AGENDA

Meeting Type:	SPECIAL
Date:	04/21/1998
	BUDGET RETREAT

City of Charlotte, City Clerk's Office

City of Charlotte
FY99 Budget Half-day Retreat

April 21, 1998
3·00 p m - 7·00 p.m
Room 267

3 00 - 3 45 p m	Citizen's Capital Needs Advisory Committee Report	Johnsie Beck Patrick Diamond
3 45 - 4 00 p m	Revenue Neutral Tax Rate	Richard Martin
4 00 - 4.45 p m	Preliminary FY99-03 Capital Investment Plan	Curt Walton
4 45 - 5 45 p m	Financial Partners a Occupancy and Prepared Food Taxes • Eligible Uses • CCVB's FY99 Budget Request b Mayor and Council Discussion of Financial Partners	 Bob Hagemann Melvin Tennant
5 45 - 6 15 p m	Police Compensation	Bill Wilder Dennis Nowicki
6 15 - 7 00 p m	Operating Budget Issues	Curt Walton
7 00 p m	Adjourn	

SET UP ANOTHER MEETING

FY99 Budget Half-day Retreat
April 21, 1998

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1997-98 Capital Needs Advisory Committee

The 1997-98 Capital Needs Advisory Committee has completed their work, which is included in as an attached document titled "Final Recommendations "

Ms Johnsie Beck, Chairperson and Patrick Diamond, Vice Chair will present the Committee recommendations on April 21 at Council's Half-day Budget Retreat

FY99 Recommended Tax Rates

Included in this section is information Council received at the February 17, 1998 Budget Retreat relative to Council's revenue neutral property tax rate goal Since that time, City staff has received no additional information from the Mecklenburg County Tax Office that would cause a change in these numbers

However, City staff is meeting with the County Tax Office on April 15, 1998 to receive updated property valuations At the Budget Retreat on April 21, 1998, Finance Director Richard Martin will review with Council the changes, if any, which result from the additional information received from the Tax Office

Revaluation

Determining The Tax Equivalent Rate

City of Charlotte

(FY1998 Tax Revenue + Growth) /
Revaluation Value =

Tax Equivalent Rate

($.479/$100)

3.5% real growth, 9.6% revaluation growth

City of Charlotte

Hypothetical FY99

Revenue Neutral Tax Rate Calculation

(in Millions)

Before	
Real Estate	$25,582
Personal Property/Auto	$7,575
Utility Property	$1,709
Total	$34,866
Current Tax Rate	$ 525/$100
Revenue	**$183**
less collection rate (@98%)	-$3 6
Total	**$179.4**

After	
Real Estate	$25,582
(Real Estate) Revaluation Impact	**$3,351**
Personal Property/Auto	$7,575
Utility Property	$1,709
Total	$38,217
Revised Tax Rate	$ 479/$100
Revenue	**$183**
less collection rate (@98%)	-$3 6
Total	**$179.4**

Note 1) Based on Estimated Tax Values as of January 28, 1998
2) Does not Include Growth

Analysis of Revaluation (Tax Rate Impact)

City of Charlotte

Effective Year of Revaluation	FY76	FY84	FY88	FY91	FY98
Tax Rate (Before)	$1 02	905	6900	6275	525
Equivalent Tax Rate (After)	88	630	6275	5500	479
Difference	.14	.275	.0625	.0775	.046
% Change	(13 7%)	(30 4%)	(9 1%)	(12 4%)	(8 8%)
Revaluation Interval	4 years	8 years	4 years	4 years	7 years

Preliminary FY99-03 Capital Investment Plan

The Capital Needs and Draft Capital Investment Plan are included as a separate document within this package of materials

Also included for your review

- A summary of available bond capacity
- A discussion guide for the preliminary Capital Investment Plan recommendation

FY99 Capital Investment Plan

Debt Capacity Recommendations

	$122.0 million	Bond capacity available for the FY99-03 CIP
	($20.5) million	2/3 bond capacity
November 1998 Bond Referendum	($56.3 million)	State Roads
	($10.0 million)	New Sidewalks
	35.2 million	**Sub-total of Remaining Capacity**
November 2000 Bond Referendum	($35.2) million	Reserved capacity for future Neighborhood Improvement Referendum
	$0	**Unprogrammed debt capacity**

FY99 Capital Investment Plan

Debt Capacity

$90 million	Estimated new capacity reported at Council Retreat, January 1998
+ $25 million	ISTEA local match Currently programmed as general CIP debt capacity Recommendation is to provide match from new transit revenue
+$9 5 million	Two local roads included in current CIP for 2001 Recommendation is to reallocate capacity from lower priority local roads to higher priority state roads
+$11 9 million	Growth in capacity since the January retreat from changing revenue estimates
$136.4 million	**FY99-03 CIP Debt Capacity**
less ($14 4 million)	Loss in capacity from discontinuing $800,000 annual contribution from Powell Bill (State Gas Tax) to CIP
$122.0 million	**Bond capacity available for the FY99-03 CIP**

Capital Projects Discussion Guide

The Preliminary CIP for FY99-03 will be reviewed using slides at the Budget Retreat Below is a guide for the discussion

The following new capital projects recommended in the FY99-03 CIP fall into five categories Westside Strategic Plan, Economic Development, Neighborhoods, Transportation and Maintenance and Rehabilitation of the City's Infrastructure

♦ **Westside Strategy Plan** (one of Council's 5 Top Priorities for 1998)

Wilkinson Boulevard Gateway
$1 6 million project including several roadway projects collectively defined as Wilkinson Boulevard Gateway This project includes the extension of Arty Avenue to open additional land for development, median improvements between Morehead and Suttle Avenue, and improved access to the south side of Wilkinson between Berryhill Road and Remount Road The project will improve traffic circulation, provide access to undeveloped properties along the corridor, and improve connectivity between the Airport and Uptown

These projects are recommendations included in both the Wilkinson Boulevard Corridor Plan and the Westside Strategy Plan

West Boulevard Landscaping
A $300,000 project including landscaping at key intersections (Camden and South Tryon) between South Boulevard to I-77 along West Boulevard This project is included in the Westside Strategy Plan

Westinghouse Boulevard Landscaping
A $1 6 million project to add landscaping from I-77 to NC49 This project is included in the Westside Strategy Plan

Brookshire Freeway Landscaping
A $1 3 million project including landscaping Brookshire Freeway from uptown to the intersection of I-485 and Mt Holly/Huntersville Road Landscaping already exists for a limited portion of this corridor This project is included in the Westside Strategy Plan

CityView
$400,000 project including reimbursement to the developer for a road connecting Allegheny and Freedom Drive The ED and Planning Committee recommended funding on March 25th The full Council approved the project concept on April 13th

Infrastructure Grant Program
$200,000 project providing grants toward city-required infrastructure such as landscaping, sidewalks, curb and gutter, backflow prevention and State required environmental assessment and remediation Grants of up to $10,000 may be made, not to exceed 10% of the private investment Grants are available to all commercial/business investments in the designated Investment Zones that create or retain permanent jobs

The Economic Development and Planning Committee reviewed the program in November, 1997 and on April 8, 1998

Improvements to Morris Field Drive
$4 million project including widening and landscaping of Morris Field Drive between Billy Graham Parkway and Wilkinson Boulevard It also includes the addition of sidewalks This project is included in the Westside Strategy Plan It also supports the new Central Piedmont Community College campus at the corner of Morris Field and Wilkinson

♦ **Economic Development** (Council has a program policy for the CIP to be a platform for economic development in the community)

The Trolley
$19 7 million project consisting of replacing the Stonewall Street bridge, modifications to the convention center, reconstruction of the rail line from Atherton Mill to 12th Street, pedestrian amenities and other improvements The project is intended to stimulate economic development along the rail corridor All improvements will be compatible with future transitway uses Council received a briefing on the project at the March 2nd workshop

First Ward
$4 5 million project including adding a median to North Davidson Street, a parallel street along Ninth Street, and new streets in the Garden District between Ninth and Eleventh Streets Recurring property tax revenue at project completion is estimated at $2 9 million, an increase of $2 2 million City-owned land in First Ward is valued at approximately $3 million Upon disposition of the land the proceeds will be applied to the capital budget Council approved the First Ward Master Plan in July, 1997

Business Corridors
An increase in funding for the Business Corridors program from $800,000 to $1,000,000 annually This includes the $150,000 facade program which went to the ED and Planning Committee on April 8

♦ **Neighborhoods** (Council has the following CIP program policy Neighborhoods are the foundation of the community, a reinvestment program focusing on all neighborhoods should be an emphasis in a comprehensive capital investment strategy)

Neighborhood Improvement Program
A $35 million program to begin in the 3rd year of the CIP if Council reauthorizes the program The $32 million in 1996 NIP bonds will be spent by December, 1999, so there will be about a year's gap in funding Staff has committed to complete the evaluation of the NIP program prior to requesting additional funds The study will be complete in summer, 1999 These funds reserve the debt capacity in 2000 for Council consideration of a continued NIP

Neighborhood Matching Grants
$500,000 project including grants in four component areas neighborhood improvement, neighborhood crime and public safety, neighborhood organizing and organizational development and neighborhood educational, recreational and cultural initiatives FY98 requests totaled $800,000 The program does not currently have a recurring funding source The original appropriation was from one-time dollars

Council approved the program in 1993 The program is scheduled to go back to the CWAC committee on April 15 to discuss going citywide

Small Area Plans
$300,000 annual funding for small capital improvements included in Council-approved small area plans Current unfunded plans include the Park Road Corridor Plan and the Briar Creek/Woodland Plan Current plans under development include the East Side Strategic Plan

Neighborhood Traffic Calming
$250,000 project providing permanent funding source for the traffic calming program Pilot phase during FY98 was funded with 1996 Road Bonds

Sidewalks (New)
A $10 million project, $2 million a year for 5 years This supplements $10 million approved in November, 1996 for new sidewalk Therefore, there will be funding for $4 million per year for 4 years, then $2 million annually in the fifth year of the CIP

There are currently 170 miles of thoroughfare streets with no sidewalks The neighborhood sidewalk program has 100 miles of new sidewalk needs We can construct approximately 3 miles of sidewalk every $1 million of expense Therefore, between the 1996 and 1998 bond programs, we can construct about 60 miles of sidewalk

♦ Transportation

State Roads (Development of a State Roads Strategy is one of Council's High Priorities for 1998)
$56 3 million in projects including City widening of Freedom Drive from I-85 to the City Limits, constructing an interchange at Albermarle Road/Harris Boulevard, constructing a NC49/Graham Street connector between I-85 and US29, constructing an interchange at Billy Graham/Wilkinson, and adding a median on South Boulevard between Tyvola and Archdale

Current funding is from General Obligation Bonds on a November, 1998 ballot

The Transportation Committee approved City participation on State Roads on March 24, 1998

♦ Maintenance and Rehabilitation of the City's Infrastructure (Council has a CIP policy to ensure that existing infrastructure is maintained and replaced)

Tryon Street Mall Renovations
$1 8 million project including replacement of sidewalk pavers, planting beds, irrigation systems and other maintenance items along the mall

Elmwood Cemetery Rehabilitation
$1 5 million rehabilitation project of Elmwood Cemetery Project consists of replacement of fencing and repair of benches, water fountains, signage, and streets

Center City Sidewalks Repairs
$2 million project including repairing sidewalk identified as trip hazards resulting from cracked and displaced sidewalk The project will reduce the City's liability in the highly used pedestrian sidewalk inside the loop

Building Maintenance
Expanded funding of $3 million over five years for the City's building maintenance account Improvements include projects such as roofs, minor renovations, and HVAC replacements at City facilities

Discovery Place Children's Lunch Area
$725,000 project which includes enclosure of a terrace to provide lunch area space an average of 2,000 children per school day The only space currently available is in an exhibit area, which limits the type of exhibits that can be displayed in that area and is increasing operating costs for painting, carpet cleaning, etc

Operating Budget Issues

FY99 is the second year of the two-year budget The second year of a two-year budget traditionally has fewer changes to the budget than the first year FY99 is consistent with this tradition However, there are several changes to the operating budget that were not included in the preliminary FY99 budget Council approved by resolution last June

Following are the significant changes under review for possible inclusion in the Manager's Recommended budget

$3.8 million transfer from the General Fund to Pay-As-You-Go

In 1996, City Council approved a 1½¢ shift from the Pay-As-You-Go tax fund to the Debt Service Fund to support the November 1996 street and neighborhood improvement bonds At the same time, Council appropriated $10 million from General Fund fund balance to Pay-As-You-Go as a capital reserve to offset the reduced property tax contribution Staff informed Council that the capital reserve would support the fund for approximately 5 years before a property tax adjustment would be necessary

$3 8 million is available in the General Fund beginning in FY99 for transfer to Pay-As-You-Go This is equivalent to 1¢ of the tax rate prior to revaluation The transfer supports the housing programs, maintenance and repair of government facilities, Westside strategic initiatives and Neighborhood Matching Grants

$2.5 million additional Technology Funding

Council has approved $5 million in funding annually for technology upgrades in fiscal years 1997 And 1998 An additional $5 million is included in the FY99 budget that Council tentatively approved in June, 1997

Completing the City's technological infrastructure upgrade and the Year 2000 compliance project will require an additional $2 5 million in FY99, for a total of $7 5 million

$1.8 million Charlotte-Mecklenburg Government Center Upfit

The Government Center is 9 years old and is in need of a maintenance upfit These expenses include extensive carpet replacement, painting, HVAC improvements and Council Chamber seat upholstery

The cost will be included in each department (including Mecklenburg County) that uses the Government Center space

$475,000 for Establishment of an Economic Development Division

The creation of an Economic Development Division of the City Manager's Office is recommended to provide additional capacity to focus on the larger policy issues and leadership of Council's economic development focus area initiatives This includes business retention, strategic economic development planning, economic development within neighborhoods, and supporting and complementing existing programs such as the Chamber of Commerce and the Carolinas Partnership

$440,000 for Westside Landscape Maintenance

The Westside and the Westside Strategic Plan was identified by City Council as a top priority at the January Retreat The recommended Capital Investment Plan includes $4 4 million in capital projects related to landscaping and street improvements for the Westside Strategic Plan These projects include extensive landscaping on Brookshire Freeway, Westinghouse Boulevard and West Boulevard The Plan also includes some landscaping for the Wilkinson Gateway project

The cost of maintaining landscaping is roughly 10% of the initial installation cost, pending the types of plants selected The landscape maintenance will be contracted

$397,195 for I-277 Landscape Maintenance

The I-277 Loop is currently maintained by the State according to rural standards These standards do not correspond to the level of urban maintenance for landscaping The increased maintenance allows for mowing every 2 weeks, control of weeds, trash pickup, and tree and shrub maintenance

The recurring cost of the maintenance is $397,195, which includes the addition of 5 positions In addition, equipment cost of $272,000 will be leased purchased over several years This service may be contracted in the future Service standards need to be established first

Service would begin effective July 1, 1998

$372,885 for Customer Service Improvements

Following recent concerns expressed about the City's customer service, the City Manager ordered a review of all major points where citizens access the City by phone Out of this review came recommendations for improvements in certain areas, including adding two positions in Solid Waste Services and six positions in the Customer Service Center, where all Animal Control calls will now initially be answered Positions are also added in Water and Sewer billing

$356,622 for the Solid Waste Management Plan
In January 1998, Council adopted the Mecklenburg County Solid Waste Management Plan as required by state law The goals and requirements of this plan include the addition of cardboard and mixed paper into the recyclables collection This includes the addition of one position and the purchase of one recycling vehicle

$315,000 for Uptown Mall Maintenance
Last Fall, the City Manager directed an evaluation of the Tryon Street Mall maintenance Recommendations to improve service in this area included consolidating responsibility within Solid Waste Services This involves two new positions and the transfer of one position from Community Improvement along with associated operating expenses

$300,000 for Median Maintenance
Landscaping in the public rights-of-ways, such as medians, road shoulders and green space, has experienced deterioration over the years This deterioration is caused by vehicle accidents, erosion and normal wear Maintenance of landscaping associated with capital projects has not been added over the past few years

FY99 funding will be expended for the NC 51 and W T Harris (Albemarle to Plaza Extension) medians The landscape maintenance will be contracted

$232,388 for Solid Waste Radio System Upgrades
Current radio technology within Sanitation (Collections) and Community Improvement is obsolete, causing drivers to be unable to communicate in outlying areas with Equipment Management and Police This funding provides upgrades to current technology and eliminates both safety and productivity problems

Police Compensation

At the Citizen's Forum on March 23, 1998 a member of the Police Department appeared before Council and made specific requests relative to FY99 Police compensation Council requested that the issue of Police compensation be placed once again on the April 21 Budget Retreat agenda

Please refer to the information presented by Human Resources and the Police Department at the March 17, 1998 retreat The information is included again following this page

Specific questions Council asked at the March 17 Budget Retreat also address the issues Please refer to questions numbered **Q12 through Q16** on **pages H-9 through H-12** in the Questions and Answers section of this material

FY99 Pay Recommendations
Executive Summary

PAY RECOMMENDATIONS

Broadbanding Pay Plan

- Recommend 4 2% total increase budgets for Key Business Units This increase is based on 1998 projected market movement in Charlotte, the Southeast and the nation This 4 2% increase budget will be segmented into

  - 3 7% merit increase budget

  - 0 5% career development increase budget This increase over the 0 3% budget for FY98 is needed, in part, to deal with recruitment and retention difficulties in labor and trades jobs

- FY99 Merit Increase Guidelines

  Merit increases will range from 0% to 8% based on market position and performance, any merit increase above 8% requires City Manager approval Total increases in each business unit cannot average more than 4 2% Increases may be awarded as base pay or lump sums

- Recommend 3% increase to minimum and maximum rates in the Broadbanding pay structure This is only a structural change and no employees will receive an increase due to this change

Public Safety Pay Plan

- It is recommended that full funding for all steps in the Public Safety Pay Plan be continued Employees who have not yet reached the top step of their pay range will receive a 5% step increase at the time of their merit increase

  No structural adjustment is recommended for the Public Safety Pay Plan based on market data collected for police and fire employees in other cities surveyed This decision is consistent with the provisions of the Public Safety Pay Plan that market adjustments would generally occur only during the first year of the two-year budget cycle These structures were adjusted by 4% for FY98

  The Human Resources Department is currently working with Police management to assess recruitment concerns for Police Officers and pay implications related to this issue and will come back to City Council with any recommended changes later in the budget process

FY99 Pay Recommendations

The FY99 pay recommendations are based on local, regional and national compensation trend data A review of national and regional compensation trends and projections indicates that merit budgets for 1998 will average 4 0-4 2%% Eighty-four Charlotte area employers responding to an annual compensation planning survey conducted by The Employer's Association reported 1998 increase budgets slightly above the national average, with increases averaging 4 1% for hourly nonexempt employees and 4 4% for exempt employees A total increase budget of 4 2% is recommended for FY99

Broadbanding Pay Plan

The City's Broadbanding Pay Plan covers all City employees with the exception of non-managerial Police and Fire employees In this plan, pay increases are based on the employee's performance and relation to market Increases may be made as base pay or as lump sums

Based on compensation trend data and market data on individual job classes, it is recommended that a 4 2% total increase budget for positions in the Broadbanding Pay Plan be approved for FY99 This will provide a 3 7% merit budget and 0 5% career development budget The career development budget will be used for promotions, to recognize increased job responsibilities and acquisition of additional skills, and to make equity or market adjustments

The recommendation for a 0 5% career development budget exceeds our 0 3% career development budget for FY98 This increase is critically needed to help us deal with recruitment and retention of labor and trades employees due to the boom economy and building frenzy in the Charlotte area The Human Resources Department is working actively with Budget and Evaluation and Key Business Units to address these difficulties and will be proposing additional measures to help ameliorate the problem Any additional funds needed for this purpose can be accommodated within the original salary budget funds approved for the second year of the budget cycle (FY99)

Based on average range structure adjustments being made by other employers, a 3% increase is recommended in the current band minimum and maximum rates in the Broadbanding pay structure The only impact of this recommendation will be to change the minimum and maximum rates in our six bands, no employees will receive an increase as the result of this recommendation

Merit Increase Guidelines (Broadbanding Pay Plan)

It is recommended the Merit Increase Guidelines of 0% to 8% be continued for FY99 Key Business Executives may grant merit increases of 0% to 8%, but will be held accountable for ensuring that total increases do not exceed 4 2% Pay decisions will be based on an employee's level of performance and on comparison of current salary to the market rate for their specific job Any increases above 8% must be approved by the City Manager

Public Safety Pay Plan

It is recommended that full funding for all steps in the Public Safety Pay Plan be continued Employees who have not yet reached the top step of their pay range will receive a 5% step increase at the time of their merit increase

No structural adjustment is recommended for the Public Safety Pay Plan based on market data collected for police and fire employees in other cities surveyed This decision is consistent with the provisions of the Public Safety Pay Plan that market adjustments would generally occur only during the first year of the two-year budget cycle These structures were adjusted by 4% for FY98

The Human Resources Department is currently working with Police management to assess recruitment needs for officers and pay implications related to this issue

Attachments

The following attachments support the pay recommendations or provide related information

Attachment A - **Projected 1998 Market Movement**
An overview of 1998 compensation trend data, including data from major national compensation consulting firms, as well as information on the Consumer Price Index

Attachment B - **Cities Surveyed in the Charlotte Human Resources Department's Police/Fire Survey (December 1997)**
Includes Southeastern cities over 100,000 population and national cities between 175,000-1 million population

Attachment C - **Police Pay Data - 1998 - Range Minimums**
A graphical comparison of median pay range minimums from the Charlotte Human Resources Department's Police/Fire Survey

Attachment D - **Police Pay Data - 1998 - Range Maximums**
A graphical comparison of median pay range maximums from our Police/Fire Survey

Attachment E - **Police Pay Data - 1998 - Average Actual Pay Rates**
A graphical comparison of median average actual pay rates from our Police/Fire Survey

Attachment F - **Non-Supervisory Police Officer Pay Data - 1998**
A graphical comparison of median range minimums, maximums and average actual pay rates for non-supervisory Police Officers from our Police/Fire Survey Includes respondent data for recruit level (minimums) to highest level of non-supervisory officer, including Master

and Senior Police Officer ranks and Detectives (maximums) Average is based on all non-supervisory officers in the responding city

Attachment G - **Comparison of Regional and National Police Data to Charlotte**
A spreadsheet comparison of median range minimums, maximums and average actual rates to Charlotte (shown as a percentage) A percentage above 100% indicates that Charlotte is higher than the median in our survey

Attachment H - **Police Pay Comparisons by City Size (Regional Cities)**
A spreadsheet comparison from our survey of median range minimums, maximums and average actual rates by city size for cities in the Southeast Population data is based on 1990 Census

Attachment I - **Police Pay Comparisons by City Size**
A spreadsheet comparison of median range minimums, maximums and average actual rates by city size for all cities responding to our survey Population data is based on 1990 Census

Attachment J - **Average salary of Non-Supervisory City of Charlotte Police Officers by Years of Experience**
A graphical comparison of average salaries of Charlotte Police Officers between 0-10 years of experience

Attachments K & L - **Key Points of Fact** and **Recruitment Strategies**
Materials presented by the Charlotte-Mecklenburg Police Department to the City Council Budget Committee on March 2, 1998 The Key Points of Fact document includes total turnover for all sworn positions in the department in 1997, current allocations for all sworn positions, application rates for entry level officers during 1996 and 1997, and the proposed recruit class schedule for 1998 The Recruitment Strategies document includes strategies under consideration to cope with the reduction in application rates for entry level officers

Projected 1998 Market Movement

Type of Increase	Data Source	Scope	No. of Orgs	Execs	Exempts	Salaried NonEx	Hourly NonEx
Total Increase	Amer Compensation Assn	U S	2800+	4 4%	4 3%	4 2%	4 0%
		South	631	4 4%	4 2%	4 1%	4 0%
		Government	45	4 6%	4 2%	4 3%	4 0%
	Hewitt Associates	U S	1030	4 3%	4 1%	4 0%	3 8%
		Government	8	4 1%	4 0%	4 0%	3 6%
		South	149	4 3%	4 1%	4 0%	3 8%
	William M Mercer Inc	U S	1600+	4 3%	4 2%	4 1%	4 1%
	The Employer s Association	Charlotte	84	4 35%	4 44%	4 25%	4 10%
Merit Budgets	Amer Compensation Assn	U S	2062	4 3%	4 1%	4 0%	3 9%
		South	601	4 3%	4 1%	4 0%	3 9%
		Government	34	3 4%	2 8%	3 0%	2 9%
	Coopers & Lybrand	U S	688	4 2%	4 0%	3 9%	3 9%
		Fortune 500	60	4 2%	3 9%	3 8%	3 8%
		Southeast	116	4 1%	4 0%	4 0%	3 9%
		Government	23	3 1%	3 1%	3 1%	3 1%
	Hewitt Associates	U S	832	4 2%	4 0%	3 9%	3 7%
Structure	Amer Compensation Assn	U S	1624	2 7%	2 8%	2 7%	2 6%
		South	471	2 8%	2 9%	2 8%	2 5%
		Government	43	2 7%	2 7%	2 5%	2 6%
	Coopers & Lybrand	U S	688	3 1%	3 0%	2 9%	2 9%
		Fortune 500	60	3 1%	3 2%	3 0%	3 0%
		Government	23	2 8%	2 9%	2 8%	2 8%
	Hewitt Associates	U S	846	2 9%	2 9%	2 8%	2 7%
		South	125	2 8%	2 9%	2 8%	2 7%
	William M Mercer Inc	U S	1600+	3 0%	3 0%	2 9%	2 9%

Consumer Price Index

During the period 1989 through 1998 (estimated) pay increase budgets nationally have averaged 4 7% the Consumer Price Index-Urban (CPI U) during this ten year period has averaged 3 6%

CPI*	U S	All Urban Consumers	1 6%
		Wage Earners	1 3%
	South	All Urban Consumers	1 2%
		Wage Earners	1 0%

* Data for period Jan 1997 Jan 1998

Attachment B

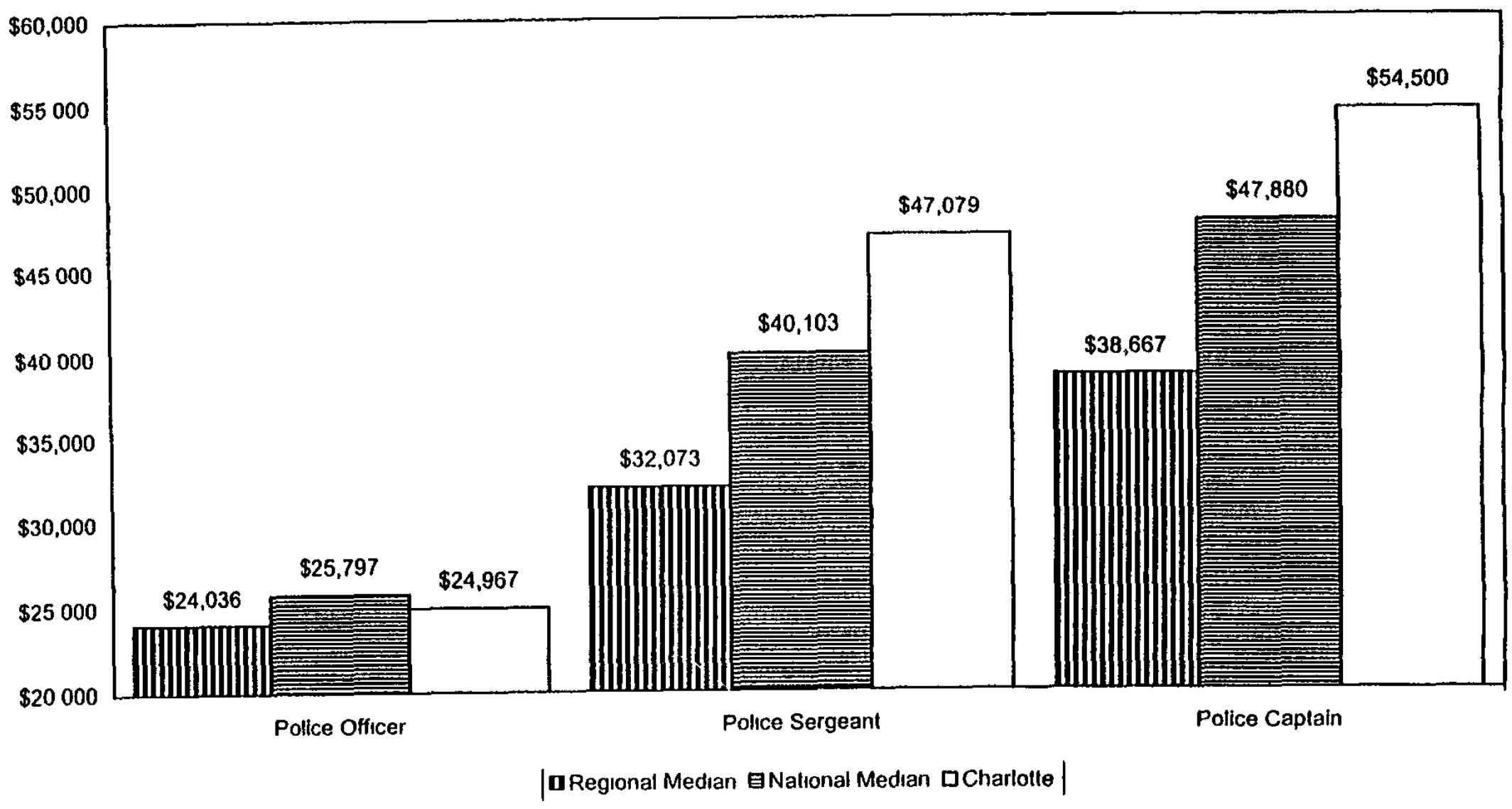
Cities Surveyed in the Charlotte Human Resources Department's Police/Fire Survey (December 1997)

Akron
Albuquerque
Arlington
Atlanta *
Aurora *
Austin *
Bakersfield
Baton Rouge
Birmingham
Buffalo *
Chattanooga
Chesapeake
Cincinnati
Cleveland *
Colorado Springs *
Columbia *
Columbus, GA
Columbus, OH
Corpus Christi *
Dayton
Denver
Des Moines
Durham
El Paso *
Fort Worth
Fresno
Ft Lauderdale *
Garland *
Grand Rapids
Greensboro
Hampton *
Hollywood
Huntsville
Indianapolis
Jackson
Jacksonville
Kansas City
Knoxville
Las Vegas
Lexington
Lincoln *
Little Rock *
Louisville
Lubbock
Macon *
Memphis
Mesa
Miami
Milwaukee *
Minneapolis *
Mobile
Montgomery
Nashville
New Orleans
Newport News
Norfolk
Oklahoma City
Omaha
Orlando
Phoenix
Pittsburgh
Portland
Portsmouth
Raleigh
Richmond
Roanoke
Rochester
Sacramento
San Antonio
Savannah
Seattle
Shreveport
Spokane *
St Louis
St Paul *
St Petersburg
Tacoma
Tallahassee
Tampa *
Toledo
Tucson
Tulsa
Virginia Beach
Wichita
Winston Salem

** Did not respond to survey*

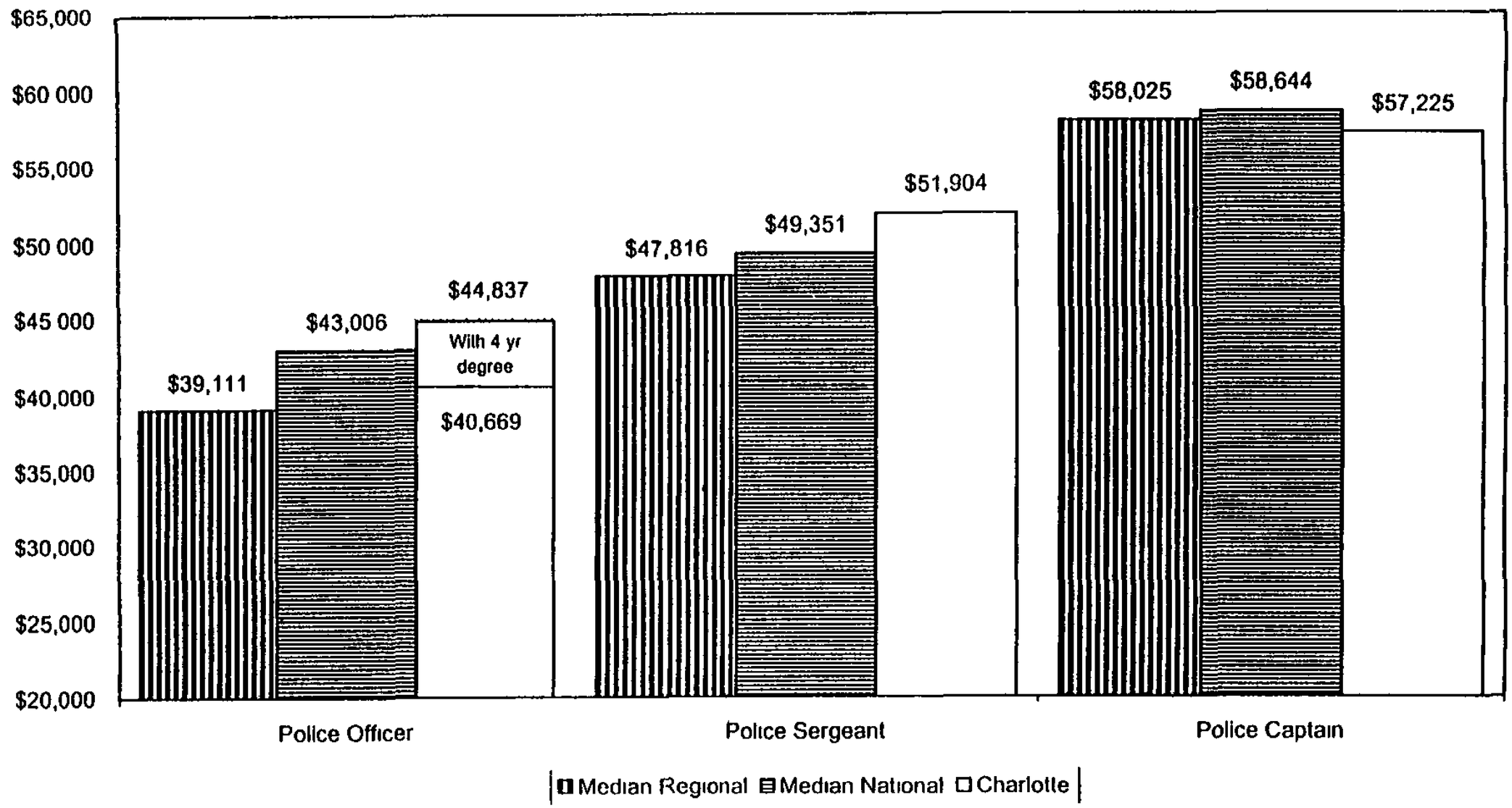
Attachment C

Police Pay Data - 1998
Range Minimums



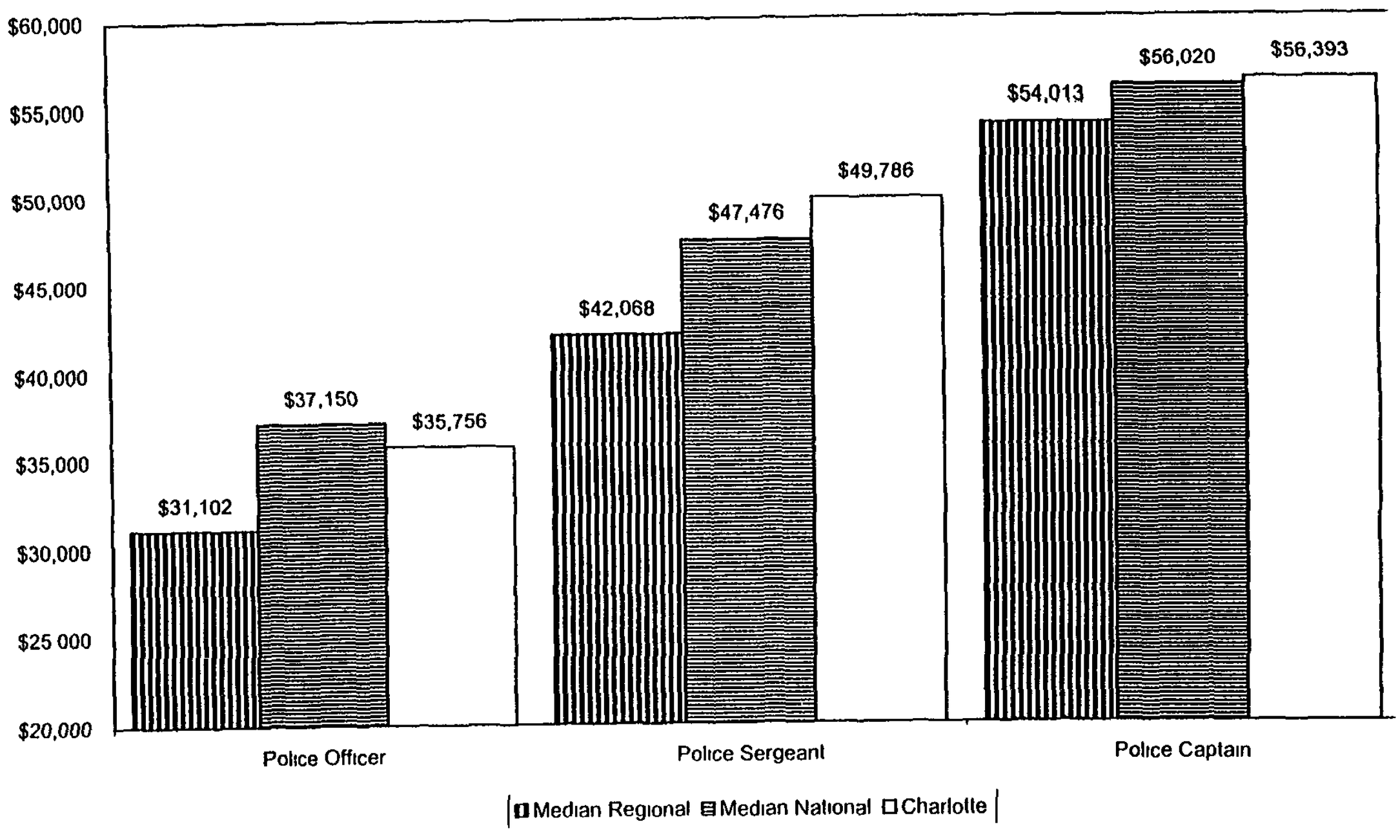
Attachment D

Police Pay Data - 1998
Range Maximums



Attachment E

Police Pay Data - 1998
Average Actual Pay Rates



Attachment G

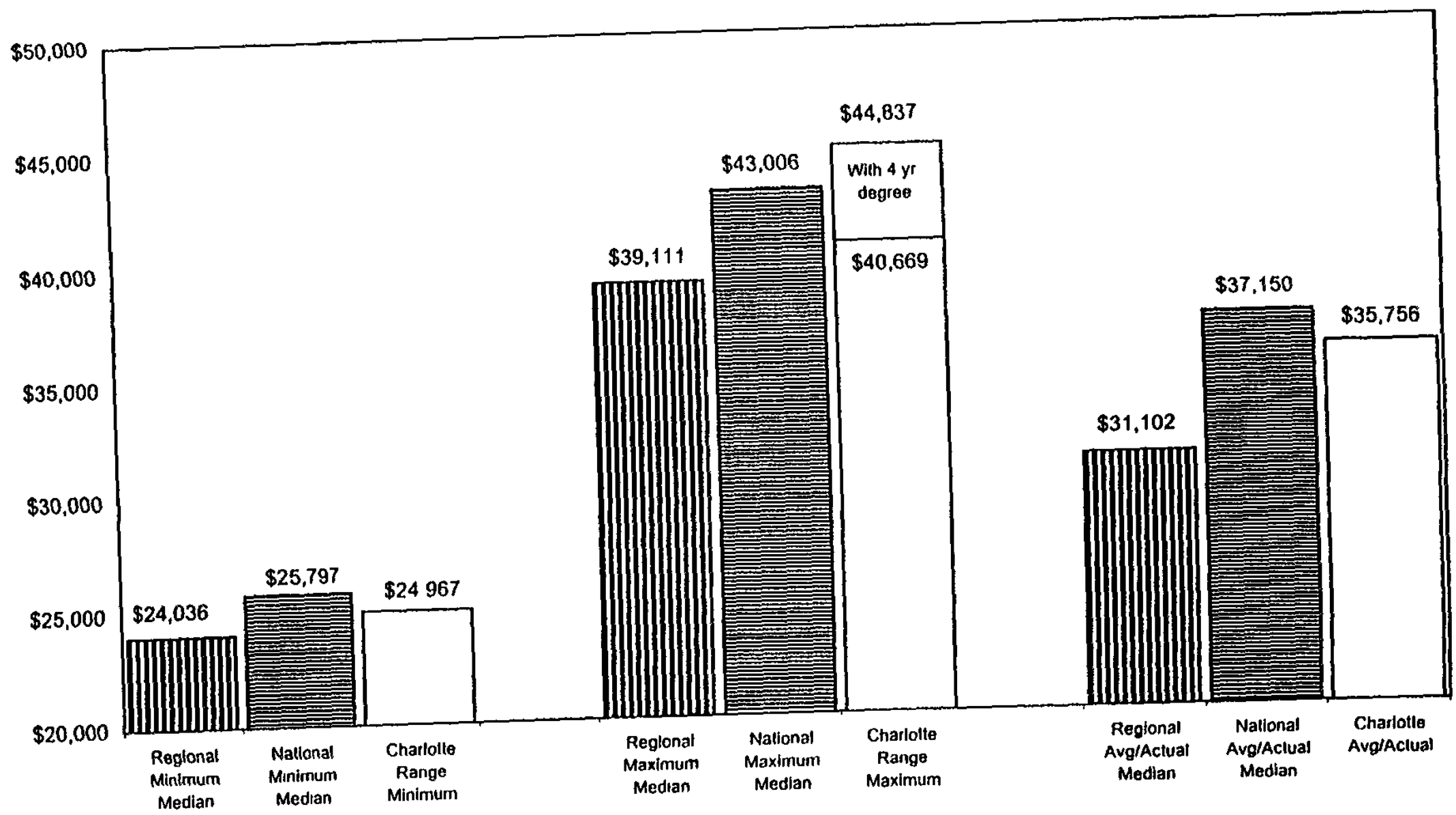
Comparison of Regional and National Police Data to Charlotte

	Regional Median Minimum	National Median Minimum	Regional Median Maximum	National Median Maximum	Regional Median Avg/Actual	National Median Avg/Actual
Police Officer	$24,036	$25 797	$39 111	$43 006	$31,102	$37,150
Police Sergeant	$32 073	$40 103	$47 816	$49,351	$42,068	$47 476
Police Captain	$38,667	$47 880	$58,025	$58 644	$54,013	$56,020

	Regional Minimums to Charlotte	National Minimums to Charlotte	Regional Maximums to Charlotte	National Maximums to Charlotte	Regional Avg Actuals to Charlotte	National Avg Actuals to Charlotte
Police Officer	103 9%	96 8%	104 0%	94 6%	115 0%	96 2%
Police Sergeant	146 8%	117 4%	108 5%	105 2%	118 3%	104 9%
Police Captain	140 9%	113 8%	98 6%	97 6%	104 4%	100 7%

Attachment F

Non-Supervisory Police Officer Pay Data 1998



Survey respondents are asked to include data for all non supervisory police officers including Senior and Master Police Officers and Detectives

Police Pay Comparisons by City Size (Regional Cities)

Median Range Minimums

	Cities 100K + Pop	Cities 200K + Pop	Cities 250K + Pop	Cities 350K + Pop	Cities 500K + Pop
Police Officer	$24,036	$23,414	$24 264	$25 472	$24 675
Police Sergeant	$32,073	$33 768	$33 768	$36 715	$39,871
Police Captain	$38,667	$40,235	$40 664	$44 190	$50 420
Police Major	$46,188	$47 069	$47 562	$54,627	$58 902
Deputy Police Chief	$54,759	$56,576	$55,337	$59 580	$59 580
Police Chief	$64,148	$68 621	$69 919	$74 861	---

Median Range Maximums

	Cities 100K + Pop	Cities 200K + Pop	Cities 250K + Pop	Cities 350K + Pop	Cities 500K + Pop
Police Officer	$39 111	$39,027	$39 027	$39 077	$40 512
Police Sergeant	$47,816	$45 427	$45 196	$45 196	$44 609
Police Captain	$58 025	$55,900	$55 866	$58 747	$58 747
Police Major	$68 952	$68,952	$69 573	$71 343	$69 849
Deputy Police Chief	$80 721	$81 612	$82 736	$82 639	$82 471
Police Chief	$97 091	$98 590	$102 932	$102 932	---

Median Average Actual Pay

	Cities 100K + Pop	Cities 200K + Pop	Cities 250K + Pop	Cities 350K + Pop	Cities 500K + Pop
Police Officer	$31,102	$33,377	$33 377	$33 853	$34 354
Police Sergeant	$42 068	$42,200	$42 200	$44 879	$42 200
Police Captain	$54,013	$54,013	$54 013	$55 007	$54,013
Police Major	$62,226	$61 138	$60 566	$63 281	$62 741
Deputy Police Chief	$72,386	$75 436	$76 301	$77 166	$77 166
Police Chief	$91,263	$91,263	$91 831	$96,590	$89 805

Attachment I

Police Pay Comparisons by City Size

Median Range Minimums

	Cities 250K + Pop	Cities 300K + Pop	Cities 350K + Pop	Cities 400K + Pop	Cities 500K + Pop
Police Officer	$26,032	$26,032	$25,797	$25,471	$26,268
Police Sergeant	$43,701	$43,701	$43 589	$45,348	$45,348
Police Captain	$53,403	$53,403	$53 396	$52,395	$53 448
Police Major	$58,989	$59,977	$58 986	$57,996	$61 440
Deputy Police Chief	$65,367	$67,200	$66 456	$69,720	$65,712
Police Chief	$74,012	$75,702	$76,543	$74,861	$74 012

Median Range Maximums

	Cities 250K + Pop	Cities 300K + Pop	Cities 350K + Pop	Cities 400K + Pop	Cities 500K + Pop
Police Officer	$44 189	$44 522	$44 848	$45,996	$43 329
Police Sergeant	$50 588	$50,195	$49 316	$53,435	$50 477
Police Captain	$58,859	$59,508	$63 045	$63 316	$60 896
Police Major	$69,950	$70,052	$71 521	$73 104	$73 104
Deputy Police Chief	$83 178	$82,471	$82 543	$84,519	$84 608
Police Chief	$102 925	$101,650	$102 928	$103 262	$105 360

Median Average Actual Pay

	Cities 250K + Pop	Cities 300K + Pop	Cities 350K + Pop	Cities 400K + Pop	Cities 500K + Pop
Police Officer	$39,509	$39 597	$39 558	$39,530	$39 530
Police Sergeant	$49,513	$49 485	$48 521	$52,879	$53 036
Police Captain	$57,456	$57 735	$57 456	$61,425	$61,580
Police Major	$64,572	$65 181	$64 876	$68,633	$69,514
Deputy Police Chief	$76,388	$77,166	$77,446	$81,301	$82,337
Police Chief	$97,739	$97 739	$99 224	$99,372	$100 261

KEY POINTS OF FACT

1997 Total Separations:	**72**	**6 %**
Retirements:	24	2 %
Involuntary:	7	.6 %
Voluntary:	41	3.4 %
(Average tenure 29 months)		
Resigned to join other law enforcement organizations.	16	1.3 %

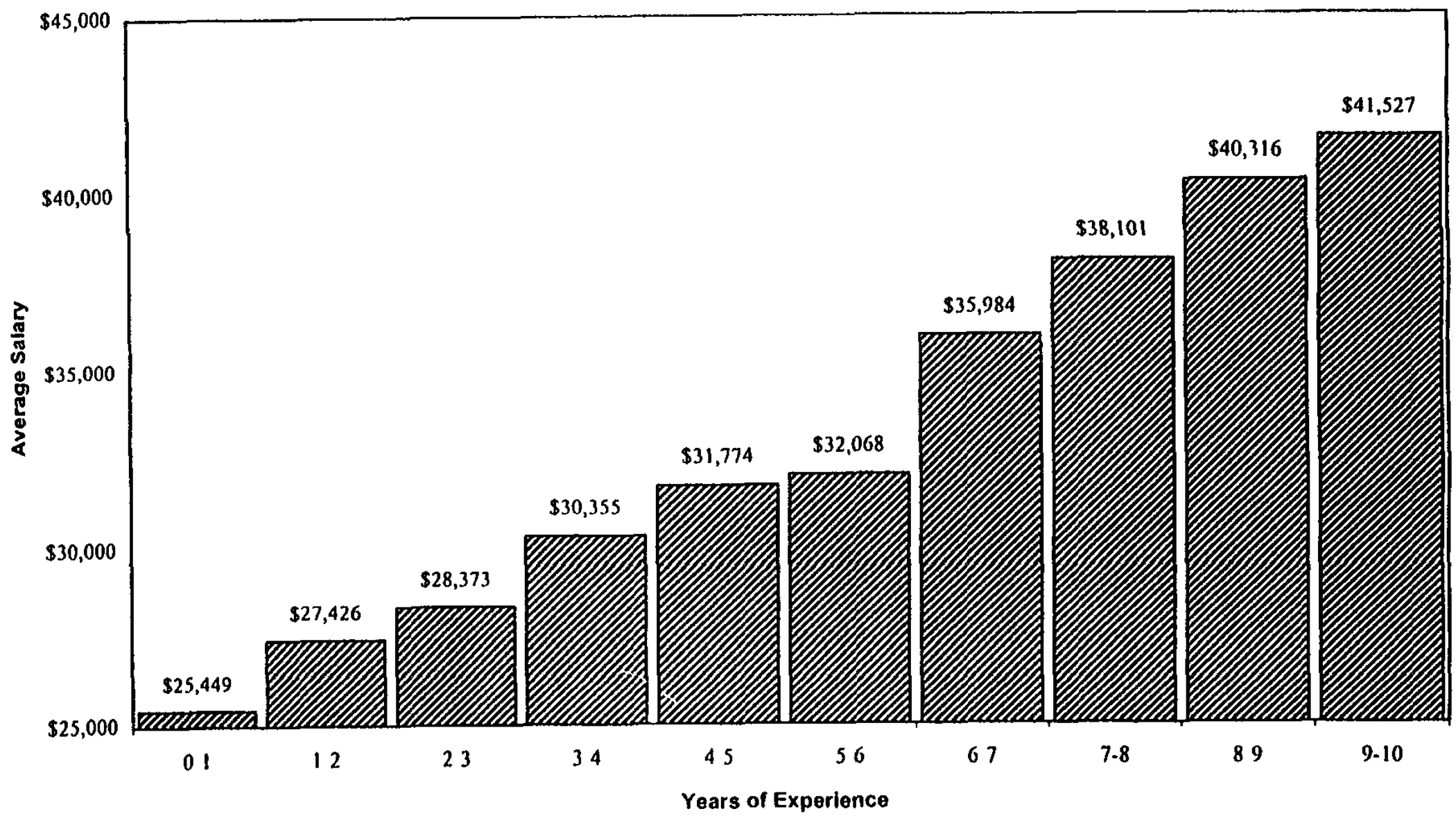
Current Sworn Allocations:	**1386**	
Current Vacancies:	**136**	**9.8 %**
New Allocations Received in 1997	103	75 7 % of current vacancies

Application Rates:	**1996**	**1997**
Submitted.	898	739
Percentage Change·	-	18 %
Total Hired:	85	40
Percentage Hired:	9 5 %	5 4%

1998 Recruit Class Schedule

January May August November

Average Salary of Non-Supervisory City of Charlotte Police Officers by Years of Experience



Attachment L

RECRUITMENT STRATEGIES

1 Strengthen partnerships with colleges and universities, especially through the use of police officer alumni from targeted institutions, with an emphasis on minority institutions and minority candidates

2 Improve contacts with the military to target qualified candidates

3 Increase the use of academic internships

4. Implement an early hire program for fully qualified applicants

5 Increase the use of the Uptown Guide program.

6 Implement an incentive program for officers who recruit and mentor qualified applicants

7 Establish initiatives in area high schools to identify and mentor prospective candidates

8 Implement a lateral entry hiring program

9 Increase the emphasis on regional recruitment and hiring

10 Implement a recruitment steering/management committee

11 Design and implement a comprehensive marketing plan to attract qualified applicants

Convention & Visitors Bureau

At the March 17, 1998 retreat, City Council referred the Charlotte Convention & Visitors Bureau (CCVB) FY99 budget request back to the Budget Committee for further review At the meeting, the Committee requested the following information

1 CCVB's total budget for Fiscal Years 1996 (Actual), 1997 (Actual), 1998 (Estimated) and 1999 (Projected) broken down in the following ways

a By revenue source 1st 3% of the Occupancy Tax, 2nd 3% of the Occupancy Tax, 1% Prepared Food Tax, Incentive Marketing money from the 2nd 3% of the Occupancy Tax, Dues, and Other Revenue

b By line item, the expenditures that correspond with the above revenues

Please refer to **pages 177 through** 179 for information provided by CCVB

2 CCVB salaries by position title over $30,000 for Fiscal Years 1996 (Actual), 1997 (Actual), 1998 (Estimated) and 1999 (Projected) broken down in the following ways

a Base salary
b Bonuses
c Pension
d Insurance

Please refer to **pages 200 through 204** for information provided by CCVB

If CCVB has any other forms of compensation that City Council needs to understand the total compensation for CCVB, please include those as well

3 Clarification on one piece of information CCVB presented at the Budget Committee

- Why did roomnights increase from 89,395 in FY95 to 135,393 in FY96, then back down to 82,983 in FY97?

Please see attached letter from CCVB on **page 177.**

4 What are the eligible uses for the Occupancy and Prepared Food taxes?

Please refer to **pages 205 through 215** for information from the City Attorney's Office

Subsequent to the meeting, the following questions have been asked by Councilmembers as well

- **When was the Charlotte Convention & Visitors Bureau formed? By whom?**
- **Are there by-laws?**
- **Who determined their Board appointment process?**
- **Please attach copies of each piece of legislation associated with CCVB (1st 3% Occupancy, 2nd 3%, 1% prepared foods) and a copy of the City's current contracts with CCVB (CCVB's regular contract and the joint marketing contract).**

Please see **pages 216 through 246** for bylaws, legislation and current City contracts

After many years as a division of the Chamber of Commerce, the Convention & Visitors Bureau was established as a 501-6(c) not-for profit corporation on July 1, 1984 The agency was to be funded by revenue from the Mecklenburg County Occupancy tax The information below highlights Council's relationship with CCVB

- The Convention & Visitors Bureau established a 25 member Citizens Advisory Committee which was created to provide advice and counsel to the CCVB Board of Directors
- In January 1992, Councilmember Scarborough - a member of the Board's Executive Committee - recommended that the Advisory Committee's charge had been fulfilled and that the Committee be discontinued
- Wayne Shusko, the 1992 Chair of the CCVB Board of Directors communicated to City Council the Executive Committee's support of the recommendation to discontinue the Advisory Committee and amend the bylaws to provide City Council with two appointments to the CCVB Board of Directors
- June 8, 1992, City Council approved a Request for Council Action to dissolve the CCVB Citizen's Advisory Committee

April 13, 1998

Mr Curt Walton, Budget Director
City of Charlotte
600 E Fourth Street
Charlotte, NC 28202

Dear Curt

We are pleased to provide you the information required of the CCVB for the upcoming City Council Budget Workshop Several members of the CCVB Board, staff and other supporters will be attending the Workshop on April 21

Our FY96 FY97, FY98 and FY99 (projected) budgets, broken down as specified in your letter, are enclosed Please let us know if we should continue to present our budgets to you in this format as we move forward

The salary information requested is enclosed for your review We have also included a recent survey done by PKF Consulting of the following cities Houston, Dallas, Cleveland, Indianapolis, Minneapolis, Louisville, Denver, San Antonio and Charlotte The survey indicates that the CCVB staff salaries generally rank below the averages of these comparable cities Keep in mind as well, that the responsibility of the staff of the CCVB is to generate sales In fact, for the most recently completed fiscal year, those sales were 344,000 roomnights, which translates to $93 million in direct visitor spending, with no multipliers Further, soon-to-be-released statistics will once again rank Mecklenburg County as the state's number one visitor destination

The clarification of the roomnight increase from FY96 to FY97 is based on the occurrence of special event bookings (not hosting) in FY96 These include

ACC Women's Basketball Tournament (2x4,580)	9,160
ACC Men's Basketball Tournament (3x5,050)	15,150
Promise Keepers (7,900)	7,900
Total	32,210

This apparent "decline" was more than offset by record Convention Center booking activity

Charlotte Convention & Visitors Bureau 122 East Stonewall Street Charlotte NC 28202 1838 (704) 334 2282 (800) 722 1994 Fax (704) 342 3972

Finally, let me reiterate our desire to always be responsive to information requests made by the City of Charlotte Our 15-year partnership is based on the open exchange of information and I trust that you have found us to be cooperative Please let us know whenever we can provide you any further details on our operation

Sincerely,

Keith Haywood
FY97-98 Chair, Board of Directors

Jim Helms
FY97-98 Treasurer, Board of Directors

Charlotte Convention & Visitors Bureau, Inc
Income & Expense Report
Consolidated (Base & CCC Marketing)

INCOME	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget	
City Funding					
3% Occup Tax Contract Estimate	2 267 098	2 599 433	2 921,633	3 158 488	
1% Prepared Food Tax Contract Estimate	843 018	948 567	1,076,992	1 150 000	
Subtotal Contract Estimate	3,110 116	3 548 000	3 998 625	4,308,488	
City Funding (Previous FY Contract Reconciliatio	263 876	278 714	199,375	230,000	
Incentive Funds	94 569	109 702	156 000	200 000	(1)
Total City Funding	3 468 561	3 936 416	4 354 000	4,738 488	
Private Funding					
Membership Dues	222 022	258 342	273 500	308 850	
Other Income	134 897	138 012	120 750	165 000	
Total Private Funding	356 919	396 354	394 250	473 850	
Total Income	**3,825,480**	**4,332,770**	**4,748,250**	**5,212,338**	

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget	
SALARIES & BENEFITS					
Salaries Exempt	1 072 420	1 189 345	1 329 270	1 455 743	
Salaries - Non - Exempt	194 673	222 712	317 375	295,952	
Sub-Contracted Personnel	0	0	0		
FICA	91 521	101 154	124 051	134,004	
Unemployment Taxes	2 843	4 670	8 280	6,633	
Empl Benefits -- HLD	62 732	67 508	90 752	97 824	
Pension	67 962	57 863	97 306	105,103	
Employee Benefits - LTD	28 362	34 201	34 279	27,882	
Insurance - Other	232	0	0	8,180	
Subtotal	1 520 745	1 677 453	2 001,313	2 131,321	(2)
Full-Time Employee Equivalent (FTE)	35	37	42	42	
Personnel Expense Per FTE	43,450	45,337	47,650	50,746	
National IACVB Financial Survey w/ 3.5% increa	43,605	45,131	46,710	48,345	

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget	
Program Expenses					
Ad Production	15 157	13 863	24,100	29,400	
Advertising - Consumer Media	77,901	81 385	96,979	156,000	(3)
Advertising - Personnel	608	515	850	1,200	
Advertising - Trade Media	66 871	81 738	118,510	117 000	
Agency Fees	6 234	6 454	17,700	28 700	(4)
Audio Visual Production	10 196	33 618	42,100	56 800	(5)
Audit Services	14,696	15 340	16,000	17,250	
Auto Maintenance	2,815	3,880	2,300	3,200	
Books & Subscriptions	4 856	3 814	6 296	7,960	
Business Meals	12 185	27 491	35,834	36,994	(6)
Business Taxes And Licenses	150	5 230	2 800	3,490	
CINET/Database	4 225	1 564	3 700	2 700	
Client Entertainment	72,361	135 848	84 317	98,050	(7)
Client Specialty Items	22 070	21 640	36,692	26,570	
Club Membership	1 544	1 608	3 200	2,850	(8)
Collateral	82 153	113,314	108 516	106,400	
Computer Hardware	4 905	34 621	5,750	12,987	(9)
Computer Software	7 620	13,696	13 367	29,088	(9)
Computer Supplies	6 463	5 559	6 940	6,638	
Computer Support	9 190	18,308	10,992	18,346	(10)
Copy Supplies	8 039	9,110	14,210	10,924	
Depreciation	35 463	54 459	73,000	86 000	
Direct Mail	103 328	77,120	97,500	115,188	
Donations	6 603	19 085	13 250	22 500	(11)
Dues	31 007	32 074	37 470	48 740	(12)
Education	708	0	0	-	
Employee Goodwill	7,599	10 433	13,075	17,511	
Employment And Interview	4,081	10 350	750	350	
Entertainment Meals	62,950	86 384	100,060	107,305	(13)
Equipment Lease & Rental	7,485	11 366	19,856	14,266	
Grants / Business Development	134,000	215 200	344,000	370,000	(14)
Interest	6,674	5,654	4,139	3,859	
Legal Services	10,860	3 306	4,201	4,550	
Miscellaneous Expenses	21,242	6 659	0	1,150	

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget	
Moving And Relocation	16,761	14 293	1,000	500	
Newsletter Production	28 511	31,513	44 000	32,000	(15)
Non-Capitalized Equipment	4,322	29,766	15,650	8,725	(16)
Office Amenities	2,498	2,422	8,194	6,194	
Office Supplies	12,694	21,656	17,571	28,491	
Photography	7 725	9 866	10 121	16,500	
Postage	79,603	60 917	85,782	97,368	(17)
Presentation Materials	7,298	9,957	10,500	18,650	(18)
Printed Supplies	28,537	28,300	26,904	39,070	
Professional Development	6 404	17,478	15,870	21,550	
Professional/Purchased Services	85,290	170 220	80,760	118,478	(19)
Public Relations	27,480	18,594	18,660	19,500	
Registration	23 841	25,547	27,165	29,800	(20)
Rent	226 180	231 230	263 734	276,729	
Repair & Maint - Office Equip	11 957	15 120	13 055	13 708	
Repair & Maint - Tech Equip	1 829	5 809	5 597	6 287	
Research Fees	400	6 450	22,200	21,150	(21)
Sales Support Materials	19 545	39,185	27,885	33,000	(22)
Sales Tax / Corp Taxes	3 892	19	60	720	
Shipping & Labor	30 292	52 432	51,670	59,835	(23)
Specialty Advertising	10 573	15,890	24,200	21,500	(24)
Telephone / WATS	86,882	90,275	118,642	126,446	
Temporary Office Help	30 566	17,383	6 100	6,000	
Tradeshow Space	27 432	49 384	41 245	40 625	
Travel	91 013	168,539	156,710	198,060	
Underwriting	132 535	124,319	102,200	128,600	(25)
Variable Automobile Expense	10 003	14,057	20,515	21,014	
Subtotal	1,876 305	2,431,307	2,574,444	2,954,466	
TOTAL EXPENSES	**3,397,049**	**4,108,760**	**4,575,757**	**5,085,787**	

Charlotte Convention & Visitors Bureaus, Inc.
Consolidated (Base & CCC Marketing)

Notes

1	One third of incentive funds are placed in reserve and the remainder is used for business development
2	FY98 budget includes 5 new staff (4 sales), several were budgeted with staggered hire dates FY99 budget includes full year of salaries and related expenses
3	FY99 budget includes interstate advertising
4	FY99 budget includes cost for advertising agency fees received in excess of in-kind in FY98
5	Includes expense for primary custom videos for bids, e g , Republican National Convention
6	Business meals increased with additional sales staff
7	Client entertainment expense includes more direct client sales activity and client events, e g , Speedway FAM
8	CCVB is a member of the Tower Club for business entertainment
9	FY97 expense includes Automation Plan (approved by Board) non-capital hardware and software Plan involved transition from DOS-based to Windows-based hardware and software
10	FY99 budget includes additional support for sales and convention services housing software
11	FY99 budget includes donations to CPCC's hospitality program, Metrolina Food Bank program,
12	CCVB pays dues for various customer and industry associations, e g , MPI, ASAE, NCACVB $7,600, IACVB $3,100, NC Travel & Tourism $5,500
13	Expense for client entertainment meals includes over 70 client visits to Charlotte, FAMS (approximately 20 – 25 clients at one time), client events, etc
14	The CCVB increased its Grants program from $70,000 to $140,000 annually The City of Charlotte provides $35,000 annually for support of the Grants program, and 2/3 of the CCC marketing incentive funds are used for CCC business development

Charlotte Convention & Visitors Bureaus, Inc.
Consolidated (Base & CCC Marketing)

15	Newsletter expense is projected to decrease with reduced newsletter publications and development of the weekly fax *Advanced Copy*
16	FY97 expense includes Board-approved Automation and Office relocation expenses When Info Charlotte moved to South Tryon street in 1994, their space was left vacant until FY97
17	Postage increase related to increased direct mail
18	Expense for presentation materials include bid proposal packages, e g , Republican National Convention
19	Professional / Purchased service expense includes regional representation in Chicago, the Southwest and Toronto mission expense
20	Registration fees for sales representation at client meetings
21	Research fees for industry research on hotel occupancy and rates, industry activity, etc
22	Expenses for direct sales materials and supplies
23	CCVB has two large exhibit booths, 10' x 20' and 10' x 10' that are used at client trade shows
24	Telephone expense includes cost for client-used and advertised 800#s
25	Budgeted expense for CCCP cadet program, Monument of Valor for war veteran reunions, NC League of Cities, NC Motorcoach Association, NC Volleyball Association, Uptown Circuit shuttle, etc

Charlotte Convention & Visitors Bureau, Inc
Income & Expense Report
Base Marketing (First 3% Occupancy Tax)

INCOME	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
City Funding				
3% Occup Tax Contract Estimate	1 678 935	1 910 000	2,163 750	2 358,488
1% Prepared Food Tax Contract Estimate		-	-	-
Subtotal Contract Estimate	1 678 935	1 910 000	2,163 750	2 358 488
Previous FY Contract Reconciliation	181,638	153 292	134,250	150,000
Incentive Funds	-	-	-	-
Total City Funding	1 860 573	2,063,292	2,298,000	2,508,488
Private Funding				
Membership Dues	222,022	258,342	273,500	308,850
Other Income	113,550	100,376	96,000	120,000
Total Private Funding	335,572	358 718	369 500	428,850
Total Income	**2,196,145**	**2,422,010**	**2,667,500**	**2,937,338**

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Salaries & Benefits				
Salaries - Exempt	642,421	716 224	793 220	885,814
Salaries - Non - Exempt	116 932	135 917	196 375	199,742
Sub Contracted Personnel	0	0	0	-
FICA	55 900	60 742	72 643	83,044
Unemployment Taxes	1,772	3,083	5,158	4,264
Empl Benefits -- HLD	37,087	37 557	53,720	60,466
Pension	40 366	33 637	56,981	65,134
Employee Benefits - LTD	15 968	19 241	19,648	21,221
Insurance - Other	232	-	-	-
Subtotal	910 678	1,006 401	1,197,745	1,319,685

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Program Expenses				
Ad Production	1 749	1,235	10,100	15,400
Advertising - Consumer Media	74,601	81 385	96,979	156,000
Advertising - Personnel	532	382	675	1,100
Advertising - Trade Media	8 099	10,962	20,000	12,000
Agency Fees	3 955	6,454	17,700	28,700
Audio Visual Production	7 528	23 189	20,100	22,000
Audit Services	8,988	10 223	10,500	11,250
Auto Maintenance	2,428	2,923	2,300	2,500
Books & Subscriptions	2,182	1 803	3,751	5,171
Business Meals	9 209	18 812	24,067	23,441
Business Taxes And Licenses	123	2,611	2,375	3,050
CINET/Database	3 062	1,097	1,900	900
Client Entertainment	24,714	38,481	26,675	27,750
Client Specialty Items	11,358	6 544	16,992	6,870
Club Membership	1 179	1 178	2,700	2,100
Collateral	40 933	62,847	71,366	72,200
Computer Hardware	2 680	17 825	4,162	6,585
Computer Software	6 695	11 579	8,506	16,076
Computer Supplies	2 802	2 430	3 170	4,020
Computer Support	5 686	9 165	6,033	9,133
Copy Supplies	5 691	6 715	10 187	7 277
Depreciation	22 248	34 163	44,000	52,000
Direct Mail	37 126	24 857	19,550	27 738
Donations	1,063	11,212	1,750	11,000
Dues	21,010	20 851	29,952	37,049
Education	572	-	-	-
Employee Goodwill	6 401	7 663	9 913	12,613
Employment And Interview	0	7 245	0	250
Entertainment Meals	25 688	43,997	38,800	37,015
Equipment Lease & Rental	5,844	8 988	14,611	10,125
Grants / Business Development	100 000	214 500	240,000	240,000
Interest	5 238	4 568	3,426	3,226
Legal Services	7,653	2 568	2,983	3,475
Miscellaneous Expenses	20 178	3 979	0	1,000

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Moving And Relocation	0	6,751	1,000	500
Newsletter Production	21 129	24 296	30,000	20,000
Non-Capitalized Equipment	2 891	19 685	11,150	6,610
Office Amenities	2 145	1 824	7,171	4,691
Office Supplies	8 303	13,415	11,878	17,570
Photography	3 101	5,574	7,821	8,000
Postage	64 738	42 291	67,415	73,912
Presentation Materials	5 009	7 322	4 000	6,500
Printed Supplies	17 583	16 356	16,402	22,814
Professional Development	5 588	12,313	11,140	15,925
Professional/Purchased Services	45 894	128,942	46,554	73,438
Public Relations	21 164	11 824	12,460	12,000
Registration	10 743	16 455	18,380	16,585
Rent	110 650	98,987	102,852	123,471
Repair & Maint - Office Equip	8 804	11,109	9,361	9,431
Repair & Maint - Tech Equip	1 053	4 423	4,267	4,671
Research Fees	400	1 873	13,500	12,150
Sales Support Materials	4 521	17 929	5 485	6 000
Sales Tax / Corp Taxes	3 850	0	0	300
Shipping & Labor	7 249	15,439	17,482	16,017
Specialty Advertising	4 271	9,772	8,200	9 500
Telephone/Wats	47,943	43 869	61,999	59,646
Temporary Office Help	24,139	7 342	3,173	3,070
Tradeshow Space	11 281	12 055	12,545	11,325
Travel	38 212	53,761	60,470	72,082
Underwriting / Rebates	61 277	49,209	51,100	55,000
Variable Automobile Expense	6 223	8 351	13,133	13,099
Subtotal	1,015,375	1,343,597	1,374,161	1,543,321
Total Expenses	**1,926,053**	**2,349,998**	**2,571,906**	**2,863,006**

Charlotte Convention & Visitors Bureau, Inc
Income & Expense Report
CCC Marketing

INCOME	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
City Funding				
3% Occup Tax Contract Estimate	588,163	689,433	757,883	800,000
1% Prepared Food Tax Contract Estimate	843,018	948,567	1,076,992	1,150,000
Subtotal Contract Estimate	1 431,181	1,638,000	1,834,875	1,950,000
Previous FY Contract Reconciliation	82,238	125,422	65,125	80,000
Incentive Funds	94,569	109,702	156,000	200,000
Total City Funding	1,607,988	1,873,124	2,056,000	2,230,000
Private Funding				
Membership Dues	-	-	-	-
Other Income	21,347	37,636	24,750	45,000
Total Private Funding	21,347	37,636	24,750	45,000
Total Income	**1,629,335**	**1,910,760**	**2,080,750**	**2,275,000**

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Salaries & Benefits				
Salaries - Exempt	429 999	473,121	536,050	569,929
Salaries - Non - Exempt	77,741	86,795	121,000	96,210
Sub-Contracted Personnel	0	0	0	0
FICA	35 622	40 412	51,408	50,960
Unemployment Taxes	1,070	1,587	3,122	2,369
Empl Benefits -- HLD	25,645	29,951	37,032	37,358
Pension	27,596	24,227	40,325	39,969
Employee Benefits - LTD	12,394	14,959	14,631	6,661
Insurance - Other	0	0	0	8,180
Subtotal	610,067	671,052	803,568	811,636

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Program Expense				
Ad Production	13 408	12,628	14,000	14,000
Advertising - Consumer Media	3 300	0	0	0
Advertising - Personnel	76	133	175	100
Advertising - Trade Media	58,773	70,777	98,510	105,000
Agency Fees	2,279	0	0	0
Audio Visual Production	2,667	10,429	22,000	34,800
Audit Services	5,708	5,117	5,500	6,000
Auto Maintenance	387	957	0	700
Books & Subscriptions	2,674	2,011	2,545	2,789
Business Meals	2,976	8,679	11,767	13,553
Business Taxes And Licenses	27	2,619	425	440
CINET/Database	1,163	467	1,800	1,800
Client Entertainment	47,647	97,367	57,642	70,300
Client Specialty Items	10 712	15,097	19,700	19,700
Club Membership	365	430	500	750
Collateral	41,220	50,467	37,150	34,200
Computer Hardware	2,225	16,796	1,588	6,402
Computer Software	924	2,117	4,861	13,012
Computer Supplies	3,661	3,129	3,770	2,618
Computer Support	3 504	9,143	4,959	9,213
Copy Supplies	2,348	2,395	4,023	3,647
Depreciation	13,215	20,296	29,000	34,000
Direct Mail	66,202	52,263	77,950	87,450
Donations	5,540	7,873	11,500	11,500
Dues	9,997	11,223	7,518	11,691
Education	136	0	0	0
Employee Goodwill	1,198	2,770	3,162	4,898
Employment And Interview	4,081	3,105	750	100
Entertainment Meals	37,263	42,386	61,260	70,290
Equipment Lease & Rental	1,641	2,378	5,245	4,141
Grants / Business Development	34,000	700	104,000	130,000
Interest	1,436	1,086	713	633
Legal Services	3,207	738	1,218	1,075
Miscellaneous Expenses	1,064	2,680	0	150

EXPENSES	FY96 Actuals	FY97 Actuals	FY98 Budget	FY99 Budget
Moving And Relocation	16,761	7,542	0	0
Newsletter Production	7,382	7,217	14,000	12,000
Non-Capitalized Equipment	1,432	10,081	4,500	2,115
Office Amenities	353	598	1,023	1,503
Office Supplies	4,392	8,240	5,693	10,921
Photography	4,625	4,292	2,300	8,500
Postage	14 866	18 626	18,367	23,456
Presentation Materials	2 289	2,635	6,500	12,150
Printed Supplies	10,954	11,945	10,502	16,256
Professional Development	816	5 165	4,730	5,625
Professional/Purchased Services	39,396	41,278	34,206	45,040
Public Relations	6 316	6 770	6,200	7,500
Registration	13,098	9,092	8,785	13,215
Rent	115,530	132,243	160,882	153,258
Repair & Maint - Office Equip	3,153	4,011	3,694	4,277
Repair & Maint - Tech Equip	777	1,385	1,330	1,616
Research Fees	0	4,577	8,700	9,000
Sales Support Materials	15,024	21,256	22,400	27,000
Sales Tax / Corp Taxes	42	19	60	420
Shipping & Labor	23,043	36,993	34,188	43,818
Specialty Advertising	6 302	6,119	16,000	12,000
Telephone/Wats	38,939	46,406	56,643	66,800
Temporary Office Help	6,427	10,041	2,927	2,930
Tradeshow Space	16,151	37,329	28,700	29,300
Travel	52 801	114,778	96,240	125,978
Underwriting	71 258	75,110	51,100	73,600
Variable Automobile Expense	3,780	5,705	7,382	7,915
Subtotal	860 930	1,087,710	1,200,283	1,411,145
Total Expenses	**1,470,996**	**1,758,762**	**2,003,851**	**2,222,781**

EXHIBIT 1

5-6-97

RSVP - NASCAR FAM ACCEPTANCES

ORGANIZATION	CLIENT NAME & TITLE	GUEST NAME	EVENT PREFERENCES	TRAVEL PREFERENCES	ACCOUNT STATUS
1. American Society for Quality Control	Mr Jerry Whitson, Vice Chairman	Frances E (wife)	Shopping	Nashville Airport Arrive Friday PM Depart Sunday -AM on flight #899 at 8·25AM	Definite for May 2001 Annual Convention; 2800 total roomnights; Tentative for January 1999 meeting; total 495 roomnights.
2 American Fisheries Society	Ms Betsy Fritz, Director of Administration	Eugene (husband)	None	WDC - Dulles Int'l Arrive Friday PM Depart Sunday - AM	Definite for August 1999 for 2210 total roomnights
3 Death Care World Expo	Mr Bob Moellman	Paula J (wife)	Bob - Golf Paula - pottery	St. Louis Airport Arrive Friday- 4PM Depart Sunday - Mid Afternoon	Definite for January 1998; with total roomnights of 3690
4. American Alliance for Health, Physical Education, Recreation & Dance	Ms Anna Robinson, Convention Director	Mark (husband)	Golf - 2	Anna flying out of W DC - Dulles Int'l Arrive - Friday after 3PM Mark flying out of Providence in Boston Arrive - Friday late evening Both Anna & Mark will *depart on Sunday Mid-*Day with arrival into WDC - Dulles Int'l	Lost Business for 2004 Annual Convention; total roomnights of 11,220. Possible future prospect.
5. American Society of Post Anesthesia Nurses	Mr Keven Dill, Executive Director	Sandy (wife)	Pottery	Philadelphia Airport Arrive - Friday 10AM Depart - Sunday Early AM	Tentative for April 2004 with total roomnights of 4680

ORGANIZATION	CLIENT NAME & TITLE	GUEST NAME	EVENT PREFERENCES	TRAVEL PREFERENCES	ACCOUNT STATUS
6 Re/Max	Mr Mike Reagan, Vice President Conventions (CANCELLED 5/1/97)	Yes, his son	Golf	His attendance depends upon the time he can depart Denver on Friday Denver Airport Arrive - Friday PM Depart - Sunday (no preference)	Prospect for 1998. Average Mid-Year meeting with 500 rooms on peak
7 Public Library Association	Ms Greta Southard, Executive Director	Husband (Cancelled)	Pottery	Midway Airport in Chicago Arrive - Friday after 10AM Depart - Sunday after 10AM but before 2PM	Definite for March 2000 with total roomnights of 7820
8 Freedom Sports & Fitness Expo	Mr David Smith, ProAm	Jo Ann Wilson	Golf - 2	LaGuardia Airport in New York Friday arrival no time preference Monday departure - the last available flight out	Prospect for January with total roomnights of 250
9. Consolidated Meeting Planners International	Mr David Bruce, Managing Director	None	Golf	Greensboro - Driving in after work on Friday Departing on Sunday after the race	Tentative for 6/97 with 1350 total roomnights and 8/97 with total roomnights of 2800
10. National Industrial Transportation League	Ms Lucia Cobo	Michele Watson	None, but would like a full tour of the Westin	Arlington, VA - National Airport Friday arrival in the evening Departing on Sunday after the race	Definite for November 2001 with 6400 total roomnights

ORGANIZATION	CLIENT NAME & TITLE	GUEST NAME	EVENT PREFERENCES	TRAVEL PREFERENCES	ACCOUNT STATUS
11 CEEM Training Services	Ms Millie Ramey, Meeting Planner	Robert (son)	Robert - G olf Millie is doing hotel tours	Fairfax, VA either National or Dulles Arrive Friday after 12 noon Depart ton Sunday afternoon after race	Definite for June 1997. This is an annual meeting with average of 80 /250 roomnights.
12. Society of Manufacturing Engineers	Ms Amy Zajas	Mark Percha	Golf	Detroit, MI - Metro Airport Arrive Friday PM between 5PM - 6PM Depart Sunday late PM by 10PM	Definite for March 1998 with 2927 total roomnights Tentative for March 2000 & 2001 for 2927 total roomnights
13 Irrigation Association	Ms Lucenda Boyle (in place of Denise Stone), Meeting Planner	Peter Boyle	NASCAR Museum	WDC - Dulles Int'l Arrive Friday between Noon - 5PM Depart Sunday - earliest flight possible	Definite for June 1997 with 105 total roomnights. This is an annual meeting ranging from 100/300 roomnights
14. National Wild Turkey Federation	Ms Shannon Tollison, Convention Coordinator (CANCELLED 4/30/97)	Mr Tollison	NASCAR Museum	Driving in on Friday PM Departing on Sunday after the race	Definite for February 1999 with 3050 total roomnights
15. J R Schuman & Associates (PowerSoft)	Ms Janet Weiner	None	Golf	Boston, MASS - Logan Airport Arrive Friday PM between 5PM - 8PM Depart Late Sunday AM.	Lost for June 1999 with 19,800 total roomnights. Possibility prospect for a later date

ORGANIZATION	CLIENT NAME & TITLE	GUEST NAME	EVENT PREFERENCES	TRAVEL PREFERENCES	ACCOUNT STATUS
16. Shelby American Auto Club	Mr Ken Eber	Alba Carson	None	Chilmark, MASS Martha's Vineyard Airport Arrive Friday PM - no time preference Depart - Sunday - no time preference	Tentative for July 1998 with 1,540 total roomnights
17 BillCom Exposition & Conferences	Ms Karen Stewart, Account Executive, Meeting & Expo Services	Scott (husband)	Golf	Arlington, Virginia Dulles or National Airport Arrive Friday after 12 Noon Depart Sunday after 9AM	Prospect for March 1999 with 2,268 total roomnights
18 NC Manufactured Housing Institute	Mr Steve Zamiara, Executive Director	Dana(wife)	Golf - Steve Shopping -Dana	Raleigh	Definite for August 1997 with 1,120 total roomnights This is yearly show
19 Internet Services	Ms Jacqui McGuinness	Yes	None	Local - Driving in	
20 Industrial Heating Magazine	Mr Keith Patrick	Jan Swick	Pottery	Pittsburgh Int'l Airport Arrive Friday AM between 8AM - 10AM Depart Sunday after Noon	
21 National Association for Community Leadership	Mr Wendall Walls	Jeremy (son)	2 for Golf	Indianapolis Airport Evening Arrival Depart on Sunday after the race	Tentative for April 2000 with 2,125 total roomninghts
22 Death Care World Expo	Ms Pat Dwyer	Not Sure	Golf - 1	Waiting on phone call from her to finalize the departure	Definite for January 1998; with total roomnights of 3690

ORGANIZATION	CLIENT NAME & TITLE	GUEST NAME	EVENT PREFERENCES	TRAVEL PREFERENCES	ACCOUNT STATUS
23 Islamic Society of North America	Mr Tipu Ahmad	Muhawar Sultana	NASCAR Museum	Indianapolis Airport Arrive Friday at noon Departure May 21 at noon	Tentative for December 1999 for total of 2850 roomnights .
24 Panamanian Society	Alberto Brown	Rolonda Phillips	Shopping	Colubus Gerogia Airport Leave Friday to arrive in Charlotte by 12 nooon Depart Sunday by 12 noon	*
25 American Organization of Nurse Executives	Merle Hedland	Genevieve (daughter)	Site Tour - 2	O'Hare Int'l Airport Arrive Friday am or Thursday pm Depart Sunday am	

BUDGET PLAN FY99

Description of Expense Line Items

500 Salaries - Exempt
Senior Managers use the Salary Forecast Worksheet to arrive at totals for the budget unit. The diskette spreadsheets will automatically spread the expenses monthly.

501 Salaries - Non-Exempt
Senior Managers use the Salary Forecast Worksheet to arrive at totals for the budget unit. The diskette spreadsheets will automatically spread the expenses monthly.

502 Subcontracted Personnel
We should use this line item for the fees paid to those individuals who are under an ongoing contract to provide services through CCVB directly

503 FICA
Budgeted expense used· 7.65% of salary

504 Unemployment Taxes
Budgeted expense used D C State 3 1% of salary up to $9,500, Federal 80% of salary up to $7,000

505 Employee Benefits - Health Insurance

Budgeted expense used:

- Family — $240/employee/month
- Parent/Child – Parent/Spouse — $165/employee/month
- Single — $132/employee/month

Employee Benefits – Life Insurance — 4 50/employee per month

Employee Benefits – Dental Insurance

- Family — $25/employee/month
- Single — $25/employee/month
- Parent/Child or Parent/Spouse — $25/employee/month

506 Pension
Budgeted expense used 6% of salary

507 Employee Benefits Long Term Disability
Budgeted expense used. (1%) × (Annual salary/12) Gross limited to $90,000 a year per employee

508 Insurance/Liability/Casualty
This includes the general professional, directors and officers, property, worker's compensation and other insurances Only senior managers should budget this expense

Expense Descr doc

BUDGET PLAN FY99

LEAN CHARLOTTE
The Power Of Working Together

Description of Expense Line Items (con't)

520 Variable Auto Expense
The spreadsheet will compute this monthly budget based upon the mileage at 29¢ used for each staff member.

521 Travel & Business Meals
Include information from the Professional Development Worksheet to arrive at a total for the unit.

524 Entertainment Meals
Meal expenses for client and/or marketing entertainment.

525 Client Entertainment
Entertainment expenses for clients, e.g., Hornets tickets.

526 Registration
Registration fees.

527 Tradeshow Space
Rental fees for tradeshow space.

528 Club Membership
Club membership fees

529 Auto Maintenance
Expense of maintenance and upkeep of CCVB vehicles

530 Rent
This should include all building rent for the budget unit.

531 Leasehold Improvements
Administration will budget for these expenses

532 Telephone
The telephone expenses for the previous six months & should be used as a base plus the manager's best estimate of increased volume

533 WATS
The telephone expenses for the previous six months & should be used as a base plus the manager's best estimate of increased volume.

534 Postage
The postage expenses for the previous six months should be used as a base plus the manager's best estimate of increased volume.

535 Shipping & Labor
Includes exhibit shipping expenses and ground transportation.

536 Sales Tax
Use previous expense and budget manager's best estimate.

BUDGET PLAN FY99

LEAM CHARLOTTE
The Power Of Working Together

Description of Expense Line Items (con't)

540 Non-Capital Equipment
All purchases of equipment/furniture that have a life of less than 5 years or cost less than $1,000 should be budgeted as non-capital equipment.

541 Client Specialty Item
Items purchased for client and/or marketing and sales.

542 Office Supplies
Budget $350 per year for each employee.

543 Printed Supplies
All office supplies printed externally

544 Copy Supplies
Includes copy paper, toner, and supplies. Lynné Jackson will provide an estimate plus the manager's best estimate of increased volume.

545 Office Amenities
Goods and services purchased for office amenities

547 Books & Subscriptions
This includes regular subscriptions to magazines, journals, and newspapers

548 Dues
Professional dues' expense

549 Equipment Leases
The lease or rental charge for such equipment as chairs, tables, and audio visual & devices

550 Repair & Maintenance - Office Equipment
Include maintenance agreements for items like the postage meter, etc

551 Repair & Maintenance - Technical Equipment
Service contracts and/or repairs on computer-related equipment.

560 Employment and Interview
Expenses associated with the use of a placement firm and the cost of interviewing prospective employees (travel, hotel, and meal expenses)

561 Moving and Relocation
Estimated expenses for employee relocated (both new staff and existing staff whom we may transfer) This should include temporary living expenses.

562 Legal Services
Anticipated expense for legal services

BUDGET PLAN FY99

Description of Expense Line Items (con't)

563 Financial Services
Financial service fees.

564 Business Taxes & Licenses
Where applicable, Finance will provide this information.

565 Depreciation
Where applicable, Finance will provide this information.

570 Ad Production
Charges incurred for producing print advertising.

571 Agency Fees
Professional fees, services and business expenses paid to outside agencies, designers and copywriters.

572 Collateral
Printed materials/publications

573 Advertising - Con. Media
Print advertising focused on the individual leisure traveler

574 Direct Mail
All printed/produced material used for mailing to clients/prospects

575 Advertising Personnel
Advertising directed to personnel/employment communication

576 Public Relations
Communication-related expenses for public relations

577 Specialty Advertising
Premium gift items (clothing, merchandise)

578 Sales Support Materials
All materials relating to supporting direct sales efforts

579 Advertising - Trade Media
Advertising focused in professional trade magazines and publications

580 Newsletter Production
All CCVB publications.

581 Presentation Materials
General marketing and CCVB board presentation materials and slide presentations.

582 Audio Visual Production
Production of CCVB videos and custom client videos

BUDGET PLAN FY99

CHARLOTTE
The Power Of Working Together

Description of Expense Line Items (con't)

600 Education
Prior approved expenses for staff participation in formal college courses as defined in our policy manual. (Does not include seminars or workshops.)

601 Professional Development
Approved expenses relating to staff participation in seminars, conferences, workshops, and professional meetings not sponsored by the CCVB. Includes registration fees, only, ***not*** dues. Travel and lodging expense should be budgeted in account 0521

602 Temp Office Help
Fees for temp office assistance

603 Employee Goodwill
The purchase of items or services promoting the goodwill of the employees

604 Computer Hardware
Should include the expense for computer hardware under $1,000 or software purchases

605 Computer Software
Should include the expense for computer software purchases

606 Computer Supplies
Computer paper, stands, trays, etc

607 Computer Support
Support service fees

608 CINET/Database
Computer research and database service

615 Purchased Services
Purchased group and/or individual services

616 Research Fees
Expense for subscribed research services

617 Professional Services
Expense for consultants who provide services to the CCVB

618 Underwriting
Lump sum support from the CCVB to other organizations for the promotion of Charlotte as a convention or tourist destination

CHARLOTTE

CONVENTION &

VISITORS BUREAU

SALARY & BENEFITS

SUMMARY

CHARLOTTE CONVENTION & VISITORS BUREAU

Schedule of Salaries Greater than $30,000

1996 SALARY AND BENEFITS

POSITION	BASE SALARY	BONUS	INSURANCE	PENSION	TOTAL	
President	108,680 00	8,000 00	340 00	7,000 80	124,020 80	*(1)*
VP Convention Sales	89,625 00	7,000 00	150 00	5,797 50	102,572 50	
VP Finance	70,892 88	7,089 29	150 00	4,678 93	82,811 10	
DC Sales Manager	64,355 28		150 00	3,861 32	68,366.60	
VP Marketing	58,066 32		150 00	3,483.98	61,700 30	
Dir Convention Services	53,550 00	500 00	150.00	3,243.00	57,443 00	
Director of Sales	53,273 00	500 00	150.00	3,226.38	57,149 38	
National Sales Manager	41,746 71		150 00	2,504 80	44,401 51	
Dir Marketing Services	40,280 05		150 00	2,416 80	42,846 85	
Membership Sales	40,055 52		150 00	2,403.33	42,608 85	
Info Charlotte Manager	37,312 00		150 00	2,238 72	39,700 72	
National Sales Manager	35,763 82		150 00		35,913.82	
National Sales Manager	35,269 30		150 00		35,419 30	
National Sales Manager	34,233 75	1,000 00	150 00	2,114.03	37,497 78	
Accountant	34,071 18		150 00	2,044 27	36,265 45	
Dir Of Administration	32,917 50		150 00	1,975 05	35,042 55	
National Sales Manager	30,000 00		150 00	1,800 00	31,950 00	

Notes

(1) Does not include $672 YMCA membership

CHARLOTTE CONVENTION & VISITORS BUREAU

Schedule of Salaries Greater than $30,000

1997 SALARY AND BENEFITS

POSITION	BASE SALARY	BONUS	INSURANCE	PENSION	TOTAL	
President	118,681 00	10,681 00	340 00	7,761 72	137,463.72	*(1)*
VP Convention Sales	82,074 00	7,387 00	159.00	5,367 66	94,987 66	
VP Finance	77,300 04	7,270 06	159 00	5,074 21	89,803.31	
DC Sales Manager	66,929 49		132.00	4,015.77	71,077 26	
VP Marketing	60,679 31		340 00	3,640 76	64,660.07	
Dir Convention Services	55,959 75	1,500 00	159 00	3,447.59	61,066 34	
Director of Sales	55,936 65	1,500 00	132 00	3,446.20	61,014 85	
National Sales Manager	45,000 00		132 00	2,700 00	47,832.00	
Membership Sales	44,513 00		132 00	2,670 78	47,315.78	
National Sales Manager	43,625 32	3,000 00	132 00	2,797 52	49,554.84	
Dir Marketing Services	41,891 26		132 00	2,513.48	44,536.74	
National Sales Manager	40,000 00	1,000 00	132.00	2,460.00	43,592.00	
Info Charlotte Manager	39,028 36		159 00	2,341 70	41,529.06	
Membership Director	38,500 00	2,575 00	132 00	2,464.50	43,671.50	
National Sales Manager	37,373 19	2,000 00	159 00	2,362 39	41,894 58	
Accountant	35,604 00		132 00	2,136 24	37,872 24	
Info Systems Manager	34,500 00		132 00	2,070.00	36,702 00	
Dir Of Administration	34,398 79		132 00	2,063 93	36,594 72	
National Sales Manager	31,350 00	2,500 00	132 00	2,031.00	36,013 00	

Notes

(1) Does not include $672 YMCA membership

CHARLOTTE CONVENTION & VISITORS BUREAU

Schedule of Salaries Greater than $30,000

1998 SALARY AND BENEFITS (Projected)

POSITION	BASE SALARY	BONUS	INSURANCE	PENSION	TOTAL	
President	124,021 92	12,402 19	340 00	7,441.32	144,205 43	(1)
VP Convention Sales	85,767 65	8,576 77	159 00	5,146 06	99,649 47	
VP Finance	84,413 52	7,175 15	159 00	5,277.22	97,024.89	
VP Marketing	65,629 22		159 00	3,937.75	69,725.97	
Dir Convention Services	58,477 94	2,000 00	159 00	3,508 68	64,145 62	
Director of Sales	58,453 80	2,000 00	132 00	3,507 23	64,093.03	
DC Sales Manager	57,000 00	1,500 00	132 00	- N/A	58,632 00	(2)
National Sales Manager	47,025 00	1,500 00	132 00	2,821 50	51,478 50	
National Sales Manager	45,588 48	3,500 00	132 00	2,735 31	51,955 79	
Membership Sales	44,079 00		132 00	2,644 74	46,855.74	
Dir Marketing Services	43,776 36		132 00	2,626 58	46,534 94	
National Sales Manager	41,800 00	1,000 00	132 00	2,508 00	45,440 00	
Info Charlotte Manager	40,589 52		159 00	2,435 37	43,183 89	
Membership Director	40,100 00	3,000 00	132 00	2,406.00	45,638.00	
Sales Manager	40,000 00	1,000 00	132 00	N/A	41,132.00	(2)
National Sales Manager	38,873 04	2,500 00	159 00	2,332 38	43,864.42	
Accountant	37,000 00		132 00	2,220 00	39,352 00	
Director Tourism Sales	37,000 00	1,000 00	132 00	N/A	38,132 00	(2)
Dir Of Administration	37,000 00		132 00	2,220 00	39,352 00	
National Sales Manager	35,350 00	2,500 00	132 00	2,121 00	40,103 00	
Info Systems Manager	34,500 00		132 00	2,070 00	36,702 00	
Convention Housing Mgr	30,366 36	1,000 00	132 00	1,821 99	33,320.35	
Marketing Manager	30,345 60		159 00	1,820.74	32,325.34	
Convention Services Mgr	30,000 00		132 00	N/A	30,132.00	(2)

Notes

(1) *Does not include $5,000 travel allowance and $672 YMCA membership*

(1) Pension eligible after one year of service

CitySal

CHARLOTTE CONVENTION & VISITORS BUREAU

Schedule of Salaries Greater than $30,000

1999 SALARY AND BENEFITS (Projected)

POSITION	BASE SALARY	BONUS	INSURANCE	PENSION	TOTAL	
President	129,602 91	12,960 29	340 00	8,553 79	151,456.99	(1)
VP Finance	88,212 13	7,498 03	166 95	5,742 61	101,619.72	
VP Convention Sales	85,767 58	8,576 76	166 95	5,660 66	100,171.95	
VP Marketing	68,582 53		166 95	4,114 95	72,864.44	
Director of Sales	61,109 45	2,000 00	138 60	3,786 57	67,034.61	
DC Sales Manager	61,084 22	1,500 00	138 60	3,755 05	66,477.87	
Dir Convention Services	58,477 91	2,000 00	138 60	3,628 67	64,245.18	
National Sales Manager	49,141 13	1,500 00	138 60	3,038.47	53,818.19	
National Sales Manager	47,639 96	3,500 00	138 60	3,068 40	54,346.96	
Membership Sales	46,062 56		138 60	2,763 75	48,964.91	
Dir Marketing Services	45,746 30		138 60	2,744 78	48,629 67	
National Sales Manager	43,890 00	1,000 00	138 60	2,693 40	47,722.00	
Info Charlotte Manager	42,416 05		138 60	2,544 96	45,099 61	
Membership Director	41,904 50	3,000 00	138 60	2,694 27	47,737 37	
Sales Manager	41,800 00	1,000 00	138 60	2,568 00	45,506 60	
National Sales Manager	40,622 33	2,500 00	166 95	2,587 34	45,876.62	
Accountant	38,665 00		138 60	2,319 90	41,123.50	
Director Tourism Sales	38,665 00	1,000 00	138 60	2,379 90	42,183 50	
Dir Of Administration	38,665 00		138 60	2,319 90	41,123.50	
National Sales Manager	36,940 75	2,500 00	138 60	2,366 45	41,945.80	
Info Systems Manager	36,052 50		138 60	2,163 15	38,354 25	
Convention Housing Mgr	31,732 85	1,000 00	138 60	1,963 97	34,835.42	
Marketing Manager	31,711 15		166 95	1,902 67	33,780.77	
Convention Services Mgr	31,350 00		138 60	1,881.00	33,369.60	

Notes

(1) *Does not include $5,000 travel allowance and $672 YMCA membership*

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 "

S.B 647 CHAPTER 821

AN ACT TO PROVIDE A MEANS FOR FINANCING ALL OR PART OF A CONVENTION CENTER IN CHARLOTTE

The General Assembly of North Carolina enacts

Section 1. Part IV of Chapter 908 of the 1983 Session Laws is rewritten to read.

"Part IV Mecklenburg Occupancy Tax and Prepared Food and Beverage Tax

"Sec 5 (a) Intent It is the intent of this Part to provide Mecklenburg County and each municipality in Mecklenburg County the authority to levy a room occupancy tax and to provide Mecklenburg County and the City of Charlotte the authority to levy a prepared food and beverage tax

(b) Definitions The definitions in G S 105-164 3 apply to this Part insofar as they are not inconsistent with the provisions of this Part In addition, the following definitions apply in this Part

(1) Financing Debt service, lease payments, or any other obligations or means of supporting capital costs, together with any related reserve requirements

(2) Gross Occupancy Receipts The gross receipts derived from the rental of any room, lodging, or accommodation furnished by a hotel, motel, inn tourist camp, or similar place within a taxing entity that is subject to a tax levied pursuant to Section 6 of this Part

(3) Local Administrative Authority Mecklenburg County or the City of Charlotte as the tax collector and administrator of any or all of the taxes levied pursuant to this Part

(4) Net Proceeds The gross proceeds less the deductions by the local administrative authority pursuant to Section 9(a)(1) of this Part to pay for the cost of administering and collecting the taxes authorized by this Part

(5) Prepared Food and Beverages Any food or beverage which a retailer has added value to or has altered its state (other than solely by cooling) by preparing, combining, dividing, heating, or serving, in order to make the food or beverage available for immediate human consumption

(6) Retailer The term includes caterers and all persons regarded by the Secretary of Revenue as retailers under G S 105-164 3 as of the effective date of this Part

(7) Taxing Entity A local sovereignty that levies a tax pursuant to this Part

(8) Taxable Establishment Any hotel, motel, inn, tourist camp, or similar place that is subject to a room occupancy tax levied pursuant to this Part and any retailer that sells meals or prepared food or beverages and is subject to a prepared food and beverage tax levied pursuant to this Part

(c) Relationship to the Sales and Use Tax Statutes. The definitions in G.S. 105-164.3 shall apply to this Part insofar as they are not inconsistent with the provisions of this Part All other provisions of Article 5 and Article 9 of Subchapter I, Chapter 105 of the General Statutes, as the same relate to the North Carolina Sales and Use Tax Act, shall be applicable to this Part and administered by the local administrative authority unless the provisions are inconsistent with the provisions of this Part It is the intention of this Part that the provisions of this Part and the provisions of the North Carolina Sales and Use Tax Act, insofar as practicable, shall be harmonized The provisions with respect to remedies and penalties applicable to the North Carolina Sales and Use Tax Act, as contained in Article 5 and Article 9, Subchapter I, Chapter 105 of the General Statutes, shall be applicable in like manner to the taxes authorized to be levied and collected under this Part, to the extent that the same are not inconsistent with any provision of this Part

"Sec 6 (a) County Room Occupancy Tax Mecklenburg County may, by resolution of its Board of Commissioners, levy a room occupancy tax of up to six percent (6%) of the gross receipts derived from the rental of any room, lodging or accommodation furnished by a hotel, motel, inn, tourist camp, or similar place within the county that is subject to sales tax imposed by the State under G S 105-164 4(a)(3) If a municipality has levied a room occupancy tax under Section 6(b) of this Part, then Mecklenburg County may levy the tax at a rate that does not exceed six percent (6%) when combined with the highest rate of tax then levied by any municipality This tax is in addition to any State or local sales tax This tax does not apply to accommodations furnished by nonprofit charitable, educational, benevolent, or religious organizations when furnished in furtherance of their nonprofit purpose or to accommodations furnished to the same person for ninety continuous days or more

(b) City Room Occupancy Tax Effective 120 days after the effective date of this Part, if at any time Mecklenburg County has not levied a room occupancy tax, or has levied the tax at a rate less than six percent (6%), then any municipality in Mecklenburg County may, by ordinance of its town council, levy a room occupancy tax on the gross receipts derived from the rental of any room, lodging or accommodation furnished by a hotel motel, inn, tourist camp or similar place within the municipality that is subject to sales tax

imposed by the State under G S. 105-164 4(a)(3) The tax shall be at a rate that does not exceed six percent (6%) when combined with the Mecklenburg County room occupancy tax rate, if any This tax is in addition to any State or local sales tax This tax does not apply to accommodations furnished by nonprofit charitable, educational, benevolent, or religious organizations when furnished in furtherance of their nonprofit purpose or to accommodations furnished to the same person for ninety continuous days or more

"Sec. 7. (a) County Prepared Food and Beverage Tax Mecklenburg County may, by resolution of its Board of Commissioners, levy a prepared food and beverage tax of up to one percent (1%) of the sales price of meals and prepared food and beverages sold at retail for consumption on or off the premises by any retailer within the county that is subject to sales tax imposed by the State under G S 105-164 4(a)(1) If the City of Charlotte has levied a prepared food and beverage tax under Section 7(b) of this Part, then Mecklenburg County may levy the tax at a rate that does not exceed one percent (1%) when combined with the rate of tax then levied by the City of Charlotte This tax is in addition to any State or local sales tax

(b) Charlotte Prepared Food and Beverage Tax Effective 120 days after the effective date of this Part, if at any time Mecklenburg County has not levied or adopted a resolution to levy a prepared food and beverage tax, or has levied or adopted a resolution to levy the tax at a rate less than one percent (1%), then the City of Charlotte may, by ordinance of its city council, levy a prepared food and beverage tax on the sales price of meals and prepared food and beverages sold at retail for consumption on or off the premises by any retailer within the city that is subject to sales tax imposed by the State under G S 105-164 4(a)(1). The tax shall be at a rate that does not exceed one percent (1%) when combined with the Mecklenburg County prepared food and beverage tax rate, if any This tax is in addition to any State or local sales tax.

(c) Exemptions The prepared food and beverage tax does not apply to the following sales of meals and prepared food and beverages

(1) Meals and prepared food and beverages served to residents in boarding houses and sold together on a periodic basis with rental of any sleeping room or lodging
(2) Retail sales exempt from taxation under G S 105-164 13 on the effective date of this Part
(3) Retail sales through or by means of vending machines
(4) Meals and prepared food and beverages served by any taxable establishment subject to the occupancy tax levied pursuant to this Part if the charge for the meals or prepared

food or beverages is included in a single, nonitemized sales price together with the charge for rental of a room, lodging, or accommodation furnished by the taxable establishment

(5) Meals and prepared food and beverages furnished without charge by an employer to any employee.

(6) Retail sales by grocers or by grocery sections of supermarkets or other diversified retail establishments other than sales of prepared food and beverages in the delicatessen or similar department of the grocer or grocery section

"Sec 8 (a) Public Hearing Before adopting or amending an ordinance or resolution levying a tax authorized by this Part, the governing body of the taxing entity shall hold a public hearing The governing body of the taxing entity shall publish notice of the hearing not less than 10 days nor more than 25 days before the date fixed for the hearing.

(b) Effective Date of Levy A tax levied under this Part shall become effective on the date specified in the resolution or ordinance levying the tax That date must be the first day of a calendar month however, and may not be earlier than the first day of the second month after the date the resolution or ordinance is adopted The levy of a prepared food and beverage tax may not be effective before January 1, 1992

(c) Repeal A tax levied under this Part may be repealed by a resolution or ordinance adopted by the governing body of the taxing entity Repeal of a tax levied under this Part shall become effective on the first day of a month and may not become effective until the end of the fiscal year in which the repeal resolution or ordinance was adopted Repeal of a tax levied under this Part does not affect a liability for a tax that has attached before the effective date of the repeal, nor does it affect a right to a refund of a tax that accrued before the effective date of the repeal

(d) Collection. Every operator of a taxable establishment shall, on and after the effective date of the levy of a tax under this Part, collect the tax The tax shall be stated and charged separately from the rental charge or sales price, shall be shown separately on the taxable establishment's sales records and shall be paid by the purchaser to the taxable establishment as trustee for and on account of the taxing entity The tax shall be added to the rental charge or sales price and shall be passed on to and collected from the purchaser instead of being borne by the taxable establishment

For the convenience of each retailer and to facilitate the administration of this Part, the local administrative authority shall determine the amount to be added to the sales price of all sales subject to the prepared food and beverage tax The amounts shall be set forth

is a bracket system and distributed to each retailer responsible for collecting the prepared food and beverage tax The use of the bracket system does not relieve the retailer from the duty and liability of collecting and remitting to the local administrative authority an amount equal to the prepared food and beverage tax levied by the taxing entity.

(e) Administration. Mecklenburg County and the City of Charlotte shall determine by agreement which of them will administer and collect each of the taxes levied pursuant to this Part In the event an agreement cannot be reached, then any tax levied pursuant to this Part shall be administered and collected by Mecklenburg County The local administrative authority may promulgate additional rules and regulations necessary for the implementation of this Part.

The taxes levied pursuant to this Part are due and payable to the local administrative authority as agent for the taxing entity in monthly installments on or before the 15th day of the month following the month in which the tax accrues Every taxable establishment liable for the tax shall, on or before the 15th day of each month, prepare and render a return to the local administrative authority The local administrative authority shall design, print, and furnish to all taxable establishments the necessary forms for filing returns and instructions to ensure the full collection of the tax.

A return filed with the local administrative authority under this section is not a public record as defined by G S 132-1 and may not be disclosed except as required by law

(f) Penalties A person, firm, corporation, or association who fails or refuses to file a return and pay the tax due under this Part shall pay a penalty of ten dollars ($10 00) for each day's omission up to a maximum of two thousand dollars ($2,000) for each return In case of failure or refusal to file the return or pay the tax for a period of 30 days after the time required for filing the return or paying the tax, there shall be an additional tax as a penalty, of five percent (5%) of the tax due, with an additional tax of five percent (5%) for each additional month or fraction thereof until the tax is paid The governing body of the taxing entity may, for good cause shown, compromise or forgive the additional tax penalties imposed by this subsection.

Any person who willfully attempts in any manner to evade a tax imposed under this Part or who willfully fails to pay the tax or make and file a return shall, in addition to the penalties provided by law, be guilty of a misdemeanor punishable by a fine not to exceed one thousand dollars ($1,000), imprisonment not to exceed six months, or both.

"Sec. 9 (a) Distribution and Use of Proceeds The local administrative authority, acting on its own behalf or as agent for each

taxing entity, shall distribute the proceeds of the taxes levied in this Part as provided in this subsection The distribution shall be made by the 20th day of each month following the month in which the tax is collected

(1) Deduction of Administrative Expense The local administrative authority may deduct from the gross proceeds of the taxes collected under this Part an amount not to exceed three percent (3%) of the amount collected to pay for the direct cost it has incurred in administering and collecting the taxes authorized by this Part

(2) Distribution to Charlotte for Convention Center Facilities After deducting the amount provided above, the local administrative authority shall transfer an amount equal to three percent (3%) of the gross occupancy receipts and the entire net proceeds of the prepared food and beverage tax to the City of Charlotte The net proceeds transferred to the City of Charlotte pursuant to this subdivision shall be applied in accordance with the following priorities No application of any net proceeds to any class of the priorities set forth below in this subdivision shall be made until, with respect to each preceding class of priorities, either all payments for the current fiscal year have been provided for in full or no such payments are required for the current fiscal year

a To provide for when due payments for the current fiscal year with respect to any financing for new convention center facilities or for the expansion of existing convention center facilities, which may include off-street parking for use in conjunction with the facilities

b To pay costs incurred in an aggregate amount not greater than one million five hundred thousand dollars ($1,500,000) in each fiscal year for marketing and promoting new or expanded convention center facilities

c. To pay other costs of acquiring, constructing, maintaining, operating, marketing, and promoting new or expanded convention center facilities

(3) Distribution to Other Municipalities After deducting the amounts provided above, the local administrative authority shall determine the amount of the remaining occupancy tax net proceeds that were collected from taxable establishments located in each municipality, other than the City of Charlotte. The local administrative authority shall then distribute to each municipality, other than the City of Charlotte, an amount equal to one hundred twenty percent (120%) of the amount of the remaining occupancy tax net

proceeds collected in that municipality These funds may be expended only 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) Distribution to Charlotte for Convention and Visitor Promotion. Of the occupancy tax net proceeds remaining after deducting the amounts provided in subsections (a)(1) and (a)(2) above, at least fifty percent (50%) of the first one million dollars ($1,000,000) in each fiscal year, at least thirty-five percent (35%) of the second one million dollars ($1,000,000) in each fiscal year, and at least twenty-five percent (25%) of the amount in excess of two million dollars ($2,000,000) in each fiscal year shall be transferred by the local administrative authority to the City of Charlotte for activities and programs aiding and encouraging convention and visitor promotion The City of Charlotte shall be acting as agent for each occupancy taxing entity

(5) Distribution of Remainder between Charlotte and Mecklenburg County The amount of occupancy tax net proceeds remaining after deducting the amounts provided above shall be allocated by the local administrative authority between Mecklenburg County and the City of Charlotte using the following formula the ratio of expenditures by each of Mecklenburg County and the City of Charlotte 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 to total expenditures by both Mecklenburg County and the City of Charlotte for such purposes. There shall be excluded from expenditures by the City of Charlotte for purposes of computing this ratio all expenditures for acquiring, constructing, financing, maintaining, operating, marketing, and promoting the new or expanded convention center facilities in the City of Charlotte for which net proceeds are allocated pursuant to subdivision (2) of this subsection The ratio shall be computed annually on the basis of the prior fiscal year s

expenditures. However, no amount shall be allocated to Mecklenburg County if it has not levied an occupancy tax and a prepared food and beverage tax for the current period 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) Authority to Contract Mecklenburg County and each municipality located within Mecklenburg County may contract with any person, agency, association, or nonprofit corporation to undertake or carry out the activities and programs for which the proceeds may be expended All contracts entered into pursuant to this subsection shall require an annual financial audit of any funds expended and a performance audit of contractual obligations "

Sec. 2. This act is effective upon ratification

In the General Assembly read three times and ratified this the 28th day of June, 1990

H B 416 CHAPTER 822

AN ACT TO REQUIRE THAT HEADLIGHTS BE ILLUMINATED WHEN WINDSHIELD WIPERS ARE ON TO MAKE THAT VEHICLE MORE DISCERNIBLE DURING PERIODS OF LIMITED VISIBILITY AND TO REQUIRE MOTOR VEHICLES TO HAVE PROPERLY WORKING SPEEDOMETERS

The General Assembly of North Carolina enacts

Section 1. G S 20-129(a) reads as rewritten

"(a) When Vehicles Must Be Equipped — Every vehicle upon a highway within this State shall be equipped with lighted headlamps and rear lamps as required for different classes of vehicles, and subject to exemption with reference to lights on parked vehicles as declared in G S. 20-134:

(1) During the period from sunset to sunrise,

(2) When there is not sufficient light to render clearly discernible any person on the highway at a distance of 400 feet ahead, or

~~(3) When the lack of visibility through the windshield requires the windshield wipers to be activated and the vehicle is within a school zone during the regular school hours of the school year.~~

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CHARLOTTE CONVENTION & VISITORS BUREAU, INC.

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~~THIRD~~ FOURTH RESTATEMENT OF BYLAWS

OF

CHARLOTTE CONVENTION & VISITORS BUREAU, INC.

ARTICLE I

OFFICES

Section 1 *Principal Office.* The principal office of the corporation shall be located in the City of Charlotte, North Carolina.

Section 2 *Registered Office.* The registered office of the corporation required by law to be maintained in the State of North Carolina may be, but need not be, identical with the principal office.

Section 3 *Other Offices.* The corporation may have offices at such other places, either within or without the State of North Carolina, as the Board of Directors may designate or as the affairs of the corporation may require from time to time.

ARTICLE II

MEMBERS

Section 1 *Membership* The corporation shall have a single class of members who shall be those persons, corporations, associations or firms elected to membership by the Board of Directors as hereinafter provided The members may be divided into several categories by the Board of Directors and shall be subject to such obligations and entitled to such benefits as designated by the Board of Directors. The members shall not have any voting rights.

Section 2. *Active Members.* The following persons, corporations, associations and firms shall be eligible for active membership in the corporation:

a. All businesses in Mecklenburg County directly or indirectly related to the travel industry

b All businesses located outside Mecklenburg County that offer services that will be utilized by convention delegates or tourists while visiting Mecklenburg County

c. Attractions located throughout central North Carolina that the Executive Committee or, in the absence of an Executive Committee, the Board of Directors consider to be important components of the Mecklenburg County travel industry

d. Hotels/motels that collect the Mecklenburg County occupancy tax

Section 3. *Election of Active Members.* Any person, corporation, association, or firm eligible for active membership under these bylaws may be elected on written application by a majority vote of the Executive Committee or, in the absence of an Executive Committee, by a majority vote of the Board of Directors The written application shall be in such form as may be prescribed by the Board of Directors and shall state the name, address and occupation of the applicant and, if a corporation, association or other organization, the name of the individual who shall represent such organization

Section 4 *Honorary Members* The Executive Committee, or in the absence of an Executive Committee, the Board of Directors, by unanimous action, may elect as an honorary member any person, corporation, association or firm that is distinguished for achievements or contributions to the community. Honorary members shall be exempt from all dues and assessments

Section 5 *Dues and Assessments* Active members shall pay dues and assessments in such amounts and at such times as the Board of Directors may prescribe from time to time. Any member who shall fail to pay any dues or assessments when due shall be subject to the removal policy adopted by the Board of Directors.

Section 6 *Termination or Suspension of Membership* Any member may resign as a member at any time by giving written notice of resignation to the corporation. Any member may be suspended or terminated from membership by the Board of Directors for cause, including without limitation the nonpayment of dues or assessments after final notice as provided in the removal policy adopted by the Board of Directors or any other conduct by the member that is in the good faith judgment of the Board of Directors a violation of the charter or bylaws of the corporation or is inimical to the purpose of the corporation.

ARTICLE III

MEETINGS OF MEMBERS

Section 1 *Place of Meetings.* All meetings of members shall be held at the principal office of the corporation, or at such other place, either within or without the State of North Carolina, as shall be designated in the notice of the meeting.

Section 2. *Annual Meetings.* There shall be an annual meeting of the members of the corporation on the date designated by the Board of Directors for delivering reports and the transaction of any other business.

Section 3 *Special Meetings.* Special meetings of the members may be called at any time by the Chairman of the Board, the President, Secretary or Board of Directors of the corporation.

Section 4 *Notice of Meetings.* Written or printed notice stating the time and place of the meeting shall be delivered to each member not less than ten nor more than fifty days before the date of any meeting of members, either personally or by mail, by or at the direction of the President, the Secretary, or the Board of Directors If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, addressed to the member's address as it appears on the records of the corporation, with postage thereon prepaid

ARTICLE IV

BOARD OF DIRECTORS

Section 1. *General Powers.* The business and affairs of the corporation shall be managed by its Board of Directors.

Section 2. *Number, Term and Qualifications.* The number of directors constituting the Board of Directors shall be twenty ~~six (26)~~ seven (27) or twenty-~~seven (27)~~ eight (28) regular directors and six (6) ex officio directors as determined in accordance with this Section 2. The regular directors shall have the sole right to vote and otherwise act on all matters acted upon by the Board of Directors. The ex officio directors shall not have the right to vote or otherwise act upon any matter and shall not be counted or deemed to be directors in determining a quorum or the number of votes required on any matter, they shall only have the right

and privilege to attend and participate in the discussions at all meetings of the Board of Directors.

The regular directors shall be (1) the President of the corporation elected by the Board of Directors, (2) a member of the City Council of the City of Charlotte appointed by such City Council, (3) a member of The Auditorium-Coliseum-Convention Center Authority appointed by such Authority, (4) a member of the Executive Committee of Greater Charlotte Chamber of Commerce, Inc. appointed by such corporation, (5) the Immediate Past Chairman of the Board of Directors unless such person's term as a regular director under category (7) has not expired, (6) two (2) citizens of the Charlotte area appointed by the City Council of the City of Charlotte, and (7) twenty~~(20)~~-one (21) elected directors who shall be divided into three classes, as nearly equal in number as may be, to serve in the first instance for terms of one, two and three years, respectively, and until their successors shall be elected and shall qualify, and thereafter the directors in each class of elected directors shall be elected to serve for terms of three years and until their successors shall be elected and shall qualify. No elected director may serve more than two (2) consecutive full three (3) year terms but may be re-elected any time at least three (3) years after the expiration of his term.[1]

In the event of any increase or decrease in the number of elected directors, the additional or eliminated directorships shall be so classified or chosen that all classes of elected directors shall remain or become equal in number, as nearly as may be In the event of death, resignation, retirement, removal or disqualification of an elected director during his term of office, his successor shall be elected to serve only until the expiration of the term of his predecessor

The six (6) ex officio directors shall be the persons who hold the following offices (1) President of the Greater Charlotte Chamber of Commerce, Inc.; (2) President of the Greater Charlotte ~~Hotel/Motel Association, Inc.~~ Hospitality & Tourism Alliance, or some other member of its Executive Committee appointed by such ~~Association~~ association to serve as an ex officio director in lieu of its President, provided that the Greater Charlotte Hospitality & Tourism Alliance shall permit a representative designated by the Executive Committee of the

[1] The resolution dated February 22, 1996 adopting this amendment provided that current directors serving a full three (3) year term may be elected for another three (3) year term, notwithstanding the above amendments

corporation to serve as an ex officio director of its board of directors, (3) City Manager of ~~The~~ the City of Charlotte or some other employee of the City appointed by the City Manager to serve as an ex officio director in lieu of the City Manager, (4) Managing Director of the Auditorium-Coliseum-Convention Center Authority, or some other person appointed by such Authority to serve as an ex officio director in lieu of its Managing Director, (5) County Manager of Mecklenburg County, North Carolina, or some other employee of the County appointed by the County Manager to serve as an ex officio director in lieu of the County Manager; and (6) President of the Charlotte-Mecklenburg Restaurant Association, or some other member of its Executive Committee appointed by such Association to serve as an ex officio director in lieu of its President

Section 3 *Election of Directors.* The elected directors shall be elected by the vote of a majority of the directors then in office If any director so demands, the election of directors shall be by ballot

In electing directors, the Board of Directors shall strive to choose persons representing the following industries and in as nearly equal number from such industries as may be practicable from the lodging industry divided as fairly as practicable according to size and geographic location, from the travel industry, including without limitation restaurants, attractions, meeting and show planners, transportation (air and ground), festivals and similar groups, and from among business community leaders, including without limitation finance, retail purveyors, news media, manufacturing and wholesale Only one director may be elected from any one employer If a director's change of employment causes his or her industry classification to change, such director will not be required to resign, provided such director continues to be, or represent, a dues paying member; but the new classification will be taken into account in the next election of directors

All elected directors must be dues paying members of the corporation or representatives of dues paying members of the corporation If an elected director ceases to be a representative of a dues paying member of the corporation, he or she must resign.

Section 4 *Removal.* Any regular director may be removed at any time with or without cause by the vote of a majority of the directors then in office

-5-

Section 5 *Vacancies*. Any vacancy occurring in the elected directors may be filled by the affirmative vote of a majority of the remaining directors even though less than a quorum, or by the sole remaining director A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office

Section 6 *Chairman of Board*. There may be a Chairman of the Board of Directors elected by the directors from their number at any meeting of the Board. The Chairman shall preside at all meetings of members and all meetings of the Board of Directors and perform such other duties as may be assigned by the Board

Section 7 *Honorary Co-Chairmen*. The Mayor of the City of Charlotte and the Chairman of the Mecklenburg County Commission shall be Co-Chairmen of the Board of the corporation and as such shall have a standing invitation to attend and participate in, but not vote at, all meetings of the Board of Directors and all meetings of members of the corporation.

Section 8 *Compensation*. The Board of Directors may compensate directors for their services as such and may provide for the payment of any or all expenses incurred by directors in attending regular and special meetings of the Board and otherwise performing their duties as directors

Section 9 *First Vice-Chairman of Board*. There may be a First Vice-Chairman of the Board of Directors elected by the directors from their number at any meeting of the Board The First Vice-Chairman shall preside at all meetings of members and all meetings of the Board of Directors in the absence of the Chairman of the Board and shall perform such other duties as may be assigned by the Board The First Vice-Chairman also shall succeed to the chairmanship of the Board upon the expiration of the existing Chairman's term as Chairman of the Board, as determined by the directors from their number at any meeting of the Board, or upon the removal or resignation of the existing Chairman in accordance with these bylaws

Section 10 *Second Vice-Chairman of Board*. There may be a Second Vice-Chairman of the Board of Directors elected by the directors from their number at any meeting of the Board The Second Vice-Chairman shall preside at all meetings of members and all meetings of the Board of Directors in the absence of both the Chairman of the Board and the First Vice-Chairman and shall perform such other duties as may be assigned by the Board The Second Vice-Chairman also shall succeed to the First Vice-Chairmanship of the Board upon the expiration of the existing First

Vice-Chairman's term as First Vice-Chairman of the Board, as determined by the directors from their number at any meeting of the Board, or upon the removal or resignation of the existing First Vice-Chairman in accordance with these bylaws.

ARTICLE V

MEETINGS OF DIRECTORS

Section 1 *Regular Meetings.* A regular meeting of the Board of Directors shall be held immediately after, and at the same place as, the annual meeting of members In addition, the Board of Directors may provide, by resolution, the time and place, either within or without the State of North Carolina, for the holding of additional regular meetings

Section 2 *Special Meetings.* Special meetings of the Board of Directors may be called by or at the request of the President ~~or any two~~, Chairman of the Board, or twenty percent (20%) of the directors in office at that time Such a meeting may be held either within or without the State of North Carolina, as fixed by the person or persons calling the meeting

Section 3 *Notice of Meetings.* Regular meetings of the Board of Directors may be held without notice. The person or persons calling a special meeting of the Board of Directors shall, at least two days before the meeting, give notice thereof by any usual means of communication Such notice need not specify the purpose for which the meeting is called

Section 4 *Waiver of Notice* Any director may waive notice of any meeting The attendance by a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened .

Section 5 *Quorum.* A majority of the number of directors fixed by these bylaws shall constitute a quorum for the transaction of business at any meeting of the Board of Directors

Section 6 *Manner of Acting* Except as otherwise provided in these bylaws, the act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors

Section 7 *Presumption of Assent* A director of the corporation who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken

unless his contrary vote is recorded or his dissent is otherwise entered in the minutes of the meeting or unless he shall file his written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the corporation immediately after the adjournment of the meeting Such right to dissent shall not apply to a director who voted in favor of such action

Section 8

Informal Action by Directors Action taken by a majority of the directors without a meeting is nevertheless Board action if written consent to the action is signed by all the directors and filed with the minutes of the proceedings of the Board, whether done before or after the action so taken

Section 9

Committees of the Board There shall be an Executive Committee of the Board of Directors which shall have and may exercise all of the power and authority of the Board of Directors in the management of the corporation, to the extent authorized by law and subject to any limitations provided by resolution of the Board of Directors adopted by a majority of the number of directors ~~present at a meeting at which a quorum is present~~ in office at the time the action is taken Any such limitations may be repealed by a subsequent resolution of the Board of Directors adopted by a majority of the directors ~~present at a meeting at which a quorum is present~~

The members of the Executive Committee shall include the President, Treasurer and Secretary of the corporation, the Chairman, Immediate Past Chairman and First Vice-Chairman of the Board of Directors and any other directors the Board of Directors, by resolution adopted by a majority of the number of directors ~~fixed by these bylaws~~ in office at that time, may designate

Other committees not having and exercising the authority of the Board of Directors in the management of the corporation may be designated by a resolution adopted by a majority of the number of directors ~~present at a meeting at which a quorum is present~~ in office at the time the committee is appointed

The designation of any committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any member thereof, of any responsibility or liability imposed upon it or him by law

ARTICLE VI

OFFICERS

Section 1 *Officers of the Corporation.* The officers of the corporation shall consist of a President, a Secretary, a Treasurer and such Vice Presidents, Assistant Secretaries, Assistant Treasurers, and other officers as the Board of Directors may from time to time elect Any two or more offices may be held by the same person, but no officer may act in more than one capacity where action of two or more officers is required

Section 2 *Election and Term.* The officers of the corporation shall be elected by the Board of Directors and each officer shall hold office until his death, resignation, retirement, removal, disqualification or his successor shall have been elected and qualified

Section 3 *Compensation of Officers.* The compensation of all officers of the corporation shall be fixed by the Board of Directors and no officer shall serve the corporation in any other capacity and receive compensation therefor unless such additional compensation be authorized by the Board of Directors

Section 4 *Removal.* Any officer or agent elected or appointed by the Board of Directors may be removed by the Board whenever in its judgment the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed

Section 5 *Bonds.* The Board of Directors may by resolution require any officer, agent, or employee of the corporation to give bond to the corporation, with sufficient sureties, conditioned on the faithful performance of the duties of his respective office or position, and to comply with such other conditions as may from time to time be required by the Board of Directors

Section 6 *President.* The President shall be the principal executive officer of the corporation and, subject to the control of the Board of Directors, shall in general supervise and control all of the business and affairs of the corporation He shall sign, with the Secretary, and Assistant Secretary, or any other proper officer of the corporation thereunto authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be

expressly delegated by the Board of Directors or by these bylaws to some other officer or agent of the corporation, or shall be required by law to be otherwise signed or executed, and in general he shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time

Section 7

Vice Presidents In the absence of the President or in the event of his death, inability or refusal to act, the Vice Presidents in the order of their length of service as such, unless otherwise determined by the Board of Directors, shall perform the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President Any Vice President shall perform such other duties as from time to time may be assigned to him by the President or Board of Directors

Section 8

Secretary The Secretary shall (a) keep the minutes of the meetings of the members, of the Board of Directors and of all committees in one or more books provided for that purpose, (b) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law, (c) be custodian of the corporate records and of the seal of the corporation and see that the seal of the corporation is affixed to all documents the execution of which on behalf of the corporation under its seal is duly authorized; (d) keep a register of the post office address of each member which shall be furnished to the Secretary by such member and (e) in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him by the President or by the Board of Directors

Section 9

Assistant Secretaries In the absence of the Secretary or in the event of his death, inability or refusal to act, the Assistant Secretaries in the order of their length of service as Assistant Secretary, unless otherwise determined by the Board of Directors, shall perform the duties of the Secretary, and when so acting shall have all the powers of and be subject to all the restrictions upon the Secretary They shall perform such other duties as may be assigned to them by the Secretary, by the President, or by the Board of Directors

Section 10

Treasurer The Treasurer shall (a) have charge and custody of and be responsible for all funds and securities of the corporation, receive and give receipts for moneys due and payable to the corporation from any source whatsoever, and deposit all such moneys in the name of the corporation in such depositories as shall be selected in accordance with these bylaws, and (b) in general perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be

assigned to him by the President or by the Board of Directors, or by these bylaws.

Section 11 *Assistant Treasurers* In the absence of the Treasurer or in the event of his death, inability or refusal to act, the Assistant Treasurers in the order of their length of service as such, unless otherwise determined by the Board of Directors, shall perform the duties of the Treasurer, and when so acting shall have all the powers of and be subject to all restrictions upon the Treasurer. They shall perform such other duties as may be assigned to them by the Treasurer, by the President, or by the Board of Directors

ARTICLE VII

CONTRACTS, LOANS, CHECKS AND DEPOSITS

Section 1 *Contracts* The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances

Section 2 *Loans* No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors Such authority may be general or confined to specific instances

Section 3 *Checks and Drafts* All checks, drafts or other orders for the payment of money, issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors

Section 4 *Deposits* All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such depositories as the Board of Directors may select

ARTICLE VIII

GENERAL PROVISIONS

Section 1 ***Distribution upon Dissolution*** Upon dissolution of the corporation its assets shall, after all of its liabilities and obligations have been discharged or adequate provision made therefor, be distributed to The

City of Charlotte or to any association or associations organized for purposes similar to the purposes of the corporation as may be designated by a majority of the directors of the corporation then holding office

Section 2 *Seal* The corporate seal of the corporation shall consist of two concentric circles between which is the name of the corporation and in the center of which is inscribed SEAL; and such seal is hereby adopted as the corporate seal of the corporation

Section 3 *Indemnification* Any person who at any time serves or has served as a director, officer, employee or agent of the corporation, or in such capacity at the request of the corporation for any other corporation, partnership, joint venture, trust or other enterprise, shall have a right to be indemnified by the corporation to the fullest extent permitted by law against (a) reasonable expenses, including attorneys' fees, actually and necessarily incurred by him in connection with any threatened, pending or completed action, suit or proceedings, whether civil, criminal, administrative or investigative, and whether or not brought by or on behalf of the corporation, seeking to hold him liable by reason of the fact that he is or was acting in such capacity, and (b) reasonable payments made by him in satisfaction of any judgment, money decree, fine, penalty or settlement for which he may have become liable in any such action, suit or proceeding

The Board of Directors of the corporation shall take all such action as may be necessary and appropriate to authorize the corporation to pay the indemnification required by this bylaw, including without limitation, to the extent needed, making a good faith evaluation of the manner in which the claimant for indemnity acted and of the reasonable amount of indemnity due him

Any person who at any time after the adoption of this bylaw serves or has served in any of the aforesaid capacities for or on behalf of the corporation shall be deemed to be doing or to have done so in reliance upon, and as consideration for, the right of indemnification provided herein Such right shall inure to the benefit of the legal representatives of any such person and shall not be exclusive of any other rights to which such person may be entitled apart from the provision of this bylaw.

In addition to all of the foregoing, the Board of Directors shall have the right and power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a

director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not the corporation would have the power to indemnify him against such liability

Section 4 *Fiscal Year* The fiscal year of the corporation shall be fixed by the Board of Directors

Section 5 *Amendments* These bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a majority of the directors then holding office at any regular or special meeting of the Board of Directors

These bylaws shall be effective as of February 22, 1996

C 348669 04452 01036

---------- COMPARISON OF FOOTNOTES ----------

-FOOTNOTE 1-
The resolution dated February 22, 1996 adopting this amendment provided that current directors serving a full three (3) year term may be elected for another three (3) year term, notwithstanding the above amendments.

---------- COMPARISON OF FOOTERS ----------

-FOOTER 1-
C-105633

-FOOTER 2-
~~C-105681~~ C-348669.04452.01036

Fund 0101
Center 530 27
Obj .179

NORTH CAROLINA

MECKLENBURG COUNTY

CONTRACT

This Contract, entered into this 1st day of July, 1997, by and between the City of Charlotte, a municipal corporation, hereinafter referred to as the "City", and the Charlotte Convention and Visitors Bureau, Inc , a non-profit corporation organized and existing under the laws of the State of North Carolina, (hereinafter called "Contractor")

WITNESSETH

WHEREAS, the General Assembly of the State of North Carolina has enacted the Mecklenburg Occupancy Tax (the "statute") pursuant to which Mecklenburg County (the "County") is authorized to levy an occupancy tax in the County, the net proceeds of which to be specifically allocated in accordance with such statute, and the County has lawfully levied such occupancy tax, and

WHEREAS, as stated in such statute, a fixed portion of the net proceeds of the occupancy tax " shall be transferred by Mecklenburg County to the City of Charlotte for allocation by the City of Charlotte for activities and programs aiding and encouraging convention and visitor promotion" (hereinafter "Convention and Visitor Promotion"), and

WHEREAS, the remaining net proceeds may be expended, in the words of the statute, "only for acquiring, constructing, financing (including debt service), maintaining and operating convention centers, civic centers, performing arts centers, coliseums, auditoriums and museums and for visitor-related programs and activities including, but not limited to museums and other art or cultural programs, events, or festivals", and

WHEREAS, City Council has approved the Report by the Convention and Visitors Bureau Study Committee appointed by the Greater Charlotte Chamber of Commerce and the Resolutions of the Greater Charlotte Chamber of Commerce contained therein which request City Council to recognize contractor as the agency responsible for Convention and Visitor Promotion and to contract with Contractor for the performance of services related to such promotion, and

WHEREAS, the County has collected and will be collecting and transferring to the City the aforesaid taxes that are allocated to Convention and Visitor Promotion (the Dedicated Revenues), and

WHEREAS, the City and Contractor have heretofore executed and entered into a contract dated July 22, 1987 and effective July 1, 1987 renewable for successive two (2) year terms, subject to revisions as mutually agreed by the parties, to utilize Contractor for the performance of services and functions related to Convention and Visitor Promotion, and the City and Contractor

desire to renew said contract with certain clarifications and modifications thereof, as more fully set forth herein,

NOW, THEREFORE, in consideration of the mutual promises and conditions set forth herein, the City and Contractor agree as follows

1 Scope of Services

1 1 The Contractor shall, in a satisfactory manner as determined by the City, perform the services and conduct the program as set forth in the scope of services designated as Exhibit "A" attached hereto and by the reference made apart hereof

2 Time of Performance

2 1 The services of the Contractor under this contract are to commence July 1, 1997, and shall be undertaken and completed in such sequence and in such manner as to assure its expeditious completion

3 Term of Contract

3 1 This Contract shall take effect on July 1, 1997 and shall continue until June 30, 1999 and for subsequent two (2) year terms until terminated as provided in paragraph 9 of this Contract, except that it is understood that, in succeeding years, the terms and conditions of this Contract, including the scope of services, may be revised by mutual agreement of parties

4 Compensation, Method of Payment and Internal Control Measures

4 1 Upon the execution of this Contract, the City shall establish a separate interest bearing account containing all Dedicated Revenues collected to date, together with interest thereon The City shall thereafter deposit in or credit to the account all Dedicated Revenues which are collected and shall pay out of or debit from the account all payments made to the Contractor under this Agreement The amount in the account at any time, including accrued interest shall hereinafter be referred to as the "Reserve Amount"

4 2 Prior to the beginning of each contract year (i e , July 1 through June 30 of the succeeding calendar year) Contractor 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 use of all such funds The operating budget shall provide for the maintenance of an operating reserve equal to no less that maintenance of an operating reserve equal to no less than eight percent (8%) of the total operating budget The operating budget shall also provide for a Special Events Grant

Program to which the Contractor shall contribute no more than three percent (3%) of the total operating budget and that this amount shall be matched by the City

4 3 Upon the execution of this Agreement and after approval of the budget referred to above

i) Advanced that portion of the operating budget the Contractor estimates is required to meet anticipated expenses of the first month's operations Thereafter, the Contractor shall submit estimates of anticipated expenses for each succeeding month no later than ten (10) working days before the end of the current month and the City shall advance that amount by the first working day of the month, provided that the total advanced by the City during the fiscal year shall not exceed the amount of the approved operating budget

ii) The monthly updates described in sub-paragraph (i) above shall include a statement of the operating bank balance and entries made thereto Upon receipt of such information, the City will review the cash position and adjust cash on hand as necessary not to exceed two month's budgeted operating needs during the year and one month's budgeted operating needs at the end of the year

iii) The City shall consider and act on special requests for allocations from the dedicated revenues that are in addition to the expenditures provided for in the annual operating budget

4 4 If the Contractor does not spend all monies that it receives during any contract year (other than those monies retained as an operating reserve), the remaining sums shall be added to the estimated Dedicated Revenues in preparing the budget for the next contract year Any amounts which have not been spent at the termination of the Agreement shall be returned to the City

4 5 A bank account which will bear the signatures required pursuant to paragraph 4 7 herein below shall be established at a bank approved by the City's Finance Director

4 6 The City shall maintain current records relating to the Reserve Amount and shall provide, upon Contractor's request, Contractor statements indicating deposits to, disbursements from and interest accruing on the Reserve amount

4 7 All checks drawn by the Contractor, other than payroll checks must bear dual signatures as follows

i) Each check in an amount of $10 000 or more must contain the signatures of two officers of Contractor, as elected in accordance with contractor s

Bylaws, one of which must be the Fiscal officer of Contractor or his designee, and

ii) Each check in an amount less than $10,000 must either comply with subparagraph (1) above or contain the signatures of two members of the Contractor's staff other than the individual responsible for bookkeeping All payroll checks shall be signed by either the chief executive officer of Contractor or a member of the Executive Committee of Contractor Sample signatures and instructions to this effort shall be provided by the bank(s) where such accounts are located

4 8 All contracts for services, materials and equipment in excess of $25,000 are to be approved by two officers of the contractor, as elected in accordance with Contractor's Bylaws

5 Reporting Requirements

5 1 The Contractor shall prepare and submit a program objectives report in such form as the City may require pertaining to matters covered by the contract and consistent with program objectives set forth in Exhibit A

5 2 These reports shall be submitted on a quarterly basis and shall provide both financial and performance data sufficient to accurately determine the contractor's progress in fulfilling the requirements set forth in the scope of services

6 Records, Audits and Inspections

6 1 The Contractor shall establish and maintain records as prescribed by the City with respect to all matters covered by this Contract, consistent with sound internal accounting practices

6 2 The Contractor shall at any time during normal business hours make available to the City for examination all of its records and data with respect to all matters covered by the Contract and shall permit the City or its designated authorized representatives to audit and inspect all such records and data

6 3 The Contractor agrees, at its expense, to secure the services of a certified public accounting firm, approved by the City's Finance Director for the conduct of a complete financial audit and, within 90 days after the expiration of this contract, to furnish a report to the City which addresses and accounts for the funds provided by this contract

7 Discrimination Prohibited

7 1 The Contractor agrees that, in the performance of the contract, it shall not discriminate against any recipient or participant in any program related to this contract on the basis of race, color, national origin, religion, physical handicap, sex or age

8 Drug-Free Workplace Requirement

8 1 The Contract agrees that, in the performance of this contract, it shall provide a drug-free workplace according to the city of Charlotte's Drug-Free Workplace Requirement as stated in Exhibit B attached hereto and incorporated by reference into this contract Failure to comply with the City's Drug-Free Workplace Requirements shall be grounds for suspension, termination or debarment

9 Assignability

9 1 The Contractor shall not assign this contract or any interest in this Contract without the prior written consent of the City

10 Termination

10 1 This contract may be terminated for cause by either party at any time provided that prior to such termination the terminating party shall give written notice to the other party of the grounds for the proposed termination and shall allow the other party reasonable opportunity during a period of not less that sixty (60) days to cure the default or breach In addition, either party may terminate this contract by giving notice of such termination, with such termination to become effective twelve (12) months following the date of such notice The purpose of this provision is to enable Contractor to obtain services in the most cost-effective manner, to avoid the uncertainties and disruption that would be inherent in the termination of existing programs upon short notice, and to provide a one year "phase-out" period during which contractor can complete its services in a manner intended to assure the minimum disruption and discontinuity for the City

11 Amendments

11 1 All amendments to this contract shall be in writing and must be approved by both parties prior to becoming effective

12 Independent Contractor Status

12 1 It is expressly agreed and understood by the parties that the Contractor is in all respects an independent contractor under this contract and is not an agent or agency of the city The only liability of the City created by the terms of this contract is the obligation to pay the Contractor for services rendered in accordance with this Contract

13 Use and Disposition of Property

13 1 All office equipment, supplies, materials and other personal property purchased with funds pursuant to this contract and used for administration of this Contract shall be the sole and exclusive property of the City In the case of termination of this contract for whatever reason, all such personal property shall be returned by the Contractor to the City immediately upon termination

14 Accounting and Fiscal Management Procedures

14 1 It is understood between the parties that the accounting and fiscal management procedures applicable to this contract shall be as prescribed by the Director of Finance of the City, to the extent not inconsistent herewith, it being understood that as part of these procedures the Contractor shall secure true accounting and faithful performance bonds for its applicable personnel in amounts as prescribed by the Director of Finance

15 Prior Contract Void

15 1 Effective July 1, 1989, all prior contracts executed by and between the City and Contractor shall be void and of no effect with respect to all matters occurring on or after July 1, 1989

IN WITNESS WHEREOF, the parties hereto have caused this contract to be executed in their names by their duly authorized officers, and their seals to be hereto affixed, the day and year first above written

for CITY OF CHARLOTTE

By _____

ATTEST

_____
City Clerk

for CHARLOTTE COVENTION AND VISITORS BUREAU, INC

By _____
Chairman of the Board

ATTEST

_____
Secretary

By _____
President & Chief Executive Officer

_____
Deputy Finance Officer

This instrument has been preaudited in the manner required by the "Local Government Budget and Fiscal Control Act."

_____ 8-1-97
Deputy Finance Officer

EXHIBIT A
PROGRAM OBJECTIVES

I. Customer Service

- To create business opportunities, visibility and education for members
- To deliver service value for price to group business decision makers
- To deliver product satisfaction to individual visitors

II. Financial Accountability

- To increase sales/room/food tax revenue to the City
- To generate financially successful meetings/convention attendance
- To increase local business to all area business
- To maximize staff output within budget parameters

III Internal Business Process

- To sell the destination need period room nights
- To distribute information to targeted markets
- To enhance dialogue with Government & Hospitality industry
- To service and solicit new members

IV Learning and Growth

- To increase staff's maketplace knowledge
- To set goals and goal-based performance appraisals
- To gain staff focus and work priority
- To improve internal operating efficiencies

Charlotte Convention & Visitors Bureau

EXHIBIT B
City of Charlotte
Contractor Drug-Free Workplace Requirements

The contractor shall provide a drug-free workplace during the performance of this contract This obligation is met by

(a) notifying employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited n the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition,

(b) establishing a drug-free awareness program to inform employees about (1) the dangers of drug abuse in the workplace, (2) the contractor's policy of maintaining a drug-free workplace, (3) any available drug counseling, rehabilitation and employee assistance programs and (4) the penalties that may be imposed upon employees for drug abuse violations,

(c) notifying each employee that as a condition of employment, the employee will (1) abide by the terms of the prohibition outlined in (a) above, and (2) notifying the contractor of any criminal drug statute conviction for a violation occurring in the workplace not later than five days after such conviction,

(d) notifying the City of Charlotte within ten days after receiving from an employee a notice of a criminal drug statute conviction or after otherwise receiving actual notice of such conviction,

(e) imposing a sanction on, or requiring the satisfactory participation in a drug counseling, rehabilitation or abuse program by an employee convicted of drug crime,

(f) making a good faith effort to continue to maintain a drug-free workplace for employees, and

(g) requiring any party to which it subcontracts any portion of the work under the contract to comply with the provisions (a) through (f)

If the contractor is an individual, the requirement is met by not engaging in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract

Fund. 0132
Center: 548.40
Obj: 179

STATE OF NORTH CAROLINA

COUNTY OF MECKLENBURG

AUG 4 1997

AGREEMENT

THIS AGREEMENT dated the 1st day of July, 1997, is entered into by and between the City of Charlotte, a municipal corporation, (the "City") and the Charlotte Convention & Visitors Bureau, Inc ("CCVB")

WITNESSETH

WHEREAS, the General Assembly of the State of North Carolina enacted a room occupancy tax during it 1983 session and increased that tax and imposed a prepared food and beverage tax during its 1989 session, and

WHEREAS, the legislation provides for distribution to the City of three percent (3%) of the gross occupancy receipts and the entire net proceeds of the prepared food and beverage tax (referred to collectively as "net proceeds"), and

WHEREAS, the legislation requires the City to apply the net proceeds transferred to the City in accordance with certain priorities, and

WHEREAS, the legislation allows for distribution of one million five hundred thousand dollars ($1,500,000) if available from the net proceeds after payment of debt service for new or expanded convention center facilities, for marketing and promoting new or expanded convention center facilities in each fiscal year, and

WHEREAS, the City has requested the Auditorium/Coliseum/Convention Authority of the City of Charlotte ("Authority") and the CCVB to provide joint promotion and marketing services for the New Charlotte Convention Center ("NCCC"), and

WHEREAS, after deducting from the net proceeds the amount required to pay for financing of the NCCC the City has agreed to transfer to the Authority and the CCVB funds ("marketing dollars") to pay for promoting and marketing the NCCC, and

WHEREAS, the Authority and the CCVB agreed upon a marketing concept as outlined in a consultant's report prepared for the City entitled "New Charlotte Convention Center Marketing Effort Analysis as amended by the New Charlotte Convention Center Marketing Agreement dated May 12, 1993, and

WHEREAS, the Authority and the CCVB have also agreed to an allocation of seventy (70%) of the marketing dollars to the CCVB and thirty percent (30%) of the marketing dollars to the Authority, and

WHEREAS, the purpose of this Agreement is to set forth the terms of the City's distribution of marketing dollars to the CCVB

NOW THEREFORE, in consideration of the mutual promises and conditions set forth herein, the City and CCVB agree as follows

1 Distribution

1 1 The City shall, on a monthly basis, distribute a proportionate amount of the CCVB's agreed share to be used to market and promote the NCCC These payments shall begin the 1st day of July, 1997

2 Subsequent Distributions

2 1 The CCVB and the Authority shall agree prior to the beginning of each fiscal year as to the appropriate amounts to be distributed to the CCVB and the Authority If the CCVB and the Authority cannot agree upon the distribution amount, the City Manager of the City of Charlotte shall designate each entity's share

3 Priority of Distribution

3 1 The CCVB agrees that the City must repay debt obligations for the NCCC prior to any further distribution of the proceeds from the room occupancy tax and prepared food and beverage tax The CCVB agrees that distribution to it for marketing and promoting the NCCC may be terminated or proportionately reduced by the City if the net proceeds are not sufficient to provide for debt service payments when due

4 Use of Funds

4 1 The CCVB acknowledges that the legislation which authorizes the levying of an occupancy tax and a prepared food and beverage tax provides that, after payment of debt service, the proceeds from these taxes must be used only for marketing and promoting new or expanded convention center facilities The CCVB agrees that is solely responsible for ensuring that all expenditures it makes meet this requirement The CCVB's budget shall include the proposed expenditures and its audit report should clearly reflect their utilization The City shall have the right to inspect, during normal business hours, all records which concern the CCVB's expenditure and utilization of the net proceeds described in the agreement

5 Additional Marketing Dollars

5 1 In the event the net proceeds from the occupancy tax and prepared food and beverage tax exceed the aggregate of the amount necessary to provide for when due payments for the current fiscal year with respect to financing of the NCCC

and one million five hundred thousand dollars ($1,500,000), then the excess amount shall be distributed to the CCVB and the Authority to pay other costs of promoting and marketing the NCCC The City shall distribute seventy percent (70%) of these additional funds to the CCVB and thirty percent (30%) to the Authority The City is not obligated to distribute, pursuant to this Agreement, any amount in excess of fifteen percent (15%) of the total net proceeds distributed to the City from the three percent (3%) occupancy tax and the one percent (1%) food and beverage tax

6 Incentive Plan and Additional Allocation

6 1 The City and the CCVB agree that thirty percent (30%) of the actual proceeds from the three percent (3%) occupancy tax which exceeds the projected collection for each fiscal year after the distributions described above shall be distributed equally to the CCVB and the Authority The projections are outlined in the consultant's report entitled "New Charlotte Convention Center Marketing Effort Analysis" For the purpose of calculating this incentive, the fiscal year 1998 projected collection for the three percent (3%) occupancy tax is $7,120,000 as referenced The CCVB agrees to place one third (1/3) of this additional allocation in a reserve account to provide for years in which the revenue collected from the taxes may not exceed the projected collection The remainder of the additional allocation shall be used for bid incentives, reduced rental, shuttle systems and other underwriting which is necessary to attract business to the City and the NCCC

7 Drug-Free Workplace Requirement

7 1 In connection with the performance of this contract CCVB shall provide a drug-free workplace according to the City of Charlotte s Drug-Free Workplace Requirement as stated in Exhibit A attached hereto and incorporated by reference into this agreement Failure to comply with the City s Drug-Free Workplace Requirements shall be grounds for suspension, termination or debarment

IN WITNESS THEREOF, the parties have entered into this Agreement as of the date above written

for CITY OF CHARLOTTE

By

ATTEST

City Clerk

for CHARLOTTE CONVENTION & VISITORS BUREAU

By

This instrument has been preaudited in the manner required by the "Local Government Budget and Fiscal Control Act."

Dept. F.

EXHIBIT A

City of Charlotte
Contractor Drug-Free Workplace Requirements

The contractor shall provide a drug-free workplace during the performance of this contract This obligation is met by

(a) notifying employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition,

(b) establishing a drug-free awareness program to inform employees about (i) the dangers of drug abuse in the workplace, (ii) the contractor's policy of maintaining a drug-free workplace, (iii) any available drug counseling, rehabilitation, and employee assistance programs, and (iv) the penalties that may be imposed upon employees for drug abuse violations,

(c) notifying each employee that as a condition of employment, the employee will (i) abide by the terms of the prohibition outlined in (a) above, and (ii) notify the contractor of any criminal drug statute conviction for a violation occurring in the workplace not later than five days after such conviction,

(d) notifying the City of Charlotte within ten days after receiving from an employee a notice of a criminal drug statute conviction or after otherwise receiving actual notice of such conviction,

(e) imposing a sanction on, or requiring the satisfactory participation in a drug counseling, rehabilitation or abuse program by, an employee convicted of drug crime,

(f) making a good faith effort to continue to maintain a drug-free workplace for employees, and

(g) requiring any party to which it subcontracts any portion of the work under the contract to comply with the provisions of (a) - (f)

If the contractor is an individual the requirement is met by not engaging in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract

Financial Partners

Council requested additional time at the April 21, 1998 Budget Retreat to ask questions relative to any of the financial partners Questions that cannot be answered at the meeting will be answered in writing as part of the recommended budget on May 4, 1998

Other Information
User Fee Recommendation, Water and Sewer Rates and City/County Programs

The following information will not be covered in the Budget Retreat due to the time available Attached is information on User Fee recommendations, the FY99 Water and Sewer rates, and a proposal on City/County Programs

Proposed FY99 User Fees
Regulatory and Non-Regulatory

Executive Summary

The City Manager notifies City Council of any new fees or any increase in fees through the budget process or at least 30 days prior to the effective date of the new or increased fee

The following pages list the regulatory and non-regulatory user fees proposed for FY99 Regulatory fees include land development and fire inspection services All other fees for city services or facilities are considered non-regulatory

The regulatory fees are calculated using fully allocated costs and are set at 60% full cost recovery (Council's policy) The fees for regulatory fees may fluctuate annually due to changes in the methods or costs of providing the services The new land development fees have been shared with the customers Non-regulatory fees are not based on a common methodology such as fully allocated costs There are very few changes in the non-regulatory fees

July 1, 1998 is the effective date for any fee changes

Highlights

Examples of changes in land development fees include

Rezoning Conditional - Single Family $375 to $395
Single Family Subdivision $972 to $1,147
Grading Permit (1st acre) $258 to $276
Detention (1st acre) $359 to $321

A few cemetery fees will increase slightly based on the market survey of local cemetery fees Examples include

Oaklawn - Mausoleum Interment (before 3 30 p m weekdays) $163 to $175
Oaklawn - Disinterment (adult) $325 to $350
Evergreen - Double Depth Interment $1,000 to $1,100

An increase of $5 for the maximum daily parking rate at the CMGC parking deck is recommended to encourage parkers with a downtown destination (other than the CMGC) to use other parking facilities The increase is from $5 to $10

The Airport proposes an increase of 2% (from 6% to 8%) of gross revenues for off airport rent a car companies The increase is based on a survey of 144 airports

CITY OF CHARLOTTE

PLANNING DEPARTMENT

USER FEES

Services	FY98 Fee	FY99 Fee	FY99 Revenue Estimate
Rezoning By-Right			
Single Family	250	260	2,600
Multi-Family	500	520	1,040
Other Rezoning	985	1,040	10,400
Rezoning Conditional			
Single Family	375	395	790
Multi-Family	750	790	10,270
Other Rezoning	1,500	1,580	52,140
Text Amendment	400	400	4,000
Administrative Site Plan Approval	150	150	9,750
Subdivisions			
Single Family	300	440	23,760
Nonresidential	240	420	2,940
Preliminary Plan Revision	150	360	9,360
Variance/Appeals	550	600	600
Final Plats	60	70	13,790
Final Plats Revision	50	60	5,040
Final Plats Condo	25	30	150
Planned Multi-Family Review	760	790	13,430
UMUD Review			
Major	1,385	1,440	15,840
Minor	245	260	4,160
		Total	$180,060

Summary Sheet of Projected User Fees & Projected Revenue Collected by Engineering - Land Development

March 20, 1998

Service	FY95, 96, 97	Current FY98 Fee	FY99 Fee	Estimated Revenue-FY99
Site Inspection (note 1)	$360/project	$280/project	$380/permit $190-land use (note 4)	$119,700
Driveway Permit (Note 1)	Eng- $ 48 CDOT- 92 total -$ 140	Eng- $ 35 CDOT- 55 total - $ 90	Eng- $125 CDOT-25 total $150	$37,500 (note 5)
Tree Ordinance Avg. Site-17 trees (note 2)	$133-1st tree see sliding scale	$224 - 1st tree see sliding scale	$228 - 1st tree see sliding scale	$110,040
Grading Avg. Site-5 acres	$292 - 1st acre see sliding scale	$258 - 1st acre see sliding scale	$276 - 1st acre see sliding scale	$161,400
Tree Preservation (note 3)	$105/project	$110/project	$150/project	$22,500
Detention Avg. Site-5 acres	$269 - 1st acre see sliding scale	$359 - 1st acre see sliding scale	$321 - 1st acre see sliding scale	$93,500
Total Projected Revenue- ENG.				$544,640

Note 1 - The FY98 Current fees for site inspections & Driveway Permit were based on the number of reviews and the price decreased The FY98 fees should have used the number of projects This has been corrected this year which explains the change in the these 2 fees for FY99

Note 2- Deleted "Past Compliance" for Tree Ordinance (Was $75/site) Had less than 20 this year The cost associated with "past compliance" are included in the tree ordinance/landscape review

Note 3 - Grading/Erosion Control includes grading fee per acre plus tree preservation fee on each commercial site Residential grading includes only the grading fee per acre

Note 4 - Fees for Land Use Permits are 50% of the cost of Site Inspection for building permit

Note 5 - Engineering is now responsible for driveway permit review CDOT still assists on all complex driveway permits

Engineering/Land Development
Summary Sheet of Projected User Fees - (Note 6)
March 20, 1998

Service	FY95, 96, 97	Current FY98 Fee	FY99 Fee	Estimated Revenue-FY99
Subdivision Avg. Site-14 acre (Note 7)	$ 444 - 1st acre see sliding scale	$542 - 1st acre see sliding scale	$582 - 1st acre see sliding scale	$169,050
Rezoning - Conditional (Note 8)	$45- Eng	$115- Eng	$ 55 - Eng	$2,750
UMUD-(Major) UMUD-(Minor) (Note 9)	$285- Eng	$1,100 - Eng	$1,100 - Eng	$16,500
Minor Plat (Note 10)	n/a	n/a	$100/plat	$3,000
Total Projected Revenue for Eng.'s costs.				$191,300

Note 6- CMPC collects Engineering's portion of the Subdivision, Rezoning, UMUD Plat, along with CDOT's and Fire's portions

Note 7 - With the change in the Multi-Family process, Engineering will no longer charge a fee for the M/F sketch review Engineering's cost is included in the Grading & Detention Review

Note 8 - Engineering's Rezoning fee is only applicable to Conditional Rezoning (not conventional)

Note 9 - Engineering's fee for UMUD review is the same for major and minor UMUD projects

Note 10 - Minor Plat Review is a new fee for Engineering/Land Development, which recoups the cost for this service Subdivision plat review is included with subdivision plan review and is part of that fee Minor plat review is not part of subdivision review

CITY ENGINEERING AND PROPERTY MANAGEMENT DEPARTMENT 3/23/98
PROJECTED USER FEES FOR FY99 recovering 60% of fully allocated costs

DRAINAGE/DETENTION			GRADING PERMIT			SUBDIVISION/MULTI-FAMILY		
NUMBER OF ACRES	FEE PER ACRE	TOTAL FEE	NUMBER OF ACRES	FEE PER ACRE	TOTAL FEE	NUMBER OF ACRES	FEE PER ACRE	TOTAL FEE
1	$321	$321	1	$276	$276	1	$582	$582
2	$255	$508	2	$219	$438	2	$462	$924
3	$223	$666	3	$191	$574	3	$404	$1 211
4	$202	$808	4	$174	$695	4	$367	$1 467
5	$188	$935	5	$161	$807	5	$340	$1 702
6	$177	$1 056	6	$152	$911	6	$320	$1 922
7	$168	$1 169	7	$144	$1 010	7	$304	$2 130
8	$161	$1 280	8	$138	$1 104	8	$291	$2 328
9	$154	$1 386	9	$133	$1 194	9	$280	$2 518
10	$149	$1 480	10	$128	$1 281	10	$270	$2 701
11	$144	$1 584	11	$124	$1 365	11	$262	$2 879
12	$140	$1 680	12	$121	$1 447	12	$254	$3 051
13	$137	$1 768	13	$117	$1 526	13	$248	$3 218
14	$133	$1 862	14	$115	$1 603	14	$241	$3 381
15	$130	$1 950	15	$112	$1 679	15	$236	$3 540
16	$127	$2 032	16	$110	$1 752	16	$231	$3 695
17	$125	$2 108	17	$107	$1 825	17	$226	$3 848
18	$122	$2 196	18	$105	$1 896	18	$222	$3 997
19	$120	$2 280	19	$103	$1 965	19	$218	$4 144
20	$118	$2 360	20	$102	$2 034	20	$214	$4 288
21	$116	$2 436	21	$100	$2 101	21	$211	$4 430
22	$115	$2 508	22	$98	$2 167	22	$208	$4 570
23	$113	$2 576	23	$97	$2 232	23	$205	$4 707
24	$111	$2 664	24	$96	$2 296	24	$202	$4 842
25	$110	$2 725	25	$94	$2 360	25	$199	$4 976
26	$108	$2 808	26	$93	$2 422	26	$196	$5 108
27	$107	$2 889	27	$92	$2 484	27	$194	$5 238
28	$106	$2 940	28	$91	$2 545	28	$192	$5 367
29	$104	$3 016	29	$90	$2 605	29	$189	$5 494
30	$103	$3 090	30	$89	$2 665	30	$187	$5 619
31	$102	$3 162	31	$88	$2 724	31	$185	$5 743
32	$101	$3 232	32	$87	$2 782	32	$183	$5 866
33	$100	$3 300	33	$86	$2 840	33	$181	$5 988
34	$99	$3 366	34	$85	$2 897	34	$180	$6 108
35	$98	$3 430	35	$84	$2 953	35	$178	$6 227
36	$97	$3 492	36	$84	$3 009	36	$176	$6 345
37	$96	$3 552	37	$83	$3 065	37	$175	$6 462
38	$95	$3 610	38	$82	$3 120	38	$173	$6 578
39	$95	$3 666	39	$81	$3 174	39	$172	$6 693
40	$94	$3 720	40	$81	$3 228	40	$170	$6 807
41	$93	$3 813	41	$80	$3 282	41	$169	$6 920
42	$92	$3 864	42	$79	$3 335	42	$167	$7 032
43	$92	$3 913	43	$79	$3 388	43	$166	$7 143
44	$91	$3 960	44	$78	$3 440	44	$165	$7,254
45	$90	$4 050	45	$78	$3 492	45	$164	$7 363
46	$90	$4 094	46	$77	$3 543	46	$162	$7 472
47	$89	$4 136	47	$76	$3 595	47	$161	$7 580
48	$88	$4 224	48	$76	$3 645	48	$160	$7 687
49	$88	$4 263	49	$75	$3 696	49	$159	$7 793
50	$87	$4,350	50	$75	$3,746	50	$158	$7,899

City Engineering & Property Management Dept — Landscape Review

Projected User Fees for FY99 - Recovering 60% of fully allocated Costs

3/23/98

Enter recovery amount $141,658

Enter number of occurances 360

Average Cost per Site $393

Fees

1	$228	30	$508	59	$760	88	$963
2	$239	31	$518	60	$769	89	$970
3	$249	32	$529	61	$777	90	$976
4	$259	33	$537	62	$784	91	$983
5	$269	34	$546	63	$791	92	$990
6	$280	35	$554	64	$798	93	$997
7	$290	36	$563	65	$805	94	$1,004
8	$300	37	$571	66	$812	95	$1,011
9	$311	38	$580	67	$819	96	$1,018
10	$321	39	$589	68	$825	97	$1,025
11	$331	40	$597	69	$832	98	$1,031
12	$342	41	$606	70	$839	99	$1,038
13	$352	42	$614	71	$846	100	$1,045
14	$362	43	$623	72	$853	101	$1,052
15	$372	44	$632	73	$860	102	$1,059
16	$383	45	$640	74	$867	103	$1,066
17	$393	46	$649	75	$874	104	$1,073
18	$403	47	$657	76	$880	105	$1,079
19	$412	48	$666	77	$887	106	$1,086
20	$420	49	$674	78	$894	107	$1,093
21	$429	50	$683	79	$901	108	$1,100
22	$438	51	$692	80	$908	109	$1,107
23	$446	52	$700	81	$915	110	$1,114
24	$455	53	$709	82	$922	111	$1,121
25	$463	54	$717	83	$928	112	$1,126
26	$472	55	$726	84	$935	113	$1,131
27	$481	56	$735	85	$942	114	$1,136
28	$489	57	$743	86	$949	115	$1,141
29	$498	58	$752	87	$956	116	$1,146

	A	B	C	D	E
1					20-Mar-98
2					
3					
4					
5	Charlotte Department of Transportation				
6	FY99 Land Development User Fees				
7					
8					
9					
10					
11					
12					
13			FY99		FY99
14		FY98	Proposed		Revenue
15	Service	Fee	Fee		Estimate
16	Zoning Petition *	$200	$180		$19,080
17					
18	Commercial Driveway Permit *	$55	$25		$8,500
19					
20	Subdivision Processing *	$130	$125		$9 375
21					
22	Right of-Way Encroachment	$415	$415		$9 960
23					
24	Right-of Way Abandonment **	$760	$760		$17,480
25					
26	UMUD *	$0	$210		$4,830
27					
28					$69,225
29					
30	* CDOT's portion of the fee				
31	** $760 charge for one street or alleyway abandonment	For			
32	more than one, $380 additional for each one				

Charlotte Fire Department
User Fee Rate Schedule
Sixty Percent (60%) Fully Allocated Cost Recovery
FY99

CATEGORY	FY98 FEE	FY99 FEE	PROJECTED REVENUE
A			
Permit			
Haz Chem<110 gallons <1000 lbs	75	80	32 800
Heliport/Helistop	75	80	720
Bowling	75	80	80
Fog & Fumigation	75	80	160
Lumber Storage	75	80	960
Junk Yard	75	80	720
Matches	75	80	80
Dispensing of Flammables/Combustibles	105	80	32 800
Day Care	105	80	17 920
Change of Use	75	80	80
Tents	75	80	1 600
Repair Garages	105	80	56 160
Pulverized particles (Dust)	105	80	5 760
B			
Permit			
Haz Chem 110-5500 gallons 10001 50000 lbs	105	110	32 010
Compressed Gas	105	110	19 250
Flammable Finishes	105	110	13 750
Places of Assembly	105	110	13 750
Welding & Cutting	105	110	0
Fireworks (indoors)	105	110	3 850
Fireworks Sales	105	110	4 620
Spec Appl for AG/BG Tanks	105	110	2 750
Combustible Fibers	150	110	4 840
C			
Permit			
Haz Chem 110-5500 gallons 10001 50000 lbs	150	155	31 775
Tire Rebuilding plant	150	155	1 550
AG/BG Tank Removal	150	155	7 440
D			
Permit			
Haz Chem >5500 gallons >50000 lbs	180	185	122 285
Blasting Operations	180	185	2 775
Fireworks (Outdoors)	180	185	3 700
TOTAL			**414,185**
E			
Plans Review			
Priority, Rezoning Petitions Trade Shows, Sprinkler Plans, Multifamily&Hydrant Tests	60	75	103 425
Plans Review-Const $ less than 100 000	75	90	6 210
Plans Review-Const $ 100,000 to 1 000,000	105	120	600
Plans Review-Const $ 1 000 001 to 10 000 000	150	165	1 485
Plans Review-Const $ greater than 10 000 000	210	225	1 125
TOTAL			**112,845**
TOTAL FY99 PROJECTED REVENUE			**527,030**

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT
AIRPORT USER FEES
EFFECTIVE F/Y S 98 & 99

REVENUE FEE CATEGORIES	FY 98 RATE	FY 99 RATE	BASIS FOR CHARGE	RATE AUTHORITY
COMMUTER FACILITY CHARGE	$ 0 82	$ 0 82	Per available seat	1/3
PASSENGER FACILITY CHARGE	$ 5 00	$ 5 00	Per deplaned passenger	1/3
INTERNATIONAL GATE USE FEE (CITY GATES)	$ 220 00	$ 220 00	Per turn	1/3
FUEL FLOWAGE (re use of Airfield)	$ 0 065	$ 0 065	Per gallon delivered	1/2
FUEL THROUGH put fees (re fuel for ground service equipment)	$ 0 050	$ 0 050	Per gallon delivered	1/3
ARMED GUARD FEE	$ 0 009	$ 0 009	Per enplaned passenger	1/3
PARKING CARDS (RED LOT)	$ 35 00	$ 34 00	Per card	1/3
AIRPORT ID CARDS	$ 10 00	$ 10 00	Per card	1/3
PARKING FEES				3
HOURLY LOTS	$ 0 75	$ 0 75	Per half an hour (daily maximum of $12 00)	
DAILY LOTS	$ 1 00	$ 1 00	0 1 hour	
	$ 2 00	$ 2 00	1-4 hours	
	$ 3 00	$ 3 00	4-8 hours	
	$ 4 00	$ 4 00	8 24 hours	
REMOTE LOTS	$ 2 75	$ 2 75	Per 24 hours	
SATELLITE LOTS	$ 2 75	$ 2 75	Per 24 hours	
TAXI PERMITS	$ 312 50	$ 312 50	Per permit per quarter	2
OTHER GROUND TRANS OPERATORS				1/2
OFF AIRPORT RENT A CARS	6%	Proposed = 8%	Of Gross Revenue	
HOTEL/MOTEL COURTESY VANS	$ 400 00	$ 400 00	Annually/Per Vehicle	
COMMERCIAL COURIER VEHICLES	$ 1 00	$ 1 00	Per trip through the Commercial Vehicle Lane	
Contract Vans or Limos	$ 1 00	$ 1 00	Per trip through the Commercial Vehicle Lane	
FREQUENT PARKING CARDS	$ 100 00	$ 100 00	Per month	3
LAND RENT	$3500 $9583	$3500 $9583	Per acre	1/3
LANDING FEES	$ 0 59	$ 0 59	Per 1 000 lbs of aircraft weight	1/2

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT
AIRPORT USER FEES
EFFECTIVE F/Y'S 98 & 99

REVENUE FEE CATEGORIES	FY 98 RATE	FY 99 RATE	BASIS FOR CHARGE	RATE AUTHORITY
AIRCRAFT RAMP PARKING FEES	$ 25 00	$ 25 00	Per operation for aircraft 0 to 30 000 lbs	1/3
	$ 50 00	$ 50 00	Per operation for aircraft /> 30 000 lbs for 0 to 3 hours	
	$ 100 00	$ 100 00	Per operation for aircraft > 30 000 lbs for 3 to 24 hours	
TERMINAL AREA RENTALS	$5 88 $51 39	$5 88 $51 39	Per square foot	1
CARGO FACILITY RENTALS	$3 00 $8 94	$3 00 $8 94	Per square foot	1
MAINTENANCE AND OPERATIONS COSTS	$6 60 $7 60	$6 60 $7 60	Per square foot	1
CITY HANGER RENTALS				1
60 X 60	$ 810 00	$ 810 00	Per month	
T HANGERS	$ 290 00	$ 290 00	Per month	
SHADEPORTS	$ 150 00	$ 150 00	Per month	
TERMINAL ADVERTISING			Minimum Annual Guarantee or Percentage F	1
RENT A CAR CONCESSIONS			Minimum Annual Guarantee or Percentage F	1
PUBLIC PAY PHONES	$0 0480	$0 0480	Per total passengers handled	1
CARGO GROUNDHANDLING FEES	8%	8%	Of Gross Revenue	1/3

RATE AUTHORITY INDEX

1 Rate set by tennant lease agreeement (I e short term & or long term)
2 Rate set by City Ordinance (Aviation Section)
3 Rate set by Aviation KBE (based on market analysis and other pricing methodologies)

PROPOSED TO INCREASE TO 8%

CITY OF CHARLOTTE

SOLID WASTE SERVICES KEY BUSINESS

MEMORANDUM

DATE March 25, 1998

TO Curt Walton, KBE
Budget & Evaluation

FROM Wayman J Pearson, KBE
Solid Waste Services

SUBJECT USER FEES RATES

TITLE	FY98	FY99
Dead Animal Collection	$ 9 per load	$ 9 per load
Litter Citations	$ 50 per citation	$ 50 per citation
Recycling Collection Service	$ 0 37 unit/pickup	$ 0 37/unit/pickup*
Weeds/Grass/Junk	$ 40 per violation	$ 40 per violation
Solid Waste Disposal	Per year per residence Single family $ 38 Multi family $ 23	Per year per residence Single family $ 38 Multi family $ 23
Special Events	Based on resources	Based on resources
2nd Rollout Cart	Current cost $ 44 86	Current Cost $ 44 86
Abandoned Vehicle Towing**	$ 45	$ 45

* New rate for recycling collection service to town of Davidson has not been determined Contract renewal is handled between April and June each year

** Fee charged to citizen for reclaim of towed vehicle This fee is collected by the City and paid to the towing contractor

cc L Schumacher
G McGinnis
D Pereira

March 20, 1998

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
NON-REGULATORY USER FEES

FEE TITLE	FY 98 FEE	FY 99 FEE
1 Hiring of an off-duty officer	$15 50/hr	$18 00/hr
Plus surcharge to the company	-0-	2 67/hr
2 Precious metals fee		
A. Annual fee for a precious metals business	$10 00	$10 00
B New employee fee	$3 00	$3 00
A new employee hired by a precious metals business is required by statute to pay this fee		
3 Taxicab Driver fees		
A Renewal of annual taxi permit	$15 00	$15 00
B Duplicate or transfer of taxi permit	$5 00	$5 00
A transfer is when a person switches from one cab company to another		
C Annual taxi inspection	$75 00	$75 00
4 Usage of a police vehicle	$5 00/hr	$5 00/hr
Anyone may request to use a police vehicle, however, the request is approved by the David Service Area Deputy Chief R.L Schurmeier		
5. Funeral escorts	$20.00/escort	$20 00/escort
The Police Department charges the funeral home		
6. Local arrest history checks	$5 00/request	$5 00/request
7 Photo fees		
A Standard reprint of a 3 x 5 photo	$2 00 each	$2 00 each
Anyone may request a reprint		
B. Enlargement of a 8 x 10 or 10 x 12	$15 00 each	$15 00 each
A court order is needed to obtain an enlargement		

8 Police Attorney fees		
A Copy charges	$ 025/copy	$ 025/copy
B Charge for a 911 tape	$3 00/tape	$3 00/tape
9 Animal license tags		
A Fertile animal	$25 00	$25 00
B Security dog	$25 00	$25 00
C Sterile animal	$7 50	$7 50
D Equine	$10 00	$10 00
E Senior citizen or handicapped person with sterile animal	-0-	-0-
10 Reclaim fee		
A Dog	$35 00	$35 00
B Cat	$20 00	$20 00
11 Adoption fees		
A Dog	$21 50	$21 50
B Puppy,cat or kitten	$15 50	$15 50
12 Spay/neuter fee		
A Dog,puppy	$30 50	$30 50
B Dog,puppy (opt)	$30 50	$30 50
C Female cat & kitten	$23 50	$23 50
D Male cat & kitten	$17 50	$17 50
13 Citation fines(failure to have)		
A City		
1 City license		
a. Dog	$50 00	$50 00
b Cat, equine	$25 00	$25 00
2 Rabies inoculation.dog & cat	$50 00	$50 00
B County		
1. County license dog & cat	$50 00	$50 00
2 Rabies inoculation dog & cat	$50 00	$50 00
3 All others same as City		
14 Leash law violations		
A 1st offense	$50 00	$50 00
B. 2nd offense	$75 00	$75 00
C. 3rd offense	$150 00 + fence	$150 00 + fence

D 4th offense	$200 00+secure dog fence	$200 00+secure dog fence
E 5th offense	$500 00+secure of dog	$500 00+secure of dog
F Animal bites	$100 00	$100 00
G Other such barking,etc	$25 00	$25 00
15 Donated animals		
A 1	$15.00	$15 00
B 2	$30 00	$30 00
C 3 +	$35 00	$35 00
16 Boarding fees		
A Dog/puppy	$8 00/day	$8 00/day
B Cat/kitten	$4 00/day	$4 00/day
C Cows	$10 00/day	$10 00/day
17 Permits for other animals		
A 1-3	$5 00	$5 00
B 4+	$10 00	$10 00
18 Fee schedule for purchasing animals from Animal Control		
A Snakes 0-3 ft	$25 00	$25 00
3-6 ft	$50 00	$50 00
6ft +	$75 00	$75 00
B Pot bellied pigs		
small	$25 00	$25 00
medium	$15 00	$15 00
large	$5 00	$5 00
C Rats	$2 00	$2 00
mice	$1 00	$1.00
hamsters/gerbils	$3 00	$3 00
guinea pigs	$5 00	$5 00
chinchilla	$35 00	$35 00
D Rabbits	$5 00	$5 00
(Plus cat spay/neuter fee if adopter wants surgery)		
E. Fish according to species not to exceed $25 00		
F. Poultry		
Chicken	$2 00	$2 00
Turkey	$5 00	$5 00
G Ferrets	$25 00	$25.00

H Iguana		
Small	$25 00	$25 00
Medium	$50 00	$50 00
Large	$75 00	$75 00
I Other lizards by species not to exceed $75 00		
J Birds		
Finch		
(Common species)	$5 00	$5 00
All other according to species		
Parakeet/canary	$10 00	$10 00
Cockatiel(gray/pied)	$25 00	$25 00
(Lutino)	$50 00	$50 00
Lovebirds(peach face)	$25 00	$25 00
(Other)	$50 00	$50 00
All other parrots priced according to species not to exceed $500 00		
K Llama-auction starting price	$100 00	$100 00
L Ostrich and other ratite birds- Auction starting price	$100 00	$100 00
M Goats, farm pigs and sheep- Auction starting price	$15 00	$15 00
N Cows- Auction starting price will be based on current market value		
0 Horses- Auction starting price	$50 00	$50 00

All sale prices will be noted on the individual shelter record No price break for pairs Animal prices are per individual animals
All exotics sold as is-cages, tanks and other accessories are not included

DEPARTMENT OF TRANSPORTATION
USER CHARGES - REVENUE COLLECTIONS

DESCRIPTION	CURRENT PRICE	FY99 PRICE
Traffic Operations Plan	$10 00	$10.00
Parking Permits (4th Ward, 3rd Ward, etc)	30 00	30 00
Replacement Permits		5 00
Safety Videos	55 00	55 00
Street Closing Petition	10 00	10.00
Parade Permit	10 00	10.00
WATCH Handbook	5 00	5 00
Traffic Count Maps	5 00	5 00
CBD Traffic Count Maps (small)	3.00	3.00
Paper Sepia	5 00	5 00
Blueline Print (24"x36")	2 00	2 00
Microfilm Print	1 00	1 00
GIS Maps	10 00/Copy	10 00/Copy
Photocopy	10/Sheet	10/Sheet
Computer Plot	1 00/Minute	1.00/Minute
Off Duty Police Officer Permit	25.00 Registration Fee 50.00 Permit 5.00 Daily Permit 50.00 Permit Renewal	25 00 Registration Fee 50 00 Permit 5 00 Daily Permit 50.00 Permit Renewal
Parking Meters	1 00/Hour	1.00/Hour
2015 Plan	Free	Free

March 10, 1998

Department of Transportation
Street Maintenance Division

FY98 & FY99 FEE SCHEDULE

UTILILITY CUT FEE SCHEDULE

ASPHALT
(Rate = $ Per Square Yard)

Type	Depth	Cost	Minumum
Full Depth	9-1/2"	45 10	50 00
Temporary	3"	37 23	50 00
Top Out	2"	36 02	50 00

CONCRETE
(Rate = $ Per Square Yard)

Type	Depth	Cost	Minumum
Sidewalk	4"	97 62	175 00
Driveway	6"	53 80	300 00
Driveway	8"	56 63	315 00
Pavement	12"	63 41	700 00

(Rate = $ Per Linear Foot)

Type	Cost	Minumum
Curb & Gutter	38 80	365 00
Saw Cutting	16 75	N/A

CHARLOTTE TRANSIT

DESCRIPTION		FY98 FEES & FY99 FEES
LOCAL	(One Way)	$1 00
EXPRESS	(One Way)	1 40
TRANSFERS	(Local to Express)	40
ELDERLY	(62 years and older)	40
MEDICARE		40
HANDICAPPED		40
STUDENTS		50
CHILDREN	(12 and under)	50
WEEKLY PASS	(Unlimited Rides)	10 00
MONTHLY PASS	(Unlimited Rides)	40 00
EXPRESS PASS	(Unlimited Rides)	56 00
BLUE TICKETS	(Book of ten- Exp)	14 00
	(Book of ten- Loc)	10 00
UNIVERSITY SHUTTLE	(One Way)	50

BUILDING SERVICES
CMGC RATES

Conference Room Rates				FY 98	FY 99
SPACE	Fee (1st 3 hrs. or less)	Additional Fee/Hour	Daily Max	No Change	No Change
Plaza	175	50	400		
Lobby	175	50	400		
Meeting Chamber (CH-01)	175	50	400		
Conference Center (267)	175	50	300		
Conference Room (270)	100	35	200		
Conference Room (271)	100	35	200		
Conference Room (118)	125	35	225		
Conference Room (117)	100	35	200		
Conference Room (18)	50	35	200		
Conference Room (22)	50	35	200		
Chamber Conference Room (CH-14)	150	35	250		

CMGC PARKING DECK		
Daily Maximum For Daily Parkers	$ 5 00	$10 00
1/2 Hour Rate For Daily Parkers	$ 50	No Change
City and County Employees and Departments Monthly Rate	$20 00	No Change

CITY OF CHARLOTTE
CHARGES/SERVICES FOR CEMETERIES
EVERGREEN AND ELMWOOD
FY98 Actual and FY99 Proposed

SALE OF GRAVE SPACE

ITEM	CATEGORY	FY98	FY99 Proposed
Sale of Grave Space	Adult	$750 00	$750 00
Sale of Single Grave Space, Section 5 only - Evergreen	Adult	-0-	$500 00
Sale of Cremains Space	Any	$375 00	$375 00
Perpetual Care Fee (all sales)	Any	$ 50 00	$50 00
Sale of Grave Space - Evergreen	Infant/Child	-0-	0
Sale of Grave Space - Elmwood	Infant/Child	None Available	NA

INTERMENT SERVICES

ITEM	CATEGORY	FY98	FY99 Proposed
Interment - before 3 30 PM Weekday	Adult	$500 00	$550 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Adult	$750 00	$750 00
Interment - Sunday	Adult	$1,125 00	$1 125 00
Interment - before 3 30 PM Weekday	Infant/Child (up to 3)	$200 00	$200 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Infant/Child (up to 3)	$300 00	$300 00
Interment - Sunday	Infant/Child (up to #)	$450 00	$450 00
Inter Cremains before 3 30 PM Weekday	Any	$200 00	$200 00
Inter Cremains - after 3 30 PM Weekday and Saturday/Holiday	Any	$300 00	$3[illegible]
Inter Cremains Sunday	Any	$450 00	$4[illegible]
Mausoleum Interment - before 3 30 PM Weekday	Any	$250 00	$250 00
Mausoleum Interment - after 3 30 PM Weekday and Saturday/Holiday	Any	$375 00	$375 00
Mausoleum Interment Sunday	Any	$562 50	$562 50
Disinterment	Adult	$500 00	$550 00
Disinterment	Infant/Child (up to 3)	$200 00	$200 00
Reinterment	Adult	$500 00	$550 00
Reinterment	Infant/Child (up to 3')	$200 00	$200 00
Double Depth Interment	Any	$1 000 00	$1 100 00
Non-Permanent Container Interment–Additional Cost to Inter	Any	$100 00	$150 00

SALES/INSTALLATION OF AMENITIES

ITEM	CATEGORY	FY98	FY99 Proposed
Monument Foundation Installation	Any	$ 42/sq inch	$ 45/sq inch
Marker Installation	Any	$ .37/sq inch	$ 40/sq inch
Flower Vase Installation	Any	$ 25 00	$25 00
Sale and Installation of City Vase	Any	$ 50 00	$50 00
Transfer/Replacement of Deed	Any	$ 25 00	$40 00

CITY OF CHARLOTTE
CHARGES/SERVICES FOR CEMETERIES
OAKLAWN, NORTH PINEWOOD,
WEST PINEWOOD AND 9TH STREET PINEWOOD

FY98 Actual and FY99 Proposed

SALE OF GRAVE SPACE

ITEM	CATEGORY	FY98	FY99 Proposed
Sale of Grave Space	Adult	$450 00	$450 00
Sale of Cremains Space	Any	$225 00	$225 00
Perpetual Care Fee	Any	$ 50 00	$50 00
Sale of Grave Space, Oaklawn	Infant/Child	-0-	
Sale of Grave Space, Pinewoods	Infant/Child	None Available	

INTERMENT SERVICES

ITEM	CATEGORY	FY98	FY99 Proposed
Interment - before 3 30 PM Weekday	Adult	$325 00	$350 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Adult	$488 00	$500 00
Interment Sunday	Adult	$750 00	$750 00
Interment - before 3 30 PM Weekday	Infant/Child (up to 3)	$150 00	$150 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Infant/Child (up to 3)	$225 00	$225 00
Interment - Sunday	Infant/Child (up to 3)	$337 50	$337 50
Inter Cremains - before 3 30 PM Weekday	Any	$100 00	$100 00
Inter Cremains after 3 30 PM Weekday and Saturday/Holiday	Any	$150 00	$150 00
Inter Cremains - Sunday	Any	$225 00	$225 00
Mausoleum Interment - before 3 30 PM Weekday	Any	$163 00	$175 00
Mausoleum Interment - after 3 30 PM Weekday and Saturday/Holiday	Any	$245 00	$250 00
Mausoleum Interment Sunday	Any	$367 50	$375 00
Disinterment	Adult	$325 00	$350 00
Disinterment	Infant/Child (up to 3)	$100 00	$100 00
Reinterment	Adult	$325 00	$350 00
Reinterment	Infant/Child (up to 3)	$100 00	$100 00
Double Depth Interment	Any	$650 00	$700 00
Non-Permanent Container Interment–Additional Cost to Inter	Any	$100 00	$150 00

SALES/INSTALLATION OF AMENITIES

ITEM	CATEGORY	FY98	FY99 Proposed
Monument Foundation Installation	Any	$ 42/sq inch	$ 45/sq inch
Marker Installation	Any	$ .37/sq inch	$ 40 sq inch
Flower Vase Installation	Any	$25 00	$25 00
Sale and Installation of City Vase	Any	$50 00	$50 00
Transfer/Replacement of Deed	Any	$25 00	$40 00

Benchmark Study of Land Development Regulatory Services

Purpose & Methodology: Last year the City Council voted to change land development fees from 80% direct cost to 60% fully allocated cost REBIC (Real Estate and Building Industry Council) asked that we complete a benchmark study to review how our fees and services compare with other cities

Five cities (four regional and one from North Carolina) were chosen based on size and best practices Cities contacted were Raleigh, NC, Baltimore, MD, Indianapolis, ID, Phoenix, AZ, and St Petersburg, FL We selected five services to compare with similar services available in the benchmark cities The services were fire reviews, preliminary subdivision plan review (planning), rezoning process, grading permits and driveway permits

Findings: Charlotte is more comprehensive in capturing time and costs than the benchmark cities These cities use time estimates rather than activity based time sheets Generally the benchmark cities used arbitrarily assigned fee schedules based on rough time and costs estimates In these cities the regulatory fees are not a priority and are rarely updated or examined Charlotte is clearly a leader in costing services

When compared with other cities Charlotte's fees are neither the highest nor the lowest Generally the fees for the six cities were within 10-20% for each type of fee

From city to city, different ordinances and regulations dictate the level of service provided for different reviews The City of Charlotte compares very favorably with turnaround times For example with fire review, we were slightly faster than Phoenix and Baltimore with our 5-10 day turnaround Some cities have as much as a 30-day turnaround for fire review For driveway review, Charlotte has the best review time with 2 5 days with other cities ranging from five days to 30 days Reviews for grading permits in Charlotte average an 8-day turnaround with the other cities ranging from 12 days to 4 weeks

Best Practices Highlights

- Indianapolis and St Petersburg have some fees that they charge on hourly rate bases
- Raleigh offers a premium service "Express Review" for upfits and full projects Charlotte Fire is already participating in Building Standards' Express Review program for upfits only In the next fiscal year, the City of Charlotte and Mecklenburg County will expand the Upfit Express Review program to include new building projects
- Baltimore Fire Department works with the Mayor's office to resolve conflicts involving old buildings that are being renovated Baltimore Fire prescribes an acceptable level of Fire & Life Safety in this process
- Raleigh Fire Department allows companies to conduct self-inspections for 12 targeted areas Raleigh Fire does a follow-up reinspection

Water and Sewer Rates and Budget Status

Operating Budget

- The FY98 Operating budget projection of $3 4 million savings from Competition/Optimization efforts will be realized

- There are currently 10 competition based contracts in place that have expended 44 07% of their bid at mid year Future savings and continued gainsharing payments are anticipated

- Increases in the FY99 operating budget directly relate to permit compliance and solids handling In addition, the operating budget reflects an increase in funding for the installation of new services to meet demand This is offset by the fees that are paid for these services

Capital Improvement Program

- The five year CIP totals $370 million New projects added this year include

  McAlpine Creek Outfall-$30 million
  This project will address potential overflow problems caused by growth in the system

  Wastewater Treatment Plant Upgrades/Improvements-$55 million
  This will provide funds for improvements that will allow us to consistently meet permit limits

Rates

- The average residential bill will increase in FY99 by 2 79%, which is the amount that was projected last year

- Increases of approximately 3 to 4 5% will be needed over the next five years to pay for capital projects

- All rate categories remain below average for the Southeast

Connection and Capacity Fees

- The cost to connect to the system will be adjusted in order to recover costs

- Capacity fees for new customers will be adjusted according to Council approved methodology These fees are used to pay for expansion of the system caused by growth The increase is being phased-in over the next 3 years Utilities has received input on these fees from various advisory boards

City/County Programs

Several months ago, the City Manager proposed to the County Manager funding changes to the interlocal agreement for City-County programs Rather than to continue jointly funding these programs, the Manager's proposal was to have the administering jurisdiction fully fund the program The City proposed 5 programs for elimination of joint funding The County amended the proposal by deleting one program and replacing it with 3 smaller programs The City concurs with the proposal as amended The County Manager presented the proposal to the County Commission on April 2, 1998 and the proposal was endorsed unanimously

The proposal does not change how the programs operate Each of the programs listed below will continue to be city/county functionally consolidated programs Agreements such as appointments to the Planning Commission will not change However, instead of the City and County exchanging funds throughout the year for these programs, the programs would be fully funded by the jurisdiction that currently administers the program

The proposed programs are as follows The first 5 would be fully funded by the City The last two would be fully funded by the County

Program	Who Pays Whom	FY97 Actual Revenue	FY98 Budgeted Revenue	FY99 Budgeted Revenue
Planning	County Pays City	$1,186 932	$1 447,744	$1,425,912
Animal Control	County Pays City	$940,013	$986,576	$900,000 (a)
Emergency Management	County Pays City	$169 265	$182,356	$201,505
Rideshare	County Pays City	$32,000	$32,473	$32,000
Cable TV Administration	County Pays City	$25 000	$25 000	$25,000
Sub-Total County Revenue Paid to the City		**$2,353,210**	**$2,674,149**	**$2,584,417**
Tax Office	City Pays County	($2,037,038)	$(2,358,415)	$(2,240,155)
Veterans Services	City Pays County	($164,078)	$(163,552)	$(182,111)
Sub-Total City Revenue Paid to the County		**($2,210,116)**	**($2,521,967)**	**($2,422,266)**
Difference		**$143,094**	**$145,709**	**$162,151**

Staff's recommendation to City Council is to approve these amendments to the inter-local agreement as part of the FY99 budget approval

MECKLENBURG COUNTY
Office of the County Manager

MEMORANDUM

TO: Pamela A Syfert, City Manager

FROM: Gerald G Fox, County Manager

DATE: April 6, 1998

SUBJECT: Funding for City-County Department

Several months ago your staff submitted a proposal to simplify the funding arrangement for several City-County functions The proposed arrangement calls for the City of Charlotte to assume full financial responsibility for the Planning Commission, Emergency Management, Cable Rideshare, and Animal Control, while Mecklenburg County absorbs the full cost of Veterans Services and the shared cost of Tax Administration and Collections (The County will still retain a percentage of collections of City-specific taxes) These departments would still be considered City-County functions with no impact to the level of service now provided Both the City and County Budget Offices reviewed this proposal, and determined that, on average, the budget impact would be neutral. The proposal calls for this agreement to go into effect on July 1, 1998

On April 2, 1998, the Mecklenburg County Board of County Commissioners approved the new funding concept, and instructed me to revise the inter-local joint undertaking agreement accordingly The County Budget staff has been instructed to reflect the new arrangement in our FY99 budget, and the County Attorney will be contacting the City Attorney to draft the new inter-local joint undertaking agreement It is my understanding that the City Budget Office has been informed and is prepared to implement this new arrangement as well

I believe this new arrangement is mutually beneficial, and I look forward to the formal adoption of this proposal Please extend my thanks to your Budget Office for their work on this endeavor If you or your staff have any questions, please contact Matt Williams of the County Budget Office

cc Harry L Jones, Sr , Assistant County Manager
Marie A Shook, Assistant County Manager
Wanda P Towler, Assistant County Manager
Debbie Bright, Budget Manager

PEOPLE • PRIDE • PROGRESS

600 East Fourth Street • P O Box 31787 • Charlotte North Carolina 28231 • (704) 336 2472 • Fax (704) 336 5887

Mayor
Patrick McCrory

Mayor Pro Tem
Lynn Wheeler

City Council
Rod Autrey
Charles Baker
Patrick D Cannon
Malachi Greene
Michael J Jackson
Nasif Rashad Majeed
Don D Reid
Al Rousso
Tim Sellers
Sara Spencer

City Manager
Pamela A Syfert

CHARLOTTE.

DRAFT

FY99-08 CAPITAL NEEDS ASSESSMENT AND FY99-FY03 CAPITAL INVESTMENT PLAN

CAPITAL NEEDS

CHARLOTTE.

FY
1999-2008

FY 99-08 Capital Needs

Contents

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CAPITAL NEEDS ASSESSMENT

Every two years, the City of Charlotte updates its list of capital needs for the coming decade **This year's Capital Needs process identified 357 projects, totaling more than $3.5 billion over the next ten years.** These capital projects would draw on a variety of funding sources, most of them outside local government Furthermore, not all projects can be funded But the **basic purpose of the Ten–Year Needs process is to identify those projects, which the various business units believe, will be needed during the next decade to meet community expectations** From this list will come those projects which are actually funded through the Capital Investment Plan (CIP)

One change in this year's Capital Needs process was a shift in the focus of the assessment process conducted by the Planning Commission staff **The focus of the assessment process shifted some from an evaluation of individual project requests to a more strategic assessment of groups of projects organized into program areas or geographic areas,** such as the Westside Strategy Plan In reviewing individual projects, the Planning Commission staff also considered policy factors (legal mandates), community objectives (Council Focus Areas), and public service objectives (maintaining infrastructure, joint use, cost savings, etc)

By using a more strategic approach, such as the Westside Strategy Plan, staff was able to evaluate road projects not only on their impact on the transportation system, but on their impact on economic development and neighborhood projects The Westside Strategy Plan identified a wide variety of capital investments

Neighborhood Projects – Neighborhood infrastructure improvements, sidewalks, storm water projects and housing needs

Transportation Projects – Freedom Drive widening (State Road), Beatties Ford Road widening (Local Road), and South Boulevard Transitway (Transit)

Economic Development Projects – City View Project, Morris Field Drive widening, and Westinghouse Boulevard landscaping, and various water and sewer projects

By grouping the individual capital project requests into a geographic or program area, staff was able to move from a tactical evaluation of individual projects to a more strategic assessment of the overall capital requests

FUNDING "GAP"

- The total capital needs over the next ten years includes **357 projects totaling $3.5 billion** - with $2 2 billion of that amount needed in the first five years

- The preliminary five-year CIP recommends funding **182 of those projects – totaling $1.3 billion.**

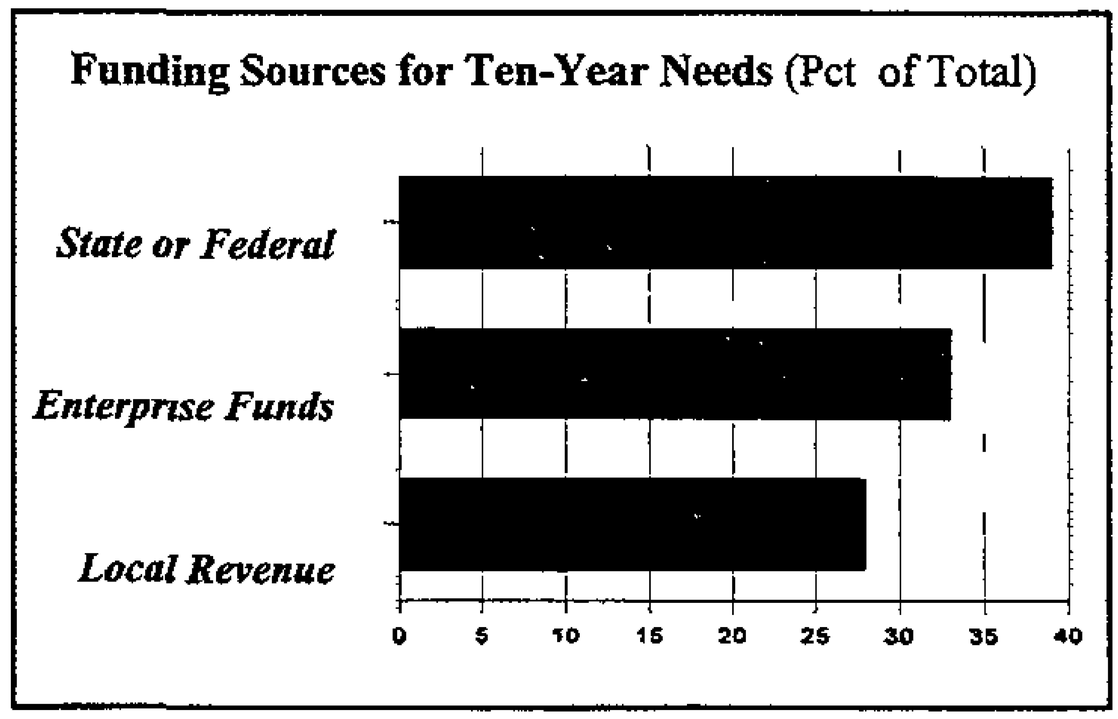
- That leaves a **difference of $903 million**, mostly in state road projects Still, about $225 million in local capital needs are unfunded at this time

Programs	Ten-Year Need FY 1999-2008	Five-Year Need FY 1999-2003	Preliminary Five-Year CIP FY 1999-2003	Funding " GAP "
Neighborhoods				
Neighborhoods	$ 203 450 000	$ 105,200,000	$ 60,035 000	$ 45,165,000
Housing	113 421 968	98 165 638	65 194 877	32 970 761
Storm Water	234 209 900	124,280 000	124 280,000	0
Sub-Total	**$ 551,081,868**	**$ 327,645,638**	**$ 249,509,877**	**$ 78,135,761**
Transportation				
Roadways/Intersections/Other	$ 213,624 500	$ 115,609 500	$ 34 660,500	$ 80,949 000
Transit	206,325,000	159,670 000	159 670,000	0
State-Eligible	554 450 000	311 700 000	56 300 000	255 400,000
State-Funded	667 890 000	422 990,000	-	422 990,000
Sub-Total	**$ 1,642,289,500**	**$ 1,009,969,500**	**$ 250,630,500**	**$ 759,339,000**
Economic Development				
Economic Development	$ 59 374 135	$ 41 431,716	$ 39,206 716	$ 2,225,000
Aviation	414 115 225	374 763 225	374,763 225	0
Water	328 097 241	125 077 241	120,397 241	4 680 000
Sewer	441 255,512	260 779,012	249,752 612	11,026 400
Sub-Total	**$ 1,242,842,113**	**$ 802,051,194**	**$ 784,119,794**	**$ 17,931,400**
Facility Investments				
Facility Investment	$ 94,112 437	$ 76 179 437	$ 28 652 000	$ 47 527,437
Sub-Total	**$ 94,112,437**	**$ 76,179,437**	**$ 28,652,000**	**$ 47,527,437**
TOTALS	**$3,530,325,918**	**$2,215,845,769**	**$1,312,912,171**	**$902,933,598**

TEN-YEAR FUNDING NEEDS AND SOURCES

- **Charlotte's ten-year capital needs assessment totals $3.5 billion -- but most of these funds would come from sources other than the local property tax.**

  - About 39 percent of the total capital need is eligible for **state or federal funding** -- for roads, most of transit, and some of housing
  - About 33 percent would come from self-funding enterprise funds for water, sewer, and aviation
  - That leaves about 28 percent of the ten-year need that is dependent on local revenue



- **Thus, if all capital needs over the next 10 years were to be met, about $972 million would likely have to come from local sources (other than existing enterprise funds).** This covers a range of projects identified by departments in the Ten-Year Capital Needs Assessment

  - **About $203 million for Neighborhoods,** including $165 million for ongoing Neighborhood Reinvestment, First Ward infrastructure, and Sidewalk programs, $9 million for proposed neighborhood and area plan capital improvements, $25 million for existing loan programs and matching grants, and $4 million for key street projects
  - **About $113 million in Housing,** with $65 million for ongoing City housing programs and $48 million for the requested local share for modernization of Housing Authority properties
  - **About $234 million in Storm Water,** with $61 million for ongoing maintenance, $17 million for improvements, $70 million for larger-scale neighborhood infrastructure, $21 million for special neighborhood projects, $25 million for business sites, and $40 million for channels, lakes, and ponds (Storm Water is scheduled to become a new self-funded Enterprise Fund)
  - **About $269 million for Transportation,** including $213 million for roads, intersections, and related projects, and about $56 million for transit needs
  - **About $59 million for Economic Development,** including $10 million in Economic Development and Development Revitalization Funds, $13 million for roadway and streetscape improvements, $6 million for re-design of Marshall Park, and $20 million for the Rail Corridor/Trolley, and $10 million for Business Corridor Revitalization
  - **About $94 million for Facility Investments,** including $22 million for basic maintenance and repair; $2 million for environmental costs, $34 million for police and fire stations and related public safety facilities, $24 million for public facilities (Tryon Mall renovations, Elmwood Cemetery rehabilitation, Central Yard, CMGC parking deck), and $12 million for cultural facilities

FY 1999-2008 Capital Needs

Unfunded Projects

NEIGHBORHOODS

Neighborhoods

Title	FY99-03	FY04-08	Ten Year Total
Upfit Neighborhood Centers	$1 400 000	$0	$1 400 000
Façade Grant Program	$0	$750 000	$750 000
Expansion of CWAC Loan Program	$6 800 000	$7 000 000	$13 800 000
Streetscape Improvements	$1 000 000	$1 000 000	$2 000 000
Real Estate Loan Program	$3 250 000	$3 750 000	$7 000 000
Area Plan Capital Imporvement Funding	$1 500 000	$3 000 000	$4 500 000
Neighborhood Capital Improvement Funding	$1 500 000	$1 500 000	$3 000 000
Neighborhood Improvement Program	$27 715 000	$60 000 000	$87 715 000
Sidewalk Program	$2 000 000	$20 000 000	$22 000 000
Neighborhood Traffic Calming Program	$0	$1 250 000	$1 250 000
Sub-Total	**$45,165,000**	**$98,250,000**	**$143,415,000**

Housing

Title	FY99-03	FY04-08	Ten Year Total
Housing Authority Rehabilitation	$27 300 000	$15 256 330	$42 556 330
Fairview Homes	$1 724 513	$0	$1 724 513
Dalton Village Infrastructure	$3 946 248	$0	$3 946 248
Sub-Total	**$32,970,761**	**$15,256,330**	**$48,227,091**

Storm Water

Title	FY99-03	FY04-08	Ten Year Total
Repairs to Existing Storm Drains	$0	$21 962 861	$21 962 861
Flood Control Projects	$0	$40 457 902	$40 457 902
Storm Water Pollution Control	$0	$3 467 820	$3 467 820
Channel Restoration	$0	$18 610 635	$18 610 635
Storm Water Economic Development	$0	$13 871 281	$13 871 281
Storm Water Neighborhood Fund	$0	$11 559 401	$11 559 401
Sub-Total	**$0**	**$109,929,900**	**$109,929,900**
Total Neighborhoods	**$78,135,761**	**$223,436,230**	**$301,571,991**

TRANSPORTATION

Transportation

Local Road Projects

Title	FY99-03	FY04-08	Ten Year Total
Old Concord Rd Harris Blvd to Mallard Creek Church Rd (Widening)	$4 000 000	$0	$4 000 000
Brevard St Sixth St to Eleventh St (Widening)	$1 000 000	$0	$1 000 000
Idlewild Rd Piney Grove to Margaret Wallace Rd (Widening)	$2 800 000	$5 200 000	$8 000 000
Tuckaseegee Rd Mulberry Church Rd to Toddville Rd (Widening)	$1 000 000	$0	$1 000 000
Nations Ford Rd Tyvola Rd to I-77 (Widening)	$0	$2 500 000	$2 500 000
Davidson-Matheson Connector Davidson St to Matheson Ave (New Road	$1 470 000	$0	$1 470 000
Sharon Amity Rd NC16 (Providence Rd) to Randolph Rd (Median)	$0	$3 900 000	$3 900 000
Beatties Ford/West Trade I 77 to French St (Improvement)	$0	$3 500 000	$3 500 000
The Plaza Parkwood Ave to Matheson Ave (Median)	$0	$1 000 000	$1 000 000
Cindy Ln Stateville Td To Nevin Rd (New Road)	$0	$3 000 000	$3 000 000
Hickory Grove Rd Shamrock Dr To Highland Ave (Widening)	$0	$2 000 000	$2 000 000
Hucks Rd Browne Rd to Prosperity Church Rd (New Road)	$0	$3 000 000	$3 000 000
Park Rd Selwyn Ave to Fairview/Tyvola (Widening)	$0	$1 500 000	$1 500 000
Randolph Rd Colonial Ave to Laurel Ave (Improvement)	$0	$500 000	$500 000
Sharon Amity Rd Addison Td To Water Oak Rd (Median)	$0	$100 000	$100 000
Fairview/Sharon Roads Widening	$3 455 000	$8 115 000	$11 570 000
West Boulevard Redocation	$5 000 000	$0	$5 000 000
Sub-Total	**$18,725,000**	**$34,315,000**	**$53,040,000**

Other Road Projects

Title	FY99-03	FY04-08	Ten Year Total
R-O-W Protection	$1 250 000	$1 250 000	$2 500 000
Railroad Crossing Improvements	$25 000	$125 000	$150 000
Thoroughfare Completion	$5 000 000	$5 000 000	$10 000 000
Minor Roadway Improvements	$6 250 000	$12 500 000	$18 750 000
Safer Roads Demonstration Projects	$100 000	$250 000	$350 000
Transit Radius Improvement	$85 000	$250 000	$335 000
Bridge Repair & Replacement	$0	$2 500 000	$2 500 000
Participation in State Highway Projects	$1 070 000	$1 125 000	$2 195 000
Bicycle Facilities	$0	$500 000	$500 000
Sub-Total	**$13,780,000**	**$23,500,000**	**$37,280,000**

State-Elligible Projects

Title	FY99-03	FY04-08	Ten Year Total
US 74/Sharon Amity (Interchange)	$16 750 000	$4 250 000	$21 000 000
US 74 Expressway/HOV Sharon Amity Rd to Idlewild Rd (Freeway)	$16 000 000	$0	$16 000 000
I-77 HOV Lanes I-85 to Northern Outer Loop (Freeway Imp)	$44 000 000	$0	$44 000 000
I-77 Widening/HOV Lanes Southern Outer Loop to I-85 (Freeway Imp)	$30 000 000	$210 000 000	$240 000 000
US 74 Expressway/HOV Idlewild Rd to Outer Loop (Freeway)	$48 000 000	$0	$48 000 000
I-85 Widening 29/49 Connector to Cabarrus Co Line (Freeway Imp)	$16 000 000	$0	$16 000 000
US 29-NC 49 (Graham St) I 277 to Statesville Ave (Widening)	$1 450 000	$0	$1 450 000
NC 16 (Brookshire Blvd) I-85 to Hoskins Rd (Widening)	$3 000 000	$0	$3 000 000
NC 160 (West Blvd) US 521 to Outer Loop (Widening)	$4 000 000	$0	$4 000 000
NC 16 (Brookshire Freeway) Current End to I-85 (Freeway)	$4 000 000	$0	$4 000 000
West Blvd Extension Outer Loop to County Line (New Road)	$5 000 000	$15 000 000	$20 000 000
US 521 (Billy Graham Pkwy) Josh Birmingham Pkwy To Tyvola Rd (Free	$1 000 000	$0	$1 000 000
NC 115 (Old Statesville Rd) Statesville Rd to Outer Loop (Widening)	$12 000 000	$0	$12 000 000
US 29-74 (Wilkinson Blvd) Little Rock Rd to Outer Loop (Widening)	$4 000 000	$0	$4 000 000
US 521 (South Blvd) Woodlawn Rd to Tyvola Rd (Widening)	$12 250 000	$0	$12 250 000
I-85 /Billy Graham Pkwy (US 521) Interchange Improvement (Interchange)	$15 000 000	$6 000 000	$21 000 000
NC 24 27 (Albermarle Rd) Central Ave to Harris Blvd (Improvement)	$2 500 000	$0	$2 500 000
US 521 (South Blvd) Sharon Rd West to Westinghouse Blvd (Median)	$1 500 000	$0	$1 500 000
NC 49 (University City Blvd) Harris Blvd to Outer Loop (Widening)	$2 700 000	$0	$2 700 000
US 29 (N Tryon St) Harris Blvd to Outer Loop (Widening)	$7 000 000	$0	$7 000 000
NC 24 27 (Albermarle Rd) NC 51 to Outer Loop (Widening)	$1 500 000	$0	$1 500 000
US 521 (Woodlawn Rd) South Blvd to S Tryon St (Widening)	$5 000 000	$0	$5 000 000
NC 16 (Providence Rd) Providence Rd West to Outer Loop (Widening)	$0	$0	$0
NC 160 (Steele Creek Rd) Outer Loop to NC 49 (Widening)	$1 750 000	$4 000 000	$5 750 000
NC 49 (South Tryon St) I-77 to Yorkmont Rd (Widening)	$1 000 000	$1 500 000	$2 500 000
Harris Blvd US 29 to NC 49 (Widening)	$0	$2 000 000	$2 000 000
Sub-Total	**$255,400,000**	**$242,750,000**	**$498,150,000**

Intersections and Other Projects

Title	FY99-03	FY04-08	Ten Year Total
Arequipa Rd Margaret Wallace Rd to Sam Newell Rd (New Road)	$6 000 000	$0	$6 000 000
Krefeld Rd Current End to City Limit (New Road)	$3 500 000	$0	$3 500 000
Vance Rd I-77 to Mt Holly-Huntersville Rd (Widening)	$5 000 000	$0	$5 000 000
Eastern Circumferential Albemarle Rd to Harrisburg Rd (New Road)	$4 000 000	$0	$4 000 000
Graham St & Thirtieth/Norris (Intersection)	$520 000	$750 000	$1 270 000
Statesville Ave Newland Rd to Hickory Ln (Widening)	$6 000 000	$0	$6 000 000
US 521 (South Blvd) & Tyvola Rd (Intersection)	$250 000	$1 500 000	$1 750 000
Major Improvements (Intersection)	$0	$5 000 000	$5 000 000
Statesville Rd Stanta Rd to Keith Dr (Widening)	$12 000 000	$0	$12 000 000
Rocky River Church Rd Albemarle Rd to Rocky River Church Rd (new ro	$1 500 000	$0	$1 500 000
Providence Rd West Providence Rd to Bal Com Pkwy (Widening)	$5 200 000	$0	$5 200 000
Harrisburg Rd Eastern Circum To Outer Loop (Widening)	$600 000	$1 500 000	$2 100 000
Lawyers Rd Albemarle Rd to City Limit (Widening)	$1 300 000	$1 700 000	$3 000 000
Seventh St Independence Blvd to Laurel Ave (Widening)	$100 000	$900 000	$1 000 000
Arlington Church Rd NC 24/27 (Albemarle Rd) to RockyRiverCh (new roa	$300 000	$2 700 000	$3 000 000
Eastern Circumferential (New Road)	$800 000	$7 200 000	$8 000 000
Eastern Circumferential NC 49 to Rocky River Rd (New Road)	$0	$16 000 000	$16 000 000
US 29/NC49 (Graham St) Sixth to Tenth St (Improvement)	$0	$500 000	$500 000
NC 16 (Providnce Rd) Queens Rd to Briar Creek (Median)	$0	$300 000	$300 000
Lyttleton Dr & Sharon Amity Road (Intersection)	$1 374 000	$0	$1 374 000
US521 (South Blvd) & Clanton Rd (Intersection)	$0	$2 150 000	$2 150 000
Sub-Total	**$48,444,000**	**$40,200,000**	**$88,644,000**

State Funded

Title	FY99-03	FY04-08	Ten Year Total
W Suger Creek Rd Relocation (@ Harris Blvd)	$500 000	$0	$500 000
S Tryon St (NC 49) West Blvd (NC 160) Intersection	$525 000	$0	$525 000
I 77/Tyvola Rd Interchange	$4 000 000	$0	$4 000 000
South Blvd (US 521) Woodlawn Rd Intersection	$835 000	$0	$835 000
N Tryon St (US 29) Widening (I-485 to Cabarrus Co)	$4 000 000	$0	$4 000 000
Albemarle Rd (NC 24-27) Widening--Phase II	$3 500 000	$0	$3 500 000
Rea Road Extension (I-485 to Union Co)	$9 400 000	$0	$9 400 000
Ardrey Kell Rd Extension	$6 800 000	$0	$6 800 000
City Boulevard (I-85 to Graham St)	$7 700 000	$0	$7 700 000
S Tryon St (NC 49) / York Rd Widening	$18 200 000	$0	$18 200 000
Mallard Creek CH Td Widening (I-85 to NC 49)	$6 150 000	$0	$6 150 000
US 74 Frwy /Expwy (I 277 to Albemarle Rd)	$37 100 000	$700 000	$37 800 000
B G Pkwy (US 29-74)/Wilkinson Blvd (US 74) Interchange	$1 150 000	$650 000	$1 800 000
Providence Rd (NC 16) Widening	$6 200 000	$2 000 000	$8 200 000
Charlotte Outer Loop (I-485)	$284 230 000	$219 400 000	$503 630 000
Airport Entrance Road (Airport to I-85)	$14 200 000	$4 000 000	$18 200 000
Graham St Ect /Mallard Creek Rd Widening	$900 000	$8 350 000	$9 250 000
Interstate 77 North Widening (I-85 to I-485)	$17 600 000	$8 800 000	26400000
Albemarle Rd (NC 24-27) Widening (US 74 Reddman Rd)	$0	$1 000 000	$1 000 000
Sub-Total	**$422,990,000**	**$244,900,000**	**$667,890,000**

Transit Projects

Title	FY99-03	FY04-08	Ten Year Total
Satellite Transit Facility	$0	$7 750 000	$7 750 000
Purchase of New Service Vehicles	$0	$80 000	$80 000
Replacement of STS Minibuses	$0	$2 515 000	$2 515 000
Replacement of Buses	$0	$10 000 000	$10 000 000
Replacement of Vanpool Vehicles	$0	$1 250 000	$1 250 000
Purchase New Vanpool Vehicles	$0	$1 250 000	$1 250 000
Replacement of Service Vehicles	$0	$180 000	$180 000
Transitway R-O-W Protection	$0	$6 000 000	$6 000 000
Purchase of New STS Service Vehicles	$0	$80 000	$80 000
Purchase of Office Equipment	$0	$500 000	$500 000
Purchase of Maintenance and Service Equipment	$0	$250 000	$250 000
Transit Centers/Park and Ride Lots	$0	$4 800 000	$4 800 000
Upgrading Passenger Amenities	$0	$2 000 000	$2 000 000
Purchase of New Buses	$0	$10 000 000	$10 000 000
Sub-Total	**$0**	**$46,655,000**	**$46,655,000**
Total Transportation	**$759,339,000**	**$632,320,000**	**$1,391,659,000**

ECONOMIC DEVELOPMENT

Economic Development

Title	FY99-03	FY04-08	Ten Year Total
Church Street Streetscape Improvements	$225 000	$0	$225 000
Uptown Streetscape Fund	$750 000	$0	$750 000
Stonewall Streetscape Improvements	$200 000	$0	$200 000
Uptown Open Space Improvements Revolving Fund	$750 000	$0	$750 000
Marshall Park Redesign	$50 000	$6 500 000	$6 550 000
Business Corridor Revitalization	$0	$5 000 000	$5 000 000
Westside Incubator	$250 000	$0	$250 000
Infrastructure Grant Program	$0	$1 000 000	$1 000 000
Development & Revitalization Fund	$0	$1 170 594	$1 170 594
Economic Development Fund	$0	$4 271 825	$4 271 825
Sub-Total	**$2,225,000**	**$17,942,419**	**$20,167,419**

Aviation

Title	FY99-03	FY04-08	Ten Year Total
Air Cargo Ramp Expansion	$0	$5 000 000	$5 000 000
Parking Expansion	$0	$12 452 000	$12 452 000
General Aviation Facilities	$0	$2 250 000	$2 250 000
Concourse Expansion	$0	$13 700 000	$13 700 000
Airport Art Program	$0	$150 000	$150 000
Terminal Expansion	$0	$4 000 000	$4 000 000
Air Cargo Facility Expansion	$0	$1 800 000	$1 800 000
Sub-Total	**$0**	**$39,352,000**	**$39,352,000**

Water Projects

Title	FY99-03	FY04-08	Ten Year Total
Oakdale Brookshire Blvd to Oakdale BPS	$0	$620 000	$620 000
Monroe Road Matthews to Ridge Road (Water Main)	$0	$1 070 000	$1 070 000
Southwest Water Supply	$0	$32 080 000	$32 080 000
N C 160 York Road to Hamilton Road (Water Main)	$0	$470 000	$470 000
Tilley Morris Road (Water Main)	$430 000	$0	$430 000
Hiwassee Road (Water Main)	$0	$1 040 000	$1 040 000
Huntersville Tank Relocation	$0	$3 710 000	$3 710 000
Tom Short Road (Water Main)	$0	$1 070 000	$1 070 000
Lancaster Hwy Providence Rd West to S C Line (Water Main)	$750 000	$0	$750 000
Albemarle Road Wilgrove Mint Hill to Blair Road (Water Main)	$0	$990 000	$990 000
Lawyers Road N C 51 to Thompson Road (Water Main)	$0	$700 000	$700 000
Eastfield Road (Water Main)	$640 000	$0	$640 000
Blair Road Bainbridge Rd to Albemarle Rd (Water Main)	$0	$710 000	$710 000
Southwest Elevated Storage Tank	$0	$2 500 000	$2 500 000
Thompson Road/Idewild Road (Water Main)	$0	$1 350 000	$1 350 000
Robinson Church/Camp Stewart/Rocky River (Water Main)	$0	$1 640 000	$1 640 000
Huntersville Concord Road (Water Main)	$0	$3 110 000	$3 110 000
Main Street Davidson (Water Main)	$0	$650 000	$650 000
Catawba Pump Station Rehab and Upgrades (FY2001 06)	$0	$2 000 000	$2 000 000
Robinson Church Road and Harrisburg Road (Water Main)	$0	$1 440 000	$1 440 000
Sunset Drive Beatties Ford to Statesville Road (Water Main)	$0	$860 000	$860 000
Vest Plant Rehab and Upgrades (FY2004-08)	$0	$2 150 000	$2 150 000
Gibbon/Old Statesville Road to Hwy 29 (2nd Interconnect)	$0	$5 050 000	$5 050 000
Water Main along Shopton Road West	$0	$1 320 000	$1 320 000
N C 51 Elm Lane to Carmel Road (Water Main)	$0	$730 000	$730 000
Hamilton/Youngblood/Hill Road to York Road (Water Main)	$0	$630 000	$630 000
York Road Shopton Road to Lake Wylie (Water Main)	$0	$510 000	$510 000
North Mecklenburg Water Treatment Plant Expansion to 36MGD	$0	$28 670 000	$28 670 000
Wilgrove Tank #2	$0	$3 000 000	$3 000 000
Peachtree/Sunset Road (Water Main)	$0	$2 330 000	$2 330 000
Franklin WTP Upgrades and Rehab (FY2004-08)	$0	$2 150 000	$2 150 000
Water Main along Rozzelles Ferry Road	$940 000	$0	$940 000
Albemarle Road Harrisburg to Wilgrove-Mint Hill (Water Main)	$0	$530 000	$530 000
Water Main Along Plaza Rd Extension to Cabarrus County Line	$760 000	$0	$760 000
Water Main Along Bud Henderson Rd	$290 000	$0	$290 000
Margaret Wallace Road Idewild to Lawyers Road (Water Main)	$0	$560 000	$560 000

Elm Lane N C 51 to Elmstone (Water Main)	$0	$730 000	$730 000
Water Main Along Rama Sardis Rd to Monroe Rd	$0	$2 000 000	$2 000 000
Water Main Along Davidson-Concord	$870 000	$0	$870 000
& Ramah CH To Hiwassee Rd			
Street & Minor Water Main Extensions	$0	$27 400 000	$27 400 000
Neighborhood Reinvestment in WM	$0	$50 630 000	$50 630 000
Water Main Relocation/Installation	$0	$620 000	$620 000
Fire Hydrant Installation/Replacement	$0	$150 000	$150 000
Water Distribution Study	$0	$1 000 000	$1 000 000
Catawba Pump Station Rehab and Upgrades	$0	$16 850 000	$16 850 000
Sub-Total	**$4,680,000**	**$203,020,000**	**$207,700,000**

Sewer Projects

Title	FY99-03	FY04-08	Ten Year Total
Rozzelle Ferry Lift Station & Force Main	$1 070 000	$0	$1 070 000
Regional Plant Facilities	$0	$73 000 000	$73 000 000
Clarkes Creek to Ramah Church Road	$0	$1 100 000	$1 100 000
Garr Creek Lift Station Force Main and Outfall	$0	$2 160 000	$2 160 000
McKee Creek Basin Sanitary Sewer Service	$1 180 000	$4 160 000	$5 340 000
Ramah Road Sewer Trunk	$0	$2 750 000	$2 750 000
Rocky River West Fork) Sanitary Sewer	$0	$2 890 000	$2 890 000
Cane Creek Outfall to South Prong of Clarkes Creek	$0	$1 230 000	$1 230 000
Hamilton-Smith Lift Station and Force	$970 000	$0	$970 000
Beaver Dam Creek Outfall Lift Station & Force main	$0	$3 770 000	$3 770 000
McDowell Creek Wastewater Plant	$0	$600 000	$600 000
Reedy Creek Basin Sanitary Sewer Facilities	$2 483 250	$12 053 250	$14 536 500
Rocky River (South Prong) to Mayes Road	$0	$840 000	$840 000
Studman Branch Outfall	$453 150	$1 463 250	$1 916 400
McAlpine Creek Relief Sewer	$0	$21 860 000	$21 860 000
Goose Creek Lift Station and Force Main	$2 410 000	$0	$2 410 000
Briar Creek Relief Sewer	$0	$7 270 000	$7 270 000
Clear Creek Lift Station and Force Main	$2 460 000	$0	$2 460 000
Sanitary Sewer Line Rehabilitation	$0	$6 500 000	$6 500 000
Street & Minor Sewer Main Extension	$0	$32 010 000	$32 010 000
Sewer Lines in Streets to be Widened	$0	$480 000	$480 000
Removal of Aerial Crossings	$0	$340 000	$340 000
Sewer System Evaluation Survey	$0	$4 000 000	$4 000 000
Acquisition of Private Sewer Systems	$0	$2 000 000	$2 000 000
Sub-Total	**$11,026,400**	**$180,476,500**	**$191,502,900**
Economic Development Total	$17,931,400	$440,790,919	$458,722,319

FACILITY INVESTMENTS

Facility Investments

Title	FY99-03	FY04-08	Ten Year Total
Northeast Satellite Yard Equip maintenance Facility	$1 002 750	$0	$1 002 750
Centralized Auction and Surplus Facility	$1 755 000	$0	$1 755 000
Central Yard Truck Wash Facility	$703 500	$0	$703 500
Light Vehicle Shop Complex	$2 357 250	$0	$2 357 250
Paint and Body Shop	$584 750	$0	$584 750
Landscape Renovations	$1 680 000	$270 000	$1 950 000
CMGC Parking Deck Expansion	$3 500 000	$0	$3 500 000
Statesville Ave Landfill	Unknown	Unknown	Unknown
CMGC Capital Improvements	$2 330 000	$0	$2 330 000
Dry Storage Shed	$150 000	$0	$150 000
De Icing Process System	$100 000	$0	$100 000
Tryon Street Mall Renovation	$0	$1 100 000	$1 100 000
Building Maintenance Program	$0	$11 000 000	$11 000 000
York Road Landfill	$0	$643 000	$643 000
Central City Sidewalk Repairs	$0	$1 000 000	$1 000 000
Discovery Place Classroom Addition and MJS Wing Connector	$622 500	$0	$622 500
Discovery Place Expansion Phase III	$10 497 999	$0	$10 497 999
Afro-American Cultural Center Historical Museum	Unknown	Unknown	Unknown
Spirit Square Theater Seats Renovation	$122 500	$0	$122 500
Defensive Driver Training	$1 980 000	$0	$1 980 000
Police Indoor Firearm Range	$3 517 988	$0	$3 517 988
Police/Fire Training Academy Expansion	$12 000 000	$0	$12 000 000
Emergency Mgt Staff Offices & Multi-Use EOC	$2 163 200	$0	$2 163 200
Fire Station Renovations	$1 660 000	$0	$1 660 000
Two Annexation Fire Stations	$0	$3 920 000	$3 920 000
Elmwood Cemetery Rehabilitation	$800 000	$0	$800 000
Facility Investments Total	**$47,527,437**	**$17,933,000**	**$65,460,437**
Unfunded Projects Total	$902,933,598	$1,314 480,149	$2,217,413 747

CHARLOTTE.

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FY99-FY03 CAPITAL INVESTMENT PLAN

Introduction

This FY99-08 Capital Needs and Draft FY99-03 Capital Investment Plan serve as a companion document and is a part of the development process for the City budget

The document has three primary purposes

- to provide an inventory of the 10-year City of Charlotte capital needs for the community,
- to inform City Council of the development of the Capital Investment Plan, and
- to determine whether the draft recommendations in the accurately reflect Council policy direction

The document, therefore, is a feedback mechanism to ensure appropriate funding levels for Council priorities

Draft Capital Investment Plan (CIP)

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Capital Investment Plan
Program Policies

City Council's Capital Investment Plan policies are as follows

1 To evaluate capital project requests according to the following priorities

1st Priority	Retrofit Existing Facilities
2nd Priority	Replacement of Existing Facilities
3rd Priority	Expansion of Existing Facilities
4th Priority	New Facilities

2 To prioritize capital project funding to comply with federal and state mandates

3 To continue a capital plan which meets the highest priority needs

4 To ensure that existing infrastructure is maintained and replaced

5 To provide for some new capital projects to help meet the highest priority community growth needs

6 To provide a balanced capital plan which will not fund all identified needs, but will fund projects in a variety of program areas

7 To ensure that the Capital Investment Plan will be the platform for economic development in the community

8 Preservation of the existing tax base is a fundamental principle for City capital investment decision-making

9 The City will continue to form partnerships with citizens and businesses to leverage public dollars making this a community of choice for living, working and leisure activities

10 Neighborhoods are the foundation of the community, a reinvestment program focusing on all neighborhoods should be an emphasis in a comprehensive capital investment strategy

Capital Investment Plan
Financial Policies

City Council's Capital Investment Plan financial policies are as follows

1 General government debt policies

- Diversify revenue sources dedicated to capital formation and debt service

- Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source Examples of financing strategies include

  - Pay-As-You-Go Funding
  - Grants
  - Debt

- Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes

- Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e g , percent of outstanding debt to assessed value)

2 The dedication of specific revenue to the capital plan will be maintained in the Municipal Debt Service Fund In FY99, the specific revenues dedicated to the Municipal Debt Service Fund include

- 7¢ of the property tax rate, a 1/4¢ increase from FY98 to FY99

  - reflects 1/4¢ transfer from the Storm Water Fund

- A portion of the City's proceeds from the Occupancy Tax

- Investment (interest) income

- ½¢ Sales Tax authorized in January 1987

- Other/miscellaneous revenues including a portion of the intangibles tax, ABC profits, beer and wine license revenues, a contribution from Mecklenburg County for its share of debt cost for the new Charlotte-Mecklenburg Government Center, and a contribution from the General Fund for the municipal facilities lease-purchase transaction

- The recommended budget discontinues the $800,000 annual contribution from the Powell Bill Fund to Debt Service

3 Municipal Debt Service Fund Balance will be maintained at an adequate level to cover debt costs

- The ratio of debt service fund balance to actual debt service costs will approximate 50%

4 Pay-As-You-Go Tax Fund will be used in conjunction with long-term debt financing to finance capital projects

5 Asset sales will be dedicated to the Capital Investment Plan The retirement of any outstanding debt on sold assets will be the first priority of sales proceeds

6 Enterprise Funds' capital plans will be established on a self-sustaining basis (Water and Sewer and Airport)

- Water and Sewer and Airport capital projects are financed from revenues generated from user fees and charges

- The Water/Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents

- Storm Water is scheduled to become a self-sustaining Enterprise Fund in FY01, at which time it will rely solely on Storm Water fees and charges

1997-98 Capital Needs Advisory Committee
Core Concepts

These core concepts were developed by the Committee, and served to guide the Committee in their decision-making process The core concepts are offered by the Committee as a guide to the City Council and the City Manager in making future capital investment decisions for this community

1 The City of Charlotte has a finite budget and should function within the budget

2 The City of Charlotte should maintain its current AAA credit rating

3 Capital investments which lower operating costs should be identified separately in the budgeting process to provide priority status The Council should set expected payback/return on investment goals for the project

4 The City of Charlotte should maximize on existing capital investments such as the convention center, the airport and existing infrastructure

5 The City of Charlotte must plan now for a multi-faceted approach to facilitate transportation into and out of the Central Business District

6 The City of Charlotte should preserve and enhance its green spaces, streams and other natural assets

7 Criteria for selection of any capital project for funding should emphasize safety for the citizens of Charlotte

8 The Committee supports City-County capital planning for site selection and joint use of capital facilities

9 The City of Charlotte should be proactive in leveraging private investments to find innovative solutions to support economic development, including neighborhood revitalization and preservation

10 The City of Charlotte should carefully plan and utilize its resources so as to provide for the basic infrastructure of the City, and have funds available for economic development

11 The City of Charlotte should continue with long-range capital planning efforts with emphasis on "forward thinking "

12 The City of Charlotte should preserve the uptown and keep it healthy by placing value on public investments that support small scale projects which reach all segments of our citizens

13 The City should place a priority on economic development projects that have the potential to attract higher skill and higher paying employment opportunities

14 Where appropriate, the City should consider development and planning policies that would clearly minimize the need for future capital expenditures

BOND FINANCING

Major components of the Capital Investment Plan financing include existing (authorized) debt and additional debt capacity Below is the debt status of the recommended capital plan

General Government Debt Status

General Government existing bond availability is summarized below

- $27 million in Environmental Protection Bonds were approved by the voters in November 1993 $16 5 million of the bonds have been appropriated by City Council The FY99-03 CIP schedules a need for $1 6 million, leaving $8 9 million not scheduled Staff is evaluating options that will be presented in future years of the CIP

- $32 million in Neighborhood Improvement Bonds were approved by the voters in November 1996 The FY99-03 CIP schedules the remaining $11 3 million over the next three fiscal years

- $66 4 million in Street Bonds were approved by the voters in November 1996 The FY99-03 CIP schedules the remaining $39 9 million over the next four fiscal years

General Government additional debt capacity is summarized below

- $90 million in additional general government debt capacity was identified at the Council Retreat in January In addition, the FY99-03 reprograms debt capacity originally scheduled for the following projects

  - $25 million local match for a federal Internodal Surface Transportation Efficiency Act (ISTEA) Grant The ½¢ Transit Sales Tax or other replacement revenue is the recommended source for the local ISTEA grant match

  - $9 5 million for two road projects to keep pace with the implementation schedule of the 2015 Transportation Plan Arequippa Drive and Krefeld Drive Extension These projects will compete for future funding

  - $11 5 million in capacity reserved for a future public investment

The new debt capacity for the FY99-03 CIP totals $136 million These funds are recommended for the following projects

- $20 5 million in Two-Thirds Bonds for the following projects (under North Carolina law, the City can issue non-voter approved debt of up to 2/3 of the outstanding principle retired in the previous year)

First Ward Infrastructure	$4,500,000
Tryon Mall Renovations	$1,830,000
Elmwood Cemetery Rehabilitation	$750,000
Central City Sidewalk Repairs	$2,000,000
Minor Roadway Improvements	$3,000,000
Wilkinson Boulevard Gateway	$1,600,000
West Boulevard Landscaping	$300,000
Westinghouse Boulevard Landscaping	$1,250,000
Brookshire Freeway Landscaping	$1,250,000
Morris Field Drive Widening	$4,000,000
Total	$20,480,000

- $56 3 million in voter approved general obligation bonds for State responsibility roads On March 24, 1998, Council's Transportation Committee recommended City participation in non-freeway State road projects, based on safety criteria The projects, listed below, rank very high or high based on the criterion of safety

Freedom Drive Widening (I-85 to City limits)	$20,250,000
Albemarle/Harris Interchange	$12,250,000
NC49/Graham Street Connector (I-85 to US 29)	$15,000,000
Billy Graham/Wilkinson Interchange	$5,500,000
South Boulevard Median (Archdale to Tyvola)	$3,300,000
Total	$56,300,000

- $10 million for new sidewalk construction

- $35 million for Neighborhood Improvement Bonds The bonds are recommended for a Year 2000 bond referendum and are tied to successfully concluding and evaluating the findings of the UNCC Urban Institute study on neighborhoods

- A transfer of 1/4¢ of the property tax rate from the Storm Water Fund to the Municipal Debt Service Fund is included for FY99 This will be the second- year of a four-year phase-out of the property tax support for Storm Water

Storm Water Debt Status

- The storm water capital program totals $124 3 million over the next five years and includes the following programs
  - $47 5 million for Flood Control
  - $39 3 million for the 10-year Repair Schedule
  - $14 7 million for Channel Restoration
  - $11 0 million for Economic Development
  - $9 1 million for coordination with the Neighborhood Improvements Program
  - $2 7 million for Pollution Control
- The expanded capital program will increase fees as follows
  - Residential increase of 6 5% (from $3 37 to $3 59 per month)
  - Commercial increase of 7 2%
  - City increase of 10%
- Also included in the fee increase is the second year of the four-year transfer of 1¢ of the property tax rate originally dedicated to the Storm Water Fund A transfer of 1/4¢ of the property tax rate from the Storm Water Fund to the Municipal Debt Service Fund is included for FY99 This transfer was part of an overall plan to provide debt capacity for roads and neighborhoods in FY97
- The voters approved $25 million in Storm Water Bonds in 1994 The budget includes an accelerated appropriation schedule, with the final appropriation of $1 7 million in FY99 The City's 1998 legislative package includes a request for statuary clarification of the City's authority to issue revenue bonds for storm water projects
- The storm water capital program is primarily funded with $99 5 million in revenue bonds - to be authorized over the next five years

Water and Sewer Debt Status

- The Water and Sewer capital plan includes previously authorized Sewer Bonds totaling $2 7 million

- The Water and Sewer financing plan requires $117 7 million in Water Revenue Bonds and $244 7 million in Sewer Revenue Bonds to be authorized over the next five years

- Major projects included for debt financing are

  - $54 4 million for relief sewers at McAlpine Creek, Irwin Creek and Cabarrus Outfall,
  - $47 9 million for water and sewer line replacement, upgrades and rehabilitation in neighborhoods,
  - $46 6 million for street and minor sewer line extensions,
  - $36 7 million for wastewater treatment plant improvements, upgrades and rehabilitation,
  - $28 0 million for street and minor water main extensions,
  - $21 0 million for sewer and water lines to serve FY99 and FY01 annexation areas, and
  - $15 0 million for wastewater treatment plant flow equalization

Pay-As-You-Go and Current Revenues

The Pay-As-You-Go Fund was established after General Revenue Sharing was eliminated by the federal government in 1986 The Fund provides cash investments for relatively small capital projects The Fund along with the current revenues of Capital Reserve (contribution from the General Fund), Asset Management (property sales) and other one-time revenues, maintains the financial policy of diversified revenue sources for the Capital Investment Plan.

The Pay-As-You-Go Fund property tax rate is recommended at 2¼¢. This is a 1¢ increase over FY98 and is transferred from the General Fund. These revenues coupled with the current revenues provide funding for housing, economic development and facility investments The five-year totals from these revenues are as follows

- $49 million from Pay-As-You-Go
- $17 0 million from Capital Reserve (General Fund fund balance in excess of the required 10% reserve)
- $1 2 million from Asset Management
- $7 9 million from the Convention Center

The next page provides a fiscal year breakdown of these revenue sources as well as the projects recommended for funding

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL

PAY-AS-YOU-GO AND CURRENT REVENUES SUMMARY

REVENUES

Pay-As-You-Go Revenues						
Property Tax (@ $ 225)	$8 730 276	$9 107 921	$9 271 863	$9 615 157	$9 788 229	$46 513 446
State Reimbursement	369 613	369 613	369 613	369 613	369 613	1 848 065
Interest Income	172 806	172 806	109 536	109 536	38 176	602 860
Sub-Total	**9,272,695**	**9,650,340**	**9,751,012**	**10,094,306**	**10,196,018**	**48,964,371**
Current Revenues						
Capital Reserve	2 653 952	11 585 393	2 595 069	400 000	726 204	17 960 618
Asset Management	1 200 000					1 200 000
Convention Center Contribution	600 000	7 320 000				7 920 000
Sub-Total	**4,453,952**	**18,905,393**	**2,595,069**	**400,000**	**726,204**	**27,080,618**
TOTAL REVENUES	**$13,726,647**	**$28,555,733**	**$12,346,081**	**$10,494,306**	**$10,922,222**	**$76,044,989**

EXPENDITURES

Neighborhood Matching Grants	500 000	500 000	500 000	500 000	500 000	2 500 000
Small Area Plan Capital Projects	300 000	300 000	300 000	300 000	300 000	1 500 000
Innovative Housing Program	3 463 647	3 602 193	3 746 280	3 896 132	4 051 977	18 760 229
HOME Grant Match	451 000	469 040	487 801	507 313	527 606	2 442 760
In Rem Remedy	500 000	500 000	500 000	500 000	500 000	2 500 000
Neighborhood Traffic Calming	250 000	250 000	250 000	250 000	250 000	1 250 000
Rail Corridor/Trolley	2 500 000	16 700 000	400 000	100 000		19 700 000
CityView Project	425 000					425 000
Infrastructure Grant Program	200 000	200 000	200 000	200 000	200 000	1 000 000
Business Corridor Revitalization	500 000	500 000	500 000	1 000 000	1 000 000	3 500 000
Americans with Disabilities	180 000	300 000				480 000
Fire Station Female Bathrooms	400 000	400 000				800 000
Building Maintenance Program	2 000 000	2 100 000	2 200 000	2 300 000	2 400 000	11 000 000
Parking Lot Repair Program	432 000	59 500	62 000	64 500	69 000	687 000
Facilities Planning	250 000					250 000
Settlers Cemetery Reconstruction	125 000					125 000
Annexation Fire Stations	1 200 000	2 000 000	3 200 000	400 000	1 600 000	8 400 000
Discovery Place Lunch Area	50 000	675 000				725 000
TOTAL EXPENDITURES	**$13,726,647**	**$28,555,733**	**$12,346,081**	**$10,017,945**	**$11,398,583**	**$76,044,989**
Difference	0	0	0	476 361	(476 361)	0

Amended/New General Government Capital Projects

Amended Projects

- *Neighborhood Improvement Program* - increase of $7 million annually starting in FY01 as part of a $35 million bond referendum in the year 2000

- *Neighborhood Matching Grants Program* - funding from Pay-As-You-Go at $500,000 annually

- *Neighborhood Traffic Calming* - funding of $250,000 annually over the next five years One-time funding of $250,000 was approved in 1997 from 1996 Street Bonds

- *Sidewalk Program* - increase funding from $2 million to $4 million annually, included in bond referendum at $10 million

- *In Rem* - increase annual funding from $400,000 to $500,000 annually

- *Business Corridor Revitalization* - increase annual funding from $800,000 to $1 million annually to include the facade grant program

- *Building Maintenance Program* - increased funding from $1 4 million to $2 0 million and adjusted annually for cost increases

- *Parking Lot Repair Program* $350 000 in supplemental funding for Police and Fire Academy fire training area pavement reconstruction

New Projects

- *First Ward Infrastructure* - $4 5 million for the construction of three streets to encourage private investments and development of a "sense of neighborhood"

- *Small Area Plan Capital Projects* - $300,000 annually for capital improvements recommended in community plans outside of distressed neighborhoods

- *Westside Strategic Plan* - $8 4 million for Wilkinson Boulevard street connectivity improvements, landscaping for Westinghouse Boulevard, West Boulevard and Brookshire Freeway, and, other initiatives to stimulate economic and social progress for Westside such as an infrastruture grant program and the CityView project

- ***State Roads*** - $56 3 million for five road projects ranked as high and very high priorities based on the criterion of safety The road projects are Freedom Drive Widening, Albemarle/Harris Interchange, NC49/Graham Street Connector, Billy Graham/Wilkinson Interchange and South Boulevard Median

- ***Rail Corridor/Trolley*** - The project totals $19 7 million and consists of replacing the Stonewall Street bridge, modifications to the convention center, reconstruction of the rail line from Atherton Mill to 12th Street, pedestrian amenities and other improvements The project is intended to stimulate economic development along the rail corridor All improvements will be compatible with future transitway uses

- ***Elmwood Cemetery Rehabilitation*** - The project totals $750,000 and consists of replacing signage, fencing, sidewalk, road repairs other maintenance items

- ***Central City Sidewalk Repairs*** - The project totals $2 million and includes repairing sidewalk identified as trip hazards resulting from cracked and displaced sidewalk The project will reduce the City's liability along highly used pedestrian sidewalks

- ***Tryon Mall Renovations*** - This project totals $1 8 million and includes replacement of sidewalk pavers, planting beds, tree grates and other maintenance items along the mall

- ***Facilities Planning*** - This project totals $250,000 and includes planning funds to update expansion plans for the Police and Fire Academy, develops a new master plan for the Central Yard (on Otts Street, Seigle Avenue and Louise Avenue), and, provides space needs information and schematic drawings for an expansion to the Government Center parking deck

- ***Discovery Place Lunch Area*** - This project totals $725,000 and consists of enclosing the sun terrace area to accomode school children during lunch The project was identified by the City's Building Maintenance staff because of the high maintenance costs resulting from school groups having lunch in the exhabit areas

CITY OF CHARLOTTE
DRAFT FY99-03 CAPITAL INVESTMENT PLAN

Program Category	FY99	FY00	FY01	FY02	FY03	TOTAL
NEIGHBORHOODS						
Neighborhoods	$15,900,000	$8,250,000	$13,785,000	$12,050,000	$10,050,000	$60,035,000
Housing	12,075,176	12,538,182	13,019,707	13,520,496	14,041,316	65,194,877
Storm Water	24,780,000	26,445,000	27,690,000	26,345,000	19,020,000	124,280,000
Sub-Total Neighborhoods	$52,755,176	$47,233,182	$54,494,707	$51,915,496	$43,111,316	$249,509,877
TRANSPORTATION						
Local Roads	$7,490,000	$3,945,000	$9,600,000			$21,035,000
State Roads	3,800,000	4,100,000	13,000,000	5,150,000	30,250 000	56,300,000
Intersections	3,645,000	2,085,000	800,000			6,530,000
Other	2,045,500	1,895,000	1,655,000	1,000,000	500,000	7,095,500
Transit Current Program	6,254 000	6,540 000	781,000	2 002 000	3 493,000	19,070 000
Five-Year Transportation Plan	14,675,000	11,900 000	34,125,000	34,050,000	45,850,000	140,600,000
Sub-Total Transportation	$37,909,500	$30,465,000	$59,961,000	$42,202,000	$80,093 000	$250,630,500
ECONOMIC DEVELOPMENT						
Economic Development	8,289,372	23,898,946	2,534,905	2,272,300	2,211,193	39,206,716
Airport	93,152,475	144,597,750	92,391,000	17,686,000	26,936,000	374,763,225
Water	33,675,250	32,104,541	18,929,100	18,898,950	16,789,400	120,397,241
Sewer	121,187,262	73,453,350	21,087,500	19,053,500	14,971,000	249,752,612
Sub-Total Economic Development	$256,304,359	$274,054,587	$134,942,505	$57,910,750	$60,907,593	$784,119,794
FACILITY INVESTMENTS	$6,547,000	$6,894,500	$7,397,000	$3,694,500	$4,119,000	$28,652,000
TOTAL PROGRAM	$353,516,035	$358,647,269	$256,795,212	$155 722,746	$188,230,909	$1,312,912,171

FY99-03 DRAFT CAPITAL INVESTMENT PLAN

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
NEIGHBORHOODS						
Neighborhoods						
Neighborhood Improvement Program	$8 350 000	$2 200 000	$7 735 000	$7 000 000	$7 000 000	$32 285 000
Neighborhood Matching Grants	500 000	500 000	500 000	$500 000	$500 000	2 500 000
Small Area Plan Capital Projects	300 000	300 000	300 000	300 000	300 000	1 500 000
First Ward Infrastructure	2 500 000	1 000 000	1 000 000			4 500 000
Neighborhood Traffic Calming	250 000	250 000	250 000	250 000	250 000	1 250 000
Sidewalk Program	4 000 000	4 000 000	4 000 000	4 000 000	2 000 000	18 000 000
Sub-Total	**$15,900 000**	**$8,250 000**	**$13,785,000**	**$12,050,000**	**$10,050,000**	**$60,035,000**
Housing						
Community Dev BLOCK GRANT	5 783 759	6 015 109	6 255 713	6 505 942	6 766 179	31 326 702
Innovative Housing Program	3 507 987	3 648 306	3 794 238	3 946 008	4 103 848	19 000 387
Community Dev HOME GRANT	2 283 430	2 374 767	2 469 756	2 568 546	2 671 289	12 367 788
In Rem Remedy	500 000	500 000	500 000	500 000	500 000	2 500 000
Sub-Total	**$12,075,176**	**$12,538,182**	**$13,019,707**	**$13 520,496**	**$14,041,316**	**$65 194,877**
Storm Water						
Repairs to Existing Storm Drains	8 970 000	9 300 000	9 700 000	7 500 000	3 800 000	39 270 000
Storm Water Neighborhood Fund	1 650 000	1 730 000	1 810 000	1 900 000	2 000 000	9 090 000
Storm Water Channel Restoration	2 660 000	2 790 000	2 930 000	3 070 000	3,220 000	14 670 000
Storm Water Economic Development	2 000 000	2 100 000	2 200 000	2 300 000	2 400,000	11 000 000
Storm Water Pollution Control	500 000	525 000	550 000	575 000	600 000	2 750 000
Flood Control Projects	900 000	200 000	10 500 000	11 000 000	7 000 000	29 600 000
Upper Sugar Creek Culvert Package	250 000	2 500 000				2 750 000
Meadowdale/Carousel Improvements	130 000	1 300 000				1 430 000
SilverStream/Windyrush Improvements	150 000	1 500 000				1 650 000
Tillman Improvements	1 320 000					1 320 000
Cedar Croft Culvert Package	130 000	1 300 000				1 430 000
Enfield Improvements	140 000	1 400 000				1 540 000
Sheffield/Tarrington Improvements	180 000	1 800 000				1 980 000
Andover Improvements	2 100 000					2 100 000
Bucknell/Chilton Improvements	1 800 000					1 800 000
Foxcroft/Ferncliff Improvements	1 900 000					1 900 000
Sub-Total	**$24 780 000**	**$26,445,000**	**$27,690,000**	**$26,345,000**	**$19,020,000**	**$124,280 000**
TOTAL NEIGHBORHOODS	**$52,755,176**	**$47,233,182**	**$54,494,707**	**$51,915,496**	**$43 111,316**	**$249,509 877**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
NEIGHBORHOODS REVENUE SUMMARY						
1996 Street Bonds	$2 000 000	$2 000 000	$2 000 000	$2 000 000		$8 000 000
Street Bonds TBA	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	10 000 000
1996 Neighborhood Improvement Bonds	8 350 000	2 200 000	735 000			11 285 000
Neighborhood Improvement Bonds - TBA			7 000 000	7 000 000	7 000 000	21 000 000
Two-Thirds Bonds TBA	2 500 000	1 000 000	1 000 000			4 500 000
1994 Storm Water Bonds	1 700 000					1 700 000
Storm Water Bonds - TBA	16 909 091	20 728 231	23 375 423	22 688 756	15 813 459	99 514 960
Storm Water Pay As You Go	6 170 909	5 716 769	4 314 577	3 656,244	3 206 541	23 065 040
Pay As You-Go - Tax Levy	5 464 647	5 621 233	5 784 081	5 953 445	6 129 583	28 952 989
Community Dev Block Grant	4 691 000	4 878 640	5 073 785	5 276 737	5 487 806	25 407 968
HOME Grant	1 804 000	1 876 160	1 951 206	2 029 254	2 110 424	9 771 044
Innovative Housing Loan Repayments	44 340	46 113	47 958	49 876	51 871	240 158
Community Dev Program Income	1 092 759	1 136 469	1 181 928	1 229,205	1 278 373	5 918 734
HOME Grant Program Income	28 430	29 567	30 749	31 979	33 259	153 984
TOTAL REVENUES	**$52 755 176**	**$47 233 182**	**$54,494,707**	**$51,915,496**	**$43 111,316**	**$249,509 877**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
TRANSPORTATION						
Local Road Projects						
Fairview/Sharon Roads Widening	$1 370 000	$1 445 000				$2 815 000
Bridge over Rail Line at Mt. Holly Road	4 500 000					4 500 000
Beatties Ford Road Widening Phase I	900 000					900 000
Hoskins Road Widening	720 000	500 000				1 220 000
Prosperity Church Road Widening		1 000 000	2 600 000			3 600 000
Johnston Road Extension		1 000 000	7 000 000			8 000 000
Sub-Total	**$7,490,000**	**$3,945,000**	**$9,600,000**			**$21,035,000**
State Road Projects						
Freedom Drive Widening	1 000 000	3 500 000	3 000 000	1 000 000	11 750 000	20,250 000
Albemarle/Harris Interchange	1 000 000		5 000 000	$750 000	5 500 000	12,250 000
NC49/Graham Street Connector	1 000 000		3 500 000	1 000 000	9 500 000	15 000 000
Billy Graham/Wilkinson Interchange	500 000		1 000 000	$500 000	3 500 000	5 500 000
South Boulevard Median	300 000	600 000	500 000	1 900 000		3 300 000
Sub-Total	**$3,800,000**	**$4,100 000**	**$13,000,000**	**$5,150,000**	**$30,250 000**	**$56,300,000**
Intersection Projects						
Randolph/Wendover Intersection	1 000 000					1 000 000
Central/Kilborne/Norland Intersection	610 000					610 000
Monroe/Sharon Amity Intersection	1 090 000					1 090 000
Runnymede/Woodlawn/Selwyn Intersection	380 000	900 000				1 280 000
Parkwood/Plaza Intersection	430 000	795 000				1 225 000
Tenth/Graham Intersection	45 000	110 000	220 000			375 000
Monroe/Sardis Road North Intersection	90 000	280 000	580 000			950 000
Sub-Total	**$3,645,000**	**$2,085 000**	**$800 000**			**$6 530,000**
Other Road Projects						
Minor Roadway Improvements	1 000 000	1 000 000	1 000 000	500 000		3 500 000
Safer Roads Demonstration Program	50 000	50 000	50 000			150 000
Transit Radius Improvements	85 000	85 000	45 000			215 000
Bridge Repair and Replacement	250 500	500 000	500 000	500 000	500 000	2 250 500
Participation in State Highway Projects	660 000	260 000	60 000			980 000
Sub-Total	**$2 045,500**	**$1,895,000**	**$1,655,000**	**$1,000,000**	**$500,000**	**$7,095,500**
TOTAL ROAD PROJECTS	**$16,980,500**	**$12,025,000**	**$25,055,000**	**$6 150 000**	**$30,750,000**	**$90,960,500**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
TRANSPORTATION REVENUE SUMMARY						
1996 Street Bonds	$11 930 000	$6 425 000	$10 555 000	$500 000		$29 410 000
Street Bonds TBA	3 800 000	4 100 000	13 000 000	5 150 000	30,250 000	56 300 000
Two-Thirds Bonds TBA	1 000 000	1 000 000	1 000 000			3 000 000
Powell Bill	250 500	500 000	500 000	500 000	500 000	2 250 500
TOTAL REVENUES	**$16 980 500**	**$12,025 000**	**$25,055,000**	**$6 150 000**	**$30 750 000**	**$90,960,500**
Transit						
Replacement of STS Buses	535 000	560 000		920 000	160 000	2 175 000
Replacement of Buses	5 000 000	5 000 000			2 500 000	12 500 000
Replacement of Service Vehicles	29 000	30 000	31 000	32 000	33 000	155 000
Replacement of Vanpool Vehicles	100 000	150 000	200 000	250 000	250 000	950 000
Purchase New STS Buses		250 000		250 000		500 000
Customer Service Improvements	400 000	400 000	400 000	400 000	400 000	2 000 000
Purchase of New Service Vehicle	40 000					40 000
Purchase of Office Equipment	100 000	100 000	100 000	100 000	100 000	500 000
Purchase of Maintenance & Service Equipment	50 000	50 000	50 000	50 000	50 000	250 000
Sub-Total	**$6,254,000**	**$6,540 000**	**$781 000**	**$2,002 000**	**$3,493,000**	**$19,070,000**
TRANSIT REVENUE SUMMARY						
FTA Entitlement Grant	5 003 200	5 232 000	624 800	1 601 600	2 794 400	15 256 000
Transit Fund Fund Balance	1 250 800	1 308 000	156 200	400 400	698 600	3 814 000
TOTAL REVENUES	**$6 254 000**	**$6,540 000**	**$781,000**	**$2,002,000**	**$3,493,000**	**$19,070 000**
Five-Year Transportation Plan						
Purchase of New Buses	3 500 000		3 000 000	2 500 000	2 500 000	11 500 000
Purchase New Vanpool Vehicles	375 000	500 000	625 000	750 000	250 000	2 500 000
New Transit Centers	2 700 000	100 000	900 000	200 000		3 900 000
Transitway ROW Protection	2 000 000	1 000 000	1 000 000	1 000 000	1 000 000	6 000 000
US 74 Transitway Demonstration	500 000	2 700 000	6 000 000	6 000 000		15 200 000
South Corridor Transitway	5 000 000	7 000 000	22 000 000	23 000 000	42 000 000	99 000 000
Major Transitway Studies	500 000	500 000	500 000	500 000		2 000 000
Bicycle Facilities	100 000	100 000	100 000	100 000	100 000	500 000
Sub-Total	**$14 675 000**	**$11 900 000**	**$34,125,000**	**$34 050 000**	**$45,850 000**	**$140,600,000**
FIVE-YEAR TRANSPORTATION PLAN REVENUE SUMMARY						
Federal ISTEA Grant	2 500 000	3 500 000	11 000 000	11 500 000	21 000 000	49 500 000
NCDOT ISTEA Grant Match	1 250 000	1 750 000	5 500 000	5 750 000	10 500 000	24 750 000
FTA Entitlement Grant			4 020 000	3 160 000	2 200 000	9 380 000
FTA Discretionary Grant	3 687 500	700 000				4 387 500
NCDOT Grant	2 943 750	2 050 000	3 550 000	3 550 000	550 000	12 643 750
Transit Fund Fund Balance	4,293 750					4 293 750
New Revenue Source		3 900 000	10 055 000	10 090 000	11 600 000	35 645 000
TOTAL REVENUES	**$14,675,000**	**$11 900,000**	**$34,125 000**	**$34,050 000**	**$45,850,000**	**$140 600 000**
TOTAL TRANSPORTATION	**$37,909,500**	**$30 465,000**	**$59 961,000**	**$42 202 000**	**$80,093 000**	**$250,630 500**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT						
Rail Corridor/Trolley	$2 500 000	$16 700 000	$400 000	$100 000		$19 700 000
CityView Project	425 000					425 000
Infrastructure Grant Program	200 000	200 000	200 000	200 000	200 000	1 000 000
Business Corridor Revitalization	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	5 000 000
Wilkinson Boulevard Gateway	100 000	1 500 000				1 600 000
West Boulevard Landscaping	300 000					300 000
Westinghouse Blvd Landscaping	1 250 000					1 250 000
Brookshire Blvd Landscaping	1 250 000					1 250 000
Morris Field Drive Widening	400 000	3 600 000				4 000 000
Development and Revitalization Fund	216 124	224 768	233 759	243 109	252 834	1 170 594
Economic Development Fund	648,248	674 178	701 146	729 191	758 359	3 511 122
Sub-Total	**$8,289,372**	**$23 898 946**	**$2,534 905**	**$2,272,300**	**$2,211,193**	**$39,206,716**
ECONOMIC DEVELOPMENT REVENUE SUMMARY						
1996 Street Bonds	500 000	500 000	500 000			1 500 000
Two Thirds Bonds TBA	3 300 000	5 100 000				8 400 000
Convention Center Contribution	600 000	7 320 000				7 920 000
Capital Reserve	1 900 000	9 380 000	400 000	100 000		11 780 000
Pay As You Go Tax Levy	1 125 000	700 000	700 000	1 200 000	1 200 000	4 925 000
ED Loan Repayments	648,248	674 178	701 146	729 191	758 359	3 511 122
UDAG Repayments	216 124	224 768	233 759	243 109	252 834	1 170 594
TOTAL REVENUES	**$8,289,372**	**$23,898 946**	**$2,534 905**	**$2,272,300**	**$2,211,193**	**39,206,716**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
AVIATION						
Airfield Rehabilitation						
Overlay Runway 18L/36R		$1 900 000				$1 900 000
Storm Water Facilities	1 500 000					1 500 000
Aviation Fueling System Improvements		3 530 000				3 530 000
Sub-Total Airfield Rehabilitation	1 500 000	5 430 000				6 930 000
Airfield Capacity Enhancements						
Land Use Compatibility Program	4 500 000	4 500 000	4 500 000	4 500 000		18 000 000
1997 Master Plan Land Acquisition	32 500 000	32 500 000				65 000 000
1987 Master Plan Land Acquisition	19 000 000					19 000 000
Air Carrier Ramp Expansion	4 365 975	5 200 000				9 565 975
Taxiway Improvements	5 289 000	6 420 250	8 645 000			20 354 250
Third Parallel Runway		38 950 000	38 950 000			77 900 000
Remote Crash Fire Rescue Station			660 000			660 000
Airfield Lighting Vault	1 450 000					1 450 000
Sub-Total Airfield Capacity Enhancements	$67 104 975	$87 570 250	$52 755 000	$4 500 000		$211 930 225
Terminal Area Improvements						
Renovate Baggage Claim Area			9 400 000			9 400 000
Federal Inspection Services Expansion		13 500 000	4 500 000			18 000 000
Terminal Expansion	8 500 000	2 500 000	10 000 000			21 000 000
Rental Car Relocation			2 500 000			2 500 000
Concourse Expansion	2 100 000	26 300 000			13 700 000	42 100 000
Commuter Concourse Expansion	3 600 000					3 600 000
Parking Expansion	1 747 500	1 747 500	5 636 000	5 636 000	5 636 000	20 403 000
Hotel Access Roadway	1 500 000					1 500 000
Airport Art Program	50 000		50 000		50 000	150 000
Sub-Total Terminal Area Improvements	$17 497 500	$44 047 500	$32 086 000	$5 636 000	$19 386 000	$118 653 000
Air Cargo Improvements						
Air Cargo Ramp Expansion	4 500 000	5 000 000	5 000 000	5 000 000	5 000 000	24 500 000
General Aviation Facilities	750 000	750 000	750 000	750 000	750 000	3 750 000
Air Cargo Facility Expansion	1 800 000	1 800 000	1 800 000	1 800 000	1 800 000	9 000 000
Sub-Total Air Cargo Improvements	$7 050 000	$7 550 000	$7 550 000	$7 550 000	$7 550 000	$37 250 000
TOTAL AVIATION	**$93,152,475**	**$144,597,750**	**$92,391 000**	**$17,686,000**	**$26,936 000**	**$374,763,225**
AVIATION REVENUE SUMMARY						
Airport Operating	50 000		50 000		50 000	150 000
Future Revenue Bonds	37 486 244	72 957 562	48 237 250	9 773 500	22 573 500	191 028 056
Federal Aviation Administration	55 616 231	71 640 188	44 103 750	7 912 500	4 312 500	183 585 169
TOTAL REVENUES	**$93 152 475**	**$144,597,750**	**$92,391 000**	**$17 686,000**	**$26,936,000**	**$374 763,225**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
WATER						
Water Lines to Serve Annexation Areas	$1 000 000	$3 000 000	$1 000 000	$2 000 000	$1 000 000	$8 000 000
Neighborhood Reinvestment in WM	5 000 000	5 750 000	6 900 000	7 625 000	7 625 000	32 900 000
Street and Minor Water Main Extension	7 000 000	6 000 000	5 000 000	5 000 000	5 000 000	28 000 000
I 85 Service Road Line Dedication	152 000					152 000
Plaza Booster Pump Station Removal	550 000					550 000
Removal of Davidson WTP and Intake	500 000					500 000
Elevated Water Storage Tank Rehab	82 000					82 000
Water Main Relocation /Installation	1 485 000	214 500	154 000	154 000	154 000	2 161 500
CMUD Underground Storage Tanks	650 000					650 000
Admin Building Improvements	740 000					740 000
Water Treatment Regulatory Improvement	1 000 000					1 000 000
Interdepartmental Communication Study	100 000					100 000
Parallel Water Main Along WT Harris Blvd	970 000					970 000
Acquisition of Private Water Systems	500 000	500 000	500 000	500 000		2 000 000
Fire Hydrant Installation/Replacement	50 000	50 000	50 000	50 000	50 000	250 000
Lab Expansion/Consolidation		500 000	2 000 000			2 500 000
Solids Line From Vest to Franklin Plant	998 250					998,250
WM Along Mallard Crk Church Rd to Old Concord Rd	500 000					500 000
Catawba Pump Station Rehab	1 400 000	1 200 000	500 000	500 000	500 000	4 100 000
Vest Plant Rehab / Upgrades 2000	1 694 000	1 200 000	1 300 000	200 000	200 000	4 594 000
Franklin Plant Rehab /Upgrades 2000	4 000 000	3 330 000	200 000	200 000	200 000	7 930 000
Land Acquisition Watershed Protection	600 000	600 000	600 000	300 000		2 100 000
Catawba Pipe Line		9 700 416				9 700 416
Proposed Rea Road Extension WM	704 000					704 000
Sludge Storage at Franklin WTP	1 500 000					1 500 000
North Mecklenburg WTP Clearwell	2 500 000					2 500 000
WM Along NC 51 from Carmel Road to Blue Heron		59 625	261 000			320 625
Beatties Ford Road WM Phase II			464 100	1 909 950		2 374 050
Storage Expansion for Repump Facility				460 000	2 060 400	2 520 400
TOTAL WATER	**$33 675 250**	**$32 104 541**	**$18 929 100**	**$18 898 950**	**$16 789 400**	**$120,397,241**
WATER REVENUE SUMMARY						
Water Revenue Bonds	32 975 250	31 604 541	18 429 100	18 398 950	16 289 400	117 697 241
Water/Sewer Fund Balance	700 000	500 000	500 000	500 000	500 000	2 700 000
TOTAL REVENUES	**$33 675,250**	**$32,104,541**	**$18,929,100**	**$18,898,950**	**$16,789,400**	**$120,397,241**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL
SEWER						
Sewer Trunks to Serve Annexation Areas	$1 500 000	$6 500 000	$1 000 000	$3 000 000	$1 000 000	$13 000 000
Sanitary Sewer Line Rehabilitation	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000	15 000 000
Street and Minor Sewer Main Extension	15 000 000	7 900 000	7 900 000	7 900 000	7 900 000	46 600 000
Sewer In Streets to be Widened	630 000	203 500	203 500	203 500	121 000	1 361 500
WWTP Improvements	18 200 000	2 320 000	1 000 000			21 520 000
Sugar Creek Flow Equalization	500 000					500 000
Sewage Lift Station Improvements	1 890 000	50 000	50 000			1 990 000
Back Up Power Systems for all WWTP's	3 250 000					3 250 000
Matthews Sewer Expansion	2 000 000					2 000 000
System Protection Optimization Plan	200 000					200 000
Removal of Aerial Crossings	100 000	100 000	100 000	100 000	100 000	500 000
Sewer System Evaluation Survey		2 000 000		2 000 000		4 000 000
Sludge Storage McDowell/Irwin/McAlpine	7 650 000					7 650 000
Acquisition of Private Sewer Systems			500 000	500 000	500 000	1 500 000
Site Work at all WWTP's	2 700 000	2 700 000				5 400 000
Stewart Creek Line Relocation	201 800					201 800
Sugar and Irwin WWTP Filter Improvemen	5 000 000					5 000 000
Sugar Creek WWTP Digestor/Tank Cleani	4 350 000					4 350 000
Irwin Creek WWTP Rehab & Upgrades	1 000 000	500 000	500 000	500 000	500 000	3 000 000
McDowell WWTP Rehab & Upgrades	250 000	100 000	100 000	100 000	100 000	650 000
Mallard Creek WWTP Rehab & Upgrades	500 000	250 000	250 000	250 000	250 000	1 500 000
Sugar Creek WWTP Rehab & Upgrades	1 000 000	500 000	500 000	500 000	500 000	3 000 000
McAlpine Creek WWTP Rehab & Upgrade	3 000 000	1 000 000	1 000 000	1 000 000	1 000 000	7 000 000
Steele Creek Outfall (Westinghouse to Lift	700 000					700 000
Irwin Creek Relief Sewer	17 712 600					17 712 600
Cabarrus Outfall Relief Sewer	6 821 760					6 821 760
North Mecklenburg Rocky River Outfall	4 460 800					4 460 800
Long Creek Pump Station	5 126 707					5 126 707
Long Creek Parallel Outfall Phase II	4 650 000					4 650 000
Outfall Back Crk LS to Back Crk Church R	936 120					936 120
McAlpine/RMF Expansion	2 000 000					2 000 000
Rocky River West Outfall	644 600	2 257 200				2 901 800
Clarkes Creek Outfall	1 388 000	4 840 000				6 228 000
Coffey Creek Tributary To Shopton Rd	134 875	659 850				794 725
McDowell Creek WWTP Expansion Ph III		3 022 000				3 022 000
McDowell Creek WWTP Flow Equalization		800 000	4 200 000			5 000 000
McDowell Creek Trunk			784 000			784 000
Irwin Creek Pumping & Flow Equalization	600 000	8 950 000				9 550 000
McAlpine Creek Relief Sewer	4 090 000	25 800 800				29 890 800
TOTAL SEWER	**$121 187,262**	**$73 453,350**	**$21,087 500**	**$19 053,500**	**$14,971 000**	**$249,752,612**
SEWER REVENUE SUMMARY						
Prior Sewer GO Bonds	2 750 700					2 750 700
Sewer Revenue Bonds	118 136 562	72 953 350	20 587 500	18 553 500	14 471 000	244 701 912
Water/Sewer Fund Balance	300 000	500 000	500 000	500 000	500 000	2 300 000
TOTAL REVENUES	**$121 187,262**	**$73 453,350**	**$21,087 500**	**$19 053,500**	**$14 971,000**	**$249 752 612**

PROJECT TITLE	FY99	FY00	FY01	FY02	FY03	TOTAL

FACILITY INVESTMENTS

Underground Storage Tank Program		$200 000	$775 000	$380 000		$1 355 000
York Road Landfill	50 000	50 000	50 000	50 000	50 000	250 000
American Disabilities Act (ADA)	180 000	300 000				480 000
Fire Station Female Bathrooms	400 000	400 000				800 000
Building Maintenance Program	2 000 000	2 100 000	2 200 000	2 300 000	2 400 000	11 000 000
Elmwood Cemetery Rehabilitation	750 000					750 000
Central City Sidewalk Repairs	500 000	500 000	500 000	500 000		2 000 000
Parking Lot Repair Program	432 000	59 500	62 000	64 500	69 000	687 000
Settlers Cemetery Reconstruction	125 000					125 000
Tryon Mall Renovations	610 000	610 000	610 000			1 830 000
Facilities Planning	250 000					250 000
Annexation Fire Stations	1 200 000	2 000 000	3 200 000	400 000	1 600 000	8 400 000
Discovery Place Lunch Area	50 000	675 000				725 000
TOTAL FACILITY INVESTMENTS	**$6,547,000**	**$6,894,500**	**$7,397,000**	**$3,694,500**	**$4,119,000**	**$28,652,000**

FACILITY INVESTMENTS REVENUE SUMMARY

Environmental Protection Bonds	50 000	250 000	825 000	430 000	50 000	1 605 000
Two Thirds Bonds TBA	1 860 000	1 110 000	1 110 000	500 000		4 580 000
Asset Management	1,200 000					1 200 000
Pay As You Go Tax Levy	2 733 048	3 629 107	3 566 931	2 764 500	3 166 435	15 860 021
Capital Reserve	703 952	1 905 393	1 895 069		902 565	5 406 979
TOTAL REVENUES	**$6,547 000**	**$6,894 500**	**$7,397,000**	**$3 694,500**	**$4,119,000**	**$28,652,000**

CHARLOTTE

1997-98 Capital Needs Advisory Committee

Final Recommendations

April 1998

Committee Membership

Johnsie Beck, Committee Chair

Patrick Diamond, Vice Chair

Jerry Auten

Frank Barnes

Dan Clodfelter

David Erdman

Hassan El-Amin

Tommy Norman

Carol Ray

Frank Spencer

Mary Stafford

Warren Turner

Troy Watson

Allan Wells

Brad Winter

Communication from the Citizens Capital Needs Advisory Committee

April 21, 1998

To the Honorable Mayor and City Council

On October 27, 1997 the Mayor and City Council reestablished the Citizens Capital Needs Advisory Committee to review the City of Charlotte 1998-2008 capital needs The following charge was adopted to guide the work of the Committee

1. **Review and comment on the City's capital planning process, including**

   - the capital needs assessment process,
     Capital Investment Plan (CIP) programmatic and financial policies,
     community planning process, and
     capital financing

2. **Review short and long-range infrastructure needs and priorities, including:**

   review of unfunded infrastructure needs identified by City departments,
   consider existing needs and development trends, and
   - identify major priorities for the 5-year CIP and possible 1998 Bond Referendum

3. **Report to City Council at their April 21, 1998 Budget Retreat. The report will include:**

   - comments on the City's 5-year capital program priorities,
   - comments on the City's long-term (10 years) capital needs, and
   - recommendations on capital priorities and spending priorities

The Committee was comprised of 15 members, 10 appointed by City Council and 5 by the Mayor, including the Chair and Vice Chair

The Committee began meeting in December 1997 to review capital needs requests submitted by the City's Key Businesses The Committee spent more than 24 hours evaluating capital needs

To guide the Committee's decision-making, the Committee established "core concepts " These concepts were basic beliefs reached by consensus of the Committee that pertain to all City-funded projects, regardless of the size of the project or the functional area in which it falls

Following are the Committee's Core Concepts, as well as the Committee's recommendations The recommendations fall within nine decision points

Decision Point	**Title**
Number 1	Rapid Transit and Sales Tax
Number 2	State Road Funding
Number 3	Trolley
Number 4	Neighborhood Improvements
Number 5	Housing
Number 6	First Ward Infrastructure
Number 7	Storm Water
Number 8	Sidewalks
Number 9	Neighborhood Traffic Calming

The Committee will be available at the April 21st Budget Retreat to present this report

Sincerely yours,

Johnsie Beck

Johnsie Beck
Committee Chair

Patrick Diamond

Patrick Diamond
Committee Vice Chair

1997-98 Capital Needs Advisory Committee
Core Concepts

These core concepts were developed by the Committee, and served to guide the Committee in their decision-making process The core concepts are offered by the Committee as a guide to the City Council and the City Manager in making future capital investment decisions for this community

1 The City of Charlotte has a finite budget and should function within the budget

2 The City of Charlotte should maintain its current AAA credit rating

3 Capital investments which lower operating costs should be identified separately in the budgeting process to provide priority status The Council should set expected payback/return on investment goals for the project

4 The City of Charlotte should maximize on existing capital investments such as the convention center, the airport and existing infrastructure

5 The City of Charlotte must plan now for a multi-faceted approach to facilitate transportation into and out of the Central Business District

6 The City of Charlotte should preserve and enhance its green spaces, streams and other natural assets

7 Criteria for selection of any capital project for funding should emphasize safety for the citizens of Charlotte

8 The Committee supports City-County capital planning for site selection and joint use of capital facilities

9 The City of Charlotte should be proactive in leveraging private investments to find innovative solutions to support economic development, including neighborhood revitalization and preservation

10 The City of Charlotte should carefully plan and utilize its resources so as to provide for the basic infrastructure of the City, and have funds available for economic development

11 The City of Charlotte should continue with long-range capital planning efforts with emphasis on "forward thinking "

12 The City of Charlotte should preserve the uptown and keep it healthy by placing value on public investments that support small scale projects which reach all segments of our citizens

13 The City should place a priority on economic development projects that have the potential to attract higher skill and higher paying employment opportunities

14 Where appropriate, the City should consider development and planning policies that would clearly minimize the need for future capital expenditures

Capital Needs Advisory Committee
Decision Points

Over the past four months, including 24 hours of staff presentations and Committee discussions, the following decision points were developed where the Committee wished to provide recommendations to City Council

Decision Point	Title
Number 1	Rapid Transit and Sales Tax
Number 2	State Road Funding
Number 3	Trolley
Number 4	Neighborhood Infrastructure
Number 5	Housing
Number 6	First Ward Infrastructure
Number 7	Storm Water
Number 8	Sidewalks
Number 9	Neighborhood Traffic Calming

Capital Needs Advisory Committee
Decision Point Number 1

I. Project Title: Rapid Transit and ½¢ Sales Tax

II. Project Description and Funding Status:

Charlotte is quickly approaching a built-out road network and needs alternative means of transportation to ensure economic vitality

The City is currently studying rapid transit alternatives, including bus ways and light rail along five transportation corridors

The State Legislature has authorized a ½¢ sales tax option dedicated to transit ($45-$50 million annually) The voters of Mecklenburg County must approve the tax in a referendum before the tax is levied

A transit planning process is underway to research transit options available and to educate voters A decision will be reached in July 1998 as to whether the question on the sales tax will go to the voters in November of 1998 or November of 1999

III. Decision Point:

Does the Committee endorse the approval of the ½¢ Sales Tax for Transit?

IV. Committee Recommendation:

The Committee recognizes transit as a high priority The Committee recommends a ½¢ sales tax referendum once the transit plan has been approved by City Council

Capital Needs Advisory Committee
Decision Point Number 2

I. Project Title: State Road Funding

II. Project Description and Funding Status:

The 2015 Transportation Plan specifies community road needs over the next 20 years The City is caught up on its road list All of the high priority unfunded road needs remaining are the responsibility of the State

City Council's current policy on funding State roads is to consider funding on a case-by-case basis In addition, the City reconstructs intersections regardless of City or State responsibility and participates in all State projects with sidewalk and landscaping funding to meet City standards The 1995-96 Capital Committee recommended that strategies be developed to increase the level of State roads funding in Charlotte

At Council's Retreat in January, Council expressed some willingness to fund some State roads based on the criterion of safety

The unfunded State road needs over the next 10 years are in excess of $500 million

III. Decision Point:

Does the Committee recommend funding of some State road needs locally and, if so, under what conditions?

IV. Committee Recommendation:

As long as there is a reasonable expectation that City funding of State roads within the City of Charlotte will not result in reduced State funding for remaining State road needs within the City of Charlotte, the Committee supports using City bond funds from a voter approved public referendum in the construction of carefully selected State roads

I. **Project Title:** Trolley

II. **Project Description and Funding Status:**

The project provides trolley service from Southend to Eleventh Street The project is anticipated to operate with four trolley cars and 10 minute headways

The project will provide for reconstruction of the Stonewall Street Bridge, modifications to the Convention Center, track rehabilitation, traffic control, pedestrian amenities and other improvements necessary to implement trolley service

The project is anticipated to have major economic development benefits along the rail corridor Significant private sector participation is anticipated, particularly with the construction of stations along the rail line

III. **Decision Point:**

Does the Committee supports the goal of providing a tourist/entertainment amenity of a vintage trolley as a catalyst for economic development and support of the Convention Center?

IV. **Committee Recommendation:**

The Committee supports the evaluation of the trolley project based on economic development justification If approved by City Council, the trolley project should be constructed in such a way as to be compatible with future transit development

I. Project Title: Neighborhood Improvements

II. Project Description and Funding Status:

The Neighborhood Improvement Program was a key recommendation of the 1995-96 Capital Committee and subsequently included and approved on the 1996 bond referendum

The program provides basic infrastructures (curb and gutter, sidewalk and storm drainage) in neighborhoods showing signs of distress The current subdivision development ordinance requires these basic infrastructure items of developers

All 18 neighborhoods identified for funding in the 1996 Neighborhood Improvement Bonds are under development It is projected that the $32 million approved in the bonds will be expended by the year 2000

III. Decision Point:

The current neighborhood bond program is approximately two years ahead of schedule Sixty additional neighborhoods have been identified which need comprehensive infrastructure improvements

Does the Committee recommend starting the process to identify the next neighborhoods to be targeted? If so, would the Committee recommend funding for the next neighborhoods within the upcoming 5-year Capital Investment Plan?

IV. Committee Recommendation:

Assuming the positive evaluation scheduled for completion in 1999 of the Neighborhood Improvement Program, and with the of the expansion of the comprehensive approach to neighborhood improvements, continued funding at the current level and pace is a high priority

Capital Needs Advisory Committee
Decision Point Number 5

I. Project Title: Housing

II. Project Description and Funding Status:

U S Census data reveals over a 3,000 housing unit deficit based on income affordability to meet the needs of Charlotte's poor The Charlotte Housing Authority's waiting list for public housing contains approximately 4,000 families

About 155 housing units are made available annually to low and moderate income families through City resources These units include new construction, rehabilitation, replacement, and housing purchase subsidies provided by the City, community development corporations and the private sector The City currently spends approximately $6 9 million annually on housing

III. Decision Point:

There is a gap between the current supply and demand for low and moderate income housing

Does the Committee recommend exploring funding options to accelerate the development of low and moderate income housing opportunities? What is the City's role in addressing this need?

IV. Committee Recommendation:

Housing is an emerging, critical issue The City should assume a leadership role among city, county, state, federal and private housing providers to identify innovative solutions to the shortage of affordable housing

Capital Needs Advisory Committee
Decision Point Number 6

I. Project Title: First Ward Infrastructure

II. Project Description and Funding Status:

The project provides for major infrastructure investments in a redeveloping neighborhood

Specific improvements (ranked as high priorities) include Ninth Street Linear Open Space (estimated at $2 2 million), North Davidson Street Median (estimated at $1 1 million), and a new street currently titled "J" street (estimated at $1 million)

The infrastructure investments are anticipated to encourage private sector investments in the neighborhood NationsBank has already committed to the redevelopment of the neighborhood

III. Decision Point:

Does the Committee support the use of public infrastructures to spur residential development within the inner-City loop?

IV. Committee Recommendation:

The Committee supports the concept of the First Ward Plan The Committee supports the high priority capital needs at the requested funding levels, which include a parallel street along ninth street, a median for Davidson Street, and a new street in the Garden District between Ninth and Eleventh Streets

Capital Needs Advisory Committee
Decision Point Number 7

I. Project Title: Storm Water

II. Project Description and Funding Status:

This project provides for a comprehensive storm water program

The program is supported by user fees and a portion of the property tax rate which is being phased-out over the next two fiscal years

The program user fees will need to be increased to support program objectives and the phase-out of the property tax support The average residential monthly fee is $3 83 This residential fee is projected to increase at an average annual rate of 7%

The program is fully funded over the next ten years, with the first five years of funding totaling $124 3 million

III. Decision Point:

Are there changes in the development process, either financial or regulatory, that should be made to lessen the storm water impact downstream?

IV. Committee Recommendation:

The Committee strongly urges City Council to develop policies which prevent storm water problems that could result from new development

Capital Needs Advisory Committee
Decision Point Number 8

I. Project Title: Sidewalks

II. Project Description and Funding Status:

The project provides for new sidewalks along thoroughfares and residential streets

The program is currently funded at $2 million annually from 1996 Street Bonds This level of funding provides for about seven miles of new sidewalk annually Currently there is a need for 1,200 miles of sidewalk

III. Decision Point:

Would the Committee recommend accelerated funding for the sidewalk program? If so, by what amount?

IV. Committee Recommendation:

Maintain the current funding level for new sidewalks Safety should be a key factor to guide the construction of new sidewalks

Transit funding should be used for sidewalk construction to facilitate access to transit centers

I. **Project Title:** Neighborhood Traffic Calming

II. **Project Description and Funding Status:**

The project provides for traffic humps, circles, medians and other programs to slow neighborhood through traffic

The program is currently funded at $250,000 in FY98 The program was initially funded as a pilot project and additional funding has been requested to continue to implement the program objective of slowing neighborhood traffic

III. **Decision Point:**

The pilot program is now complete Does the Committee recommend permanent funding of traffic calming devices?

IV. **Committee Recommendation:**

The Committee designated this program as a very low priority

Summary of Committee Meetings

Below is a summary of the seven Committee meetings Supplemental materials (including meeting agendas, summary minutes and presentation handouts) are available through the Budget and Evaluation Office

December 18, 1997 Committee Meeting

- review of Committee charge
- presentation by Martin Cramton on "Infrastructure Implications of Growth in the Next 20 Years"
- review of purpose and process of the Capital Needs Assessment
- review of the Capital Investment Plan programmatic and financial policies

January 15, 1998 Committee Meeting

- debt financing
- City-Within-A-City Focus Area
- neighborhood needs, policies and issues housing and neighborhood improvements

January 29, 1998 Committee Meeting

- storm water capital program
- water and sewer capital program
- aviation capital program

February 5, 1998 Committee Meeting

- 2015 Transportation Plan
- Five-Year Transportation Plan
- sidewalks and neighborhood calming

February 18, 1998 Committee Meeting

- Economic Development Focus Area
- First Ward Plan
- Rail Corridor/Trolley

March 5, 1998 Committee Meeting

- discussion of Committee decision points and core concepts
- decisions on transportation issues

March 12, 1998 Committee Meeting

- continued discussion of decision points and core concepts
- decisions on the remaining 6 decision points