracts

Pursuant to the City's contract with CCVB for services in exchange for the 50-35-25 component of the "first 3%" occupancy tax, for each fiscal year CCVB is required to "prepare and submit to the City an operating budget which indicates total Dedicated Revenues which the contractor estimates will be collected during the contract year and designated in reasonable detail the proposed use of all such funds "

CMS After School Enrichment
FY98 Mid-Year Objectives Report

Reporting Period July 1997 - December 1997

Customer Service				
Objectives	Measures/Indicators	Goal	Actual	%Achieved
Provide educational enrichment to at-risk, school-age children	Number of eligible children receiving services	98 children	98 children	100%
Provide quality care for parents as part of the CWAC Strategic Plan goal of increasing educational, training and employment opportunities for CWAC residents	All participating After School Enrichment Sites maintain AA licensing status	25 sites with AA status	25 sites with AA status	100%
Decrease the rate of crime committed by youth by involving them in constructive, safe, well-supervised after school programming	Daily attendance records	80%	over 90%	100%
Promote self sufficiency by providing a variety of community awareness, crime prevention, cultural, social and recreational activities designed to strengthen the basic academic and social skills of the youth	Review of program newsletters and calendar schedules	Every participating child exposed to enriching programming	All children have received enriching programs	100%
Measure the academic achievement of participating	Comparing prior and current end of-grade test results	40% at grade level	Not tested at the time of this report	n/a

Financial Accountability				
Objectives	Measures/Indicators	Goal	Actual	%Achieved
No objectives proposed	-	--	--	--

Internal Business Process				
Objectives	Measures/Indicators	Goal	Actual	%Achieved
No objectives proposed	--	--	--	--

Learning and Growth				
Objectives	Measures/Indicators	Goal	Actual	%Achieved
No objectives proposed		-	-	--

Attachment #8 for Q25

Charlotte-Mecklenburg Housing Partnership, Inc.
FY98 Ninth Month Objectives Report

Reporting Period: July 1, 1997 – March 31, 1998				
Customer Service in CWAC				
Objectives	**Measures**	**Goals**	**Actual**	**% Achieved**
Acquire lots or purchase houses for the production of units in CWAC	Number of units	20 lots	66 lots, 3 houses	345%
Renovate or construct new units of housing in CWAC	Number of units	40 units	28 houses are completed, 12 houses in process 40 houses total	70% Completed 100% Projected
Sell or lease 30 houses & leverage upon sale of such houses using mortgage financing $3 private to $1 city in CWAC	Number of units	30 houses $3 $1 ratio	19 houses sold 30 under contract 49 houses total $4 369 private $1 city	63% Completed 163% Projected
Financial Accountability				
Objectives	**Measures**	**Goals**	**Actual**	**% Achieved**
No objectives proposed	Leverage of city funds with other affordable housing providers	To develop more affordable housing	CMHP has leveraged $10 43 of other money to $1city to finance 200+ units of affordable housing	NA
No objectives proposed	Results of independent audit	Sound financial business practices	CMHP has had an audit for the past 8 years with no findings	NA
Internal Business Process				
Objectives	**Measures**	**Goals**	**Actual**	**% Achieved**
No objectives proposed	Results of independent assessment of operations	CMHP is an affiliate of NeighborWorks	CMHP's total operation is evaluated regularly & staff training is provided	NA
Learning and Growth				
Objectives	**Measures**	**Goals**	**Actual**	**% Achieved**
No objectives proposed	Partners	CMHP partners with other agencies to provide affordable housing	HOPE 3 CMHP has sold 3 houses & purchased 9 more Modular Construction Pioneered the use in Charlotte as affordable housing	NA
No objectives proposed	New construction	CMHP was designated as a CDBO by HUD	CMHP can do new construction in targeted neighborhoods using CDBG funds In Seversville average cost per square foot of new construction is $55 50 and rehab is $57 83	NA

YOUTH INVOLVEMENT COUNCIL
Proposed Program for 1998-99

I BACKGROUND

The National Conference / NCCJ, along with the City of Charlotte and Mecklenburg County, created the Youth Involvement Council (YIC) program in 1984 YIC was founded as a youth leadership organization, the focus of which has been to provide teens with opportunities for government involvement and community service YIC has supported these endeavors ever since

Through careful evaluation of this program, the Board of Directors of NCCJ proposes to align YIC more closely with NCCJ's mission of fighting bias, bigotry, and racism NCCJ would like to begin "re-focusing" in Fall of 1998

In addition to continuing YIC s emphasis on leadership development through community involvement, NCCJ proposes to include a year-long "respect for diversity curriculum" (outlined on the following pages) as an additional basis for developing youth leaders This curriculum a series of diversity-themed workshops and programs - would continue to be enhanced by monthly team-building community service projects

II MISSION.

The mission of the YIC is to provide area youth in grades 9-12 with leadership, human relations, and citizenship skills needed to build a strong community that values human diversity

III FORMAT

YIC be open to all students in grades 9-12 from throughout Mecklenburg County There will be no fee for membership and youth will be free to determine their own level of involvement

YIC will continue to meet twice each month throughout the school year (September to May) at the Charlotte-Mecklenburg Government Center Meetings will include a combination of youth-led discussions and project planning sessions in addition to leadership and diversity workshops led by adults from our community

YIC will also continue to provide opportunities for teens to work together on monthly community service projects In addition to meetings and community service projects, area youth may also benefit from YIC's *Heritage Panel, UNITY, Shout!, Youth In Government Day, and Speak Out for Diversity programs*

IV. CURRICULUM

The following pages outline a proposed timetable of activities for the 1999 YIC year Included is the new diversity curriculum that we would like to incorporate into the YIC meeting schedule As part of this curriculum, a different diversity workshop will be presented at one of YIC's two meetings each month (workshop topics are highlighted in italics) Topics for the other meetings will be determined by YIC membership during the course of the year

In addition, the 1999 calendar below includes tentatively scheduled monthly community service projects and other YIC-sponsored programs Through these projects and programs, YIC's diverse membership works together to make a positive impact within the community

SEPTEMBER

Workshop· ***"Different and the Same"***
A workshop designed to provide an overview of diversity, including the language used in dealing with diversity issues (i e stereotyping prejudice, discrimination, racism, etc) This workshop will provide an opportunity to survey personal attitudes about human diversity In addition, it will lay the philosophical framework for YIC that despite our differences, we have much in common

Projects United Way Corporate Cup
George Shinn Uptown Men's Shelter meal service

OCTOBER

Workshop ***"Race and Ethnicity in Charlotte"***
A workshop that will look into the current state of race relations in Charlotte It will also deal with the rapid growth of populations that have not traditionally dominated Charlotte's demographics, including the Asian and Hispanic/Latino communities

Projects. Merge Festival Diversity Booth
· Halloween Party for area children's shelter

Programs· **Youth In Government Day**
This program is open to high school youth in Mecklenburg County and provides them with an opportunity to "shadow" City and County employees to learn more about the workings of local government YIG Day will be held in October for 1998 in hopes that it will also include an election issues forum with local government officials

Heritage Panel
YIC sponsors this training opportunity for members and other interested high school students in Mecklenburg County Trainees participate in one to two days of training in diversity awareness and group facilitation techniques Upon completion, they are prepared to lead one-hour diversity workshops in their schools, places of worship, or community centers Trainings begin with YIC members in October and continue throughout the school year

NOVEMBER

Workshop ***"Diversity of Faith"***
A workshop which will focus on the wide diversity of religious beliefs that exist in our community and how we can appreciate their differences and commonalties

Projects. KidsVote
Metrolina Foodbank Thanksgiving canned food drive / warehouse

Programs **U.N I.T.Y. (Fall Session)**
The UNITY (Uniting Neighborhoods by Involving and Training Youth) program for YIC members is designed to provide conflict resolution and facilitation training that they will use to lead workshops for middle school-aged youth from Charlotte s CWAC communities It is a collaborative project involving the Neighborhood Development Department Community Relations Committee, and the Char-Meck Police Department

DECEMBER

Workshop ***"Multicultural Holidays"***
YIC members will have an opportunity to teach and learn about holidays of different cultures (Hanukkah, Christmas Diwali Kwanzaa Ramadan etc "

Projects Stocking stuffers for Salvation Army Shelter
Barnes & Noble giftwrapping fundraiser
Christmas Bureau and/or Operation Christmas Child

JANUARY

Workshop ***"Dispelling Myths About People With Disabilities"***
A workshop that will provide opportunities for participants to discuss various forms of disabilities and how people overcome them

Projects Charlotte Observer Marathon
Martin Luther King "Day On Not a Day Off"

Programs **YIC-sponsored Police Ride-Along program**
This program is still in the planning stages and is being tentatively scheduled for January or February 1999 We intend for this "ride along day" to provide area youth with an opportunity to interact with area police officers and learn more about their contributions to our community

Heritage Panel
This is the second session of training for YIC members who missed the Fall training See "October for description

FEBRUARY

Workshop ***"Battle of the Sexes?"***
A workshop that will examine the many similarities and differences between men and women and how we can get along better with the opposite gender

Projects Salvation Army Shelter Valentine s Party
Plaza Place Pen Pals

Programs **U N I T Y (Spring Session)**
This is the second session for this training program See "November" for description

MARCH

Workshop ***"Generational Differences"***
A workshop aimed at helping youth participants to better understand the way that adults and teens relate to each other

Projects None scheduled due to involvement in Shout! program

Programs **Shout! A Month To Be Heard**
This is a month long program that YIC will co-sponsor along with other youth-serving agencies The goal of Shout! is to empower teens and provide them with opportunities to be

recognized for their accomplishments and concerns YIC members will have been on a planning committee throughout the year and will participate in this month's events Shout! will include a youth / adult forum similar to one which recently involved City Council members, County Commissioners, and representatives of Charlotte-Mecklenburg Schools Other highlights of the month include youth drama presentations, a community involvement competition and an event which will serve to recognize youth groups for their achievements

APRIL

Workshop ***"Dealing with Our Differences"***
A workshop that will provide participants with tools needed for dealing with the conflicts that often arise from human differences – how to address racial slurs, speak out against injustice, or simply get along with someone who is different

Projects. Crisis Assistance Ministry
Hope Haven Easter Egg Hunt

Programs· **Speak Out for Diversity Conference**
This one-day conference will feature a variety of workshops dealing with the diversity topics that YIC has worked with over the course of the year YIC members will be directly involved in the planning and administration of the conference In addition, they will assist with presenting workshops alongside adults volunteer facilitators Student delegations from schools in Mecklenburg County will be invited to attend

MAY

Workshop. ***Taking It Back. Promoting Respect for Diversity & Community***
A workshop designed to help participants generate solutions and action plans for dealing with diversity and fostering positive intergroup relations in their schools and communities

Projects· Hands On Charlotte Day
Car wash fundraiser

Programs. **YIC "Graduation" Picnic**
YICers will be formally recognized for their participation throughout the year