AGENDA

Meeting Type:	SPECIAL
Date:	03/18/1997
	BUDGET RETREAT

City of Charlotte, City Clerk's Office

City of Charlotte
FY98 Budget Half-day Retreat

March 18, 1997
2:00 p.m. - 6:00 p.m.
Room 267

2 00 p m	Budget Process Items	Curt Walton
2 15 p m	Financial Partners Overview	Curt Walton
	Financial Partners Presentations	
2 30 p m	Arts and Science Council	Michael Marsicano
3:15 ~~3 00~~ p m	Convention and Visitors Bureau	Melvin Tennant
4:10 ~~3 30~~ p m	Housing Partnership	Pat Garrett
4 00 p m	Housing Authority	Harrison Shannon
5 00 p m	Auditorium/Coliseum/Convention Center Authority	Steve Camp
5 50 p m	Questions and Answers	Curt Walton
6 00 p m	Adjourn	

FY98 Budget Half-day Retreat
March 18

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Principles of the Budget Retreat Process

Goals for the FY98-FY99 Operating Budget and FY98-02 Capital Investment Plan

At the Council Retreat in Tryon, Council approved the following goals to guide the development of the FY98-FY99 Operating Budget and the FY98-02 Capital Investment Plan

Goal 1	Align resources with Council priorities
Goal 2	Implement the neighborhood and road improvement strategies included in the FY97-01 Capital Investment Plan
Goal 3	Continue to reduce the cost of government services while maintaining customer service
Goal 4	Provide Council with budgetary information earlier in the budget development process

Also at the retreat, Council discussed two additional issues that may be considered as goals for the budget process **The Budget Committee recommends the addition of the following goals for the upcoming budget cycle:**

Goal 5.	**Upon approval of the 2015 Plan, consider the appropriateness of implementing key action plan steps as the two-year operating budget and the five-year CIP cycles develop.**
Goal 6.	**Make the property revaluation process revenue neutral by adjusting the <u>FY99</u> property tax rate to produce property tax revenue equivalent to that which would have been generated without revaluation.**

Budget Calendar Amendments

There are two amendments to the budget calendar recommended by the Budget Committee

1 As approved on December 2, 1996, the budget calendar includes presentation of the Manager's Recommended Budget at 4 00 p m on May 19, followed by a budget retreat on May 20 from 2 00 p m until 6 00 p m for Council to discuss alternatives to the Manager's recommendations The Budget Committee expressed an interest in providing more time between budget presentation and discussion of alternatives

The Budget Committee recommends budget presentation on May 12 at 4:00 p.m., rather than on May 19, to allow for one full week between presentation and discussion of budget alternatives

2 June 10, 1997 is scheduled for final decisions on the upcoming budget The meeting is scheduled from 2 00 p m until 6 00 p m, will be held in the Council Chamber and will be televised

Mecklenburg County has a zoning meeting the same night in the Chamber at 6 00 p m Production crews have requested 1 hour between the end of the City's meeting and the beginning of the County's meeting to prepare the chamber and the camera equipment

The Budget Committee recommends the following change in time for the June 10 meeting:

- **Lunch from 12:30 p.m. until 1:15 p.m. in Room CH14**
- **Final Decisions from 1:30 p.m. until 5:00 p.m. in the Council Chamber**

Arts & Science Council

I. *Financial Status*

Funding source	General Fund
FY97 Appropriation	$2,174,580

II. *Program Highlights/Status*

Through a competitive grants review process, ASC has convened volunteer panels and awarded grants in six categories Basic Operating Grants, Grassroots Grants , Artist Project Grants and three Arts Education Grants--Education Through the Arts, Arts in Education and Arts Education Performance Grants Three Arts Education Grant programs were effectively administered resulting in 45 grants to elementary, middle and high schools in all art forms

Approximately $8 1 million in grant awards have been confirmed with qualifying organizations

The '97 Cultural Action Plan is now underway under the direction of former mayor, Richard Vinroot This plan will examine all aspects of the cultural community and render its findings in Spring 1998 The plan will serve as a guide to ASC's operations and set its strategic priorities over the next five to seven years

The Public Art Program has completed several different projects The most notable of which have been the six murals at the new Convention Center In January 1997, the Public Art commission installed a Ben Long Fresco at the Law Enforcement Center

III. *Funding Request*

Funding source	General Fund
FY98 request	$2,174,580 00
FY99 request	

Questions & Answers

1. **Why does the Arts and Science Council not fund the Charlotte Philharmonic Orchestra?**

   Please see Exhibit A

2. **What other organizations have requested funding and not received it within the past 5 years.**

   Please see Exhibit B

3. **What percentage of your budget is earmarked for education?**

   Please see Exhibit C

4. **Describe your outreach and cultural diversity programs. How successful have they been? Is diversity represented in your funding decisions?**

   Please see Exhibit D

5. **Please provide an organizational chart of the Arts and Science Council.**

   Please see Exhibit E

6. **Please provide all positions and salaries over $30,000.**

President/CEO	$127,500
SVP Administration/Finance	71,250
VP Arts Education	68,000
SVP Resource Management	63,250
Director Public Art	54,200

Exhibit A

ARTS & SCIENCE COUNCIL

1. Why do you not fund the Charlotte Philharmonic Orchestra?

Response:

Prior to the establishment of the Charlotte Philharmonic Orchestra, our community counted two symphony orchestras with clear and distinct missions. the fully professional Charlotte Symphony Orchestra and the all-amateur Charlotte Repertory Orchestra. Mr Moehring auditioned with the Charlotte Repertory Orchestra for the position of music conductor when the position became vacant. He was not offered the position. In 1990, Mr Moehring established a third symphony orchestra, the Charlotte Philharmonic Orchestra.

In the spring of 1992, the Charlotte Philharmonic Orchestra applied to the Arts & Science Council (ASC) for a FY93 Basic Operating Grant A panel of volunteer citizens reviewed Mr Moehring's application/presentation and voted not to award a Basic Operating Grant to the Charlotte Philharmonic Orchestra. The panel expressed concern that the organization was driven by Mr and Mrs. Moehring instead of a board of directors that would ensure a "community" purpose. Additionally, the subject of educational outreach was not sufficiently addressed by the application, and the panel expressed reservation that the Philharmonic's future mission was directed toward becoming a professional orchestra and thus duplicated a service already available

In the spring of 1993, the Charlotte Philharmonic Orchestra applied to the ASC for a FY94 Basic Operating Grant. Another panel of volunteer citizens reviewed Mr Moehring's application/presentation and voted not to award a Basic Operating Grant to the Charlotte Philharmonic Orchestra. On objective scales, the application scored 109 of 225 points in the area of Organizational Management, 124 of 225 points in the area of Fiscal Accountability; 165 of 270 points in the area of Programming; and 84 of 180 in the area of Cultural Diversity. In total, the Philharmonic earned only 482 of a possible 900 points

The FY94 volunteer panel concluded that the Philharmonic was 1) unrealistic about its financial and long-term goals; b) lacking in support from the board of directors; c) unable to respond to questions of the panelists during the presentation, and d) neglectful in addressing the concerns of the previous year's FY93 panel of volunteers.

On June 1, 1993, the concern of the ASC grants panels were substantiated. ASC staff met with three recently resigned board members of the Charlotte Philharmonic at their request: a past board chair and two past treasurers of the Philharmonic board. In this meeting, a list of 16 individuals who had resigned from the Philharmonic board of directors within the previous year was submitted in writing.

The three resigned board members who arranged the meeting with ASC staff urged us to be extremely cautious before considering the Philharmonic for funding While no documentable evidence was submitted, all three felt that the Philharmonic was being run with unsound financial practices under the leadership of Al and Pat Moehring. They felt that the Philharmonic was not functioning as a nonprofit organization serving the best interests of the public. The list of resigned board members included three past board treasurers disillusioned with the Philharmonic's financial practices

In the spring of 1994, the Charlotte Philharmonic Orchestra applied to ASC for a FY95 Basic Operating Grant. Another panel of volunteer citizens reviewed Mr Moehring's application and voted not to award the Charlotte Philharmonic an operating grant. The panel expressed discomfort with the Philharmonic's financial presentation. The approach to budgeting was considered unsound The absence of a board financial officer for the third year was noted. Cash flow projections appeared to be an averaging of numbers without references to the monetary highs and lows of a normal season.

The panel was disturbed with the Philharmonic's failure to address ASC objectives in the area of cultural diversity Again the panel expressed concern over the stability of the Philharmonic board of directors Finally, the panel was dismayed that there did not appear to be significant improvements as a result of the prior-year panel comments Accordingly, the Philharmonic received a composite score of 430 points out of a possible 1,000, as compared to three other arts organizations reviewed by the same panel, each of which scored over 800 points During the 1994 ASC annual campaign, Mr Moehring broke ASC policy by actively organizing individuals to designate campaign gifts to ASC for the Philharmonic ASC runs a "united" fund drive and does not accept designated giving to the campaign Mr. Moehring orchestrated this effort in full knowledge of the campaign policy

Prior to the spring of 1995 application process, the Charlotte Philharmonic executive committee of its board of directors resigned as a group. During the spring of 1995, the Philharmonic applied to ASC for a FY96 Basic Operating Grant and another panel of volunteer citizens voted not to award a grant to the Philharmonic. The panelists again expressed concern that the organization did not function with a stable board of directors playing an integral role in the organization; satisfactory answers were not given to the question of board resignations The panel observed that the Philharmonic had once again failed to address concerns of prior panels. They also noted that a functional plan for diversity was lacking and that the education program appeared to be different from the curriculum-based goals prioritized by ASC.

Should you have further questions on this issue, we are available at ASC at your convenience. Thank you for your thoughtful consideration.

Exhibit B

ARTS & SCIENCE COUNCIL

2. *What Other Organizations Have Requested Funding and Not Received it Within the Past Five Years?*

Response:

Please see the detailed listing of all applicants and recipients in each grant category administered by ASC over the last five years

- Basic Operating Grants
- Arts In Education Grants
- Arts In Education Performance Grants
- Education Through The Arts
- Grassroots Grants
- Marketing Grants

ARTS AND SCIENCE COUNCIL
BASIC OPERATING GRANTS PROGRAM
FY93-FY97

Grant Program Description: major, unrestricted grants to provide support of the basic program and administrative operations of affiliate organizations

ORGANIZATION AWARDED	Fiscal Year*	ORGANIZATION REJECTED	Fiscal Year*
Afro-American Children's Theatre	93,94,95,96,97	Carolina Crown Drum & Bugle Corps	93,96
Afro-American Cultural Center	93,94,95,96,97	Carolina Raptor Center	93
Carolina Crown Drum & Bugle Corps	94,95	Charlotte Choir Boys	93,94
Carolina Raptor Center	94,95,96,97	Charlotte City Ballet	93
Charlotte Children's Choir	93,94,95,96,97	Charlotte Community Concert	94
Charlotte Choral Society	93,94,95,96,97	Charlotte Philharmonic Orchestra	93,94,95,96
Charlotte Repertory Orchestra	94,95,96,97	Charlotte Repertory Orchestra	93
Charlotte Repertory Theatre	93,94,95,96,97	Innovative Theatre	97
Charlotte Symphony Orchestra	93,94,95,96,97	Queen City Brass	97
Children's Theatre	93,94,95,96,97		
Community School of the Arts	93,94,95,96,97		
Discovery Place	93,94,95,96,97		
Innovative Theatre	94,95,96		
International Black Writers**	93,94		
The Light Factory	93,94,95,96,97		
Mint Museum of Art	93,94,95,96,97		
NC Blumenthal Performing Arts Center	93,94,95,96,97		
NC Dance Theatre	93,94,95,96,97		
Opera Carolina	93,94,95,96,97		
Oratorio Singers of Charlotte***	94		
Spirit Square Center for Arts & Education	93,94,95,96,97		
Theatre Charlotte	93,94,95 96,97		

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**This organization ceased operations in FY95
***Oratorio Singers of Charlotte merged with the Charlotte Symphony Orchestra in FY95

ARTS AND SCIENCE COUNCIL
ARTS IN EDUCATION GRANTS PROGRAM
FY94-FY97**

Grant Program Description: grants to provide curriculum based, learning experiences as an integrated part of the total curriculum for students in grades pre-K through 12 Grant funds may be used in Charlotte-Mecklenburg schools or in the schools in the counties in the surrounding area

ORGANIZATION AWARDED	Fiscal Year*
Afro-American Cultural Center	94,95,96
Carolina Pro Musica	97
Charlotte Repertory Theatre	95,96,97
Charlotte Symphony Orchestra	97
Children's Theatre	94,95,96,97
Clear Creek Elementary School	95,96
Community School of the Arts	96
Crown Point Elementary School	95
Davidson Elementary School	97
East Mecklenburg High School	97
Eastway Middle School	94
Elizabeth Lane Elementary School	97
First Ward Elementary School	96
Hickory Grove Elementary School	95,96,97
Lebanon Road Elementary School	95
MayMusic of Charlotte	97
Metro School	96,97
Mint Museum of Art	94,95,96,97
Moll Globe Productions	97
NC Blumenthal Performing Arts Center	95,96,97
NC Dance Theatre	96,97
Oakdale Elementary School	96
Oakhurst Elementary	94
Olde Providence Elementary	95,97

ORGANIZATION REJECTED	Fiscal Year*
Afro-American Cultural Center	97
Carolina Winds	94
Charlotte Choral Society	96
Charlotte Repertory Theatre	94
Charlotte Youth Ballet	97
Cotswold Elementary School	96
Crown Point Elementary School	96
Davidson Elementary School	94
Davidson IB Middle School	96
Dilworth Elementary School	96
Discovery Place	96
Elizabeth Traditional Elementary School	97
Lincoln Heights Elementary School	96
Mayfield Alternative Middle School	97
McAlpine Elementary School	96
NC Dance Theatre	94
Northwest Middle School	95
Olde Providence Elementary	96
Opera Carolina	94
Pawtuckett Elementary School	95
Plaza Road Preschool	97
Portraits of Color	95
Randolph Middle School	95
Sedgefield Elementary School	96

ARTS AND SCIENCE COUNCIL
ARTS IN EDUCATION GRANTS PROGRAM
FY94-FY97**

ORGANIZATION AWARDED	Fiscal Year*
Opera Carolina	95,96,97
Program for the Gifted	97
Providence High School	95
Rama Road Elementary School	96,97
Ranson Middle School	96
Reid Park Elementary School	96
Selwyn Avenue Elementary School	95,96,97
Sharon Road Elementary School	95
Smith Middle School	95
Spirit Square Center for Arts & Education	95
The Light Factory	94,95,96,97
Theatre Charlotte	97
Thomasboro Elementary School	94,97
Tuckaseegee Elementary School	97
University Meadows Elementary School	95,96
University Park Arts Elementary School	97
Wesley Uptown Alternative	95,96
West Mecklenburg High School	94

ORGANIZATION REJECTED	Fiscal Year*
Statesville Road Elementary School	95,96
The Light Factory	96
Wesley Uptown Alternative	97

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**Arts Education Grants Program began in FY94

ARTS AND SCIENCE COUNCIL
ARTS IN EDUCATION
PERFORMANCE GRANTS PROGRAM
FY96-FY97**

Grant Program Description: grants to support professional performances in school-wide assemblies or community arts facilities

ORGANIZATION AWARDED	Fiscal Year*	ORGANIZATION REJECTED	Fiscal Year*
Afro-American Children's Theatre	96,97	Vance Theatrical	97
Charlotte Jazz Society	96,97		
Charlotte Symphony Orchestra	96,97		
Children's Theatre	96,97		
Grey Seal Puppets	96,97		
Moll Productions	96,97		
NC Dance Theatre	96,97		
Opera Carolina	96,97		

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**Arts Education Performance Grants Program began in FY96

ARTS AND SCIENCE COUNCIL
EDUCATION THROUGH THE ARTS
GRANTS PROGRAM
FY96-FY97**

Grant Program Description: grants to support curriculum based projects which enhance the classroom instruction in the traditional core curriculum, i e communication, arts, math, history, science et al

ORGANIZATION AWARDED	Fiscal Year*
Afro-American Cultural Center	96
Briarwood Elementary School	96
Charlotte Repertory Theatre	96,97
Charlotte Symphony Orchestra	97
Children's Theatre	96,97
Cotswold Elementary School	97
Dilworth Elementary School	96,97
Discovery Place	96,97
Lincoln Heights Academic Center	97
Mint Museum of Art	96
Moll Productions	97
NC Blumenthal Performing Arts Center	97
NC Dance Theatre	96
Sedgefield Elementary School	96
Sharon Elementary School	97
The Light Factory	96,97
University Park Elementary School	97

ORGANIZATION REJECTED	Fiscal Year*
Alexander Graham Middle School	96
Barringer Academic Center	96
Briarwood Elementary School	97
Carolina Pro Musica	97
Chantilly Visual & Performing Arts	96
Charlotte Choral Society	96
Collinsworth Elementary School	97
Crown Point Elementary	96
Davidson Internat'l Middle School	97
Druid Hill Traditional	96
First Ward Learning Academy	97
Mint Museum of Art	97
Nations Ford Elementary	96
NC Dance Theatre	97
Paideia Academy	96
Spirit Square Center for Arts & Education	96
Statesville Road Elementary	96
Winding Springs Elementary	97
Y Earth Services Corps	97

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**Education Through the Arts Grants Program began in FY96

ARTS AND SCIENCE COUNCIL
GRASSROOTS GRANTS PROGRAM
FY93-FY97

Grant Program Description: grants to support cultural arts/science projects and/or cultural activities of special interest to the community Preference is given to organizations not receiving annual operating grant from the ASC

ORGANIZATION AWARDED	Fiscal Year*
Afro-American Children's Theatre	93,95,97
Afro-American Cultural Center	95
Carolina Raptor Center	95
Charlotte Amateur Astronomers Club	93
Charlotte Children's Choir	93,94
Charlotte Choral Society	93,97
Charlotte Jazz Society	94
Charlotte Mecklenburg Senior Games	95
Charlotte Repertory Theatre	95,96,97
Charlotte Songwriter's Coalition	94
Charlotte Writers Club	96
Charlotte Youth Ballet	93
Community School of the Arts	93,95
Double Oaks Boys Choir	93
First United Methodist Church	95,96
Focus Theatre	93,94,96,97
Huntersville Parks & Recreation Dept	97
innovative Theatre	93,94
International Black Writers*	93
International House	96
Irwin Avenue Elementary School	94
KIDS 'n Play Camp	97
Master Community Calendar	94
MayMusic in Charlotte	97

ORGANIZATION REJECTED	Fiscal Year*
Actors Theatre of Charlotte	96,97
American Guild of Organists	93
American Indians of Metrolina	96
Art for All	97
Carolina Crown Drum & Bugle Corps	97
Carolina Pro Musica	97
Carolinas' Carrousel	93,94
Charlotte Children's Choir	95,97
Charlotte Choral Society	94,95
Charlotte Garden Club	97
Charlotte Mecklenburg Senior Games	97
Charlotte Philharmonic Orchestra	93
Charlotte Repertory Theatre	93
Charlotte Sister Cities	95
Charlotte Symphony Orchestra	97
Charlotte Youth Ballet	94
Community School of the Arts	96
CPCC	95,96
Double Oaks Recreation Center	96
Family Outreach & Counseling Center	97
Gala Choruses	95
Gethsamane Enrichment Program	97
Golden Circle Theatre	93
Graham Heights Community Assoc	97

ARTS AND SCIENCE COUNCIL
GRASSROOTS GRANTS PROGRAM
FY93-FY97

ORGANIZATION AWARDED	Fiscal Year*
Mecklenburg County Park & Recreation	95,96,97
Mental Health Assoc Meck County	96
Metrolina Theatre Assoc	97
Moll Productions	93,96
Nat'l Assoc of Negro Bus & Prof Women	97
Native American Festival	93,94,95
NC Blumenthal Performing Arts Center	97
NC Dance Theatre	94,95,96
Neighborhood Arts & Humanities Cons	95
Omimeo Mime Theatre	94
One Voice Chorus	97
Opera Carolina	93,94,96,97
Spirit Square Center for Arts & Education	94
The Light Factory	96
The Relatives	95,97
Theatre Charlotte	96
UNC Charlotte (Dance & Music Depts)	93,95
Very Special Arts	94
WTVI	94,97

ORGANIZATION REJECTED	Fiscal Year*
Innovative Theatre	95
International House	93
Irish Society of Charlotte	96
Johnson Memorial YMCA	97
Kinder-Mourn	97
Mecklenburg County Park & Recreation	95,97
Metrolina Native American Assoc	96
Metrolina Theatre Association	95
Moll Productions	94,97
Native American Association	95,96
NC Blumenthal Performing Arts Center	96
NC Center for Educational Films	95
Omimeo Mime Theatre	96
Oratorio Singers of Charlotte	93
OutCharlotte	97
Portraits of Color	96,97
Project S O A R	97
Public Library of Charlotte/Meck	96,97
Queen Charlotte Chorus Sweet Adelines	93,97
Queen City Brass	95
Spirit Square Center for Arts & Education	96
The Light Factory	97
The Living Center	96
Theatre Charlotte	94
Theatre in the Park	95
UNC Charlotte	95,96,97
United Assoc of Traditional Black Gospel	97
YWCA of Central Carolinas	97

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**This organization ceased operations in FY95

ARTS AND SCIENCE COUNCIL
MARKETING GRANTS PROGRAM
FY94-FY96**

Grant Program Description: grants to strengthen the marketing capabilities of affiliate organizations The program is designed to help organizations increase their annual earned and/or contributed income This program requires a dollar-for-dollar match by the applicant organization

ORGANIZATION AWARDED	Fiscal Year*	ORGANIZATION REJECTED	Fiscal Year*
Afro-American Cultural Center	94,95,96	Theatre Charlotte	94
Charlotte Children's Choir	95		
Charlotte Choral Society	94,95		
Charlotte Repertory Theatre	95,96		
Charlotte Symphony Orchestra	95,96		
Children's Theatre	94,95,96		
Community School of the Arts	95,96		
Discovery Place	94,95		
innovative Theatre	95		
The Light Factory	94,95,96		
Mint Museum of Art	94,95,96		
NC Blumenthal Performing Arts Center	95,96		
NC Dance Theatre	94,95,96		
Opera Carolina	94,95		
Spirit Square Center for Arts & Education	94,95		
Theatre Charlotte	95,96		

*If a year is not indicated in either column, no application was submitted to ASC for funding consideration
**Marketing Grants Program was extended for three years only

Exhibit C

ARTS & SCIENCE COUNCIL

3. What Percentage of Your Budget is Earmarked for Education?

Response:

- Thirteen of ASC's nineteen Basic Operating Grant recipients have primary or secondary missions focusing on education

- ASC funds five agencies whose primary mission is education The Afro-American Children's Theatre, Charlotte Children's' Choir, Children's Theatre of Charlotte, Community School of the Arts, and Discovery Place Operating grants to these organizations total $1,298,000 for FY97

- ASC also funds 7 organizations which have secondary missions of education and operating grants to these organizations total $5,761,000 for FY97

- During ASC's basic operating grants review process, each agency is evaluated on its education initiatives The education/programming criteria accounts for 35% of ASC's 100% evaluation scale

- Including the funding ASC channels toward education, in FY96 $5,600,000 of the $41 5 million cultural system was expended on education programming.

- Because the Arts & Science Council is committed to the advancement of education, it has accelerated its efforts by initiating separate grants programs in this area. For FY97, the Arts & Science Council's direct funding for education is $873,000.

- Adding ASC's direct education grants ($873,000) and ASC's allocations to organizations with primary missions of education ($1,298,000), the percentage of ASC's budget for education is 20% Even this percentage is understated, because it does not factor in dollars going to agencies with secondary educational missions

Exhibit D

ARTS & SCIENCE COUNCIL

4. ***Describe your outreach and cultural diversity programs. How successful have they been? Is diversity represented in your funding decisions?***

Response: Synopsis of Cultural Diversity Efforts 1991 - 1996

Since the adoption of the Cultural Action Plan in 1991, cultural diversity has been one of the Council's highest priorities The Council has been most concerned that there be policies of inclusiveness in all aspects of its operations and the operations of the affiliate organizations who are the primary beneficiaries of the Council's major funding support ASC is not a direct service provider and as such administers no programs

ASC is firmly committed to a policy of inclusiveness for all citizens. Much of the progress realized over the last five years can be directly attributed to the leadership of ASC We believe the cultural sector is leading the way to build harmonious relationships and to address perceived inequities of citizen participation. The arts and sciences can and will continue to assume a leadership role in building bridges and creative approaches to community problem solving.

1 Cultural Diversity is one of the ASC's strategic priorities·
   a The Council has established a standing Cultural Diversity Committee of the ASC Board The chair of this committee serves on the ASC Executive Committee.
   b Diversity Plans are required of all ASC affiliate organizations to ensure that the Boards and staffs mirror the cultural demographics of the Charlotte/Mecklenburg which presently includes a 29% minority base with African Americans representing 26%.
      - 1991 14% of combined Boards and 20 % of the combined staffs were African American
      - 1995 26% of combined Boards and 28% of the combined staffs were African American
   c. Progress toward achieving the affiliate diversity goals are monitored annually by the Cultural Diversity Committee.

d Cultural Diversity is a factor in funding consideration and represents 20 points on the scale of 100 maximum points Evidence of programs and activities specifically designed to increase minority participation in all aspects of program operations - board, staff, volunteers, artists and audience is evaluated

2 ASC Board and staff demographics
   a 1991- 11% Board and 22% staff was African American
   b 1996 - 22% Board and 21% staff was African American

3 All cultural arts and science programs are sponsored by affiliate organizations with grant assistance from ASC As a part of the annual grant submission, affiliate organizations are evaluated on the diversity of their programming and their efforts to increase audience attendance and the participation of all cultures in their activities
   1991/92 - 1,287,892 adult and youth participated in arts and science activities, of this number, the minority attendance totaled 26% or 326,982
   1996/96 - 2,417,202 adult and youth participated in arts and science activities, of this number, the minority attendance totaled 25% or 603,159

4 ASC will appoint a Director of Human Resource Services in Spring '97 to assume primary responsibility for
   a assisting the organizations to meet their diversity goals
   b maintaining a data bank of interested, qualified individuals for consideration for Board and staff appointments
   c training and awareness activities to help organizations assimilate new employees in affiliate operations

5 Grant support to organizations and programs of color
   a 1996 - 38% of all Grassroots Grants were awarded
   b 1996 - Basic Operating Grants to Afro-American Children's Theatre and Afro-American Cultural Center represented 43% and 51% respectively.

6 Volunteer participation in ASC activities:
   a 1996- 29% of all grant panelists and 30% of First Night volunteers were African-American
   b 24% of all volunteers (task forces, ASC Board, Annual Fund Drive, etc) were African-American

7 Vendor Relationships
   a. Exclusive contract for all mass mailings with Coastal Mailing
   b Food Vendors at First Night and other ASC sponsored events represented 20% of all contracts
   c 9 or 23% of all performing artists/groups contracted in 1996 were minority artists

Organizational Chart

ARTS & SCIENCE COUNCIL
ORGANIZATIONAL CHART

- *President & CEO* — Michael Marsicano
  - *Exec Secretary* — Kim Graham
  - *SVP, Resource Mgt* — Hellena Tidwell
    - *Admin. Asst* — Tilia DeRose
    - *Director PR* — Scott Belford
      - *PR Assist* — Kerry Buckley
    - *Grants Offcr* — Anne Porges
    - *HR Officer* — TBA
  - *VP Arts Education* — Lori Swift
    - *Admin. Asst* — Heather Parusel
    - *Prog Specialist* — Frank Ebel
    - *Prog Specialist* — TBA
  - *SVP Admin./Finance* — Laura Smith
    - *Admin. Asst* — Zelda Keitt
    - *Director Public Art* — Jenifer Murphy
      - *Admin. Asst* — Ani Todd
      - *Project Director* — Shannon Long
    - *VP Development* — Lauren Batten
      - *Admin. Asst* — Christina Williams
      - *Assoc Director* — Josh Newton
      - *Assoc Director* — Amy Thorne
      - *Develop. Ofcr* — Pamela Roberts
    - *VP Admin./Finance* — Jennifer Laws
      - *Computer Tech.* — TBA
      - *Acctng Asst* — TBA
    - *Receptionist* — Becky Smith

ARTS AND SCIENCE COUNCIL
GRANTS PROGRAM
DETAIL FY97

AFFILIATE/SCHOOL/INDIVIDUAL	BASIC OPERAT GRANT	ARTS IN ED GRANT	ARTS ED PERF GRANT	EDUCAT THRU ARTS	ARTS ED RESTR.	GRASS-ROOTS GRANT	RESTR. GRANT	EMERG. ARTIST	ARTIST FELLOW-SHIPS	TOTAL
Actor's Theatre	9 000									9 000
Afro-American Children s Theatre	39 200		2,000			2,500				43 700
Afro-American Cultural Center	250 000									250 000
Carolina Raptor Center	40 700									40 700
Charlotte Children s Choir	19 000									19 000
Charlotte Choral Society	22 500					1 325				23 825
Charlotte Repertory Orchestra	11 500									11 500
Charlotte Repertory Theatre	218 000	8 000		6 000		3 600	7 500			243 100
Charlotte Symphony Orchestra	1 528 000	3 500	36 000	6 500						1 574 000
Children s Theatre	175 000	10 000	25 000	8 000						218 000
Community School of the Arts	165 000									165 000
Discovery Place	900 000			8 000						908 000
Light Factory Photographic Arts Center	85 000	2,200		1 295						88 495
Mint Museum of Art	1 550 000	8 500								1 558 500
NC Blumenthal Performing Arts Center	324 000	7 000		1 900	25 000	3 000				360 900
NC Dance Theatre	344 000	7 317	9 000							360 317
Opera Carolina	505 000	9 500	30 000			2 500				547 000
Spirit Square Center for Arts & Education	1 544,295				35 200					1 579 495
Theatre Charlotte	80 000	3 840								83 840
Martha Connerton		9 300								9 300
Carolina Pro Musica		5 000								5 000
Davidson Elementary		680								680
East Mecklenburg High School		3 500								3 500
Elizabeth Lane Elementary		1 375								1 375
Hickory Grove Elementary		1 614								1 614
May Music in Charlotte		1 550								1 550
Metro School		10 000								10 000
Moll-Globe Productions		10 000								10 000
Olde Providence		1 434								1 434
Program for the Gifted		7 550								7 550
Rama Road Elementary		3 245								3 245
Selwyn Elementary		3 868								3 868
Thomasboro Elementary		4 825								4 825
Tuckaseegee Elementary		1 500								1 500
University Park Creative Arts Elementary		10 000								10 000
Cotswold Elementary				8 000						8 000
Dilworth Elementary				8 000						8 000
Lincoln Heights Global Studies Academic Ctr				7 000						7 000
Linda Pierce				7 500						7 500
Sharon Elementary				2,800						2 800
University Park Elementary				5 000						5 000
Charlotte Jazz Society			2,500							2,500
Grey Seal Puppets			4 000							4 000
Moll Productions			10 500							10 500
Huntersville Parks & Recreaton Department						1 875				1 875
K I D S n Play Camp						5 025				5 025
MayMusic in Charlotte						4 500				4 500
Meck. County Parks & Recreation						3 900				3 900
Metrolina Theatre Assocation						3 375				3 375
Nat'l Assoc. of Negro Business & Prof Wm						1 155				1 155
One Voice Chorus						2,500				2,500
Teen Theatres of Planned Parenthood						1 000				1 000
The Relatives Inc.						3 062				3 062
WTVI						2,000				2,000
Charlotte Uptown Development Corp.							10 000			10 000
NC School of the Arts							10 000			10 000
Emerging Artist/Artist Fellowship Grants								30 000	25 000	55 000
TOTAL	7,810,195	135,298	119,000	69,995	60,200	41,317	27,500	30,000	25,000	8,318,505
										8 318,505

Charlotte Convention & Visitors Bureau

I. *Financial Status*

Funding source	General Fund
FY97 Appropriation	$1,910,000 00

II. *Program Highlights/Status*

Charlotte Convention & Visitors Bureau (CCVB) has produced a new trade advertising creative featuring the positioning theme of "Team Charlotte The Power of Working Together' Advertising has been placed in the trade publications including GWSAE Executive Update, Association Management ASAE, Meetings and Conventions, OMPG, Meeting News and Tradeshow Week CCVB Directory

The positioning statement of "Team Charlotte The Power of Working Together" will emphasize Charlotte's viability as a southeaster destination The CCVB has developed an inclusive CD-ROM to promote Charlotte It has been mailed to 1,800 key clients and prospects

The CCVB successfully won the bid to host the annual meeting of the National Tour Association (NTA) conference in 2003 NTA is one of the most important industry events in the domestic tour market

CCVB has hosted 11 media/travel writers and the estimated print dollar value exposure tracked-to-date totals $341,000 for the travel tourism industry

III. *Funding Request*

Funding source	General Fund
FY98 request	
FY99 request	

Questions & Answers

1. Specifically, what does CCVB spend its money on and what results do you get from it?

CCVB conducts an ambitious and diverse sales and marketing program It features outbound marketing, in-person sales call, participation in industry trade shows and conventions, client site inspections and client familiarization trips Marketing efforts support these efforts through advertising, direct marketing, sales promotion, brochures and collateral production and public relations

- To generate maximum economic impact measured through hotel tax collections, prepared food tax, and hotel occupancies
- Recognition of our obligations to a broad geographic spectrum and diverse constituent base
- Provide superior event service support
- Evaluation of group arrival patterns and rate requirements with existing market mix
- A foundation of strong convention sales with an emphasis on need period groups

CCVB measures sales and marketing results in position Charlotte as a viable southeastern destination for meetings and conventions, sporting events and leisure visitation Market programs help raise the level of awareness about Charlotte as a destination thus supporting direct sales efforts of roomnight generation CCVB tracks tourism marketing programs through inquiry responses, monitoring total visitor inquiries, and tracking public relations efforts

Following are the results
- 315,000 definite roomnights in FY96
- 18% increase in hotel occupancy taxes in FY96
- A projected 74% hotel occupancy in 1998 compared to 56% in 1993
- Over 40,000 inquiries tracked from tourism
- Over 90,000 year-to-date in visitor information inquiries
- 450 media contacts year-to-date (already 100% of fiscal year goal)
- 23 media/travel writer familiarization tours
- $1 2 million in press dollar value coverage tracked year-to-date

2. Describe your benefits package, particularly the retirement and insurance packages.

CCVB's benefits package includes a pension program, health and life insurance CCVB participates in a Simplified Employee Pension (SEP) plan established several years ago The CCVB contributes 6% of employees' annual salary after one year of employment CCVB provides, at no cost to the employee, a health and dental insurance plan to all regular full-time employees who work schedules of 30 hours or more per week Employees who choose

dependent coverage pay 60% of the health and 100% of the dental additional premium cost The CCVB also provides $25,000 life insurance for all full-time employees

3. **Does CCVB raise funds from the private sector? If so, how much is in the current budget?**

The CCVB receives private support from membership dues form the hospitality industry CCVB also receives funding from merchandising sales at their cooperative marketing center shared with the Charlotte Chamber These funds help offset the visitor 800 telephone center Along with these programs, CCVB receives a small commission from advertising sales The CCVB continues to seek other cooperative opportunities to reduce our expenses and increase private support Our current budget includes 10% of our revenue from private support

4. **Describe the outside grants processes CCVB manages**

Please see Exhibit A

5. **How are funding decisions made on issues such as the arena consultant?**

All CCVB funding decisions are made with the ultimate approval of the Board of Directors All staff expenditures are tied to the current operation budget, which the full Board ratifies Staff submits the budget to the Board in April after soliciting input from a wide range of constituents and Board-level standing committees The Board has several weeks to review the budget Any questions and/or comments are addressed by the Treasurer in conjunction with appropriate staff The budget is then ratified by the Board, with any approved adjustments, at its June meeting

The Board may appropriate funds and/or amend the budget to address pertinent issues The arena consulting issue was raised by members of the Board and approved as a staff directive Other related issues require similar action

6. **How does CCVB decide from whom to accept advertising?**

CCVB offers advertising primarily as a member benefit in the *Destination Planning Guide* and the spring and fall issues of the *Visitors Guide* All CCVB members receive free listing in the publications, however, many choose to advertise for additional exposure of their services CCVB members receive discounted preferred ad rates in the publications Non-members may also choose to advertise at non-discounted ad rates

Advertising is available to all legally licensed businesses within the Mecklenburg County area CCVB does not accept advertising from or promote hotels outside Mecklenburg County due to our county-specific contractual agreement with the City of Charlotte and Mecklenburg County

The CCVB Board of Directors approved at its December, 1996 meeting an exception of the above policy The Board approved that whereby "no display advertisement will be accepted from adult entertainment clubs only copy of non-photo listings"

7. **Please provide an organizational chart for CCVB.**

Please see Exhibit B

8. **Please provide all positions and salaries over $30,000.**

Please see Exhibit C

Exhibit A

Charlotte Special Events & Projects Grants Program
Sponsored by the City of Charlotte
&
The Charlotte Convention & Visitors Bureau

PURPOSE

The Special Events and Projects Grant Program provides funding assistance to organizations in the development of special events and/or projects which have the potential to attract visitors to Charlotte-Mecklenburg

PROGRAM DETAILS

The Special Events/Projects Grant Fund

A grants fund is established each fiscal year This fund is created by the Charlotte Convention & Visitors Bureau allocation in promotion-dedicated occupancy-tax revenues and the City of Charlotte allocation of development-dedicated tax revenues

Grant Amounts

Grants should be used for both promotion and operating expenses The purpose is to provide much needed funding, while staying within the guidelines of the Occupancy Tax Legislation.

Ideally, one-half of the grant should be used to underwrite the operation of an event/project and one-half should be used for its promotion.

Schedule for Review and Approval

Grant applications will be reviewed twice a year.

Period 1: Applications are to be postmarked no later than October 31 of the year in which an application is made Applications will be reviewed from November 1-14 of that same year.

Applicants will be notified of the committee's decision after November 21 Grants awarded for period 1 must be implemented by June 30 of the next calendar year

Period 2: Applications are to postmarked no later than March 31 Applications will be reviewed from April 1-14 of that same year

Applicants will be notified of the committee's decision after April 21 Grants awarded in period 2 must be implemented by December 31 of that same calendar year

Application Guidelines

1 The event/project for which the application is being made should be sponsored by a non-profit organization whose purpose is to conduct programs which benefit the citizens of Charlotte-Mecklenburg and have the potential to attract visitors to Charlotte-Mecklenburg

2 Fund-raising events or projects are not eligible.

3 The applying organization must match the grant amount with either funds or in-kind support.

4 Organizations must submit a proposed budget with grant applications Ideally, grant applications would be for one-half operating expenses and one-half promotion expenses

5 Applicants must also

- List other sources of funds for the event/project
- Explain long-range funding plans if the event/project is conducted annually

6 Organizations receiving grants are required to submit a final budget and matching funds grant documentation no later than 45 days after the event/project has been completed or as instructed by the grants committee.

7. Organizations receiving grants will receive funds following the completion of the event/project and upon receipt of the final budget and matching funds documentation. No funds will be awarded before the event/project is completed.

8. Organizations will be eligible to receive grants in consecutive years for the same event/project. However, since one of the purposes of the program is to create new events/projects, the committee may give priority to new applicants each year

9 Organizations interested in applying should contact the Marketing Department of the Charlotte Convention & Visitors Bureau for further information and an application form.

Special Events/Projects Committee

The Special Events/Projects Grant Program will be administered by the Charlotte Convention & Visitors Bureau Grant Committee

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

Charlotte Convention & Visitors Bureau, Inc.
FY 1997 Organizational Chart

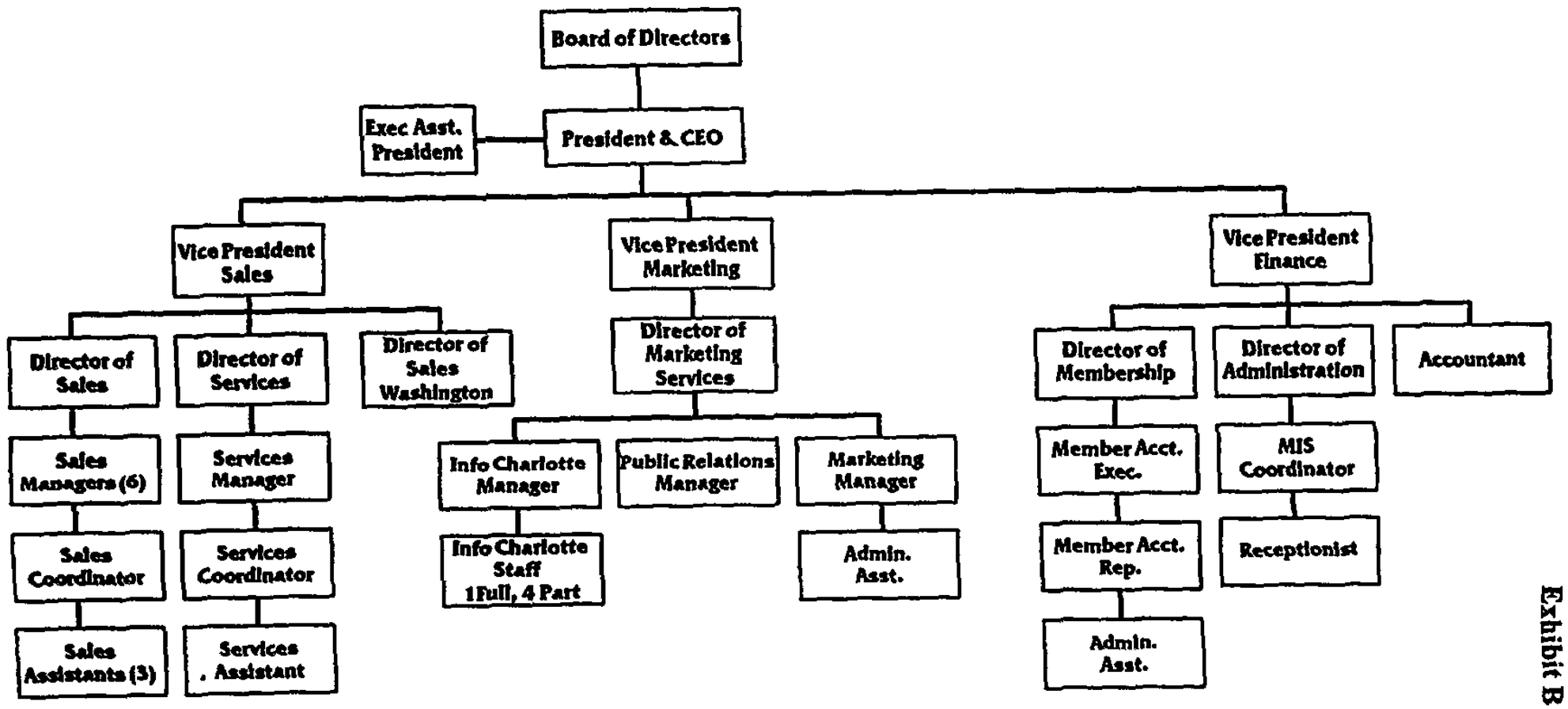

Exhibit B

Exhibit C

CHARLOTTE CONVENTION & VISITORS BUREAU

All Agencies

3 **Total salaries over $30,000 (5 highest) by position title (include bonuses, expense allowances, car allowances, etc.)**

STAFF	TITLE	SALARY	BONUS (*)	PENSION	EXPENSE ALLOWANCES
Melvin Tennant	President & CEO	$118,681	$11,800	$7,120	N/A (**)
John Wilusz	VP, Convention Sales	78,540	7,800	4,712	N/A
Toni Freeman	VP, Finance, Adm & Memb	77,300	7,300	4,638	N/A
Belinda Janecke	Director of Sales, D C Office	64,355	1,500	3,861	N/A
Randall Funari	VP, Marketing	60,679		3,640	N/A

(*) The CCVB does not have an established plan for incentive or bonus pay The Board of Directors review and agree upon this pay on an as-needed, on-going basis

(**) The President & CEO has exclusive use of a company car

CHARLOTTE CONVENTION & VISITORS BUREAU
Executive Summary

HISTORY:

The history of the CCVB dates back to the 1970's when it was a division of the Charlotte Chamber of Commerce Members of Mecklenburg's travel industry recognized that in order to reach its full potential as a destination, the county needed a separate entity entirely dedicated to promoting the county as a site for meetings, convention, sporting events and as a tourism destination The Charlotte Convention & Visitors Bureau was established in 1984

OUR MISSION:

The CCVB will aggressively market and sell our hospitality industry's assets for the maximum economic impact of our community

ECONOMIC IMPACT:

Travel and tourism is the world's largest industry with $3 4 trillion in annual revenues, and the second largest industry in the United States with $356 5 billion in annual expenditures By the 2000, tourism is expected to be North Carolina's largest industry **Charlotte is the number one travel destination in the state of North Carolina, generating $1.9 billion in revenue and accounting for 35,800 jobs locally.**

The majority of visitors to Mecklenburg County are business travelers (49%) Twenty-seven percent (27%) come for meetings and conventions or on motorcoach tours The remainder are leisure/transient travelers (24%)

From calendar year 1993 through 2006, the CCVB has booked 1,316,146 room nights for groups selecting Charlotte as their convention, meeting or sports destination **These groups will generate an estimated direct delegate spending of over $315 million** (Direct delegate spending refers to out-of-town visitors expenditures in hotels, restaurants, retail stores, taxis, etc)

MEMBERSHIP:

652 Total Members

Our members represent several segments of the business and hospitality community Restaurants; Financial Institutions; Accommodations, Sporting Events, Transportation Services, Meeting Planners, Specialty Shops Services, Florists, Tourism/Attractions, Museums, Caterers, Printers; Convention/Trade Show/Conference Markets, and many more .

GOVERNANCE:

The Bureau is a private, not-for-profit corporation Policy is set by a 33-member board of directors which is composed of representatives from the Charlotte City Council, the Mecklenburg Board of County Commissioners, the Charlotte Chamber and the Coliseum Authority, as well as individuals representing the lodging, travel and business communities Also, two people are appointed by the City Council

- continued -

OPERATING BUDGET. $3 400,000 (1996 fiscal year)

INCOME SOURCES: CCVB is financed primarily by a portion of Mecklenburg County's 6% occupancy tax and 1% prepared food and beverage tax The Bureau's other sources of income include membership dues and corporate support

1996 Fiscal Year Tax Collections -
* 6% Occupancy tax collections - $12 3 million
* 1% Prepared Food & Beverage tax collections $8 9 million

ORGANIZATIONAL STRUCTURE.

Executive Management

- General operations, overall management, information systems and administration
- Liaison to CCVB Board of Directors and community

Convention Sales Division

- Maximizing group room nights in Mecklenburg County accommodations
- Charlotte Convention Center Sales, Conference/ Sports Sales, Convention Services
- Meeting, Convention and Sports solicitations, Computerized Housing/Reservations, Pre and Post Convention Planning

Marketing Division

- Maximizing tourism visitation into Mecklenburg County
- Marketing, Advertising, Promotion and Public Relations
- Visitor Services - 800# service, INFO! Charlotte operations

Financial Affairs Division

- Finance, Accounting and Employee Benefit Administration
- Membership Sales, Services and Development

releases\facts2 03/06/97

Charlotte-Mecklenburg Housing Partnership

I. *Financial Status*

The Charlotte-Mecklenburg Housing Partnership (CMHP) has outstanding mortgages of $11 9 million This is based on 196 sales The City contributes $2 million annually to the CMHP, $500,000 from Innovative Housing (the Pay-As-You-Go Tax revenues) and the balance from Community Development Block Grant and HOME grant funds

II. *Program Highlights/Status*

The Program Overview for the Charlotte Housing Authority is shown in Exhibit A of this section

Program evaluations of the Affordable Housing and Home Ownership Counseling programs are also included in this section

III. *Funding Requests*

The City funds 2 contracts with the Housing Partnership the Development of Affordable Housing and Related Services Program (the $2 million program) and the Home Ownership Counseling Services program The Home Ownership Counseling Services program is also funded from Innovative Housing The current City funding of this program is for $142,747 The FY98 request for this program is $157,400

Questions & Answers

1. **Specifically, what does the Partnership spend its money on and what results do you get from it?**

   This will be addressed in the presentation on March 18th

2. **What is your benefits package, particularly the retirement and insurance packages.**

   CMHP's retirement package provides contributions equal to 2% of gross salary into tax deferred annuity accounts for all employees who have worked full-time with CMHP for at least one month and are participants in the plan After an employee has one year of service, CMHP automatically contributes 2%

   CMHP's insurance package reimburses verified health insurance premiums for each employee up to $170 per month

   Ten vacation days per year are earned on the basis of 10/12 per month, sick leave is earned at the rate of six hours per month after the completion of the first month of employment, and the Partnership observes 11 days of paid holidays

3. **Do you raise funds from the private sector? If so, how much in the current budget?**

   Yes Funding is as follows

   Private Funding

$ 115,000	Fannie Mae Foundation
2,300,000	Bank Loan Consortium
5,625	Crosland Contract
33,531	Loan Servicing Fees
75,000	Rental Income
66,514	Multi-Family Counseling Fees
1,901,184	Nations Housing Fund Tax Credit Equity
1,262,000	Wachovia, Cheshire Chase Permanent Loan
1,700,000	NationsBank, CFU Permanent Loan
$7,458,854	**Total**

Public, Non-City Funding

$ 222,249	HOPE 3
81,700	Mecklenburg County
7,689	AmeriCorps
34,000	National Association of Housing Partnerships
$ 345,638	**Total**

4. How many property transactions* by type have occurred this fiscal year?

Single Family House Sales	19 units
Single Family House Acquisitions	13 units
Multi Family Loan Transactions**	55 units
Total Property Transactions	87 units

* Property transaction is being defined as property that CMHP has sold, acquired, or in which the permanent loan has closed

** Cheshire Chase Townhouse Apartments

5. How many foreclosures have there been so far this fiscal year?

One

6. How many accounts are past due and how much money does it represent?

Time Past Due	#
30 days	9
60 days	4
90 days	5
+120 days	3
Total Accounts Past Due	**21**

Representing $21,370

7. **How many people do you turn away because they do not meet your criteria for service?**
Since July 1, 1996, CMHP has classified 167 people as ineligible for CMHP's Homeownership Program because of unemployment, underemployment or credit issues that cause them to be more than two years away from a home

8. **Does the CMHP have a waiting list? If so, how long is the list?**

Single Family Program	6
Multi Family Program	85

9. **Please provide the organizational chart for the Housing Partnership.**

Please see Exhibit B

10. **Please provide all positions and salaries over $30,000.**

President	$78,800
VP, Construction	50,979
VP, Sales	46,875
VP, Counseling and Family Services	46,542
VP, Administration	35,250

Exhibit A

Charlotte·Mecklenburg Housing Partnership

Single Family Neighborhood Focus

Charlotte-Mecklenburg Housing Partnership's commitment to neighborhoods includes CMHP staff working with homeowners and other community residents in its targeted neighborhoods to develop systems that will insure the long term viability of the neighborhoods A significant part of this effort is the enforcement of the Declaration of Covenants, Conditions, & Restrictions (DCCR) which are a part of the new homeowner deeds

CMHP operates its housing program in the Greenville, Genesis Park, and Seversville neighborhoods as well as scattered sites throughout Mecklenburg County Accomplishments include

Greenville	75	Houses Sold
	18	Planned New Houses
Genesis Park	58	Houses Sold/Closed
	1	House Leased
	12	Houses For Sale
	6	Houses Under Contract
	8	Houses Planned for Renovation
	6	New Houses Planned
Seversville	7	Houses Sold
	5	Houses Rented
	35	Houses in Inventory to be Rehabbed and Sold
Lakewood	2	Houses in Inventory to be Rehabbed and Sold
Scattered Sites	63	Houses Sold
	9	Houses for Sale
	7	Houses Planned

Outstanding Mortgages Based on 196 Sales

First Mortgages	$ 8,989,497
Second Mortgages	2,789,286
Third Mortgages*	134,300
Total	**$11,913,083**

Relocation Statistics FY 96-97

Often, when CMHP acquires properties to be rehabbed and sold, the units are occupied CMHP must relocate these individuals in a timely fashion to insure that current tenants are in safe and sanitary housing, the project is not delayed, and federal Uniform Relocation Act requirements are fulfilled This effort is coordinated with CMHP's Properties Manager and the City's Neighborhood Development Department.

As of 2/28/97 13 families have been relocated this fiscal year
11 families are still in the relocation caseload

*Less than 30 houses have third mortgages These mortgages are funded by the NC Housing Finance Agency for energy improvements

Charlotte·Mecklenburg Housing Partnership

Multi Family Developments

Charlotte-Mecklenburg Housing Partnership has six apartment complexes that it owns or in which it is the general partner These complexes are

Brighton Place	49 units
Cheshire Chase	55 units
Pleasant View	45 units
Seversville	47 units
Shelton Knoll	49 units
West Downs	28 units
Total	**273 units**

Number of Units Occupied 245

NOTE Brighton Place Apartments are in final stage of construction Remaining units have been turned over to property manager for lease up

Number of families that were former Charlotte Housing Authority residents 8

Crosland Properties, a professional properties manager, has been hired to manage the complexes

PATHWAYS Program

CMHP operates its self-sufficiency program in each complex Participation in the PATHWAYS Program is a condition of residency The program's purpose is to assist families in transitioning from subsidized housing to homeownership or market rentals within five years

PATHWAYS has three components

One-on-one counseling sessions that include goal setting and budgeting
Community-building (Residents Council, Apartment Watch, special programs/workshops for residents)
Community linkages with area neighbors and services

Accomplishments of PATHWAYS include the following data on families

97	Families meeting one financial goal
42	Families meeting one personal goal
22	Families enrolled in CMHP's Homeownership Program
5	Families who have purchased homes

Charlotte·Mecklenburg Housing Partnership

Charlotte-Mecklenburg Housing Partnership, Inc (CMHP) is a broad based, private, non-profit housing development and finance corporation organized to expand affordable and well-maintained housing within stable neighborhoods for low and moderate income families in the City of Charlotte and Mecklenburg County with a continuing interest in the ability of occupants to more fully enter the economic mainstream CMHP was incorporated in 1988

CMHP has a distinguished Board of Directors committed to the development of housing opportunities for the area's low income families The public partners are city and county governments, with support from federal and state programs The private partners are professionals, financial institutions, developers, businesses, and investors The community partners are civic and religious groups, local non-profit organizations, and target area representatives

In 1989, CMHP was successful in securing a $17 5 million loan pool from local banks The loan pool is used for first mortgages for single family detached homes These mortgages (up to 90% loan to value) are at a lower than conventional interest rate and have relaxed credit guidelines and debt ratios The loan pool has also funded a delinquency prevention program Critical to the success of CMHP programs, is providing second mortgages from funds made available by the City of Charlotte These funds require no repayment during the term of the first mortgage and have an interest rate of two percent (2%)

CMHP has provided single family homeownership opportunities in several neighborhoods In the Greenville community 17 rehabilitated houses and 57 new homes have been produced. In Genesis Park a coordinated effort to reclaim a drug infested area of the city has resulted in 61 new homeowners Most of the homes in Genesis Park were converted from duplex rentals to single family homes Several scattered site houses have also been renovated for homeownership Two other inner city neighborhoods, Seversville and Lakewood, are scheduled for substantial homeownership efforts

CMHP's Homeownership Program prepares potential homeowners for mortgage qualification Counselors in the Homeownership Program accomplish this by assessing mortgage readiness of applicants and pre-qualifying them against established credit underwriting guidelines, providing one-on-one counseling for applicants to help them buy a house, providing training for mortgage ready applicants to prepare them for the unique responsibilities of both a house and a mortgage, and offering alternate courses of action for applicants with obstacles for qualification (e g , severe credit problems, exceptionally low income, legal issues)

Early in its history, CMHP provided rental opportunities by investing in projects of other non-profit and for-profit developers The Seversville tax credit project was the first time CMHP became the general partner, as well as providing an equity investment and selling the tax credits CMHP has a similar role in another tax credit project, Cheshire Chase, which was completed in 1996 Other rental opportunities have been made available by the acquisition and renovation of 171 units Ownership of these units is held by CMHP Properties, a wholly owned corporation of CMHP, Inc

The PATHWAYS Program has been developed to link apartment residents to community services in order to support their goals for self-sufficiency Since homeownership is a goal of many of the residents, a strong component of the program is "pre-homeownership readiness" which includes budgeting and money management. In addition to its focus on individual families, PATHWAYS works to build a sense of community within the complex and the surrounding neighborhood. PATHWAYS also works in targeted neighborhoods to empower and strengthen resident organizations so that strong communities are able to handle neighborhood issues and concerns

Charlotte·Mecklenburg Housing Partnership

Organizational Chart

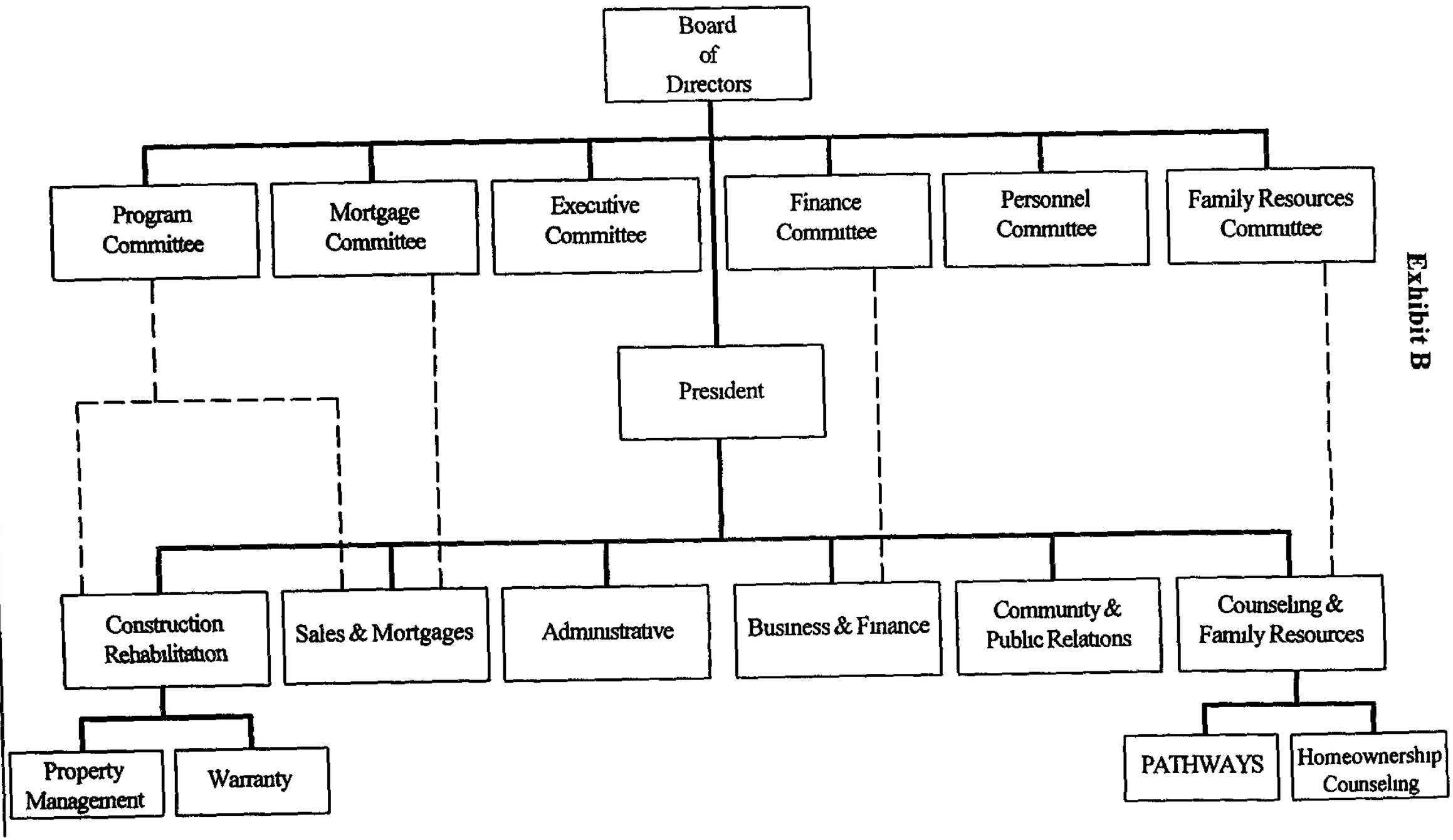

Exhibit B

UNC CHARLOTTE
The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte N C 28223-0001

Urban Institute
704/547 2307
Fax 704/547-3178

PROGRAM REVIEW

Charlotte-Mecklenburg Housing Partnership

Development of Affordable Housing and Related Services

I. Introduction

The UNC Charlotte Urban Institute, under contract from the Neighborhood Development Key Business of the City of Charlotte, has completed an evaluation for the program known as Charlotte-Mecklenburg Housing Partnership (CMHP) Development of Affordable Housing and Related Services. In accordance with the agreement between the Urban Institute and Neighborhood Development, Urban Institute staff members have evaluated the program by reviewing the agency's program reports, interviewing program staff, conducting site observations, completing personal interviews with homeowners, implementing a client satisfaction study, and designing a comparative analysis of the results of this information gathering process and the contract requirements between the agency and Neighborhood Development. This report contains analysis results and interpretive commentary, along with selected supporting information relevant to the program review.

II. Overview of Report

In addition to the introductory sections I and II, this evaluation report includes four primary sections—Program Overview, FY96 Contract Objectives, Program Evaluation, and Recommendations and Conclusions.

Section III - Program Overview Contains a brief overview of the program based on interviews with program staff and materials obtained from the agency administering the program The interview data and informational materials function as requisite components in developing a clear background for the evaluation.

Section IV - FY96 Contract Objectives/Achievements Reviews the agency's reports to Neighborhood Development and other relevant data provided by the agency to ascertain the level of achievement according to the stipulations of the FY96 contract. To ascertain the extent to which the program met its objectives in FY96, the comparative analysis focuses on the program's achievements and contractual objectives

Section V - Program Evaluation Provides an evaluation of the program based on the criteria outlined by Neighborhood Development. These criteria are evaluated, in addition to compliance with contract objectives As specified by Neighborhood Development the following criteria are used as guidelines for the program evaluations

- **Cost effectiveness per unit cost of service.** By utilizing appropriate data from agency reports, The Urban Institute estimates cost per unit of production in relation to total project funding

- **Staff to production ratios** As with cost effectiveness, this information can be estimated through service and staffing levels.

- **Quality of service.** This aspect is determined through evaluations of contracts, reports, surveys, and interviews conducted by the evaluator

- **Client Satisfaction Survey.** Survey research and personal interviews are used to assess the level of client satisfaction with services provided by the program

- **Staff diversity.** The number of staff is reported by race and gender

- **Strengths and weakness** This brief evaluation summary a description of the strengths and weaknesses of the programs

Section VI - Recommendations and Conclusions. Any additional recommendations or conclusions regarding the program are detailed in Section VI Comments may include observations on the program which fall outside the contract objectives for the program and/or the criteria listed above, and they may include recommended changes for future program objectives and achievement measures

III. Program Overview of Charlotte-Mecklenburg Housing Partnership Development of Affordable Housing Program

The Charlotte-Mecklenburg Housing Partnership was incorporated in 1988 as a result of the Charlotte Housing Policy Plan, approved by the City Council in April 1987, as part of the City's efforts to reduce "the number of City households living in substandard, overcrowded or unaffordable housing conditions."[1] Goals in the Housing Policy Plan included

> Leadership of a community-wide coalition for low-income housing needs, and, Partnership with public and non-profit agencies to address low-income housing needs with an holistic approach.[2]

A Housing Proposal was developed by the Citizens Forum After modifications to the draft model by the Forum and the City Council, the concept was approved and referred to the Charlotte Community Development Department for review. Patterned on the

[1] Charlotte Housing Policy Plan, April 6, 1987
[2] Ibid

Boston model, the Housing Partnership was designed to "secure land, put together financing packages, form an equity pool, handle the syndication of tax credits, coordinate its enhancements, establish design criteria and handle a lot of the red tape associated with putting together public/private development packages."[3]

As described in the FY96 contract between the City of Charlotte and the Charlotte-Mecklenburg Housing Partnership, the Affordable Housing Program is charged with.

- "expansion of housing units for households earning eighty percent (80%) or less of Charlotte area median income" as determined by HUD
- "administering a program utilizing the Community Development Block Grant (CDBG) Funds, the Innovative Housing Funds and the HOME funds."[4]

General Achievement and Performance Objectives state the Partnership will

- "Continue to locate and obtain private and non-profit financing for development of low-income financing housing opportunities "
- "Continue to facilitate development opportunities for low-income housing and serve as a clearinghouse for public/private housing development ventures "[5]

Further detail about specific contract objectives is provided in Section IV.

As of July 1, 1996, CMHP Affordable Housing Program has acquired, built, rehabilitated and/or sold over 600 housing units within Mecklenburg County.[6] Within the City of Charlotte, efforts have focused on the Greenville, Seversville and Genesis Park communities for the rehabilitation/construction and sale of single family units and/or the development of multi-family units. CMHP also purchases, rehabilitates and sells HUD foreclosure properties to eligible, low-income families on scattered sites throughout Charlotte and has developed multi-family units in other areas of Mecklenburg County

[3] Request for Council Action, March 14, 1988
[4] FY96 Contract, page 2
[5] Ibid
[6] Data from CMHP as shown in Appendix I

IV. FY96 Contract Objectives/Achievements

In general, the services provided by Charlotte Mecklenburg Housing Partnership were "principally and primarily directed towards expansion of housing units for households earning eighty percent (80%) or less of Charlotte area median income as determined from time to time by the United States Department of Housing and Urban Development."[7] As stated in General Achievement and Performance Objectives of the FY96 contract, Charlotte Mecklenburg Housing Partnership was to "continue to locate and obtain private and nonprofit financing for development of low income housing opportunities" and "continue to facilitate development opportunities for low income housing and serve as a clearinghouse for public/private housing development ventures "[8]

According to the FY96 contract between CMHP and the City of Charlotte for the program year beginning July 1, 1995 and ending June 30, 1996, three specific goals are stated in Attachment A These specific goals, including achievements and performance objectives for the Development of Affordable Housing Related Services Contract, are as follows [9]

<u>Goal 1</u>. Provide stability in CWAC neighborhoods by issuing mortgages to pre-qualified home buyers who have participated in training in budgeting, repairs and other areas related to owning and maintaining a home in order to make them self-sufficient

<u>Reported Achievement</u>: The Housing Partnership reports that 45 mortgages were issued to qualified home buyers in FY96.[10]

Of the 45 mortgages issued in FY96, nine (9) were for homes outside the CWAC neighborhoods, leaving a total of 36 mortgages issued in CWAC areas Nine (9) of these home sales are also reported as "completed rehabilitated homes" under Goal 3A below.

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[7] FY96 Contract, page 2
[8] Ibid
[9] FY96 Contract
[10] CMHP List of Encumbered and Closed Home Sales given at Personal Interview

Since there was not a similar goal for FY95, the FY96 achievement cannot be compared to the previous year's performance

Table 1. List of Encumbered and Closed Home Sales FY96

1709 Rush Wind Drive	2021 Brewton Drive*
1713 Rush Wind Drive	913 Log Cabin Road**
1805 Rush Wind Drive	8516 Endwell Drive**
1808 Rush Wind Drive*	302 Katonah Avenue
1812 Rush Wind Drive	423 Katonah Avenue
1816 Rush Wind Drive	512 Katonah Avenue
1817 Rush Wind Drive	516 Katonah Avenue
1821 Rush Wind Drive	528 Katonah Avenue
1824 Rush Wind Drive	422 S. Bruns Avenue
1825 Rush Wind Drive	8306 Viola Drive**
1900 Rush Wind Drive	8400 Viola Drive**
1901 Rush Wind Drive	1231 - C Scaleybark Road
1904 Rush Wind Drive	8404 Pence Road**
1908 Rush Wind Drive	5603 Naturewood Court**
1912 Rush Wind Drive	1030 Polk Street
2000 Rush Wind Drive*	6331 Farmstead Drive**
2004 Rush Wind Drive*	3415 Green Meadow Drive**
2017 Rush Wind Drive	3418 Green Meadow Drive**
2021 Rush Wind Drive	1908 Genesis Park Place
2109 Rush Wind Drive	2100 Genesis Park Place
2121 Rush Wind Drive*	2120 Genesis Park Place
2204 Rush Wind Drive	2829 Attaberry Drive
2001 Brewton Drive*	

** Encumbered by end of FY96*
*** Not in CWAC area*

Goal 2: To upgrade and improve renter-occupied housing in CWAC area(s).

Reported Achievement: Three (3) renovated houses in Seversville were rented.

A total of three (3) newly renovated houses in Seversville were rented to existing elderly residents of the neighborhood, and plans were developed for six (6) elderly units in Belmont. CMHP also points out that 28 units at West Downs Apartments were completely rehabilitated and fully rented. These 28 units, however, were City Financed Units not covered by this contract

Goal 3: To increase the number of affordable, owner-occupied units in CWAC neighborhoods

Strategies for Goal 3: [11]

A. Rehabilitate housing units and provide second mortgages in Genesis Park.

Achievement Measure: 15 housing units rehabilitated

***Reported Achievement:* Charlotte Mecklenburg Housing Partnership reported 9 housing units fully rehabilitated.**

These 9 rehabilitated housing units are located in Genesis Park and were rehabilitated using Contract funds An additional 30 units are in process and at various phases of rehabilitation [12]

Addresses of completed rehabilitated units in Genesis Park:[13]

1805 Rush Wind Dr
1808 Rush Wind Dr
1809 Rush Wind Dr
1812 Rush Wind Dr
1824 Rush Wind Dr
1900 Rush Wind Dr.
1901 Rush Wind Dr
2109 Rush Wind Dr
2204 Rush Wind Dr.

A total of 28 second mortgages were also provided on the following houses in Genesis Park:

1709 Rush Wind Dr.
1713 Rush Wind Dr.
1805 Rush Wind Dr
1808 Rush Wind Dr.
1812 Rush Wind Dr
1816 Rush Wind Dr.
1817 Rush Wind Dr

[11] FY96 Contract - Attachment A
[12] May 1996 CMHP Report Exhibit 6
[13] CMHP Telephone interview, *Nov 6, 1996*

1821 Rush Wind Dr.
1824 Rush Wind Dr
1825 Rush Wind Dr.
1900 Rush Wind Dr
1901 Rush Wind Dr
1904 Rush Wind Dr
1908 Rush Wind Dr
1912 Rush Wind Dr
2000 Rush Wind Dr
2004 Rush Wind Dr
2017 Rush Wind Dr
2109 Rush Wind Dr
2121 Rush Wind Dr
2200 Rush Wind Dr
2204 Rush Wind Dr
2210 Rush Wind Dr
2001 Brewton
2021 Brewton
1908 Genesis Park Pl
2100 Genesis Park Pl
2120 Genesis Park Pl

Note All but two (2) of these second mortgages (26 of 28 second mortgages) were also reported as "mortgages issued to qualified home buyers" under Goal 1 above

B. Rehabilitate housing units and provide second mortgages in Seversville.

Achievement Measure: 9 housing units rehabilitated.

Reported Achievement: *No units were rehabilitated in Seversville for FY 96*

The Housing Partnership reports that "rehabilitation work on houses in Seversville has been delayed due to slow sales and the decision by the Board to complete Genesis Park " [14]

Second mortgages were provided on the following six (6) houses in Seversville

422 Burns
302 Katonah
423 Katonah
512 Katonah
516 Katonah
528 Katonah

[14] CMHP Monthly Report for June 1996, *July 19, 1996*

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Note All six (6) of these second mortgages were also reported as "mortgages issued to qualified home buyers" under Goal 1 above

C. Acquire, produce, or finance affordable housing in CWAC area(s).

Achievement Measure: 15 housing units acquired/produced or financed

Reported Achievement: Thirty-five (35) housing units were acquired in FY96 by CMHP.

CMHP reported 29 properties acquired through June, 1996, in their final report to the City of Charlotte Subsequently, CMHP submitted a FAX to the evaluator on November 6, 1996, listing six (6) additional properties purchased with encumbered FY96 funds--properties which are to be included in the FY96 final report

Table 2. List of Housing Units Acquired, Produced or Financed in FY96[15]

Genesis Park (8 units)	520 Katonah
1813 Rush Wind Drive	314 Bruns
1801 Brewton	318 Bruns
2013 Brewton	418 Bruns
2017 Brewton	522 Bruns
2115 Brewton	624 Mahopac
2117 Brewton	518 Bruns
2120 Brewton	506 Bruns
2121 Brewton	500 Bruns
Seversville: (25 units)	510 Bruns
314 Katonah	514 Bruns
318 Katonah	209 Bruns
326 Katonah	207 Bruns
331 Katonah	1616 Sumter*
334 Katonah	1612 Sumter*
411 Katonah	Scattered
500 Katonah*	Sites(CWAC): 2 units
501 Katonah*	235 Jones St.
505 Katonah*	239 Jones St
427 Katonah*	

*Units which were added to the list of housing units acquired in FY96 after the June, 1996, final report to the City of Charlotte

Note Eight (8) additional vacant lots were also acquired in the CWAC area.

D. New construction of housing in CWAC.

Achievement Measure: 2 housing units newly constructed.

Reported Achievement: No newly constructed housing units were reported for FY96 by CMHP.

CMHP explains the performance under this goal as follows

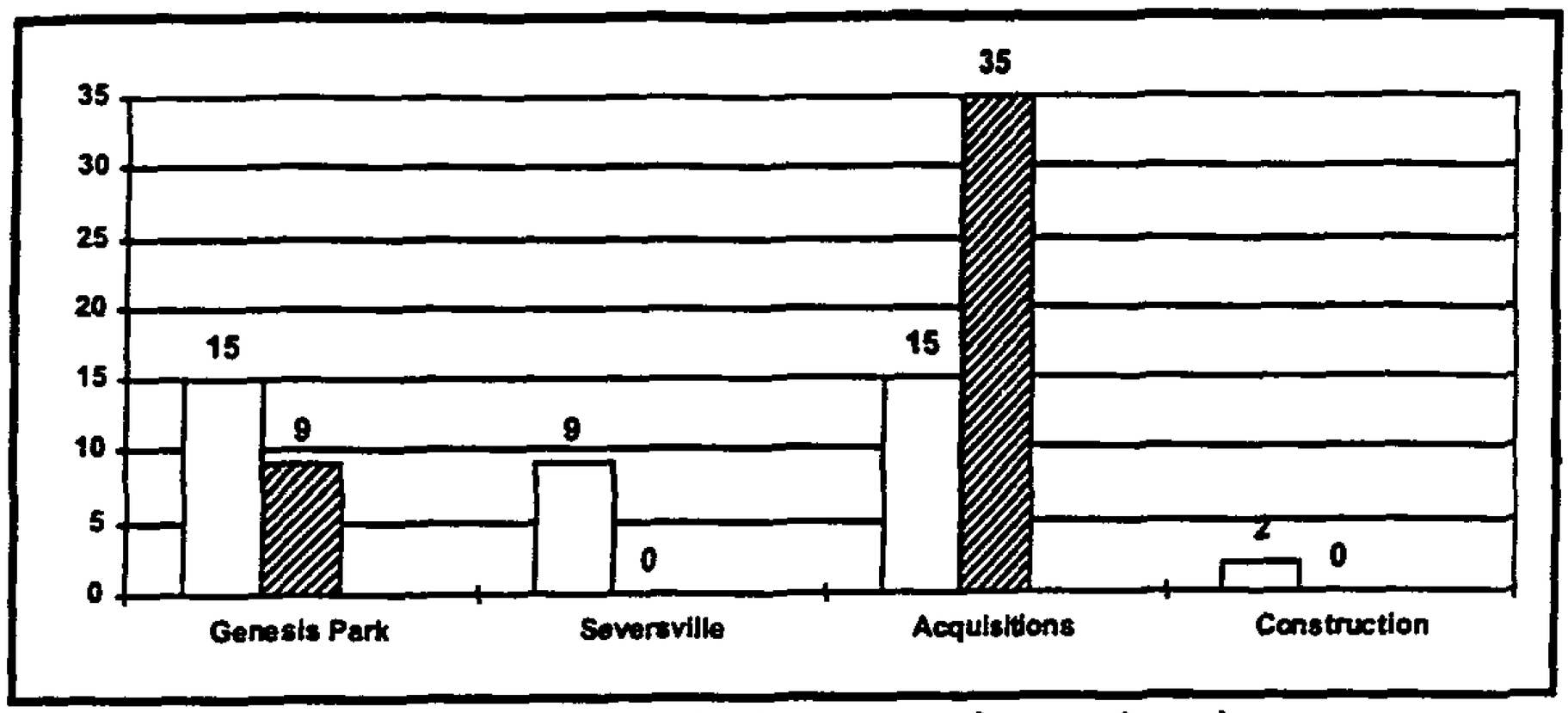
> "CMHP added this achievement at the request of the City of Charlotte's Neighborhood Development so that CMHP could work with the city in its Youthbuild Grant Application to the US Department of Housing and Urban Development (HUD) The city's grant was not funded by HUD "[15]

The Housing Partnership, however, reports that HOME funds were encumbered to build a 6 unit apartment for the elderly located in Belmont The cost for this project is $287,000 in which $27,000 is CMHP funds and $260,000 is city HOME funds [16] Belmont is a 'fragile' neighborhood located within the CWAC area

[15] CMHP FAX, , *Dec 12, 1996*
[16] Personal Interview, *Oct 9, 1996*

The following is a summary of measures and achievement for FY96·

Figure 1. Achievement Measures Compared to Reported Achievement



Note goals = bars on the left, reported achievement = bars on the right

Total Achievement: Based on a sum of housing units rehabilitated in Genesis Park; housing units rehabilitated in Seversville; housing units acquired, produced or financed; and housing units newly constructed.

Total Achievement Measure: = 41

Total Reported Achievement: = 44

When summarized by goal, total reported achievements are as follows

Strategy	Measure	Reported
Goal 3A	15	9
Goal 3B	9	0
Goal 3C	15	35
Goal 3D	2	0
Total	41	44

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The CMHP exceeded the total achievement goal due to the large number of housing units acquired, produced, or financed under strategy 3C, while all of the other three components of this achievement measure fell substantially short of goals

Note With the exception of Goal 3C, these achievement measures do not include units financed, even though the specific strategies 3A and 3B (as stated in the contract) include "and provide second mortgages" as part of the objective. The achievement measures as specified in the contract also do not include housing units under construction/rehabilitation See Section VI for recommendations regarding the need for valid achievement measures

Contract Performance Monitoring

Contract performance objectives are defined in the contract and a monitoring schedule is established The following is a tabulation, by quarter, of the actual housing units acquired or under construction/rehabilitation Monitoring schedule goals do not include units financed

Table 3. Contract Performance Monitoring Schedule

Quarter	Housing Units Acquired	Housing Units Under Construction/Rehab	Actual (Cumulative)	Goal (Cumulative)
1st	2	0	2	10
2nd	2	19	21	20
3rd	11	39	50	30
4th	35	45	80	41

Note Data for the monitoring schedule were developed from the numbers reported in the Housing Partnership's monthly reports to the city for FY96

With the exception of the first quarter, the CMHP exceeded the goals of the contract performance monitoring schedule in FY96.

V. Program Evaluation

As part of Urban Institute's agreement with Neighborhood Development, each program is evaluated based on specific criteria. The following comments are based on a review of the elements utilized for evaluating Charlotte-Mecklenburg Housing Partnership Affordable Housing Program: the FY96 contract, the FY96 reports, interviews with program staff, additional reports supplied by CMHP, and site observations of selected properties Evaluators also interviewed five homeowners in Genesis Park. In addition, a client satisfaction survey was designed and mailed to CMHP clients by the Urban Institute

Cost Effectiveness per Unit of Service

According to the FY96 contract, CMHP was allocated $2,000,000 for the Affordable Housing Program budget This included $1,240,000 Community Development Block Grant Funds (CDBG), $260,000 in HOME Funds, and $500,000 of Innovative Housing Funds (IHF) The CDBG Funds are available on a reimbursement basis, as are the HOME funds The Innovative Housing Funds were received as of July 17, 1995, the date of the Interim Contract [17]

Disbursements reported by CMHP received from the City for FY96 are as follows

CDBG Funds	$1,192,926*
HOME Funds	$0**
IHF	$500,000
Total	$1,692,926

The total $1,692,926 includes the following activities: administration, acquisition, rehabilitation, second mortgages, relocation, and projects in development.

*CMHP program income of $977,082 for FY96 not included in disbursements

**$260,000 of HOME Funds encumbered in FY96.

[17] FY 96 Contract, page 4

Based on these expenditures for the FY96, the average cost per achievement unit is $38,476 ($1,692,926/44) This compares favorably to a FY95 average cost per achievement unit of $50,036 ($2,601,850/52) (Although the FY95 contract did not specifically stipulate an achievement measure, comparable totals can be approximated by summing the housing units rehabilitated, acquired/produced, financed, and newly constructed in FY95 for a total of 52)

However, because the City accepts vouchers and disperses funds to the CMHP up to three (3) months after the end of the fiscal year (June 30) for work initiated during the fiscal year but not completed by June 30, meaningful unit cost comparisons from one fiscal year to another are problematic since there is no firm cut-off date for completion of the work Also, the combining of different types of achievement units, like units "acquired, rehabilitated, newly constructed, financed, and sold" into one achievement measure makes year-to-year comparisons less meaningful because the same unit can be counted several times over subsequent years (See recommendations under VI below regarding these achievement measurement issues)

Another unit cost factor may be assessed by relating the average cost and selling price for rehabilitated units such as those in completed by CMHP in FY96 in Genesis Park Data provided by the CMHP indicates that the average cost for the nine (9) rehabilitated homes in Genesis Park for FY96 was $78,339, with an average selling price of $65,971, for an average net loss of $12,369

Table 4. Mean Price, Cost & Profit/Loss for Genesis Park Rehabilitated Homes FY96

HOME ADDRESS	CLOSING PRICE	TOTAL COST	PROFIT/ (LOSS)
1805 Rush Wind Dr	$72,330	$83,424	($11,094)
1808 Rush Wind Dr	$68,100	$73,869	($5,769)
1809 Rush Wind Dr	$67,000	$67,396	($396)
1812 Rush Wind Dr	$63,925	$76,258	($12,333)

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1824 Rush Wind Dr.	$60,425	$62,362	($1,937)
1900 Rush Wind Dr	$62,100	$73,212	($11,112)
1901 Rush Wind Dr	$63,600	$96,348	($32,784)
2109 Rush Wind Dr	$70,400	$83,269	($12,869)
2204 Rush Wind Dr	$65,857	$88,881	($23,024)
MEAN	$65,971	$78,339	($12,369)

Data Source FAX from CMHP dated 12/12/96

Staff to Production Ratios

CMHP has 13 staff applied at 100% and 8 staff applied at 50% who are designated for the Affordable Housing Contract as of June 30, 1996 (see staff diversity, page 12) CMHP reports a total of nine (9) units rehabilitated or built, and forty-five (45) units sold in FY96. With 17 full time equivalent staff (13 full time staff plus 8 half-time staff) and 54 units of production, the ratio is 1 3 18 staff to units produced for FY96 This is a similar ratio to the FY95 data which shows a ratio of 1 3 4 [18]

Quality of Service/Client Satisfaction Study

Methods

Self mailers with pre-paid postage return cards were mailed to a sample of Housing Partnership clients using a list provided by the partnership The mailers were specifically designed to improve response rates from this traditionally difficult to reach population Satisfaction questions used in the mailer were adapted from the Client Satisfaction Questionnaire (CSQ) developed and standardized by Attkisson, Hargreaves, and Nguyen (1979) Five questions were used to rate client satisfaction on a scale of 1 (poor) to 4 (excellent). (See appendix for a sample of the mailer)

Personal interviews were conducted in Genesis Park residents who became homeowners in the FY 1995-96 through the Housing Partnership Affordable Housing Program All of

[18] CMHP Program Review 1994-1995

the 9 new owners in Genesis Park were contacted (4 were not home) Five interviews were completed

Results/Housing Partnership Affordable Housing Program Mail Survey

Mail Survey Response Rate 32% (14 of 44)

Satisfaction Rating 3.30 (Scale of 1 to 4)

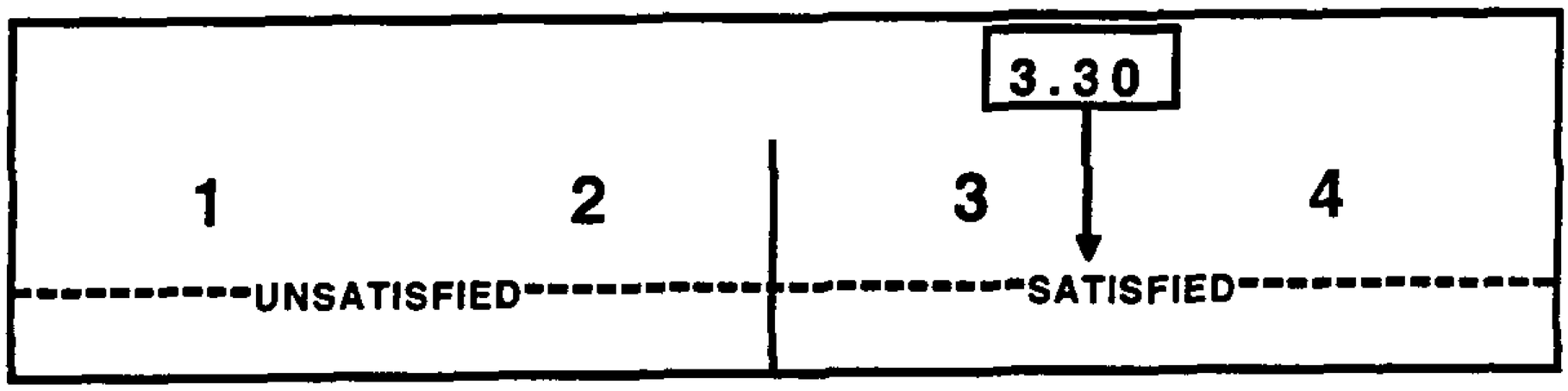

Figure 2. Charlotte-Mecklenburg Housing Partnership Affordable Housing Client Satisfaction Mail Survey Results

Six (6) mail survey respondents made specific comments (1 positive, 5 critical) See the appendix for verbatim comments

Results/Housing Partnership Affordable Housing Program Personal Interviews

The following are summary reports of responses given by homeowners in response to open-ended questions about their satisfaction with the service they received from the Housing Partnership Affordable Housing Program.

1. Homeowner has lived in house for 10 weeks, says "I love it." Reports "no problems" with house or with services from Housing Partnership. Only drawback, "I would have wished for a little bigger backyard." Likes the neighborhood and the feeling of community

2 Owner has occupied house for "about a month." States that her experience with Housing Partnership is positive Is concerned about security, about "people coming through the neighborhood." Pays for her own security protection service because of her concern about safety, but has had no problems with anyone trying to break-in

3. Family has lived in house 5 months, is "mainly satisfied" with Housing Partnership Current problem with "squeaky ceiling fan." Would have liked "more dirt in front yard and backyard." Experienced some difficulty having their complaints resolved

4 Homeowner moved in about 6 months ago, has lived nearby in previous years, and remembers that "drug-pushers used to come right along this street " He said that "I heard gunshots one time when the drug pushers were around," but "that doesn't happen any more' " He states that now there's "good change in the neighborhood " Soon after moving in, there was a plumbing problem--a leak under kitchen sink--but it was reported and fixed within 24 hours Homeowner likes the community, likes the quiet neighborhood, and thinks the Housing Partnership is doing a great job

5. After about 3 months, family is generally happy with their new home They report that they had some difficulty "getting in" to the house because it wasn't ready on time Also several minor problems took "too long" to get fixed In general, however, they see a big improvement in the neighborhood and think they got a very good value in their house "This house is not just basics," they said. "We got a lot of nice extras outside and inside Much nicer than where we were before "

<u>Results/Site Visit, Genesis Park Development, Charlotte-Mecklenburg Housing Partnership</u>

The site is located near Hwy. 77 at Oaklawn Avenue, and the entrance is marked by an attractive community name sign in a landscaped area, and a Housing Partnership "For Sale" sign A church-sponsored community services center is also located at the entrance to the site, and two churches are situated within the community A limited strip mall is located directly across the street from the entrance to Genesis Park

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The approximately twelve square blocks of homes are in various stages of rehabilitation, with the majority completed and occupied, while others are ready for occupancy, and a few are still in the process of being rehabilitated. The rehabilitated homes are attractive, well-maintained, and feature good-looking landscaping and architectural features such as decorative porch posts and railings, varied porch and entrance designs, and different color schemes The overall effect is one of pleasant diversity which avoids a "cookie cutter" appearance The interiors of the homes we visited were very clean and well-appointed, with amenities including wall-to-wall carpet, ceiling fans, and washer-dryer hook ups Several residents were working in their yards, and the only home we observed that showed any signs of disregard and dilapidation was one house at the end of a street that had not yet been rehabilitated Streets were in excellent condition with curbs on both sides and sidewalks on one side, and all of the houses had paved driveways There were also a number of trees and shrubs along the streets and in the yards There was no graffiti or signs of criminal activity anywhere in the community that we observed

Client Satisfaction Study Summary

As is true of most organizations, the Charlotte-Mecklenburg Housing Partnership does not provide perfect service Results of the survey and interviews indicate, however, that while there are some complaints, the majority of respondents are satisfied. With a 3.30 satisfaction rating from the mail survey, the Affordable Housing Program earns a score roughly equivalent to a "B+" grade Negative comments from the mail survey outnumbered the positive comments 5 to 1, but all of the five (5) homeowners interviewed in person expressed generally high levels of satisfaction, and most of their complaints referred to relatively minor problems. The Housing Partnership could work to improve customer service, but current levels of satisfaction appear to be within very acceptable ranges.

Staff Diversity

Of CMHP's 23 full-time and half-time employees designated for the Affordable Housing contract, three are African American and five are female. It is apparently difficult to locate qualified, well-trained employees in the construction trade other than white males [19]

The total construction and administrative staff have both African Americans and females inadequately represented compared to the population in Charlotte of 32% African American and 52% female (1990 Census).

Table 4. Distribution of 23 CMHP Affordable Housing Program Staff.

Title	Gender	Race	% of time
Single Family Construction Staff (13 full-time)			
Site Supervisor, Single Family	Male	White	100%
Painter	Male	White	100%
Painter	Male	White	100%
Drywall Finisher	Male	White	100%
Carpenter	Male	White	100%
Site Supervisor, Single Family	Male	White	100%
Painter	Male	White	100%
Manager, Single Family Construction	Male	White	100%
Site Supervisor, Single Family	Male	White	100%
Paint/Finish Foreman	Male	White	100%
Painter	Male	White	100%
Painter	Male	White	100%
Carpenter Foreman	Male	White	100%
Single Family Construction Staff (4 half-time)			
Vice-President, Construction/Rehabilitation	Male	White	50%
Construction Administrator	Male	White	50%
Manager, Properties	Female	White	50%
Program Assistant I, Construction & Rehabilitation	Male	African American	50%
Program Administration (1 half-time)			
Vice-President, Administration	Female	African American	50%

[19] Personal Interview, *October 9, 1996*

Sales & Mortgages (3 half-time)			
Vice-President, Sales/Mortgages	Female	White	50%
Loan Officer	Female	White	50%
Program Assistant II, Sales & Mortgages	Female	African American	50%

Strengths and Weaknesses

The CMHP Affordable Housing Program was successful in meeting only one (1) out of the four (4) strategies quantified under Goal 3 as stipulated in the FY96 contract Despite this apparent under-achievement on individual strategies, CMHP exceeded its total achievement measure, and its performance on monitoring schedule goals met the objectives in all but first quarter of FY96 On Goals 1 and 2, which did not have quantitative measures specified, CMHP exhibited different degrees of accomplishment Under Goal 1, 45 mortgages were issued to qualified home buyers in FY96 But under Goal 2, only three (3) renovated houses in Seversville were rented These mixed findings in goal/strategy achievement suggest some inconsistencies in the outcomes which may be partially attributable to ambiguities in the performance criteria.

Reported customer satisfaction scores were high, with the average CSQ rating (3 30) roughly equivalent to a grade of "B+" Customer survey comments and interviews were also generally positive with few major complaints

In general, the CMHP Affordable Housing Program clearly provides important services to the Charlotte community It makes available affordable housing to low-income residents that is both attractive and "livable," and the program contributes significantly to the revitalization of fragile neighborhoods such as Genesis Park within the CWAC. Residents quoted elsewhere in this report give the program substantial credit for improving their housing and the neighborhood in which they now live

The lack of contract strategy/goal achievement, however, raises several important issues If the lack of performance in the areas of improving renter-occupied housing, rehabilitating housing units in Seversville, and the construction of new housing in CWAC is of significant concern to the City, perhaps remedial measures should be considered The under-performance in Genesis Park housing rehabilitation (60% of goal achieved) should also be a concern

Representatives of the CMHP, however, have made it clear that a one-year time frame for judging their performance is inappropriate because of the much longer time span needed to develop affordable housing from initiation to completion They commented that "The nature of the neighborhood revitalization in inner city neighborhoods makes it infeasable to limit activities to the prescribed 12 months of the contract "[20]

The practice of combining dissimilar items (e.g , units acquired, rehabilitated, newly constructed, financed, and sold) into one achievement goal may compromise the validity of the achievement measure itself At least a portion of the apparent under-achievement in FY96, indicated by the program's failure to achieve 75% of the contract's measurable strategies, can also be understood in terms of inappropriate goal definitions and invalid measurement techniques

Cost factors associated with this program are especially difficult to compare on a year-to-year time frame because of the lumping of disparate items into achievement measures and because of the practices adopted by the City that permit the program to continue to submit vouchers and be reimbursed for work completed after the end of the current fiscal year. A consistent and unambiguous cut-off for each contract time period is needed to make valid cost comparisons between fiscal years Achievement units that are also

[20] CMHP FAX, *Dec 12, 1996*

consistent, unambiguous, and non-redundant are also essential to making valid year-to-year assessments

Recommendations in the following section (VI) will address these issues of measurement validity

VI. Recommendations and Conclusions

Recommendations resulting from this evaluation are focused on the issues of appropriate performance time frames and valid achievement measures A somewhat longer contract period with clearly defined performance milestones at regular intervals over the time frame, and firm cut-off dates for completion of the contracted work, would facilitate monitoring and evaluation of contract performance Achievement measures which are defined in terms of only one type of activity (e g , units acquired, rehabilitated, newly constructed, financed, or sold) would eliminate the "carry forward" problem and provide a much more valid indicator of goal achievement

In response to the assertions by the CMHP that the impact of their programs transcends individual units of housing and contributes to the rehabilitation of communities, a "quality of life" measure (like the one currently under development by Dr Owen Furuseth at the UNCC Urban Institute) could be utilized to measure neighborhood-level trends The positive impact made by the CMHP on low-income neighborhoods within the CWAC needs to be empirically documented, and an indicator like the quality of life measure may be an effective way to fill this need

For the relationship between the City and CMHP to continue to be productive, contract goals need to be clear and unambiguous, and the contract's time-frame needs to be of a sufficient length to capture the productive efforts of the program and have a consistent firm cut-off date so that valid comparisons can be made

Appendix

Comments from mail survey of client satisfaction

"We hope that the partnership grows and that they are more able to help more communities "

"We needed better communication from CMHP staff"

"Yard work not the same as others Can do better"

"[Problems] paying escrow, unable to get things repaired when needed, such as siding coming off house "

"The builders don't do good work Very nasty when we talk to them about it "

"When you buy the house they have no more respect for you "

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PROGRAM REVIEW

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Charlotte-Mecklenburg Housing Partnership Home Ownership Counseling Services (Pre-Purchase Home Counseling Contract)

I. Introduction

The UNC Charlotte Urban Institute, under contract from the Neighborhood Development Key Business of the City of Charlotte, has completed an evaluation for the program known as Charlotte-Mecklenburg Housing Partnership (CMHP) Home Ownership Counseling Services. In accordance with the agreement between the Urban Institute and Neighborhood Development, Urban Institute staff members have evaluated the program by reviewing the agency's program reports, interviewing program staff, implementing a client satisfaction study, and designing a comparative analysis of the results of this information gathering process and the contract requirements between the agency and Neighborhood Development. This report contains analysis results and interpretive commentary, along with selected supporting information relevant to the program review

II. Overview of Report

In addition to the introductory sections I and II, this evaluation report includes four primary sections—Program Overview, FY96 Contract Objectives, Program Evaluation, and Recommendations and Conclusions

Section III - Program Overview Contains a brief overview of the program based on interviews with program staff and materials obtained from the agency administering the program The interview data and informational materials function as requisite components in developing a clear background for the evaluation

Section IV - FY96 Contract Goals & Strategies/Achievements Reviews the agency's reports to Neighborhood Development and other relevant data provided by the agency to ascertain the level of achievement according to the stipulations of the FY96 contract To ascertain the extent to which the program met its objectives in FY96, the comparative analysis focuses on the program's achievements and contractual goals and strategies

Section V - Program Evaluation Provides an evaluation of the program based on the criteria outlined by Neighborhood Development. These criteria are evaluated, in addition to compliance with contract objectives. As specified by Neighborhood Development the following criteria are used as guidelines for the program evaluations

- **Cost effectiveness per unit cost of service** By utilizing appropriate data from agency reports, The Urban Institute estimates cost per unit of production in relation to total project funding.

- ***Staff to production ratios*** As with cost effectiveness, this information can be estimated through service and staffing levels

- **Quality of service.** This aspect is determined through evaluations of contracts, reports, surveys, and interviews conducted by the evaluator

- **Client Satisfaction Survey.** Survey research is used to assess the level of client satisfaction with services provided by the program

- **Staff diversity** The number of staff is reported by race and gender

- **Strengths and weaknesses.** This brief evaluation summary a description of the strengths and weaknesses of the programs

Section VI - Recommendations and Conclusions. Any additional recommendations or conclusions regarding the program are detailed in Section VI Comments may include observations on the program which fall outside the contract objectives for the program and/or the criteria listed above, and they may include recommended changes for future program objectives and achievement measures

III. Program Overview of Charlotte-Mecklenburg Housing Partnership Home Ownership Counseling Services Program

The mission of the Charlotte-Mecklenburg Housing Partnership Inc is to "expand affordable and well-maintained housing for low and moderate income families in Mecklenburg County".[1] By building new houses and renovating existing ones, the Charlotte-Mecklenburg Housing Partnership increases the stock of affordable housing In November 1992, the Charlotte Mecklenburg Housing Partnership began administering the Home Ownership Program (HO) in order to find eligible low and moderate income families interested in purchasing the new and renovated houses As described in the FY96 contract between the City of Charlotte and the CMHP, HO is charged to "provide assistance to low to moderate income residents of the City of Charlotte to become homeowners through a pre-purchase home ownership counseling program to help

[1] FY96 Contract, page 1

potential homeowners prepare for home ownership by removing barriers to qualifying for a mortgage loan,"[2]

The program has two key goals

1 Increase home ownership in CWAC neighborhoods

2 Increase human development and self-sufficiency of potential homeowners by providing counseling and training in budgeting, repairs and other areas related to owning and maintaining a home [3]

The HO program uses a variety of techniques to reach prospective low and moderate income home buyers and bring them into the program These include the news media campaigns word of mouth referrals, contacts with Charlotte Housing Authority residents, referrals from CMHP's multi-family Pathways Program, referrals from the City of Charlotte and local Community Development Corporations (e.g., Grier Heights & Cherry), and participation in housing fairs Prospective home buyers interested in participating in the program fill out an application This form, along with a credit check, allows the HO to assess the mortgage-readiness of applicants and their eligibility for the program HO then places applicants into one of five categories or mortgage-readiness, as outlined below.

Category Description

"A" Mortgage-ready within 6 months

"B" Mortgage-ready within 7-24 months

"C" Mortgage-ready in over 24 months

"D" Total household income too high for program

"E" Total household income too low for program

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[2] Ibid

[3] FY 96 Contract, page 6, Attachment A

All applicants in "A" and "B" Categories are invited to Orientation Class, scheduled for one-on-one counseling sessions, and (when ready) invited to a series of HO Training Classes. Category "C" applicants receive a customized letter highlighting the barriers they need to overcome to enter the program. During FY96, "C" applicants also received one-on-one counseling sessions and specially designed Budget and Credit Classes HO refers the "D" applicants to commercial banks. "E" applicants are advised to contact agencies with alternative housing options such as Habitat for Humanity

Applicants who approach "purchase-readiness" attend a series of pre-occupancy home-ownership training sessions, which include

The Sales Process

The Loan Process

Budgeting

Maintaining Good Credit/Neighborhood Involvement

Home Maintenance & Repair

HO program graduates are prepared to meet the requirements of CMHP's mortgage products and/or that of other mortgage financing products The majority of the program's graduates benefit from CMHP's mortgage and housing products that include the availability of a second mortgage, lower closing costs, lower monthly payments, high-quality renovated housing complete with appliance packages, and a one-year house warranty. CMHP buyers also benefit from post-purchase follow-up and delinquency/default counseling. These post-purchase services are funded through sources other than the contract from the City's Neighborhood Development Program.

IV. FY96 Contract Goals & Strategies/Achievements

According to the FY96 contract between CMHP and the City of Charlotte for the program year beginning July 1, 1995 and ending June 30, 1996, Part II - Scope of Services, there are four Strategy Components specified that comprise an overall strategy for fulfilling the two general goals of the program (See Section III of this report for the two general goals).[4]

Strategy Component 1. Preparing at least 50 applicants to qualify for home mortgage financing in accordance with either

- **a. the requirements of the single family Mortgage Loan Pool administered by the Contractor on behalf of a consortium of banks (the "Mortgage Loan Pool") or**
- **b. the requirements of other mortgage loan financing.**

Pre-qualified candidates actually prepared: 62

Home Ownership succeeded in pre-qualifying 62 candidates for home-ownership Of these, 41 purchased directly from CMHP, and 21 purchased elsewhere CMHP met 124% of this Strategy Components In FY96 a total of 2,143 applications were sent to prospective program participants [5]

Strategy Component 2. Providing 90% of CMHP home buyers in Objective #1 with a standard preoccupancy training program covering areas such as household budgeting, home maintenance and repairs, and consumer education.

CMHP home buyers who took the pre-occupancy training program: 37

The 90% achievement measure in Strategy Component 2 equals 45 (90% of the 50 home buyers achievement measure in Strategy Component 1) This Strategy Component was

[4] FY96 Contract page 6, Attachment A

not reached, with 37 CMHP home buyers completing the standard pre-occupancy program However, the 37 CMHP home buyers completing the standard pre-occupancy program equals 90% of the actual number of CMHP home buyers prepared under Strategy Component 1

See Appendix for additional information regarding the content of the Home Ownership Classes and the flow of applicants through the program

Strategy Component 3. Assisting or enabling at least 25 qualified applicants to purchase (defined as "closed on") a home, with such homes being located primarily in CWAC neighborhoods.

Qualified applicants purchasing units in the CWAC area: 34

The HO program surpassed this Strategy Component, with 34 qualified applicants reported as successfully closing on their own home This is a 136% goal achievement level

***Strategy Component 4.* Achieve an annual mortgage delinquency rate (defined as 90 days overdue) of 12% or less for mortgages issued beginning in November 1992.**

Annual mortgage delinquency rate maintained since Nov. 1992: 2.9%

According to the June 30, 1996 Achievement and Performance Report submitted by the HP program to the City of Charlotte, the annual mortgage delinquency rate (defined as 90 days overdue) was 2.9%. This figure is for those CMHP buyers who have received counseling and participated in the training classes since November 1992 when CMHP started this part of their program. Prior to November 1992, pre-purchase counseling was not provided by CMHP Notably, the 2.9% rate is substantially below the 12% goal for this Strategy Component

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[5] Personal Interview, *Oct 9, 1996*

Contract FY96 Achievement Measure: **50 families prepared to purchase homes with priority given to families purchasing in CWAC neighborhoods.**

Reported Actual FY96 Achievement: **62 families prepared to purchase homes**

The achievement measure stipulated in the contract was exceeded by CMHP by preparing 62 families to purchase homes The majority of these families purchased or will purchase homes in one of the City Within A City neighborhoods

Contract Performance Monitoring

Contract performance Strategy Components are defined in the contract and a monitoring schedule is established The following is a tabulation of the actual number of applicants qualified by quarter HO exceeded the monitoring schedule targets in all four quarters of FY96

Table 1: Monitoring Schedule of Applicants Qualified by Quarter

Quarter	Persons Qualified - Actual	Persons Qualified - Goal
1st July-September	7 of 50 = 14%	10%
2nd October-December	21 of 50 = 42%	30%
3rd January-March	44 of 50 = 88%	60%
4th April-June	62 of 50 = 124%	100%

Note Data for the monitoring schedule was developed from the numbers reported in the Housing Partnership's monthly reports to the city for FY96 These actual numbers include the 21 program participants who purchased from other than CMHP's mortgage and housing products

V. Program Evaluation

As part of Urban Institute's agreement with Neighborhood Development, each program is evaluated based on specific criteria. The following comments are based on a review of the elements utilized for evaluating Charlotte-Mecklenburg Housing Home Ownership Program the FY96 contract, the FY96 reports, interviews with program staff, and additional reports supplied by CMHP. Evaluators also interviewed five homeowners in

Genesis Park. In addition, a client satisfaction survey was designed and mailed to CMHP clients by the Urban Institute.

Cost Effectiveness per Unit of Service

According to the FY96 contract, CMHP was paid $142,747 for the Home Ownership Program The remainder of the HO budget comes from several sources· HUD's Hope 3 Program, loan servicing funds, counseling fees and from CMHP.[6]

The cost effectiveness of the HO program can be assessed by using the number of home buyers the program produced as the unit of service In FY96, the program helped 34 families close on a home The cost to the City for each home buyer was $4,198 (142,747/34) In comparison, the cost for each home buyer the program produced in FY95 was $3,965 (142,747/36) The cost difference for FY96 represents a 6% increase over the FY95 cost per home buyer. This unit cost difference reflects the two additional applicants who purchased a home in FY95

Another unit of production that could be used to assess the program's cost effectiveness is the number of program participants who were pre-qualified through the program Although pre-qualification is not the ultimate outcome desired (home ownership is the primary outcome), pre-qualification is a strategy component and a useful measure of productivity The cost to the City for each pre-qualified individual in FY96 was $2,302 (142,747/62) This cost compares to the same number for FY95 ($2,302 per pre-qualified participant)

[6] FY 96 Contract, page 4

Staff-to-Production Ratios

The HO program's staff of five consists of two and one-half (2 1/2) counselors working 100% on the Home Ownership Contract, and two additional staff members working 25% of their time each as Intake/Program Assistant and Vice-President, Counseling/Family Resources The Intake/Program Assistant provides all counselors with administrative support

Counselor duties include 1) one-on-one counseling, 2) facilitating home ownership training sessions, 3) presentations to CHA residents, church groups, employers and neighborhood centers; 4) using the referral process with CHA caseworkers and CMHP Pathways Coordinators, and 5) participation in marketing events (neighborhood festivals, home ownership fairs, bulk mailings)

The full-time equivalent of three (3) staff members produced 34 home buyers for a ratio of 1 11 3 as compared to a FY95 production ratio of 1 7 2 (36/5) Although two less staff members worked on the program, the production ratio improved in FY96 Using the number of participants who pre-qualified for mortgage loan financing, the ratio is 1 20 7 (62/3), a sharp increase over the FY95 ratio of 1 12 4 (62/5)

Quality of Service/Client Satisfaction Study

Methods

Self mailers with pre-paid postage return cards were mailed to a sample of Housing Partnership clients using a list provided by the partnership The mailers were specifically designed to improve response rates from this traditionally difficult-to-reach population Satisfaction questions used in the mailer were adapted from the Client Satisfaction Questionnaire (CSQ) developed and standardized by Attkisson, Hargreaves, and Nguyen

(1979). Five questions were used to rate client satisfaction on a scale of 1 (poor) to 4 (excellent) (See appendix for a sample of the mailer)

Results/Mail Survey

Mail Survey Response Rate 12% (51 of 440)

Satisfaction Rating 3 04 (Scale of 1 to 4)

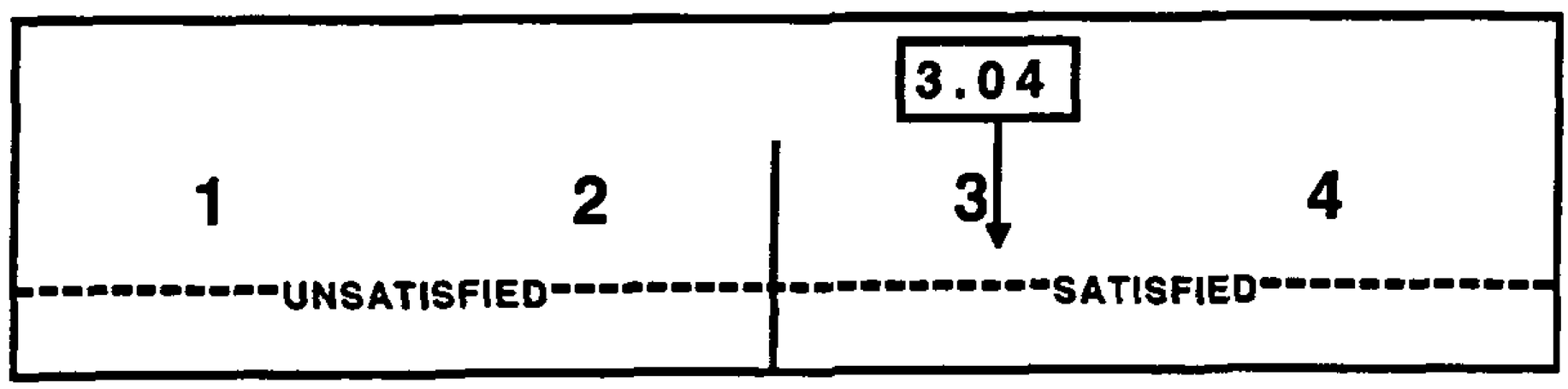

Figure 1. Charlotte-Mecklenburg Housing Partnership Home Ownership Counseling Client Satisfaction Mail Survey Results

Twenty one (21) mail survey respondents made specific comments (8 positive, 13 critical) See the appendix for verbatim comments

Client Satisfaction Study Summary

As is true of most organizations, the Charlotte-Mecklenburg Housing Partnership does not provide perfect service Results of the survey indicate, however, that while there are some complaints, the majority of respondents are satisfied. With a 3.04 satisfaction rating from the mail survey, Home Ownership Counseling Program earns a score roughly equivalent to a "B" grade. While negative comments from the mail survey outnumbered the positive comments 13 to 8, most of the complaints mentioned appeared to be of a relatively minor nature. The Housing Partnership should work to improve customer service, but current levels of satisfaction appear to be within very acceptable ranges.

Staff Diversity

The gender and race breakdown of the CMHP Home Ownership staff under the FY96 City of Charlotte contract are as follows.[7]

Table 2. Distribution of CMHP Home Ownership Program Staff.

TITLE	GENDER	RACE
100% of time:		
Home Ownership Counselor	Female	White
Home Ownership Counselor	Female	African-American
50% of time:		
Home Ownership Counselor	Female	Asian
25% of time:		
Program Assistant II, Counseling and Family Services	Female	African-American
Vice-President, Counseling/Family Resources	Female	White

As Table 1 indicates, personnel for the Home Ownership Program are 100% female, 40% African American, 20% Asian, and 40% White The gender profile mirrors the program's predominantly female client base, however, the city of Charlotte is 52 5% female (1990) The ethnic/racial make-up of the HO staff exceeds the 31% African American population in the City of Charlotte reported by the 1990 Census.

Strengths and Weaknesses

The HO program met or exceeded three (3) of its four (4) contractual Strategy Components for FY96, and surpassed its total achievement measure by 24%. Contract performance monitoring targets were exceeded for all four quarters in FY96 Moreover, HO expanded the Home Ownership Training Program to include a fourth day devoted to home maintenance and repair, including on-site training at a CMHP model home The program appears to be providing quality training and a high level of service to prospective home buyers

[7] CMHPStaff Data Sheet

Despite these accomplishments, the unit cost per home buyer produced by the program increased 6% in FY96 to $4,198 each This apparently high unit cost can be attributed to the large number of applicants who are screened and counseled by the program over relatively long periods of time, and the disproportionally small number of successful home buyers at the end of the process

CMHP points out that

> "it should be noted, however, that inherent in the per unit costs are the specific issues related to the income range (40%-80% Area Median Income as reported by HUD for the Charlotte area) of persons that CMHP is committed to serving Families within this income range are most likely to have little of no extra income to cushion them through a family crisis, are more likely to have no or few employee benefits, more likely to experience job change, and come into the program with credit histories requiring intense counseling to repair A significant number of potential participants are eliminated because of the high cost of legal fees required to rectify credit problems At this time CMHP has not been able to access a funding source for legal services "[8]

Although the program benefited in FY96 from a broad range of marketing activities and motivated many families to apply and reach the "B" status, only a small percentage continued in the program and reached the "A" status. And, of the families in the "A" group, a much smaller number actually purchase a house. There is no documentation available regarding the resources invested in serving the larger "C" and "B" groups of participants as compared to the much smaller "A" group An analysis of time and resources spent on each group could help support an evaluation of the process, resulting in a more effective investment of time and money spent on developing the "A" group, and potentially resulting in a greater number of houses actually purchased by this group

[8] CMHP FAX, *Dec 12, 1996*

Additional research on the characteristics of successful participants and the risk factors for failure in the program could also make the screening process more efficient and the program more productive Achievement goals could be written to reflect the need for improvement in these areas

The customer satisfaction study suggests that the HO program provides above average service, with the program receiving a "B" grade overall (3 04 CSQ score). There were, however, a substantial number of negative comments (62% of respondents making comments), indicating that there is room for improvement in the area of customer service

VI. Recommendations and Conclusions

Additional research on the factors that predict success and failure in the program could make it possible to conduct more effective screening at an earlier stage and invest greater resources in participants with a higher probability for success It may also be that a marketing strategy designed to attract a greater proportion of more highly qualified applicants, combined with a more intensive but briefer counseling approach, might improve the program's efficiency and reduce unit costs. Achievement Strategy Components written to emphasize the efficient production of qualified buyers at the various stages of the counseling process might also contribute to reduced unit costs

Appendix

Comments from mail client satisfaction survey

Note· Three (3) separate mailing lists were used for the mail survey sample The letter codes appended to the comments identify counseling clients (C) and pre-qualified clients (P) The balance of the comments come from the general applicant/service list responses

"Excellent service "

"Really enjoyed home buyer school at CPCC in Sept 1996 Thanks "

"Housing specialist I never met, only talked to on the phone When set up an appointment to meet her, she never showed up or called me back at all "

"Jane Blotnik is a very wonderful person Your organization is a God-send! Thanks!"

"Keep up the good work!!"

"I just felt that this program was not for single parents with bad credit working to straighten them out "

"I feel like if I had known what they had to offer, I would have known what to ask for My experience was miscommunicated and poor "

"I think it is an excellent program "

"They [need to have] more new homes that people would like to own." (C)

"Didn't get any help."

"Great "

"Poor, poor services That's the way it is."

"There are always a few bad apples, but overall the organization was wonderful " (P)

"Excellent and knowledgeable staff!"

"Did not see a counselor."

"I wish it was easier to get a house outside the areas in which you try to clean up" (C)

"Help us I'm very, very low income I get $676 00 a month. I'm disabled and soon to be living in a shelter with my daughter. What about us?"

"Just wasn't satisfied with location and yard size." (P)

"Would like for the program to move a little more quickly in finding housing"

"[I am] a single minority who is looking for opportunity to purchase my home and who got no help from your program"

"Need to have more houses to choose from. Plus more detailed workshops monthly"

Content of the Home Ownership Classes

All pre-qualified applicants are required to take all five components of the training program According to the Home Ownership Classes list submitted to the evaluator, the following classes/workshops took place[9]

1 Home Ownership Training Classes Phase I -	10 classes
2. Home Ownership Training Classes Phase II	1 class
3 Orientation Sessions -	5 classes
4 NAHP Workshops -	5 Budgeting classes
5. NAHP Workshops	7 Credit classes

These components include orientation, sales process, loan process, getting involved in the neighborhood, and a home maintenance course. A Home Buyers Club supports these training classes. Club members meet once a month for educational programs and mutual support. Field trips, guest speakers and the buddy system are used to help members reach their goal of ownership. Meetings were held 18 times over the period of April 11,

[9] Home Ownership Contract Information packet submitted during Personal Interview

1996 through June 27, 1996 Information regarding other programs and support agencies were made available to participants [10]

[10] Home Ownership Contract Information packet submitted during Personal Interview

Charlotte Housing Authority

I. *Financial Status*

The Charlotte Housing Authority manages an annual budget of approximately $59 million Revenues for the Housing Authority come from the following sources with the corresponding percentage of total revenues

Revenues		
Subsidies/Grants	$39 5 million	66 4%
Dwelling Rental	$18 6 million	31 2%
Other Revenues	$ 1 4 million	2 4%
Total	**$59.5 million**	

Expenditures are made in the following categories

Expenditures		
Maintenance	$27 9 million	46 8%
Housing Assistance Payments	$11 0 million	18 4%
Administration	$ 5 7 million	9 6%
Utilities	$ 5 1 million	8 5%
Non-Routine Maintenance	$ 3 9 million	6 6%
General	$ 3 3 million	5 7%
Tenant Services	$ 2 6 million	4 5%
Total	**$59.5 million**	

II. *Program Highlights/Status*

The Program Overview for the Charlotte Housing Authority is shown in Exhibit B of this section

III. *Funding Requests*

The City funds 2 contracts with the Housing Authority the Safe Neighborhood Awareness Program (SNAP) and the Self-Sufficiency Program Each of these programs are funded from Innovative Housing Funds Current year funding for these programs is $507,596 The FY98 request for these programs is $559,636

Questions & Answers

1. Specifically, what do you spend your money on and what results do you get from it?

The Charlotte Housing Authority was created to provide safe, decent and sanitary housing for low-income, elderly and disabled citizens of Charlotte-Mecklenburg Currently, the Housing Authority provides housing and related services to over 6,000 families through public housing and Section 8 programs The specific results are that over 21,000 Charlotte citizens are being furnished housing who would otherwise be homeless or who would be living in substandard or over-crowded conditions

Recently, the Housing Authority revised its mission statement to embrace the concept of Family Self-Sufficiency (FSS) Through our Transitional Families Programs (FSS, Stepping Stone, Gateway, Seneca Woods, Homeless Families, and Bootstrap), the Housing Authority provides the support mechanisms to assist families in obtaining the necessary education and job skills to move out of public housing and into private sector housing

The Housing Authority has developed and implemented a diverse portfolio of programs and activities which contribute to accomplishing the above objectives The 1997-98 Budget (Exhibit A) reflects total expenditures of $59 6 million The more significant of the programs funded by those dollars are listed on the attached Exhibit B

2. What is your benefits package, particularly the retirement and insurance packages.

Charlotte Housing Authority employees are required to participate in the retirement plan after complete six months of employment The plan is tax deferred and is administered by an external professional retirement agency firm The employee contributes 5 5% and the Authority contributes 7 5% into the plan Eligibility deductions begin on the first of the month following six months of completed employment

Adjustments to the contributions are automatically calculated when the employee's base salary changes and become effective the first day of the following month of the change

Participating employees become vested in the retirement plan based on the following schedule

Full Years of Continuous Participation in the Plan	Percentage Vested In the Plan
Less than 1	0%
1 but less than 2	20%
2 but less than 3	40%
3 but less than 4	60%

4 but less than 5	80%
5 or more	100%

Insurance Plan - Health
Employees become eligible 30 days after hire date 100% of employee premiums are paid by the Authority Employees pay for dependent coverage Coverage includes dental and vision care $20,000 life insurance and accidental death and disability is paid by the Authority for the employees

Insurance Plan - Disability
Mandatory plan with 50% of the premium paid by the Authority Benefits begin after 90 days of absence due to disability Employee is eligible for coverage six months after hire date

3. Do you raise funds from the private sector? If so, how much in the current budget?

No funds are raised from the private sector Exhibit A shows the breakdown of funding sources

4. How many units do you manage? How many units are not up to code?

The Charlotte Housing Authority manages 6,429 assisted housing units, with 5 or less units not being up to code These units were recently inspected by the City and are now being repaired by our maintenance department

Each year, the Housing Authority submits to HUD its Public Housing Management Assessment Program Certification One of the requirements of this submittance is to certify that all units meet HUD's Housing Quality Standards (HQS) The Housing Authority's management and maintenance staff perform preventive maintenance and annual inspections to ensure that HUD's requirements are met HUD recently completed a confirmatory review which revealed that the Authority is in compliance with HUD guidelines regarding HQS

5. How long does the average tenant live in public housing? Please update a chart prepared for Council several years ago.

Please see Exhibit C

6. **What percentage of residents are behind in their rent and how much money does that represent?**

As of January 31, 1997, 383 of 3,738 active residents had past due rent owed to the Authority This number of delinquencies represents 10% of the total residents and $76,621 of past due rent Total rent charged during the month of January was $541,403

7. **Is there a financial shortfall? If so, how much?**

The Charlotte Housing Authority has traditionally had financial shortfalls The Authority attributes this to inadequate federal funding As indicated in the 1997-98 Budget presented on Exhibit C, the cash flow shortfall is projected to be around $331,000 See Exhibit D, "The Performance Funding System", for a detailed discussion of the inadequacy of the funding received from HUD

8. **Is there a waiting list to get into public housing? If so, how long is the list?**

Yes There are 4,831 families on the waiting list for assisted housing as of February, 1997 This includes 2,272 for public housing and 2,559 for Section 8 Vouchers and Certificates The Section 8 waiting list has been closed since October, 1993

9. **What are the statutory requirements for the City Council to take over the management of the Charlotte Housing Authority?**

According to North Carolina General Statute 157-4 1, the City Council has the authority to abolish the Housing Authority by the simple act of adopting a resolution to that effect The abolition becomes effective on the date established by the resolution, but not less than 90 days after the date of adoption of the resolution The resolution may also designate an existing redevelopment commission to exercise the powers and duties of a housing authority If the resolution does not state this, then the City Council acquires those powers

On the effective date of the resolution, all rights, obligations, responsibilities, and liabilities of the defunct housing authority are assumed by the City or the redevelopment commission, whichever the case may be

10. What services or functions have been privatized? What is their value or cost?

The following functions have been privatized by the Authority over the past few years

Lawn Maintenance	$237,529
Painting	$143,025
Pest Control	$ 96,000
Management-McAlpine/Glen Cove	$ 54,000

Decisions have also been made to place First Ward Place (Earle Village) and our Grove Place communities under private management during 1997-98 Other functions being considered for privatization include vacancy preparation and janitorial services at high-rise sites The Authority has also engaged the services of a job order contracting system (JOCS) Under JOCS, this private sector contractor uses a more efficient process to fast track the project development and procurement phases in accomplishing small to medium repair and minor new construction projects This contractor also monitors and is responsible for quality results being provided by numerous subcontractors

11. Please provide the organizational chart for the Housing Authority.

Please see Exhibit E

12. Please provide all positions and salaries over $30,000.

Please see Exhibit F

Exhibit A

Charlotte Housing Authority
1997-98 BUDGET

Operating Receipts	
Dwelling Rentals	$7,493,579
Subsidies/Grants	50,480,644
Other	1,539,839
Total Receipts	**59,514,062** (A)
Operating Expenditures	
Administration	$5,720,406
Tenant Services	2,678,454
Utilities	5,090,819
Ordinary Maint & Operations	3,915,861
General Expense	3,389,243
Rent to Owners-Section 8	10,966,788
Total Operating Expenses	31,761,572
Nonroutine Expenditures	
Extraordinary Maintenance	5,432,948
Betterments & Additions	1,729,173
Other Nonroutine Expenditures	20,724,507
Total Nonroutine Expenditures	27,886,628
Debt Svc & Replace Resrv Contrib	197,141
Total Expenditures	**$59,845,341**
Expenditures in Excess of Receipts (Decrease in Reserves)	**($331,279)**

(A) Source of Funds:

	$'s	%
Residents	7,493,579	12 59%
Federal	50,718,573	85 22%
City	832,588	1 40%
Other	469,320	0 79%
	$59,514,060	100 00%

Exhibit B

Charlotte Housing Authority
PROGRAM OVERVIEW

The programs managed by CHA include the following

1. **Public Housing**

   The conventional public housing program consists of 3,438 units in 27 developments scattered throughout Charlotte

2. **Section 8 Housing Assistance Program**

   The Section 8 Housing Assistance Program provides more than $10 million in housing assistance payments to private landlords in the Charlotte area

3. **Charlotte Housing Authority Properties, Inc.**

   This is a Charlotte Housing Authority non-profit corporation which provides housing opportunities to 82 families This entity owns Mayfield Terrace (46 units) and Villa Courts (36 units)

4. **Stepping Stone Programs**

   In 1997-98, 234 families will participate in the CHA's Stepping Stone Housing Program They live in five developments· Seneca Woods (49 units), Oak Valley (50 units), Valley View (50 units), Glen Cove (50 units), and Grove Place (35 units)

   The rent structure for each development covers the cost of management, maintenance, utilities, debt service, and operation of the Stepping Stone Housing Program Each family also pays an additional fee that is placed in an escrow account and becomes available to them at the end of the program to purchase their own homes

5. **Public-Private Developments: McAlpine Terrace and Glen Cove**

   The Authority leases 112 units for the elderly and handicapped at McAlpine Terrace and 50 units for families at Glen Cove from First Union National Bank

6. **Red Carpet Inn**

Red Carpet Inn is a 102-unit development for the elderly and disabled owned by CHA and subsidized through project-based Section 8 assistance from HUD Mecklenburg County's Hot Lunch Program has a center in the building and prepares breakfast and lunch for the residents at Red Carpet and eligible residents of surrounding neighborhoods

7. **Turnkey III Home Ownership Program**

In the late 1960's and early 1970's, the CHA constructed 404 single-family homes as a part of the Turnkey III Home Ownership Demonstration Program The families participating in this program pay 30% of their adjusted income to cover rent and utilities, a monthly savings plan, and the operating costs of the program After achieving the required program objectives, families are eligible to purchase their homes As of December, 1996, the CHA has sold 388 of the homes, and 16 homes remain to be sold

8. **Transitional Families Program**

The ***Stepping Stone Housing Program*** discussed above is part of a larger thrust toward helping families in Charlotte achieve self-sufficiency and upward mobility

The ***Gateway Housing Program*** provides an opportunity for up to 180 families to receive employment and educational training while their rents, AFDC, and Food Stamp payments are frozen They must leave within 5 years after they begin paying rent at 30% of income

HUD's ***Family Self-Sufficiency (FSS) Program*** has two components a Section 8 component and a public housing component. The FSS program provides services similar to those offered families in the Gateway program The FSS Program currently provides assistance to 259 residents in public housing.

The ***Bootstrap*** and ***Homeless Families Programs*** are similar to the Gateway Housing Program, except that housing assistance is provided through 64 Section 8 Housing Assistance Certificates (32 in each program)

Since 1994, funding from the City of Charlotte has allowed CHA to expand its self sufficiency programming CHA initiated a "Campaign for Family Self-Sufficiency" to make upward mobility the focal point of all activities Since the Campaign began, more than 203 families have made the transition from assisted housing to home ownership or the private rental market

9. Safe Neighborhood Awareness Program (SNAP)

SNAP has been very successful in assisting victims and families in the four large developments originally targeted, and it has worked in collaboration with the Charlotte-Mecklenburg Police Department to identify crime problems and work toward solutions

10. Drug Elimination Program

The CHA has received six 2-year grants from HUD to develop drug prevention programs in its developments The Drug Elimination Program works in conjunction with CHA's Safe Neighborhood Awareness Program and provides a range of services and activities focused on substance abuse prevention and treatment

Key to the success of the programs supported by Drug Elimination funding is a strong working partnership with the police All officers of the Charlotte-Mecklenburg Police Department have been authorized to act as agents of the CHA to extend the same kinds of community policing to all public housing developments

11. Youth Sports Grant

HUD funding of $125,000 is being used to support athletic, cultural, educational, and social events for public housing youths

12. Charlotte Housing Scholarship Fund

This fund is administered by the Foundation for the Carolinas and receives donations from the private sector The CHA provides administrative and staff support Since its inception in 1984, 217 public housing youth have been awarded scholarships totaling $626,509

13. Comprehensive Grant Program

The Comprehensive Grants Program (CGP) provides funding for capital improvements in federally assisted public housing Total funding of $27 million has been received since 1992

14. Urban Revitalization Grants (HOPE VI)

Earle Village
A total grant award of $41 7 million was received under HUD's Urban Revitalization Demonstration Grant Program The funds will be used for the renovation of Earle Village and to provide programs to promote economic and social development of residents

14. Urban Revitalization Grants (HOPE VI) *(con't)*

Dalton Village
In October 1996, the CHA was awarded a second HOPE VI grant This new $24 5 million grant, will be used to transform Dalton Village The primary aim of the this grant is to make the current Dalton Village community blend seamlessly into the surrounding neighborhoods and eliminate the stigma of an undesirable "public housing" site

In addition to providing training and support for residents, CHA will partner will others to promote economic development in the area

15. Housing Opportunities for Persons with AIDS (HOPWA)

The State of North Carolina is providing the Authority with $145,106 in housing subsidy funds to provide rental certificates for eligible persons infected with HIV or AIDS in Mecklenburg County

16. Family Investment Center (FIC) Grant

In January 1995, the CHA received a grant of almost $1 million to develop and operate a Family Investment Center in the Southside Homes community This Center will be a place where residents of Southside Homes and other public housing communities can get the support they need to put themselves on the road to self-sufficiency

Exhibit C

Charlotte Housing Authority
Length of Time as a Resident

The graph below displays the distribution of the length of time residents have lived at their present addresses It reveals that 54% of residents have lived in their current homes for three years or less At the other end of the spectrum, 46% of residents have lived in their current apartments for over five years With the introduction and expansion of Transitional Families programming at the CHA, the number of residents staying in public housing for five or more years should begin to decline

The majority of participants in the Transitional Families Programs have lived at their present address between one and five years The oldest of these programs is currently in its sixth year This year, the distribution of the length of time as residents from these communities will begin to decline as the first group of participants "graduates" from the program and moves out of public housing In a few cases, participants may get an extension to remain a short time longer, but most of them should move out, thereby making room for new participants

Of the residents who have been in public housing for over ten years, the majority live in either elderly housing or large family communities

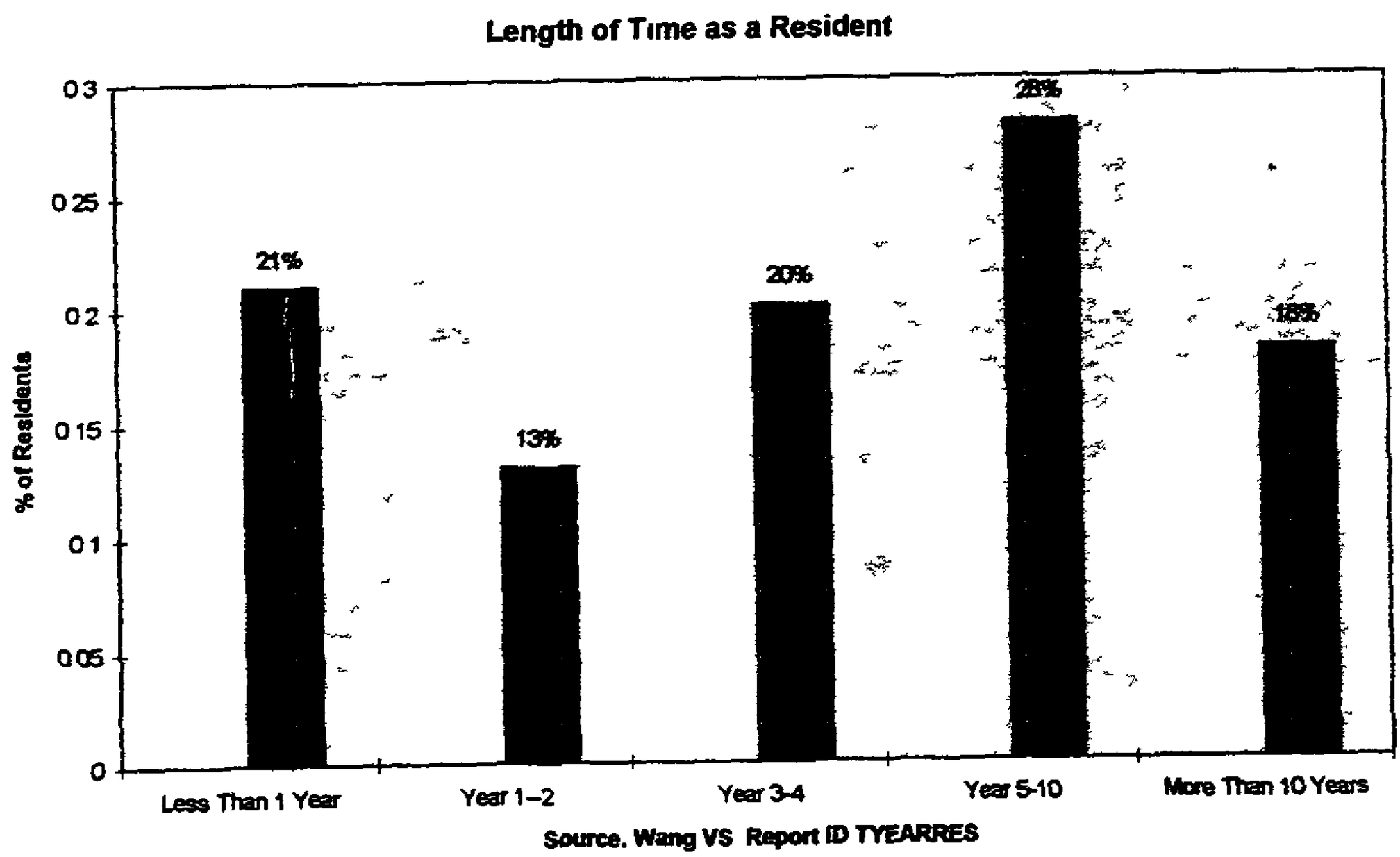

Exhibit D

The Performance Funding System

As a public housing agency, the Charlotte Housing Authority has traditionally been in a dilemma regarding funding and budgeting Ninety-eight percent of the revenue to operate the Authority comes from rents and the federal government The amount of revenue which we can expect to be available to operate our developments is strictly controlled by HUD under a funding system that is based on 1974-75 expenditures[1] without regard for local circumstances or conditions which may have impacted on funding levels Unlike the private sector or the Section 8 Housing Program, public housing is not free to set rents or renegotiate subsidy equivalent to the actual operating costs associated with apartment management or the general apartment and economic market place Instead, the Charlotte Housing Authority has been saddled with an allowable expense level which was 15% lower than the next lowest funded large housing authority in North Carolina in 1996 This information is referenced in Exhibit 1 comparing the CHA's 1996 AEL versus the 1996 AEL for four other large housing authorities in North Carolina

This lower funding level began to severely impact the Charlotte Housing Authority beginning in the mid-1980's as it attempted to adjust its wages to meet HUD-mandated guidelines for maintenance and management salaries It was further exacerbated by the increasing number of other programs related to Resident Initiatives and Drug Elimination that were required by HUD without increases in the operating budget for administering those programs

Allowable Expense Levels For Authorities of Similar Size In North Carolina, FY 1996

Charlotte	$178 49
City A	$206.27
City B	$233.26
City C	$248.18
City D	$231.56

Exhibit 1

The additional requirements would not have hurt us as much had we been funded equivalent to other large housing authorities in North Carolina If Charlotte had received the average of what the other 4 largest PHA's received, we would have had almost $2 million dollars more per year to

[1] The actual formula used to calculate the Allowable Expense Level was very complicated In addition to base year expenses the formula utilized the number of two or more bedroom units, ratio of two or more bedroom units in high-rise family developments ratio of units with three or more bedrooms, local government wage rates, and number of pre-1940 rental units occupied by poor households It uses weights and a local inflation factor to derive a Formula Expense Level for the current year and requested budgeted year

operate our programs This would also have meant that in the last six years alone, we would have received approximately $12 million more in operating subsidy to provide services to our residents and manage and maintain our properties

In 1987, Congress passed a law permitting HUD to adjust the Performance Funding Process for authorities experiencing negative effects from prior funding formulas During 1992, HUD released regulations which provided slightly more than $500,000 in additional subsidy annually However, these regulations did not provide any relief for the inequities of the past which resulted in deficits and depressed maintenance and administrative service levels They did not go far enough toward improving the artificially low operating levels of the past

Our funding inadequacy has been compounded by the fact that PFS was funded at only 96% and 89% of eligibility for fiscal years ending March 31, 1996 and 1997, respectively The 1997-98 fiscal year will be funded at only 95% of eligibility Less than 100% funding translates into a total loss of subsidy of nearly $2 million for just those three (3) years

Organizational Chart

CHA Functional Chart

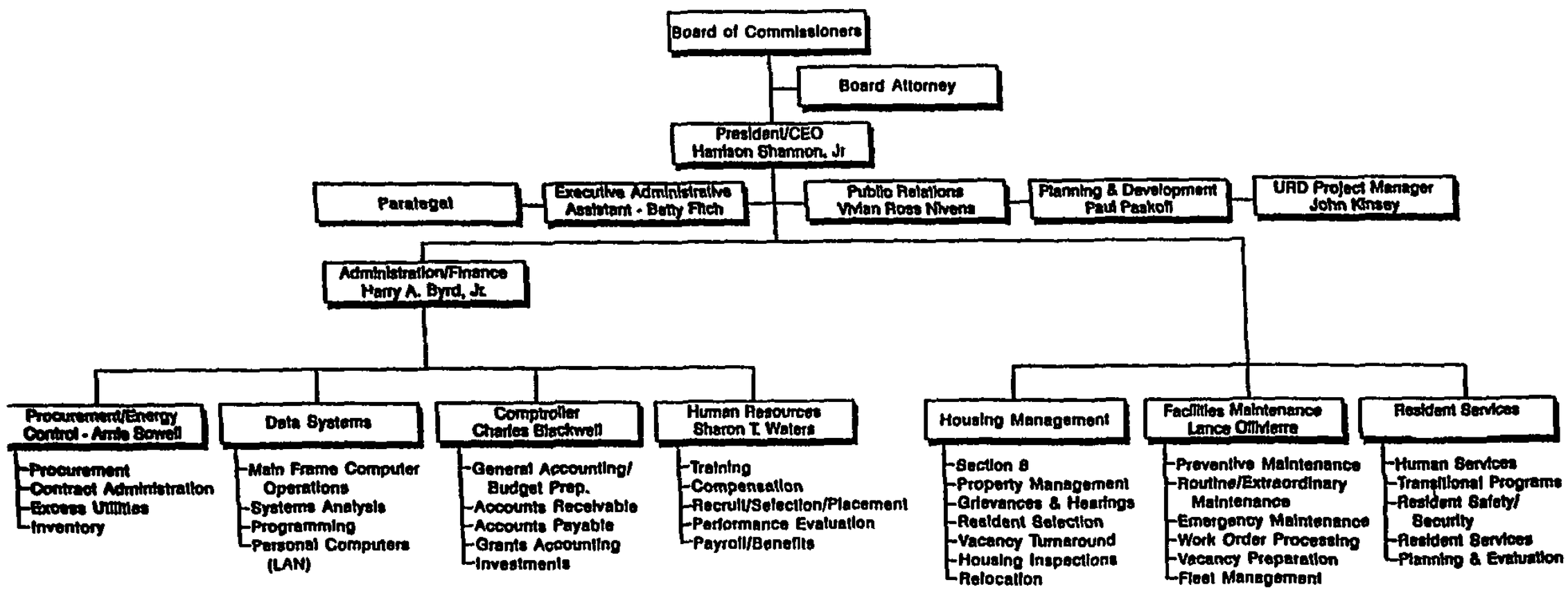

Exhibit F

HUD- 52566 *CHARLOTTE HOUSING AUTHORITY*

SCHEDULE OF POSITIONS AND SALARIES (OVER $30,000)

POSITION TITLE BY ORGANIZATIONAL UNIT AND FUNCTION	SALARY
ADMINISTRATIVE	
PRESIDENT/CHIEF EXECUTIVE OFFICER	104 279 *
V P OF ADMINISTRATION/FINANCE	78 000
INTERNAL AUDITOR	48 800
DIRECTOR OF PUBLIC RELATIONS	51 748
STAFF ATTORNEY	52 000
ADMINISRATIVE ASSISTANT I	31 000
DIRECTOR OF HUMAN RESOURCES	46 850
HUMAN RESOURCES ASSISTANT	36,177
COMPTROLLER	65 776
ACCOUNTING & BUDGET MANAGER	39 148
ACCOUNTANT I SECTION 8	31 951
ACCOUNTS RECEIVABLE ASSISTANT II	30,385
ACCOUNTANT I GRANTS	32 001
URD GRANT ACCOUNTANT	38 000
DIRECTOR OF MANAGEMENT INFORMATION SYSTEMS	60 000
MIS ANALYST	37 794
PC/LAN ADMINISTRATOR	35 339
DIRECTOR OF PROCUREMENT & ENERGY CONTROL	48 593
PROCUREMENT MANAGER	35 697
CONTRACT ADMINISTRATOR	43 638
MATERIALS/SUPPLY SUPERVISOR	33,037
SENIOR BUYER	41 999
HOUSING MANAGEMENT	
DIRECTOR OF HOUSING MANAGEMENT	60,877
AREA HOUSING MANAGER	43 786
AREA HOUSING MANAGER	45 000
HOUSING MANAGEMENT REVIEW OFFICER	31 585
MANAGER OF SECTION 8/RESIDENT SELECTION	43 000
CHIEF HOUSING INSPECTOR	32 015
SENIOR HOUSING MANAGER NC 3-2	30,000
MANAGER NC 3-3	31,235
MANAGER NC 3-9	31 050
PLANNING & DEVELOPMENT/ URD	
DIRECTOR, PLANNING & DEVELOPMENT	56,299
PLANNING & EVALUATION ANALYST	33,280
MODERNIZATION COORDINATOR	43 676
CONSTRUCTION SUPERVISOR/INSPECTOR	40 000
CONSTRUCTION SUPERVISOR/INSPECTOR	41,230
CONSTRUCTION SUPERVISOR/INSPECTOR	40,000
JOC COORDINATOR	40 000

* Includes regular salary plus $4,200 travel allowance No bonuses are paid by CHA

HUD- 52566 *CHARLOTTE HOUSING AUTHORITY*

SCHEDULE OF POSITIONS AND SALARIES (OVER $30,000)

POSITION TITLE BY ORGANIZATIONAL UNIT AND FUNCTION	SALARY
URD DIRECTOR	61 799
URD PROJECT MANAGER EARLE VILLAGE	45 750
URD PROJECT MANAGER DALTON VILLAGE	40 000
RELOCATION SPECIALIST	36 173
CONSTRUCTION SUPERVISOR EARLE VILLAGE	40 146
CONSTRUCTION SUPERVISOR- EARLE VILLAGE	37 500
ECONOMIC DEVELOPMENT COORDINATOR E V	36 225
MAINTENANCE	
DIRECTOR OF FACILITIES MAINTENANCE	62 167
SR MAINTENANCE MANAGER	47 501
SR MAINTENANCE MANAGER	52 000
MAINTENANCE TRAINING COORDINATOR	30 911
MAINTENANCE OPERATIONS MANAGER	41 400
MAINTENANCE OPERATIONS MANAGER	41 201
MAINTENANCE OPERATIONS MANAGER	40 000
MECHANIC CM SPECIAL PROJECT TEAM	31 433
RESIDENT SERVICES	
DIRECTOR OF RESIDENT SERVICES	58 818
ASST FOR PLANNING AND EVALUATION/STATISTICIAN	42 000
ASST FOR PLANNING AND EVALUATION/STATISTICIAN	40 000
TRANSITIONAL HOUSING PROGRAM	
TRANSITIONAL FAMILY PROGRAM COORDINATOR	36 263
PROGRAM COORDINATOR- URD	40 000
DRUG ELIMINATION PROGRAM	
DRUG ELIMINATION PROGRAM SUPVSR	35 909
COORDINATOR, IN-COMMUNITY TREATMENT (ICT)	34 374

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PROGRAM REVIEW

Charlotte-Mecklenburg Housing Authority Safe Neighborhood Awareness Program

I. Introduction

The UNC Charlotte Urban Institute, under contract from the Neighborhood Development Key Business of the City of Charlotte, has completed an evaluation for the program known as Charlotte Housing Authority Safe Neighborhood Awareness Program (SNAP) In accordance with the agreement between the Urban Institute and Neighborhood Development, Urban Institute staff members have evaluated the program by reviewing the agency's program reports, interviewing program staff, implementing a client satisfaction study, and designing a comparative analysis of the results of this information gathering process and the contract requirements between the agency and Neighborhood Development. This report contains analysis results and interpretive commentary, along with selected supporting information relevant to the program review.

II. *Overview of Report*

In addition to the introductory sections I and II, this evaluation report includes four primary sections—Program Overview, FY96 Contract Objectives, Program Evaluation, and Recommendations and Conclusions.

Section III - Program Overview Contains a brief overview of the program based on interviews with program staff and materials obtained from the agency administering the program The interview data and informational materials function as requisite components in developing a clear background for the evaluation

Section IV - FY96 Contract Objectives/Achievements Reviews the agency's reports to Neighborhood Development and other relevant data provided by the agency to ascertain the level of achievement according to the stipulations of the FY96 contract To ascertain the extent to which the program met its objectives in FY96, the comparative analysis focuses on the program's achievements and contractual objectives

Section V - Program Evaluation Provides an evaluation of the program based on the criteria outlined by Neighborhood Development. These criteria are evaluated, in addition to compliance with contract objectives. As specified by Neighborhood Development the following criteria are used as guidelines for the program evaluations.

- **Cost effectiveness per unit cost of service.** By utilizing appropriate data from agency reports, The Urban Institute estimates cost per unit of production in relation to total project funding.

- **Staff to production ratios.** As with cost effectiveness, this information can be estimated through service and staffing levels.

- **Quality of service.** This aspect is determined through evaluations of contracts, reports, surveys, and interviews conducted by the evaluator.

- **Client Satisfaction Survey.** Survey research is used to assess the level of client satisfaction with services provided by the program

- **Staff diversity** The number of staff is reported by race and gender

- **Strengths and weaknesses.** This brief evaluation summary a description of the strengths and weaknesses of the programs.

Section VI - Recommendations and Conclusions Any additional recommendations or conclusions regarding the program are detailed in Section VI Comments may include observations on the program which fall outside the contract objectives for the program and/or the criteria listed above, and they may included recommended changes for future program objectives and achievement measures

III. Overview of the Charlotte-Mecklenburg Housing Authority Safe Neighborhood Awareness Program.

The mission of CHA is to provide safe, sanitary, decent and affordable housing for low income families in the Charlotte-Mecklenburg Metropolitan area. CHA serves families for whom the majority of available housing is not affordable, while working with residents to increase their ability to live independently A Board of Commissioners appointed by the Mayor and the City Council oversees CHA

The Safe Neighborhood Awareness Program (SNAP) was founded in 1983 to enable CHA to fulfill its obligation to provide safe housing for low income families. As described in the FY96 contract between the City of Charlotte and the Charlotte Housing Authority, SNAP is charged with preventing crime in public housing communities and aggressively assisting in the investigation and prosecution of crimes committed in the public housing communities.[1] At present SNAP is not overseen by a steering committee or a board of directors

[1] FY96 Contract

According the FY96 contract, SNAP serves four public housing developments located in the City Within A City (CWAC) neighborhoods

Earle Village

Boulevard Homes

Dalton Village

Piedmont Courts

In addition to these sites, SNAP has unofficially served six other communities since August, 1993 These consist of six elderly/disabled communities known as the High Rises [2] The High Rises include

Charlottetown Terrace

Edwin Towers

Hall House

Parktown Terrace

Red Carpet Inn

Strawn Apartments

It is noted, however, these above-mentioned High Rise sites are not included in the FY96 contract. This evaluation will focus on the four sites stipulated in the contract.

To ensure the safety of public housing communities, SNAP works closely with the Charlotte-Mecklenburg Police Department. Officers are assigned to one of the SNAP communities and regularly patrol those areas SNAP trains the officers to enforce the public housing rules and assist in the banning process, which will be described later. Recognizing that criminal activity may be associated with economic disadvantage, SNAP also works with the Department of Social Services, the courts, the homeless shelters, the public school, drug centers, and other programs as necessary

[2] SNAP Quarterly Reports FY96

The Occupancy Review Office, located at Charlotte Housing Authority office on South Blvd., is responsible for the eviction of those residents who violate the rules according to a procedure currently in place. This specific activity, however, is no longer a part of the SNAP program management.[3]

SNAP assists persons who have been victims of crimes either as a public housing resident or as the result of an action committed by a public housing resident. SNAP encourages all crime victims to prosecute the offender and helps victims deal with the legal system

SNAP staff also presents educational and training programs on crime and fire prevention to residents The programs are tailored to the individual needs and concerns of the community. SNAP has received several requests for such training at sites other than those listed in the contract.[4] Residents, resident organization presidents, the police, and CHA staff participate in the training programs

IV. Contract Objectives/Achievements

The FY96 contract between CHA and the City of Charlotte (executed July, 1995) stipulated that SNAP meet three general performance objectives listed in Attachment A of the contract.[5] Each of these general objectives encompass several specific goals. SNAP submits quarterly reports to the City and these reports were reviewed in outlining the performance of these objectives. The following evaluation is based only on SNAP's performance at Earle Village, Boulevard Homes, Dalton Village and Piedmont Courts.

---

[3] Personal Interview, *Oct 17, 1996*
[4] Ibid
[5] FY96 Contract

Objective 1. To prevent crime in public housing communities by:

a.) Charlotte Housing Authority will maintain a building captain (Neighborhood Watch) program in each program site with 75% of the buildings represented.

Reported Achievement: 134% (average representation)

This objective was exceeded. The following graph shows the yearly average represented as a percentage of the goal (which was surpassed at all locations) [6] The goal is having 75% as many block captains as there are buildings. The buildings number an average of forty-one buildings (41) total for the four sites and an average of fifty-five (55) building captains with some monthly fluctuations [7]

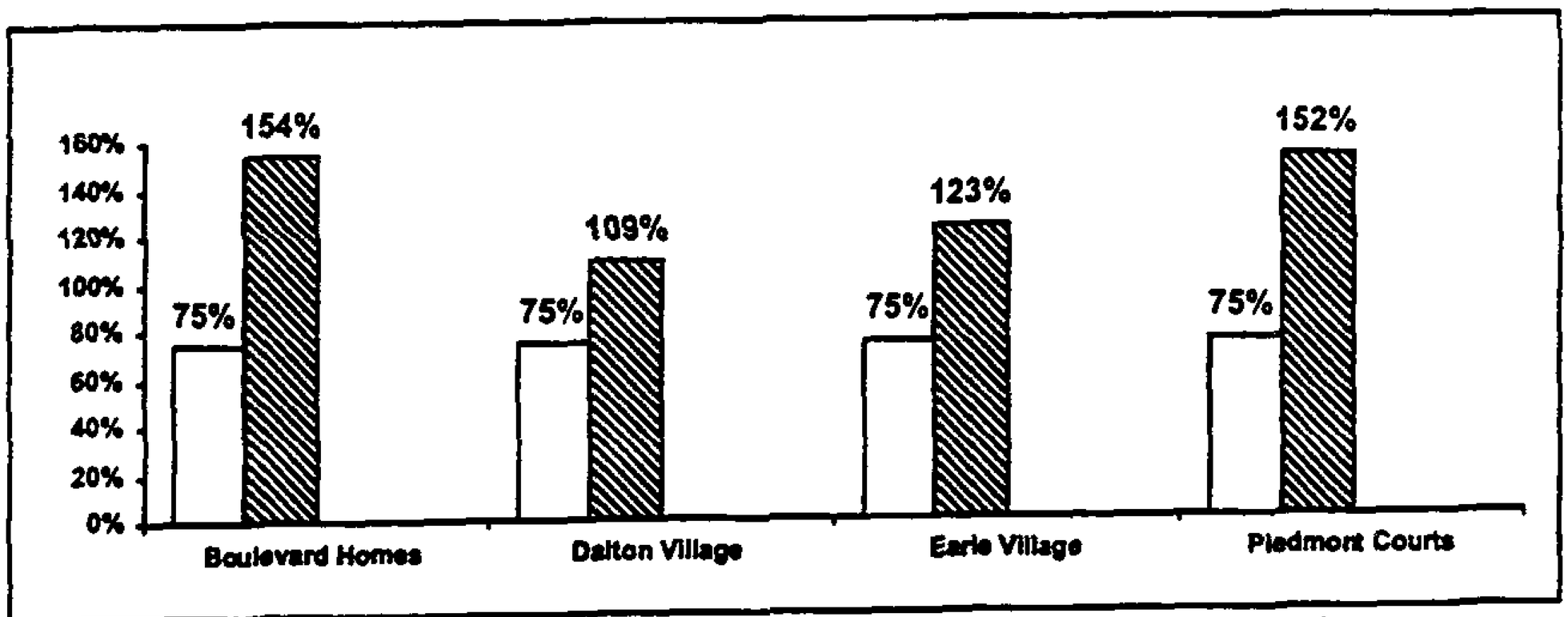

Figure 1. Comparison of Goals to Average Percentage of Building Captains to Number of Buildings Maintained by SNAP in FY96.

b) Require 90% of residents to attend the regular monthly meetings of the residents' organizations. Crime prevention information should be disseminated at each of the meetings that will make residents more knowledgeable of methods to protect lives and property.

Reported Achievement: Not reported.

[6] CHA-SNAP Quarterly Reports FY96
[7] Ibid

SNAP reported this objective as "Attend 90% of the monthly meetings of the Resident Organizations.... " with no reference to the proportion of residents actually attending meetings Because of this reporting method, it is not possible to assess the extent to which SNAP met this goal as stated in the contract. Quarterly reports to the City indicate the following average levels of attendance by SNAP at resident organization meetings:

96 5% of the meetings at Boulevard Homes

100% of the meetings at Dalton Village

58% of the meetings at Earle Village

100% of meetings at Piedmont Courts

A total of forty (40) meetings were held at these four sites SNAP staff is typically scheduled for part of the time and asked to leave for the remainder of the meeting [8]

c) Develop or arrange a minimum of 60 crime prevention programs for residents on different subjects including the following: child abuse, domestic violence, drug and alcohol abuse, female safety, household safety and fire safety.

<u>Reported Achievement:</u> 68

This objective was exceeded, with a total of sixty-eight (68) prevention programs held on the following subjects:

Child abuse

Elder abuse

Domestic violence

Drug and alcohol abuse

Female safety

Household safety

Fire safety

[8] Personal Interview, *Oct 17, 1996*

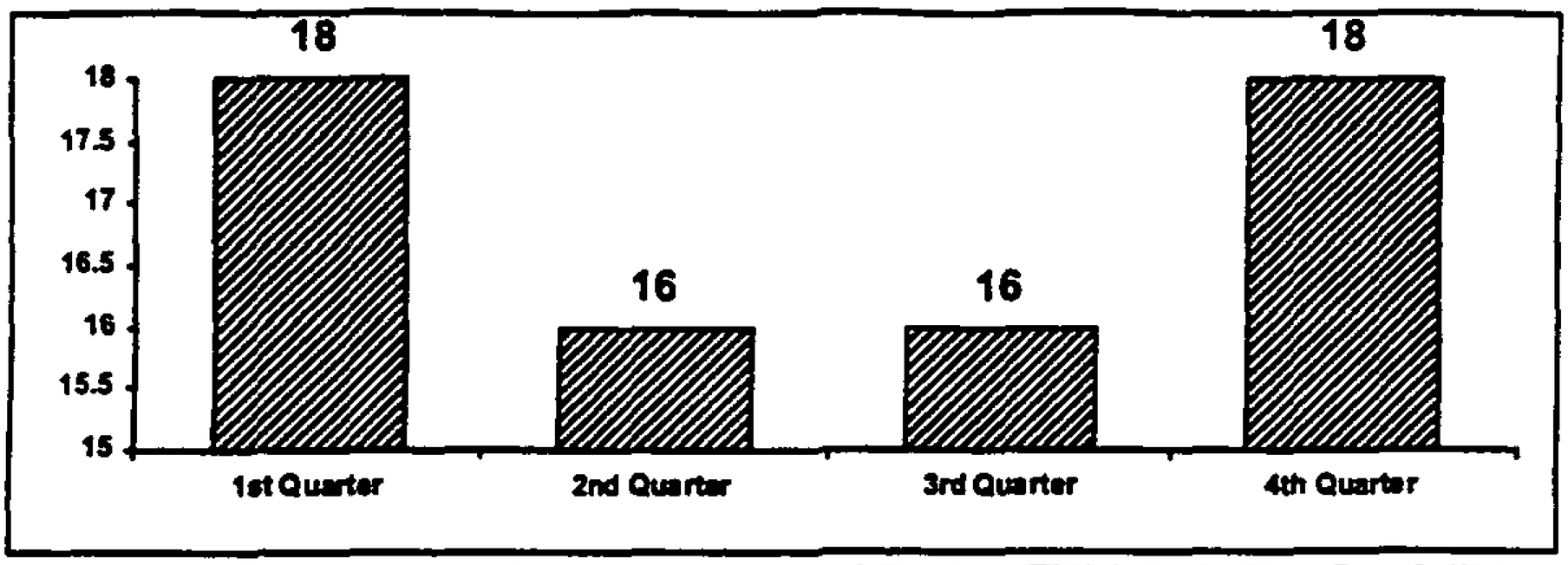

Figure 2. SNAP Sponsored Programs Offered During FY96 (including fire drills).

d.) Reducing the number of criminal offenses committed in the target communities by 5% or more each year.

Reported Achievement: **Not reported.**

Results for this objective were not included in the report to the City of Charlotte from the Charlotte Housing Authority for FY96 The agency informed the evaluator that, due to a shortage of internal CHA staff responsible for research and statistical analysis, results for this objective have not been documented in FY96 [9]

Objective 2. To aggressively assist in the investigation and prosecution of crimes committed in the public housing communities, by:

a.) Contacting 85% of the residents who have been victimized in the program sites to offer services and ensure that they follow up with the prosecution of such events where the offender is known (i.e. warrants, court appearances, and hearings).

Reported Achievement: **98%.**

This objective was exceeded, with 98% of victimized resident contacted by letter (683 of 698 victims were contacted) (See appendix for a sample of the letter.)

[9] UNCC Urban Institute SNAP Evaluation FY95

b.) **Documenting and transmitting the results or outcomes of follow-up assistance provided to victims and witnesses in at least 80% of the cases to the police department within five days of completion of the investigation.**

Reported Achievement: **96%.**

SNAP reports that 96% of the outcomes of follow-up assistance provided to victims and witnesses were documented (657 of 686), exceeding this objective.

c.) ***Meeting weekly with the police officers* assigned to each community**

Reported Achievement: **131%**

This objective was exceeded by 31%, with reported meetings totaling 376 compared to the goal of 288 weekly meetings.[10]

d.) **Surveying the Community Police Officers assigned to each community in April (1996), and require a satisfaction rating of 80% or greater.**

Reported Achievement: **Not reported.**

Results for this objective were not included in the report to the City of Charlotte from the Charlotte Housing Authority for FY96. The agency informed the evaluator that, due to a shortage of internal CHA staff responsible for research and statistical analysis, results for this objective have not been documented in FY96. A survey was conducted by the CHA, but results were not tabulated or analyzed.[11] An independent survey of Community Police Officers was conducted by the evaluator. See Section V Quality of Service for the results of the independent survey.

[10] Personal Interview, *Oct 17, 1996*
[11] Ibid

Objective 3. To maintain a database from which reports on the achievement of these objectives can be developed, by:

a.) **Maintaining records of contacts with and services to residents in order to produce a monthly status report.**

This objective was met. A form is included in the Appendix of this report which is used to gather information on the activities of the SNAP program. These reports are available at CHA and all personnel involved with the program have forms to fill out at the end of every month to contribute to the total picture of contacts and services

b) **Obtaining and maintaining copies of all police and arrest reports which occur on public housing property.**

This objective was not met. The agency explained that, even though police reports are collected by the building captains, many are missing because news media often take them if the incident is newsworthy At present, there is no attempt to copy these reports as they come in, and the records are incomplete

c.) **Obtaining electronic data files of all calls for services, police reports and arrest reports for offenses involving CHA properties.**

This objective was met On the first and fifteenth of every month a diskette is received from the police which includes all police calls for service, including domestic calls and offense reports.

V. Program Evaluation

As part of Urban Institute's agreement with Neighborhood Development, each program is evaluated based on specific criteria. The following comments are based on a review of the elements utilized for evaluating SNAP the FY96 contract, the FY96 reports, an

interview with program staff, and program materials supplied to the Urban Institute by SNAP In addition, a client satisfaction survey was designed and mailed to SNAP victim assistance clients, Block Captains, and Community Police Officers by the Urban Institute.

Cost Effectiveness per Unit Cost of Service

In FY96, SNAP's total budget from the City of Charlotte was $157,596 00 The City of Charlotte does not fund the director's salary, which represents a significant contribution to the program The average salary for the six staff members funded by the City of Charlotte was $26,266 ($157,596/6) per year

Activity units for this program can be measured in terms of the total number of residents who benefit from the SNAP services Comparing the cost per total number of residents served for FY95 and FY96·

FY96	3,739 residents	$42.15 per resident
FY95	4,118 residents	$38 27 per resident

These differences, however, reflect a change in populations served due to changes in areas of SNAP coverage funded by the City

Staff-to-Production Ratios

SNAP's staff consists of two investigators, four on-site coordinators and a director (who is not funded by the City). In FY96, the program served four communities with a combined population of 3,739 residents The staff-to-resident ratio for FY96 is 1 623 (compared to a ratio of 1.686 for FY95) These differences reflect a change in populations served due to changes in areas of SNAP coverage funded by the City

In FY96 the agency reported that 698 residents were the victims of crime A total of 683 (98%) were contacted by the program, suggesting that the four on-site coordinators had a caseload of 170 clients each. This compares to 696 victims contacted in FY95 for a very similar caseload of 174 clients each. Many of these "contacts," however, were in the form of a letter, not a personal contact.

Quality of Service/Client Satisfaction Study

Methods

Questionnaire mailers with pre-paid postage return envelopes were mailed to a sample of SNAP's clients and others knowledgeable about client service using lists provided by the agency The three (3) groups surveyed were victims who were assisted by the program, Block Captains, and Community Police Officers who work with the program The questionnaires were specifically designed to improve response rates from traditionally difficult-to-reach population. Satisfaction questions used in the mailer were adapted from the Client Satisfaction Questionnaire (CSQ) developed and standardized by Attkisson, Hargreaves, and Nguyen (1979) Five questions were used to rate client satisfaction on a scale of 1 (poor) to 4 (excellent) (See appendix for samples of the questionnaires)

Results

SNAP Mail Survey/Victims Assisted

Mail Survey Response Rate 14% (6 of 43)

Satisfaction Rating. 3.37 (Scale of 1 to 4)

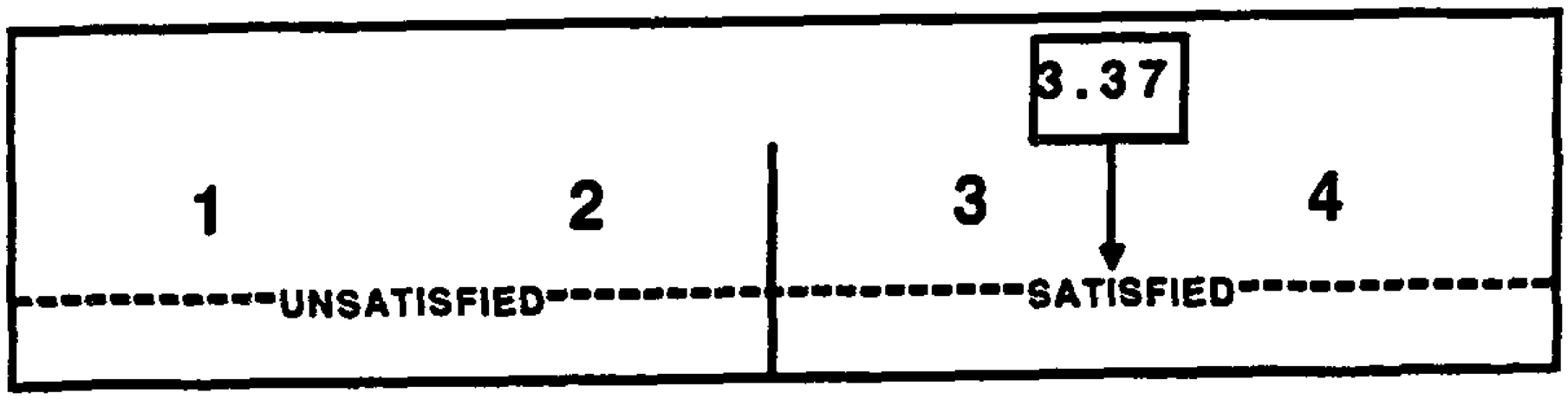

Figure 2. SNAP Client Satisfaction Mail Survey Results/Victims Assisted

CHA SNAP Program Review
Urban Institute, UNCC
January 1997

SNAP Mail Survey/Block Captains

Mail Survey Response Rate 19% (11 of 53)

Satisfaction Rating: 2.98 (Scale of 1 to 4)

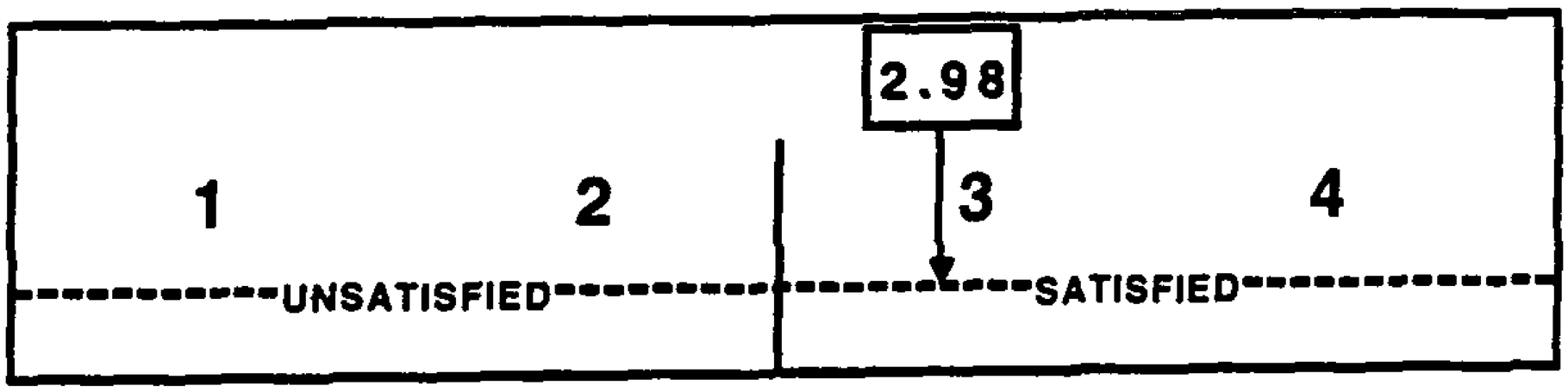

Figure 3. SNAP Client Satisfaction Mail Survey Results/Block Captains

Client Satisfaction Study Summary

As is true of most organizations, the SNAP does not provide perfect service Results of the surveys indicate, however, that the majority of respondents are satisfied With a 3 37 satisfaction rating from the mail survey of victims assisted by the program, SNAP earns a score roughly equivalent to a "B+" grade Block Captains give the program's service a somewhat lower rating, with a 2 98 score, which is still equivalent to a "B" grade In general, the current client satisfaction levels as reported by victims and Block Captains appear to be within an acceptable range.

SNAP Survey/ Community Police Officers

Survey data from Community Police Officers assigned to SNAP areas, although incomplete, offer some additional insight into the impact of the program. Questionnaires were delivered through their Division Commander to the seven (7) Community Police Officers identified by SNAP as assigned to the program Four (4) of the officers have responded to date (57% response rate).

Two (2) of the Officers rated the program a B (3 00 on a scale of 1 to 4) and provided no additional comments The two additional Officers rated the program an F (1 00 on a scale of 1 to 4) One said he had "seen no change or seen anything different from before SNAP was instituted." He continued to comment that "I do know we have a SNAP person assigned to certain sites but I do not know what their job is even though I have contact with that person on a weekly basis " The other Officer with a negative assessment of SNAP emphasized the need for greater community involvement. He said "until you get the community involved in their neighborhood no program will work. We need to find a way to make residents proud of their community "

The fact that two of the four Community Police Officers assigned to the program who responded to the survey had very negative responses should be a cause for concern And when one of them is not familiar with the program, even though he has substantial contact with a SNAP representative, the results are even more disquieting

Staff Diversity

As Table 1 indicates, 100% of the staff is African American, 67% is female and 33% is male The gender and ethnic make-up of the staff does resemble the profile of CHA residents at the SNAP sites served with 84 2% females and 94 4% African Americans [12] SNAP personnel, however, are not representative of the City of Charlotte which, as of 1990, were 31.8% African American and 52.5% female.

Table 1. Distribution of SNAP Staff by Demographic Characteristics

Title	Gender	Race
Investigator	Male	African American
Investigator	Male	African American
Site coordinator	Females	African American
Site coordinator	Females	African American
Site coordinator	Females	African American
Site coordinator	Females	African American

[12] Urban Institute Evaluation FY95

Note The Director of the program is paid 100% by the Drug Elimination HUD grant

Strengths and Weaknesses

The achievements of SNAP for FY96 were somewhat mixed, with seven (7) of the contract's goals met or exceeded, but with the remaining five (5) goals either not met or with outcomes that were not documented. Of the unmet goals, several were of major importance to the overall objectives of the contract. For example, the proportion of residents attending meetings was not documented (90% goal), and the reduction in criminal offenses committed in the target communities (5% goal) was not reported, even though the agency collects from the police and maintains data files of all calls for service, police reports, and arrest reports for offenses involving CHA properties A police survey required by the contract was not completed, and all police/arrest reports are not systematically obtained and copied. The contract requirement to "aggressively" assist residents who have been victimized is currently being fulfilled by sending victims a form letter offering assistance--an offer of assistance which is followed up by the site coordinator The exact nature of this follow up is also not documented. The results of actual victim assistance are not recorded (including information on offender apprehension and prosecution efforts) A list of the victims who were actually served by SNAP in FY96, which was given to the evaluator for the client satisfaction survey, included only 53 names. This suggests that only 8% (53/698) of the victims who were identified and contacted were actually served. If this is true, a much more clearly defined distinction between "contacted" and "assisted" needs to be established in the contract.

The customer satisfaction survey suggests that the majority of people who actually received victim's assistance were satisfied, with survey respondents giving SNAP a "B+" grade (CSQ score of 3.37). But considering that this survey sample represents only about 8% of the victims who could have been served, questions remain about the overall

efficacy of the program. Block Captains give the program's service a lower client satisfaction rating (2 98 CSQ score) for a "B" grade

Data from the independent Community Police Officer survey, although somewhat limited, suggests that half of the officers responding find the program unsatisfactory, and one of the officers who works with the program is completely unfamiliar with its activities even though he has weekly contact with a SNAP representative

The cost effectiveness of SNAP is difficult to assess, but comparisons of the total populations served suggest a cost increase in FY96 of about 10% If accurate data were available on the number of residents attending meetings, crime rate changes, and the actual number of victims assisted, cost factors could be calculated in a more meaningful way Crime prevention and victim assistance for residents of public housing are important issues, and SNAP has the potential to make a significant contribution in both areas The current lack of data makes a definitive assessment of the program's success in addressing these issues very problematic

VI. Recommendations and Conclusions

It is incumbent upon the program to collect, analyze, and supply the data required by the contract. Explanations for the lack of data involving internal staffing problems do not remedy the lack of compliance with contract requirements. External professional assistance could be used by SNAP to meet these requirements.

Greater clarity in the contract objectives would also be a valuable improvement. For example, what does "aggressively" mean in terms of assisting crime victims, and what type of "follow up" is expected when a victim has been contacted It is also important to document the actual services rendered to victims and the outcomes of these efforts to

support victims of crime. The inability to obtain all police/arrest reports suggests an inappropriate follow up system. If data are being collected from the police and data files are maintained by the agency, why are the data not available for analytical purposes? The contract should stipulated the uses of these data files in creating the needed crime rate statistics

If the Community Police Officers who work with the program are unfamiliar with its activities or do not support its objectives, serious questions are raised about the operation of the program Establishing and maintaining a positive working relationship with the police would appear to be of paramount importance in achieving the overall objectives of the program

Appendix

The following comments were submitted to the evaluator on January 9, 1997 Since the deadline for such comments was December 17, 1966, it is not possible to incorporate the comments into the body of this report. The comments are included verbatim in this appendix, however, since they address a number of the deficiencies of the program and may be useful in future analyses

MEMORANDUM

TO: Fred Rasmussen, Consultant
Urban Institute, UNC-Charlotte

FROM: Kimberly Minter, Interim Director of Resident Services
Charlotte Housing Authority

DATE: January 9, 1997

SUBJECT: SNAP Evaluation

This memo is to share with you some additional information I have obtained since your submission of the SNAP evaluation. Bob Mobley, the manager of the SNAP department, has since left our agency effective December 27, 1996

I did not get a great deal of cooperation from him in terms of providing me with pertinent information and various reports I was somewhat isolated from having direct contact with his staff I had given this report to him for his comments, because I knew that you had spoken to him in the preparation of the document. He indicated that it seemed pretty thorough and I reiterated that sentiment to you. However, yesterday after having extensive meetings with his previous staff, from about 10 00 a m until about 4 00 p m , I was able to discover some information that was extremely enlightening. I would like to share it with you

More specifically, I discovered that I was able to find out that information that was shown on the report as information not reported was attainable. The unfortunate issue is that SNAP staff was not made aware of the goals and objectives they were supposed to ultimately be working to achieve and also not aware of the data they should have been maintaining

We went through with a fine-tooth comb, that is, we went through the report in its entirety, and my overall findings were disheartening to say the least The SNAP staff felt that they were never given clear direction and were put in situations by their supervisor that failed to allow them to function a team

Thus, I think it is important for us to go back and revisit some specific areas

- **Ninety Percent of Residents' Participation in Resident Organization meetings**

  SNAP staff had no control of these numbers or percentages Often times SNAP staff was not informed of RAC meetings nor invited As of a year ago, the Resident Organizations invited SNAP only if they wanted their presence to address certain concerns

- **One of the other areas was "reducing the number of criminal offenses in the target areas by 5% or more"**

  The staff feels that has taken place in their respective communities We are going to get the necessary numbers for verification

- **Objective 3 "obtaining and maintaining copies of all police and arrest reports which occur on public housing properties"**

  Staff said they had several of those records and they weren't really clear about why that objective was not met, but then again, they were not aware that it was a point which they would be evaluated on in the report

- **Numbers indicated on the actual incidents, were 698, showing 53 assisted.**

  You said we needed to explain they differentiation between "assisted" and "contacted". All victims that had an incident were contacted initially by a letter and after that process, a follow-up visit by the On-Site Coordinator. SNAP staff indicated to me that they were told to take a sampling, to get at least 10 or so from their respective areas, and turn those in. But there are several more "assists", in other words, there are several instances where On-Site Coordinators have actually assisted the victims in doing referrals, etc and we have those documentated. Also, they wanted to investigate how the number 698 was obtained. Their question was the following: Is this number representative of incidents with all CHA sites or just the targeted sites?

There is no question that there are problems within the department that need to be addressed However, it is important for us to realize that there were managerial issues that did not afford the staff the clarity and direction needed and even more importantly accounted for several of discrepancies that took place in the implementation and effectiveness of the SNAP program

I would like to opportunity to go back and compile all data that we have access to within the next two weeks for documentation purposes

Thanks so much for allowing me the opportunity to submit this extremely pertinent information and I look forward to talking with you soon

cc Harrison Shannon, Jr
Harry Byrd, Jr
Sharon Waters
SNAP Staff

CHA Housing Authority
OF THE CITY OF CHARLOTTE N.C.

Harrison Shannon, Jr
Executive Director

Administrative Offices: 1301 South Boulevard
Post Office Box 36795
Charlotte North Carolina 28236
Telephone (704) 336-5183
TDD (704) 336-5262
Fax (704) 336-5237

October 11, 1996

RE. OFFER OF ASSISTANCE

Dear

The Housing Authority recently received a Police Report dated October 8, 1996 indicating that you were the victim of the following crime Attempted breaking and entering

The Housing Authority is committed to making our developments safe, decent, sanitary communities in which to raise a family Because of the nature of this incident, we would like to assist you in any way we can to insure that similar incidents do not happen again Your cooperation with the manager and our staff is essential if we are to effectively assist you and your family in finding a solution to this problem

If you wish our assistance in this matter, please call Daisy Robinson at 336-7531 Everything you tell this person will be kept absolutely confidential

FOR THE HOUSING AUTHORITY OF THE
CITY OF CHARLOTTE, N C

Robert Mobley
Safety and Security Manager

cc: Resident Safety File
Manager

92-24

The Urban Institute
The University of North Carolina at Charlotte

We need your help!! Please help us improve a program you recently used by giving us your honest opinion about it.

Read on to see how easy it is to **make your ideas count**

You recently were assisted by the **Safe Neighborhood Awareness Program** of the Charlotte Housing Authority

Please spend just a minute or two answering a few questions about the service you received We are interested in your honest opinions, whether they are positive or negative. Please answer all of the questions Your responses are anonymous and confidential

Your opinion matters!! Just circle the words that best describe your experience Then put this letter in the pre-paid envelope and mail it No postage needed

Thank you very much for your help.

Please circle the words that best describe your experience with the **Safe Neighborhood Awareness Program.**

1 How would you rate the quality of the service you received?

Excellent Good Fair Poor

2. Did you get the kind of service you wanted?

No Not really Somewhat Yes

3. If a friend needed the same kind of help, would you send him or her to this program?

Definitely Probably Not likely No

4 If you needed help again, would you go back to this program?

No Probably not Maybe Definitely

5 Overall and in general, how satisfied were you with the service you received?

Very satisfied Mostly satisfied Mildly unsatisfied Very unsatisfied

Comments

The Urban Institute
The University of North Carolina at Charlotte

We need your help!! Please help us improve a program you are familiar with by giving us your honest opinion about it.

Read on to see how easy it is to **make your ideas count**

As a Block Captain for the Charlotte Housing Authority, you have observed the **Safe Neighborhood Awareness Program**.

Please spend just a minute or two answering a few questions about this program We are interested in your honest opinions, whether they are positive or negative. Please answer all of the questions. Your responses are anonymous and confidential.

Your opinion matters!! Just circle the words that best describe your observations Then put this letter in the pre-paid envelope and mail it. No postage needed

Thank you very much for your help.

Please circle the words that best describe your observations of the **Safe Neighborhood Awareness Program**

1 How would you rate the quality of the program you observed?

Excellent Good Fair Poor

2. Do residents get the kind of service they want from the program?

No Not really Somewhat Yes

3 If a friend needed help, would you send him or her to this program?

Definitely Probably Not likely No

4 If you needed help, would you go to this program?

No Probably not Maybe Definitely

5. Overall and in general, how satisfied are residents with the service they receive from this program?

Very satisfied	Mostly satisfied	Mildly unsatisfied	Very unsatisfied

Comments:

UNC CHARLOTTE
The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte N C 28223 0001

Urban Institute
704/547 2307
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PROGRAM REVIEW

Charlotte Housing Authority Self-Sufficiency Program

I. Introduction

The UNC Charlotte Urban Institute, under contract from the Neighborhood Development Key Business of the City of Charlotte, has completed an evaluation for the program known as Charlotte Housing Authority Self-Sufficiency Program (SSP). In accordance with the agreement between the Urban Institute and Neighborhood Development, Urban Institute staff members have evaluated the program by reviewing the agency's program reports, interviewing program staff, implementing a client satisfaction study, and designing a comparative analysis of the results of this information gathering process and the contract requirements between the agency and Neighborhood Development. This report contains analysis results and interpretive commentary, along with selected supporting information relevant to the program review.

II. Overview of Report

In addition to the introductory sections I and II, this evaluation report includes four primary sections—Program Overview, FY96 Contract Objectives, Program Evaluation, and Recommendations and Conclusions.

Section III - Program Overview Contains a brief overview of the program based on interviews with program staff and materials obtained from the agency administering the program. The interview data and informational materials function as requisite components in developing a clear background for the evaluation.

Section IV - FY96 Contract Objectives/Achievements Reviews the agency's reports to Neighborhood Development and other relevant data provided by the agency to ascertain the level of achievement according to the stipulations of the FY96 contract. To ascertain the extent to which the program met its objectives in FY96, the comparative analysis focuses on the program's achievements and contractual objectives.

Section V - Program Evaluation. Provides an evaluation of the program based on the criteria outlined by Neighborhood Development. These criteria are evaluated, in addition to compliance with contract objectives. As specified by Neighborhood Development the following criteria are used as guidelines for the program evaluations.

- **Cost effectiveness per unit cost of service.** By utilizing appropriate data from agency reports, The Urban Institute estimates cost per unit of production in relation to total project funding.

- **Staff to production ratios** As with cost effectiveness, this information can be estimated through service and staffing levels.

- **Quality of service.** This aspect is determined through evaluations of contracts, reports, surveys, and interviews conducted by the evaluator

- **Client Satisfaction Survey.** Survey research is used to assess the level of client satisfaction with services provided by the program

- **Staff diversity.** The number of staff is reported by race and gender.

- **Strengths and weaknesses** This brief evaluation summary a description of the strengths and weaknesses of the programs.

Section VI - Recommendations and Conclusions. Any additional recommendations or conclusions regarding the program are detailed in Section VI. Comments may include observations on the program which fall outside the contract objectives for the program and/or the criteria listed above, and they may included recommended changes for future program objectives and achievement measures.

III. Overview of Charlotte Housing Authority Self-Sufficiency Program

According to the Charlotte Housing authority brochure, 'The Campaign for Family Self-Sufficiency' has five major programs:

1. Family Self-Sufficiency Program
2. Bootstrap Program
3. Homeless Program
4. Gateway Housing Program
5. Stepping Stone Program

Gateway and Stepping Stone were started in 1989 and were targeted to serve 100 families in each program. In November 1992, 50 units at Seneca Woods were added to Stepping Stone inventory. As of January, 1996, these programs expanded to include a total of 149 families in the Stepping Stone Program, 120 families in the Gateway Program, 64 families in the Homeless/Bootstrap Program, and over 200 families in the Family Self-Sufficiency

Program. These programs are also referred to as "Transitional Families Program" (TFP) and are intended to move families from public housing into home-ownership over a five year period.

Residents of public housing, or those on the waiting list for more than six months, who have total family incomes of less than $12,500 per year, may be targeted by the SSP. Preference is given to those enrolled in Work First or participants in other self-sufficiency programs.[1] Clients are referred to the program by JTPA and by public housing managers who distribute TFP applications on site. Clients are placed on the waiting list by coming to the office located at Piedmont Courts and signing verifications of employment and rental. Waiting periods depend on vacancy rates [2]

IV. FY96 Contract Objectives/Achievements

According to the contract entered into on July 1, 1995, between the City of Charlotte and the Charlotte Housing Authority, SSP was required to achieve three goals as follows:

Goal 1: **Increase human development and self-sufficiency through educational, training and employment opportunities**

Goal 2: **Increase home ownership in CWAC neighborhoods.**

Goal 3: **Reduce crime in the CWAC neighborhoods and business areas.**

These three goals were to be achieved through the strategy of five objectives as follows:

Objective A. Enhance CHA's capacity to serve up to 280 assisted housing families per year.

Actual number of participants assisted **332**

[1] Transitional Families Program Brochure
[2] Personal Interview, *Oct. 15, 1996*

SSP exceeded this goal by assisting 19% more families than the targeted objective See the appendix for a more detailed description of how the program functions and the types of assistance provided to clients

Objective B. To improve collaboration between CHA and key supportive agencies.

To facilitate access to the program, SSP made contacts with six (6) key supportive agencies, including the Department of Social Services, Employment and Training, Family JumpStart, Children and Family Services, UNCC, and Johnson C. Smith University Key supportive agencies also entered into memoranda of understanding with the Charlotte Housing Authority. Four (4) such agencies have memoranda of understanding Quarterly meetings were held with Charlotte Housing Authority, key supportive agencies, and residents In FY96, six (6) such meetings were held with the above-mentioned agencies/institutions

Copies of the memoranda of understanding and schedules of the meetings held were promised by the agency but have not yet been received by the evaluator

Objective C—To increase access to case management services by residents.

Case Workers for the program have a caseload in FY96 of approximately 47 clients per worker.[3] This ratio of 1.47 represents a substantial increase in caseloads from the 1 39 ratio of FY95. The total number of clients served for both years was approximately the same (332). These findings indicate that this objective was not achieved because there has been no increase in the case management services delivered The data suggest that access has decreased in FY96

[3] Ibid

Note: The SSP report to the City for the 4th quarter indicates a 1 40 Case Manager to participant ratio, but these numbers include counting interns as case managers.[4]

Objective D. To improve the employability of participants in the self-sufficiency program.

Every SSP applicant receives an employability assessment. A total of 330 participants completed employability assessments after enrollment into the program for FY96 [5] There is, however, no ongoing record maintained to show employment status changes, such as being employed or moving from part-time to full-time status or changes in wage rates Assessing the actual employability and employment history of clients is impossible since objective data on employment outcomes is not available This is a critical area that needs improvement (see Section VI Recommendations and Conclusions for additional comments related to this deficiency)

Objective E. Prevent crime in housing communities and aggressively assist in the investigation and prosecution of crimes committed in public housing communities.

Results for this objective were not included in the report to the City of Charlotte from the Charlotte Housing Authority for FY96. The agency informed the evaluator that, due to a shortage of internal CHA staff responsible for research and statistical analysis, results for this objective have not been documented in FY96. This is another critical area that needs to be addressed. A portion of the funding allocated to this program is intended to pay for crime prevention and the research required to document the results (see Section VI Recommendations and Conclusions for additional comments related to this deficiency).

[4] Personal Interview, Oct 15, 1996
[5] Ibid

Achievement Measure: 50 public housing units made available due to families moving into ownership.

Actual achievement reported: 24

In FY96 SSP reported that a total of 42 participants moved into either private sector home-ownership or rental.[6] The goal, however, stipulates "ownership" The breakdown of SSP participant's private sector residence status is as follows

Families moved into a rental in the private sector:	14
Families moved into a rental with option to buy in the private sector	04
Families moved into a purchased home in private sector	24

The reported ownership success rate does not fulfill the stated achievement measure of home-ownership for at least 50 families because only 24 (48%) of the participants were placed in private sector purchased homes The agency explained, however, that there is a result of the "pipeline" phenomenon at work with this achievement measure According to the Director of the SSP program, the nature of the program is that individuals begin at year one and take up to five years to eventually move out of public housing She argues that because 69 program participants completed the program and moved out of public housing in FY95, fewer participants were nearing the completion of the program and were prepared to achieve self-sufficiency in FY96.[7] If this is true, FY97 should produce a much larger group of self-sufficient clients because of the small number "graduated" in FY96.

[6] TFP Completions list FY96
[7] Personal Interview, *Oct 15, 1996*

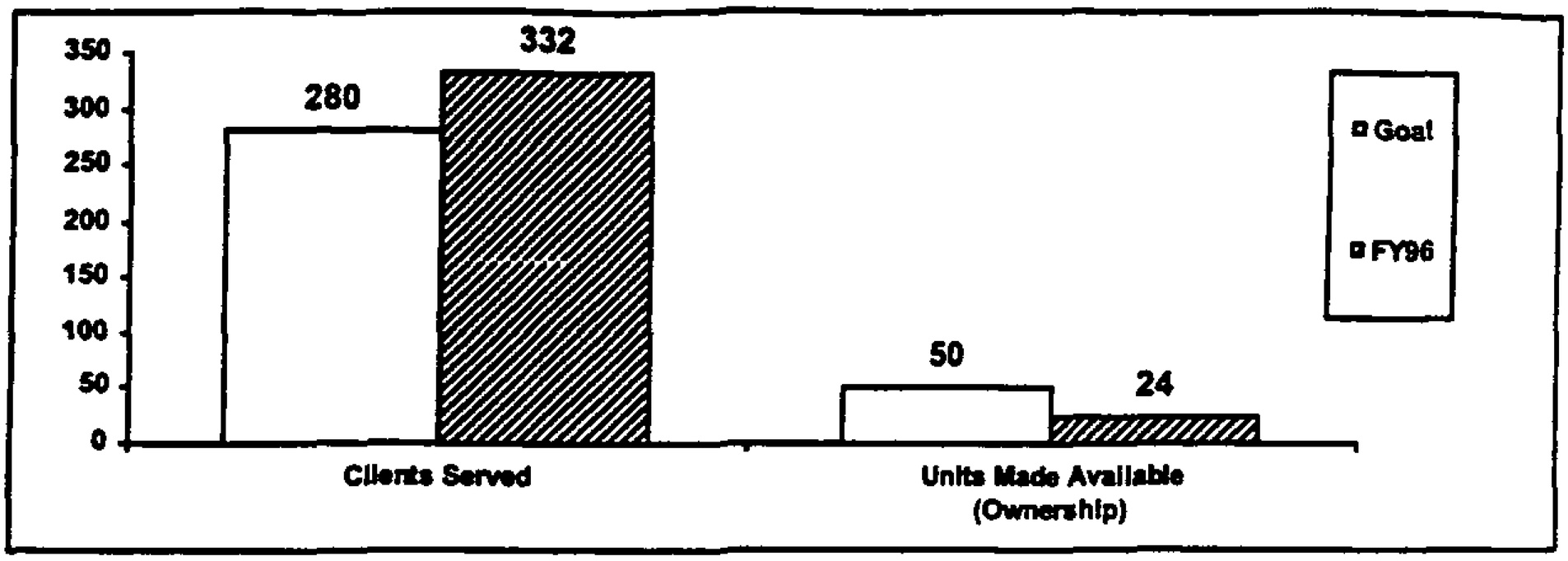

Figure 1. FY96 goals of clients served (families) and achievement measure goal (units made available through ownership) compared with actual FY96 achievements. (The numbers of units made available for FY96 reflects only those who are now in the private sector through home ownership as stipulated in the contract.)

Monitoring Schedule

Performance levels in FY96 are indicated in the following table, with goals and actual achievement levels reported by quarter [8]

Table 1. FY96 Monitoring Schedule of Performance by SSP

Quarter	Actual housing units made available	Goal in FY 96 contract
1st Quarter	11 = 22%	25%
2nd Quarter	13 = 26%	50%
3rd Quarter	28 = 56%	75%
4th Quarter	42 = 84%	100%

The SSP Program did not meet the objectives of the FY96 monitoring schedule. Furthermore, if those participants who purchased homes in accordance with the contract's goal are separated from those who rented, the actual achievement of the monitoring schedule goals would be decreased substantially

[8] CHA Quarterly Reports

V. Program Evaluation

As part of Urban Institute's agreement with Neighborhood Development, each program is evaluated based on specific criteria The following comments are based on a review of the elements utilized for evaluating Family Self-Sufficiency Program· the FY96 contract, the FY96 reports, an interview with program staff and program materials supplied to the Urban Institute by SSP. In addition, a client satisfaction survey was designed and mailed to SSP clients by the Urban Institute.

Cost Effectiveness per Unit of Service

According to discussions with program staff and the contract review, the SSP program was funded by the City for $350,000 during the FY96 Cost effectiveness can be evaluated by looking at successful outcomes and total numbers of clients served When cost effectiveness is viewed from the standpoint of achievement measures stipulated by the contract, the unit cost for FY96 is $14,583 per client (with 24 families moving into the private sector as home-owners). When the total number of 42 clients moving into the private sector (renting or buying) is tabulated, the cost per successful outcome is $8,333. Compared to the FY95 cost per successful outcome of $5,072 (total of 62 clients moving out of public sector housing), FY96 represents a 64% increase in unit cost Comparing unit costs for the total number of participants served in SSP programs (FY96 = 332, FY 1995 = 268), unit costs are $1,054 for FY96 and $1,306 for FY95 If the Dalton Village participants are included for FY95, unit costs are identical ($350,000/332 = $1,054).

Staff-to-Production Ratios

Seven case managers handled an average of 47 clients each (1:47 ratio), with a total of 42 participants successfully completing the program in FY96. This compares to a 1 39

client-to-case manager ratio for FY95, which is substantially lower[9] Once again, if the number of clients who purchased homes is used as the measure of successful outcomes, the staff-to-production ratio becomes 1 3 4 (7 24)

Note The SSP report to the City for the 4th quarter indicates a 1 40 Case Manager to participant ratio, but these numbers include counting interns as case managers[10]

Quality of Service/Client Satisfaction Study

Methods

Self mailers with pre-paid postage return cards were mailed to a sample of SSP's clients using a list provided by the agency The mailers were specifically designed to improve response rates from this traditionally difficult-to-reach population Satisfaction questions used in the mailer were adapted from the Client Satisfaction Questionnaire (CSQ) developed and standardized by Attkisson, Hargreaves, and Nguyen (1979). Five questions were used to rate client satisfaction on a scale of 1 (poor) to 4 (excellent) (See appendix for a sample of the mailer)

Results

Mail Survey Response Rate 12% (46 of 380)

Satisfaction Rating: 3 00 (Scale of 1 to 4)

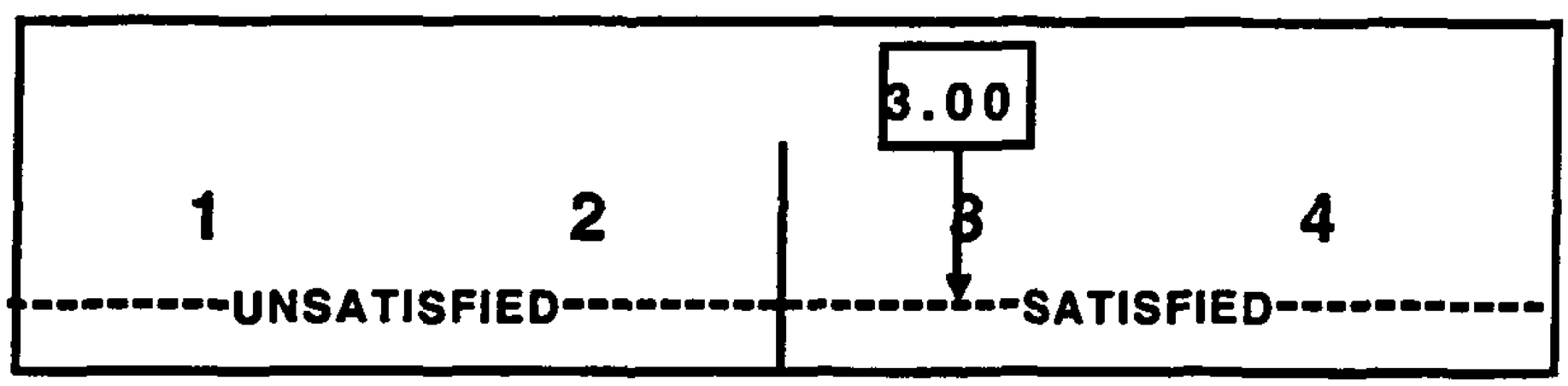

Figure 2. SSP Client Satisfaction Mail Survey Results

[9] Personal Interview, *Oct 16, 1996*
[10] *Ibid*

Fifteen (15) mail survey respondents made specific comments regarding the service they received (5 positive, 10 critical) See the appendix for verbatim comments from mail responses

Client Satisfaction Study Summary

As is true of most organizations, the SSP does not provide perfect service. Results of the survey indicate, however, that the majority of respondents are satisfied With a 3 00 satisfaction rating from the mail survey, SSP Program earns a score roughly equivalent to a "B" grade Critical comments from the mail survey outnumbered the positive comments 10 to 5, and most of the complaints mentioned were related to program content and length as well as a perceived lack of concern by program staff These results suggest that the SSP Program should work to improve customer service, especially in the area of program content and staff attitudes In general, however, the current client satisfaction levels overall appear to be within an acceptable range

Staff Diversity

The SSP program reported thirteen employees on staff as follows

Table 2. Distribution of SSP Staff by Demographic Characteristics

Title	Gender	Race
Case Manager	Male	African-American
Case Manager	Female	African-American
Case Manager	Female	African-American
Case Manager	Female	African-American
Case-Manager	Female	African-American
Case Manager	Female	African-American
Case-Manager	Female	African-American
Intern	Female	White
Intern	Female	White
Intern	Female	African-American
Intern	Female	African-American

Intern	Female	African-American
Intake Person Specialist	Female	African-American

The staff of SSP is primarily comprised of females (92% of the staff) and African Americans (85% of the staff) When compared to the demographics of the Charlotte area based on the 1990 census (52% are female and 32% are African American) these two groups are over-represented on the staff, and males are under-represented. The staff demographics may be appropriate when the demographics of the clients served is considered

Strengths and Weaknesses

While the CHA SSP program assisted 19% more clients in FY96 than stipulated in the contract from the City, the agency did not meet any of the other contract goals (or was incapable of documenting the results of its efforts related to the goal) Specifically, improved employability, increased agency collaboration, and crime prevention outcomes were not documented. On the overall achievement measure, SSP achieved only 48% of its private-sector home ownership goal. At the same time, unit costs per successful outcome increased a dramatic 64% to $14,583 per client

These outcomes are explained by the agency in terms of a "pipeline" effect, where a relatively high success rate in FY95 (69 successful clients moving into private sector housing) depleted the number of participants near the end of the program who would have been available for the transition to private-sector housing in FY96. The lack of data on crime prevention outcomes is attributed by the agency to internal staffing problems at the CHA, and inadequate data to document outcomes related to agency collaboration and client employability also appears to be an internal problem within the agency Staff turnover may have contributed to these problems, with SSP hiring three (3) new case

managers and a new intake specialist in FY96 Monitoring schedule goals were also not achieved (84% of goal at the end of the year, and results under the goal for every quarter), and the lack of success in meeting these monitoring objectives is even more apparent if the home ownership criteria is applied in determining successful outcomes

Results of the client satisfaction survey indicate that the SSP earned a "B" grade (CSQ score of 3.00) Critical comments, however, outnumbered positive comments (66% critical) Since most of the complaints were related to program content and length as well as a perceived lack of concern by program staff, service in these areas should be of concern to the agency.

VI. Recommendations and Conclusions

Based on the results of this evaluation, SSP needs to address a variety of serious shortcomings in its FY96 performance If home ownership in the private sector is the primary objective of this program, as stipulated by the contract, the agency needs to focus on this outcome and tailor its activities toward achieving this specific goal Improved access to case management was not achieved, and should be a major concern of the agency

Other goals, such as improved employability, increased agency collaboration, and crime prevention need to be systematically documented. If the agency lacks internal staff to accomplish these research tasks, they should retain outside professionals to complete the required research and analysis.

These goals could also be more precisely defined in the contract with quantitative measures established for the agency Employability, for example, should be assessed in terms of actual employment outcomes, not just the completion of an assessment

Other long-term outcomes should also be documented. Simply moving out of public housing is not an adequate outcome measure Clients should be tracked over time to assess the long-term effect of the counseling There should also be a comparison between counseled clients and a control group of public housing residents who are not participants in the counseling program to assess the degree to which the program produces results in excess of changes that would occur without intervention

One way to improve the efficiency of the program is to identity risk factors for program failure and screen applicants to improve the program's success rate There was sufficient client concern regarding program length and content that a review of these issues would also be appropriate.

Improving the self-sufficiency of public housing residents is an important task, and this program has the potential to improve its services so that the ultimate objective of private sector home ownership is an achievable goal for a substantial number of its clients

Appendix

Comments from mail client satisfaction survey

"This program is very beneficial "

"Once they discontinued most of the financial assistance as such was given, the program discontinued helping me The workers are very unconcerned "

"I truly love the 49 unit I'm in But the service and maintenance is slow out here where I have to keep calling to make sure I haven't been forgotten "

"Keep up the great work "

"The process is too long and demanding There is very little effective communication from workers, and between HA and other government agencies I have been working on my file for over six months and still have not been able to use the housing certificate "

"Need more home ownership sessions "

"I am praying to God every day to take my children and I out of HA This is all I have to say for now Thank you "

"Need some extra help, but I'm still in the program "

"This program tells you things you already know Then they are not familiar with other programs that may be available to you."

"This program will help me fulfill my dreams "

"Reinforce the maintenance team They are always busy and are late when we need them "

CHA Family Self Sufficiency Program Review
Urban Institute, UNCC
January 1997

"The program is nothing like the description you receive Training has been almost not existing, and there has been no real follow-up or enforcement of the rules."

"You are not helping "

"I wish I could have help with daycare "

""There are some changes that need to be made (drastically) "

Description Of Program Functions And Types Of Assistance

The steps for intake are as follows

1 Contact is made and an application is given to the potential clients
2. A background check takes place including employment and police check
3 Client needs to be working or at school where transcripts are requested
4. Client is assessed by intake worker and referred to case manager
5 The selection committee meets monthly and selects candidates
6 Case manager sends a letter of approval for participation in the program
7 Case manager meets with the client

The selection committee is made up of three people from the Department of Social Services including Work First, Food Stamps, Benefits and JTPA, three people from Employment and Training; and, one person from Family JumpStart Program for a total of seven people on the selection committee.[11]

Meetings with the client are scheduled once a month and the program has a five year limit for completion. Initial credit counseling and reviews as well as budgets are done for everyone. Milestone plans are made for year 1, 2, 3, 4 and 5 as five years is the usual time frame from initial application to program completion for families to move out of public housing A possible 2 year extension is available if extenuating circumstances interrupt the process

[11] Ibid

Auditorium Coliseum Convention Center Authority

I. *Financial Status*

Since 1980, the Authority has not received any direct financial subsidy from the general operating funds of the City of Charlotte Given the current roster of facilities and volumes of events, the Authority expects to maintain this record into the foreseeable future

II. *Program Highlights/Status*

Program highlights will be discussed in the Authority's presentation, and a Roster of Facilities currently managed by the Authority is included in the presentation materials

III. *Funding Requests*

The Authority has an agreement with the City and the Charlotte Convention and Visitors Bureau (CCVB) concerning the distribution of funds dedicated to the marketing of the New Charlotte Convention Center The Authority and CCVB share an allocation of collected Occupancy Tax revenues dedicated to Convention Center activities The Authority also has an agreement with the City to offset a portion of the operating deficit recorded by the Convention Center This assistance, provided through the New Charlotte Convention Center Revenue Fund, is equal to one-half of the annual operating deficit recorded by the Convention Center The other half of this deficit and all capital improvement expenditures are subsidized by the operating surpluses retained by the Authority Net proceeds of the Authority, generated primarily by the Charlotte Coliseum, are used to operate the Authority's facilities during periods of negative cash flow, to maintain and enhance facilities managed by the Authority, and to offset deficits incurred by both the old and new Convention Centers

Questions & Answers

1. Specifically, what do you spend your money on and what results do you get from it?

The Authority spends money to maintain the facilities under its management, to enhance these facilities to host new and/or larger events, and to manage the events held in those facilities

The standard used to evaluate the quality of expenditures is the feedback the Authority receives from the promoters of events held in each facility and the patrons of those events That feedback can take the form of oral or written communication, or repeat business Examples of this feedback are enclosed as **Exhibit A** Authority facilities regularly receive complements for the high standards of maintenance, professional management of events, and quality of food and beverage services

2 What is your benefits package, particularly the retirement and insurance packages?

Full time employees of the Authority receive the following benefits

Insurance	See enclosed table **(Exhibit B)**	
Insurance	Flexible spending accounts for non-insured medical and child care expenses	
Retirement	Enrollment in the State and Local Government Employees Retirement System	
Vacation	Vacation is based on the following years of employment with the Authority	
	1-4 Years	Two weeks per year
	5-9 Years	Three weeks per year
	10+ Years	Four weeks per year
Sick Time	One day per month worked	
Holidays	Nine paid holidays per year	
Uniforms	For maintenance, engineering, and food and beverage employees	

3. Do you raise funds from the private sector? If so, how much in the current budget?

The Authority does not solicit the private sector for funds to operate facilities Authority revenues are generated by the rental of facilities under the Authority's management Private sector usage generates the majority of the Authority's operating revenues

4. **What is the Coliseum Authority's budget process, and how does it match with the City's budget process?**

The Auditorium Coliseum Convention Center Authority is deemed a "Special District" as defined by G S 159-7, and is required to budget and administer its fiscal affairs according to the provisions of the Local Government Budget and Fiscal Control Act applicable to Special Districts Since the City's budget process also follows guidelines established by the Local Government Budget and Fiscal Control Act, both processes are similar Although the Authority budgets annually while the City budgets on a biannual basis, both organizations begin their budget process from the "bottom up" using input from department heads to create budget numbers Both use budgets as an ongoing tool of evaluation, involving department heads in a regular process of evaluating and refining budget numbers Like the City, the Authority is required to present its annual proposed budget to the public for review and to its governing board for approval, and to adopt an annual budget ordinance by June 30 each year The Authority's budget process is reviewed in more detail in this presentation, and a copy of the Authority's Budget Schedule for Fiscal 1998 is enclosed as **Exhibit C**

5. **What is the current surplus of the Coliseum Authority?**

The Auditorium-Coliseum-Convention Center Authority's Fund Balance as of June 30, 1996 was $7,369,164, as shown in the City of Charlotte's Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 1996 As of January 31, 1997 the net proceeds of the Authority totaled $6,390,038 Authority net proceeds are used to operate facilities during periods of negative cash flow, to maintain and enhance facilities managed by the Authority, and to offset deficits incurred by the Convention Center

6. **What events have been held in the Coliseum in the past year, and what was the attendance?**

Attached as **Exhibit D** is a copy of the Auditorium-Coliseum Convention Center Authority's Events-Related Revenues Report for Fiscal Year 1996 This report contains events and attendance related information for the four Authority facilities, including the Charlotte Coliseum, for the period July 1995 through June 1996 Actual events and attendance related information for these facilities for July 1996 through December 1996 is contained in the Authority's Summary of Monthly Financial Reports Copies of these monthly reports can be made available upon request Below is a summary of the events and attendance related information contained in these reports, as it pertains specifically to the Charlotte Coliseum and Charlotte Hornets-related events

- According to the Authority's Events Related Revenues Report for FY96, 135 events were held in the Coliseum between July 1995 and June 1996 Total attendance at these events was 1,372,360 Of these 135 events, 44 (33%) were Hornets-related

Attendance at the Hornets-related events was 829,462 (60%)

- According to the Authority's FY97 Operating Budget (Facility Events Breakdown), 104 events were projected for the Coliseum from July 1996 through June 1997 Of the 104 projected events, 43 (41%) are Hornets-related

- According to the Authority's Summary of Monthly Financial Reports, 39 events were held in the Coliseum from July 1996 through December 1996 Total attendance at these events was 462,400 Of these 39 events, 15 (38%) were Hornets-related Attendance at the Hornets-related events was 268,654 (58 %)

- In total, from July 1995 through December 1996, 174 events were held in the Coliseum, with a total attendance of 1,834,760 Of these 174 events, 59 (34%) were Hornets-related Attendance at Hornets-related events was 1,098,116 (60 %)

- According to the Authority's Audited Financial Statement for Year Ended June 30, 1996, revenue from the Hornets accounted for 42 3% of Coliseum revenue in 1996, and 47 5% in 1995

7. The arrangement between the City and the Authority requires the Authority to apply profits to retirement of the Coliseum debt unless exempted by Council. Why has that never been done?

In the early years of the Authority's existence, funds regularly flowed back and forth between the City and the Authority From 1957-60, the Authority sent $60,000 to the City From 1961-66, the City sent the Authority $133,962 Exchange of funds ceased at this point, until the original Charlotte Convention Center opened in 1973 The deficits incurred by the Convention Center could not be offset by operating surpluses of the Auditorium and Coliseum From 1973-80, City contributions to the Authority operations and capital expenditures totaled $2,117,978 Since 1980, the Authority has not received any direct financial assistance from the general operating funds of the City of Charlotte

When the new Charlotte Coliseum opened in 1988, excess proceeds retained by the Authority were used to subsidize shortfalls in the Coliseum's construction budget In Fiscal 1988, the year before the Coliseum opened, Authority contributions to the project totaled approximately $500,000

Since 1988, net proceeds of the Authority, generated primarily by the Charlotte Coliseum, have been used to operate facilities under the Authority's responsibility during periods of negative cash flow, to enhance facilities to accommodate new and/or larger events, to maintain facilities, to subsidize shortfalls in the construction budgets of facilities run by the Authority, and to offset deficits incurred by both the old and new Convention Centers The dollar value of these activities since 1988 is approximately $24 million

In 1994, the possibility of the net proceeds being used as a contribution to debt service was discussed with City management and a tentative agreement was reached by which the City would assume full responsibility for the deficit at the new Convention Center then in operation and the Authority would contribute approximately $1 5 million to the amortization of the bonded indebtedness incurred in the construction of the Charlotte Coliseum Before this arrangement could be put into effect, negotiations with the Hornets with respect to a lease took precedence over these discussions and the discussions with City management were not continued

Recently, the Authority has suggested using net proceeds to retire Coliseum debt as part of its second proposal concerning the renovation of the Coliseum to address the Charlotte Hornets' request for public assistance in generating additional facility-related revenues

Representatives of the Authority have at all times recognized that the City may at any time require Authority net proceeds to be applied to the retirement of the bonds incurred in the construction of the Charlotte Coliseum

8. Council's understanding of the contract with George Shinn is that it allows the Authority to access his financial information. Why has the Authority never done that?

In the discussions with George Shinn resulting in the new basketball agreement in November of 1995, the Authority made a written demand to be allowed to inspect the Hornets financial records Spencer Stolpen, for the Hornets, refused Attached as **Exhibit E** are the Authority's letter requesting examination of the records and Spencer Stolpen's reply It was apparent from Spencer Stolpen's letter and conversations with him that examinations of the records would be allowed only under court order It was decided by Authority representatives that legal action would destroy the opportunity for an extended lease and that legal action should not be filed

9. How have operating profits been spent at Ovens, Independence Arena and the new Convention Center?

The minimal surpluses generated by the operation of Ovens Auditorium and Independence Arena have been reinvested in those facilities in terms of capital improvement expenditures These funds have been inadequate to fully meet the necessary capital programs for the Auditorium and Arena and have been supplemented by net proceeds retained by the Authority

The new Charlotte Convention Center does not generate an operating profit The Convention Center's deficit and capital improvement expenditures are offset by contributions from the New Charlotte Convention Center Revenue Fund and net proceeds retained by the Authority

10. How much has been spent to renovate Independence Arena and Ovens?

The original renovation of the Independence Arena in 1992-93 cost approximately $4 2 million When the addition to Ovens Auditorium is completed in June of this year, renovation expenditures for that facility will total $1 75 million

11. How is parking handled at Independence Arena, Ovens and the merchandise Mart to avoid conflicts?

When events are held in these facilities at the same time, the number of parking spaces in the lots controlled by the Coliseum Authority and Merchandise Mart is inadequate

The Authority and Merchandise Mart work together to avoid scheduling all three facilities with highly attended events at the same time of day Unfortunately, there are several times per year when conflict cannot be avoided This is particularly true when the Merchandise Mart hosts the week-long Christmas Show and Spring Show When parking problems are anticipated, the Authority takes the following steps

Inform patrons of parking problems in advance of the event
Rent available parking lots from businesses adjacent to the facilities
Provide shuttle service to and from the rented lots

Other steps taken to avoid parking and traffic problems include the construction of the pedestrian tunnel under Briar Creek Road between the Auditorium/Arena complex and the Merchandise Mart and the recent hiring of a parking consultant to study the parking capacity/traffic flow issue

12. Why does the Briar Creek ramp get shut down during Arena events?

The ramp to Briar Creek Road on the eastbound side of Independence Boulevard is shut down during Arena events only when traffic trying to use that ramp is in danger of backing up onto the through lanes of the expressway Traffic trying to use this ramp is directed to Arena Boulevard, between Ovens Auditorium and the Arena Inn Once the backup on the ramp is cleared, police reopen the ramp to Independence Boulevard traffic

13. What is the process for dissolving the Coliseum Authority?

The Auditorium-Coliseum-Convention Center Authority was created by a Local Act of the North Carolina General Assembly Any amendment to the Authority or its scope of control would also have to be done by a Local Act of the General Assembly A complete repeal of the existing Local Act would have the effect of abolishing the Authority An alternative to simple

repeal would be to create a new Local Act to transfer the assets, liabilities, staff and property of the Authority to the City and to dissolve the Authority There are other variations to these options, but the common element to any process for dissolving the Authority is that they all will require an act of the General Assembly

14. What services or functions have been privatized? What is their value or cost?

Please see the enclosed **Exhibit F** for services utilized by the Authority which have been privatized The value of these services in the Authority's budget for Fiscal 1997 is approximately $3 5 million

15. Please provide an organizational chart for the Coliseum Authority.

Please see **Exhibit G**

16. Please provide all position titles and salaries over $30,000 (including bonuses, expense allowances, car allowances, etc.).

Please see **Exhibit H**

Exhibit A

THE NATIONAL COLLEGIATE ATHLETIC ASSOCIATION

6201 College Boulevard • Overland Park, Kansas 66211-2422 • Telephone 913/339-1906

April 7, 1994

APR 11 1994

Mr. Steve Camp
Managing Director
Charlotte Coliseum
P.O. Box 669247
Charlotte, North Carolina 28266

Dear Steve:

Thank you for the great job by you and your staff in staging a wonderful Final Four!

Steve, it could not have gone much better. Your people were firm yet courteous, efficient yet personable, professional yet flexible. The coliseum staff made our jobs easy.

We look forward to working with you again in the future.

Cordially,

Dan

Daniel A. Calandro
Director of Division I Men's
Basketball Operations

Bill

William R. Hancock
Director of the Division I Men's
Basketball Championship

Bernard

Bernard M. Muir
Assistant Director of the Division I
Men's Basketball Championship

DAC/WRH/BMM:tsa

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JOSEPH N. CROWLEY
President
University of Nevada
Reno, Nevada 89557

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PRENTICE GAUTT
Commissioner
Pacific Conference
[illegible]

DIVISION I VICE-PRESIDENT
WILLIAM H. SANGSTER
Director of International Programs
Georgia Institute of Technology
Atlanta, Georgia [illegible]

DIVISION II VICE-PRESIDENT
CHARLES N. LINDEMANN
Director of Athletics
Humboldt State University
Arcata, California 95521

DIVISION III VICE-PRESIDENT
EDWARD G. COLL JR.
President
Alfred University
Alfred, New York 14802

EXECUTIVE DIRECTOR
CEDRIC W. DEMPSEY

NORTH CAROLINA HIGH SCHOOL ATHLETIC ASSOCIATION

PO Box 3216 • Chapel Hill, North Carolina 27515 • 919 962-2345 • FAX 919 962-1686

CHARLES H. ADAMS, *Executive Director*

RICHARD L. KNOX
Deputy Executive Director

RAYMOND M. STRUNK, JR.
Associate Executive Director

CAROLYN C. SHANNONHOUSE
Assistant Executive Director

MARILYN Q. TUCKER
Assistant Executive Director

KAREN S. MOOSE
Director of Development

KAYE T. KOENIG
Office Adminstrator

ROBERT A. MELOTT
Association Counsel

November 5, 1996

NOV. 12 1996

Steve Camp
Managing Director of the
Charlotte Auditorium/Coliseum/
Convention Center Authority
P.O. Box 669247
Charlotte, NC 28266

Dear Steve:

The NCHSAA "Super Saturday" of volleyball was a great success! Everyone was so helpful, and it is always such a pleasure to work with the fine folks at Independence Arena. George, Carole, Lynn and Wendy took care of all our needs throughout Friday's activities and Saturday's matches.

We are most appreciative of the support and cooperation we receive from you and your staff and the other workers at the Independence arena. It was a pleasure to be able to use the arena for our championships, and to have so many special touches added to our event to help make it first class. There is no doubt that volleyball was brought to a new level this past Saturday.

Steve, thank you so much for securing the BB & T sponsorship for volleyball. Their contributions allowed the extra to be done that made the championships even more special for everyone involved. Unfortunately, the crowds from the east were exceptionally small. Even though we were disappointed in our crowds, we are extremely excited about the experience provided our teams.

Thanks again for helping us provide a memory forever for all our young athletes. From the feedback that we have received, everyone thoroughly enjoyed the finals and the experience of playing in the Independence Arena. We look forward to working with you again next year.

Sincerely,

Carolyn

Carolyn C. Shannonhouse
Assistant Director

CS:phl

cc: Mr. Bill Steed, NCHSAA President

THE NATIONAL COLLEGIATE ATHLETIC ASSOCIATION

6201 College Boulevard • Overland Park, Kansas 66211-2422 • Telephone 913/339-1906

April 12, 1996

Charlotte Organizing Committee
University of North Carolina, Charlotte
Charlotte Coliseum

Dear Friends:

"Thank you" seems to be a pretty inadequate expression of the sentiments we have as we wrap up the nearly two years of planning and hard work with you on the 1996 NCAA Women's Final Four.

There's no doubt that the Charlotte Organizing Committee, the University of North Carolina, Charlotte, and the Charlotte Coliseum gave us the finest Women's Final Four ever The responses from the participating teams' coaches, fans and administrators, the general public, the Women's Basketball Coaches Association and media are a testimony to the outstanding job that you did and to the hospitality and kindness you exhibited. You should be very proud!

Each of your contributions, no matter how small or how large, is equally important in ensuring the success of an event of this magnitude. So please know how much we appreciate the incredible effort and teamwork:

To Johnny Harris, for spearheading the effort that brought us to the City of Charlotte in the first place;

To Vicki Sutton and Muriel Helms, for igniting Charlotte with enthusiasm for the Women's Final Four and making it a total community effort, and for setting the highest standards for everyone involved;

To Judy Rose, for involving the collegiate and coaching communities, providing direction and lending us her staff for the past 18 months;

To Kim Green, Tom Whitestone and Mark Colone, for flawlessly running the games and media operations, anticipating the needs of the participating teams and media, and attending to the thousands of details that can make or break the event. You are unflappable!;

To Carole Thompson, for showcasing our event in the finest facility in which it has ever been held and setting a standard that other arenas will find hard to meet; for soothing ticket woes, and for finding the ideal solution to every challenge we could throw your way;

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Commissioner

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LYNN L. DORN
Director of Women's Athletics

DIVISION III VICE-PRESIDENT
BRIDGET BELGIOVINE
Director of Athletics

EXECUTIVE DIRECTOR
CEDRIC W. DEMPSEY

To Greg Greemon, Kendria Parsons and Katie Williams, for your endless hours, tedious tasks and wonderful senses of humor. Incidentally, Greg, I don't know what you did to the NCAA officers, but they want to package you and take you home. (And a special thanks to all of you for squelching the nasty rumor that at one point during the weekend, I was attached to a velcro wall in some crazy joint.);

To Brandon Uttley (The Artist Formerly Known as Prince), for keeping the Women's Final Four on the radar screen of the local media, and for lending us your promotions and public relations expertise;

To Steve Luquire, Pete Marco and Philip Tate, for overseeing the efforts of the Charlotte Organizing Committee and making sure that we were treated like kings and queens, for giving us many new ideas for improving the championship with your vision and high standards, and for taking us to dinner (again...and again...and again);

Finally, to Kristy Brown, for making this the most enjoyable and successful Women's Final Four I've ever administered. You kept the engine on the track, pulled all the pieces together and created a wonderful camaraderie among the volunteers, organizing committee, NCAA committee and staff that is so critical to an event like this. You made my work immensely easier, helped me keep things in perspective and enthused others with the desire to meet your high standards (and I don't think I heard anyone call you "Dragon Lady" even once!). On top of everything else you made time during the week to meet with the Cincinnati Organizing Committee to share your knowledge and expertise. Thanks so much for your tireless efforts and -- throughout the past 18 months and the championship week

Congratulations to all of you, and thank you for the wonderful memories and experiences in Charlotte.

Sincerely,

Tricia

Tricia Bork
Group Executive Director
for Championships

THE NATIONAL COLLEGIATE ATHLETIC ASSOCIATION

6201 College Boulevard • Overland Park, Kansas 66211 2422 • Telephone 913/339-1906

February 18, 1997

Ms. Judy Rose
Director of Athletics
University of North Carolina
9201 University City Boulevard
Charlotte, North Carolina 28223-0001

Dear Judy:

On behalf of the NCAA Division I Women's Basketball Committee, thank you for your proposal to host the 2001 or 2002 NCAA Women's Final Four.

The committee will review all proposals during its March 26-30 meeting and will determine at that time what sites it would like to visit in person. By April 2, I will notify you whether your city and facility is among that group.

Site visits will generally be 1 1/2 days and will take place during one of the following time periods, and it will be necessary to see the facility in its basketball configuration with the playing floor installed:

April 10-11
April 23-24
April 28-30
May 19-20
May 23-24
June 11-13

Thank you again for your proposal, and please let me know if you have any questions.

Sincerely,

Tricia Bork/dk

Tricia Bork
Group Executive Director
for Championships

Carole
FYI

TB:dk
cc: Ms. Kristy Brown
Mr. Steve Camp
Mr. Steve Luguire
Ms. Kim Whitestone

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Atlantic Coast Conference
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Associate Commissioner
Big Ten Conference
1500 West Higgins Road

DIVISION I VICE-PRESIDENT
ROBERT M. SWEAZY
Vice-Provost for Research
Texas Tech University
Lubbock, Texas 79409

DIVISION II VICE-PRESIDENT
LYNN L. DORN
Director of Women's Athletics
North Dakota State University
Fargo, North Dakota 58105-5600

DIVISION III VICE-PRESIDENT
BRIDGET BELGROVINE
Director of Athletics
University of Wisconsin, La Crosse
La Crosse, Wisconsin 54601

EXECUTIVE DIRECTOR
CEDRIC W. DEMPSEY

Exhibit B

Summary of Employee Insurance Benefits

Description	Benefit
Life/AD&D	2X annual salary
Short Term Disability	50% of weekly salary
Benefits Begin	8th day of disability
Benefit Period	26 weeks
Long Term Disability	60% of earnings, capped at $6000/month
Waiting Period	180 days
Medical	
Lifetime Benefit	$ 1,000,000
Calendar Year Deductible	
Individual	$200
Family	$600
Coinsurance Limit	
Individual	$800
Family	$2,400

	PPO	Non-PPO
Hospitalization		
Preadmission Testing	100%	
Inpatient Facility		
Room & Board	90%	80%
Intensive Care	90%	80%
Operating Room	90%	80%
Ancillary Services	90%	80%
Nursing Care	90%	80%
Diagnostic, X-ray & Lab	90%	80%
Medications	90%	80%
Maternity Delivery	90%	80%
Outpatient Facility		
Surgery	90%	80%
Diagnostic, X-ray & Lab	90%	80%
Ancillary Services	90%	80%
Emergency Room	90%	80%
Physician Services		
Office Visits	$10 copay	80%
Hospital Visits	90%	80%
Surgery	90%	80%

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Summary of Employee Insurance Benefits

Description	Benefit	
	PPO	Non-PPO
Preventive Care		
Routine Physical Exam	90%	80%
Well-Child Visits (to age 6)	90%	80%
Child Immunizations	90%	80%
Routine Gynecological Exam	90%	80%
Routine Mammography	90%	80%
Prostate Specific Antigen Test	90%	80%
Hemocult Blood Test	90%	80%
Cancer Screenings	90%	80%
Routine Blood Work	90%	80%
Cholesterol Screenings	90%	80%
Routine Eye Exam	90%	80%
Routine Hearing Exam	90%	80%
Prescription Drugs		
Generic	100%	
Name Brand	80%	
Generic Mail Order	$0 copay	
Name Brand Mail Order	$10 copay	
Other Covered Services		
Hospice	100%	
Ambulance	80%	
Home Health Care	80%	
Chiropractic Care	90%	80%
Calendar Year Benefit	$1,000	
Private Duty Nursing	90%	80%
Physical Therapy	90%	80%
Skilled Nursing Care	90%	80%
Purchase/Rental of Surgical Supplies	90%	80%
Accident Expense Benefit	90%	80%
Mental Health, Alcohol, Substance Abuse		
Lifetime Benefit	$20,000	
Inpatient Expenses	90%	80%
Outpatient Expenses	60%	50%
Outpatient Calendar Year Benefit	$1,000	
Dental Plan		
Calendar Year Deductible		
Individual	$50	
Family	$150	
Calendar Year Benefit	$750	
Level I (Preventive)	100%	
Level II (Basic Care)	80%	
Level III (Major Restorative)	50%	

Exhibit C

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Authority Budget Schedule

Fiscal 1998

Date	Capital Improvement Budgeting	Event-Related Revenue and Expense Budgeting	Non-Event-Related Revenue and Expense Budgeting
January			
6			
13	1/14 Budget Schedule Memo sent to Department Heads		
20			
27			
February			
3			
10			
17			2/28 Full-Time Staffing Requests Due
24	2/28 Capital Expense Requests Due		
March			
3			3/1-31 Staffing Evaluation
10	3/1-3/31 Capital Expense Review and Evaluation		
17			3/15 Zero Balance Expense Budgets Due
24			
31	3/31 Capital Budget Completed	3/31 Event Forecasts and Event P&L Models Due	3/31 Staffing Budgets Completed
April			
1			
8		4/1-4/30 Review of Revenue and Expense Budgets	4/1-4/30 Review of Revenue and Expense Budgets
15			
22			
29			
May	5/1-5/15 All budgets combined, reviewed and revised		
6			
13	5/15 Budget completed Start budget document.		
20			
27	5/31 Budget document completed		
June			
3			
10	6/11 Notice of Public Hearing for Budget appears in Observer		
17			
24	6/25 Public Hearing Budget presented to Authority		

Auditorium · Coliseum · Convention Center Authority

Memorandum

Date January 14, 1997

To All Department Heads

From Mike Crum

Re Fiscal 1998 Budget Schedule

The Authority will observe the following schedule concerning the compilation of the Fiscal 1998 Budget

February 28	Capital Improvement Requests Due Full Time Staff Changes Due
March 1-31	Capital Improvement & Full Time Staff Review
March 15	Travel, Advertising and Promotion, Employee Education, Association Memberships, and Extraordinary Operating Expense Budgets Due
March 31	Event Volume Estimates and Revenue Budgets Due
April 1-30	Review of Revenue and Expense Budgets
May 15	Completion of Fiscal 1998 Budget

Please keep in mind the following when developing your budget requests for Fiscal 1998·

Budget Information: As the individual responsible for spending money in your department, you will be the primary source of budget information for the 1998 budget. You will present operating budget requests for everything in your department, with the exception of full-time labor and benefits Your supervisor, facility manager, myself, and Steve Camp will evaluate your requests Historical information will be provided to you by Accounting. Careful review of your expenses during the monthly budget review process will help you with this task.

INDEPENDENCE ARENA/OVENS AUDITORIUM
2700 E Independence Boulevard
Charlotte N C 28205

CHARLOTTE COLISEUM
100 Paul Buck Boulevard
P O Box 669247

NEW CHARLOTTE CONVENTION CENTER
501 South College Street
Charlotte N C 28202

Be on Time: Submit your requests on time Late requests will be moved to the back of the line

Be Complete: Provide and explanation/justification for your requests The more complete a request is, the better the chances of it being approved

Prioritize: Provide an indication of the necessity of your request This is particularly important when it comes to capital improvement requests Be prepared to cut requests to meet capital budget projections.

Ask Questions: Don't be afraid to ask questions Is an item an operating or capital request? How much did we spend on this item last year? Call or e-mail me if you have questions

As usual, there will be considerable scrutiny of the Authority's budget for Fiscal 1998. Various groups throughout the city have concerns about the operation of the Auditorium, Arena, Coliseum, and Convention Center It will be extremely important that we present a quality budget to the public for Fiscal 1998

Let me know if you have any questions.

City of Charlotte

Auditorium-Coliseum Convention Center Authority
Event-Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
Ovens Auditorium											
7/14/95	Zima Comedy Jam	1	2 603	4 858	4 083	0	0	1 775	0	0	0
7/17 22/95	Institute in Basic Youth	5	5 100	6 000	5 079	0	0	893	0	0	0
8/1-31/95	No Events Renovation of Power Systems										
9/9-10/95	"A Struggle to be Free"	3	1 199	2 550	n/a	0	0	211	0	0	143
9/12/95	FTD Reception	1	300	300	0	0	0	0	0	0	0
9/27/95	Louis Rukeyser	1	660	1 336	1 020	0	0	0	0	0	0
9/30/95	Natille Merchant	1	2 575	4 000	3 685	0	0	3 490	0	0	1 171
10/7/95	Friendship Trays	1	1 000	1 800	n/a	0	0	25	0	0	0
10/10-12/95	Symphony Education Concerts	6	14 300	2 550	0	0	0	0	0	0	0
10/12 14/95	"Young Man Older Woman"	4	1 668	5 583	3 187	0	0	1 086	0	0	958
10/15/95	Kiwanis Travelogue	1	700	850	661	0	0	46	0	0	0
10/17/95	Classic Productions "Amelia Bedilia"	1	2 300	1 700	0	0	0	0	0	0	0
10/18/95	Classic Productions "Treasure Island"	1	2 300	1 700	0	0	0	0	0	0	0
10/19/95	Living Arts "Goldilocks"	1	2 100	1 700	0	0	0	0	0	0	0
11/1/95	Classic Productions "Pippi Longstocking"	1	900	850	0	0	0	0	0	0	0
11/5/95	Ebony Fashion Show	1	1 200	850	1 307	0	0	129	0	0	0
11/8/95	Living Arts "Babar"	1	500	850	0	0	0	0	0	0	0
11/9/95	Rich Mullins Concert	1	899	934	1 199	0	0	19	0	0	267
11/15/95	Boys Choir of Harlem	1	1 116	1 067	1 127	0	0	266	0	0	0
11/17/95	Kirk Franklin Concert	1	751	1 381	1 356	0	0	41	0	0	153
11/19/95	Kiwanis Travelogue	1	600	850	877	0	0	31	0	0	0
12/1/95	Charlotte Youth Ballet "Nutcracker"	2	2 339	3 400	2 561	0	0	610	0	0	0
12/3/95	Charlotte Music Club "Messiah"	1	1 000	1 350	1 349	0	0	48	0	0	0
12/8-10/95	"Singing Christmas Tree"	5	4 537	4 950	4 976	0	0	1 580	0	0	0
12/12/95	Arts for Youth "A Christmas Carol"	1	2 500	1 700	0	0	0	0	0	0	0
12/14/95	Chamber Theatre "Tour de Force"	2	2 500	850	0	0	0	0	0	0	0
12/23/95	Kwanzaa Extravaganza	1	60	850	12	0	0	13	0	0	0
12/30/95	Mark Curry Comedy Show	1	1 577	2 635	Arena	0	0	492	0	0	50
12/31/95	John P Kee Concert	1	1 200	850	Arena	0	0	50	0	0	61
1/19-20/96	"Raisin"	3	3 740	5 293	Arena	0	0	669	0	0	354
1/21/96	Kiwanis Travelogue	1	400	850	498	0	0	39	0	0	0
1/27/96	Charlotte Symphony Fundraiser	1	1,200	1 800	0	0	0	210	0	0	0
1/31/96	Blackstone the Magician (RCMA)	1	2 000	0	0	0	0	88	0	0	0
2/1-2/96	"Cinderella"	1	2 028	2 500	2 364	75	0	585	0	0	138
2/10/96	Talent Extravaganza	1	500	850	0	0	0	12	0	0	0
2/11/96	NC Synod/ECLA Evangelism Rally	2	2 600	1 900	1 396	0	0	0	0	0	0
2/15/96	UNC Charlotte Banquet	1	250	200	364	0	0	0	0	0	0
2/17/96	Charlotte Philharmonic Orchestra	1	1 800	850	0	0	0	357	0	0	0
2/18/96	Kiwanis Travelogue	1	250	850	201	0	0	42	0	0	0
2/20-23/96	"Joseph and the Amazing Tech Dreamcoat"	8	19 973	25 500	17 093	937	0	6 820	0	0	2 415
2/28/96	David Copperfield	2	4 232	7 000	6 115	600	0	1 352	0	0	374
3/1 3/96	"Sneaky"	6	5 462	10 000	n/a	0	0	1 057	0	0	810
3/8/96	Charlotte Jazz Explosion	1	1 253	1 852	1 767	150	0	1 256	0	0	35
3/9/96	Alison Krause	1	2 393	3 500	n/a	0	0	1 615	0	0	374
3/14/96	Hospice Annual Volunteer Party	1	800	1 050	0	0	0	0	0	0	0
3/17/96	Kiwanis Travelogue	1	750	850	n/a	0	0	39	0	0	0
3/19/96	Carrott Top (Rescheduled)	0	0	250	0	0	0	0	0	0	0
3/20/96	Chamber Theatre "Encore"	1	900	850	0	0	0	0	0	0	0
3/21/96	Pink Floyd Laser Spectacular	1	770	850	846	0	0	350	0	0	219
3/22/96	Def Comedy Jam	1	2 391	4 000	n/a	0	0	2 107	0	0	75
3/26/96	Arts for Youth "Wizard of Oz"	2	2,200	850	0	0	0	0	0	0	0
4/6/96	NC Bodybuilding Championships	2	867	1 700	Arena	0	0	123	0	0	400
4/12/96	George Jones	1	1 624	3 070	2 074	0	0	1 380	0	0	273

Exhibit D

City of Charlotte

Auditorium Coliseum Convention Center Authority

Event Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
4/13/96	Charlotte Philharmonic	1	1 900	850	Arena	0	0	359	0	0	0
4/19/96	Charlotte Youth Ballet "Wizard of Oz"	2	3 800	3 400	Arena	0	0	271	0	0	0
4/20/96	Vietnamese Concert	1	1 000	1 063	1 133	0	0	67	0	0	0
4/21/96	Kiwanis Travelogue	1	350	850	284	0	0	43	0	0	0
4/23/96	"Slim Goodbody"	2	2 400	1 200	0	0	0	0	0	0	0
4/24/96	Classic Productions "Anne Frank"	2	5 100	1 700	0	0	0	0	0	0	0
4/30/96	Living Arts "Curious George"	2	3 000	1 700	0	0	0	0	0	0	0
5/1/96	Concert for Older Adults	1	1 800	850	0	0	0	0	0	0	0
5/1-4/96	Charlotte Symphony	2	3 200	3 950	0	0	0	610	0	0	0
5/5/96	Comic All Stars	1	2 062	4 000	3 221	0	0	1 664	0	0	100
5/8-12/96	"West Side Story"	8	16 494	25 000	27 807	1 200	0	6 609	0	0	971
5/17 18/96	Dance Unlimited Recital	1	1 200	1 600	1 544	0	0	214	0	0	0
5/19-21/96	Dance Productions Recital	2	2 400	3 200	3 452	0	0	374	0	0	0
5/24-25/96	Rhythm Dance Studio Recital	1	1 300	1 600	1 985	0	0	329	0	0	0
5/29-31/96	Fancy Feet Dance Studio Recital	2	1 500	2 550	0	0	0	199	0	0	0
6/1 2/96	Fancy Feet Dance Studio Recital	2	4 100								
6/5/96	The Ballet School Recital	1	1 300								
6/8/96	Charlotte Catholic High School Graduation	1	1 600								
6/8-9/96	Steps 'N Motion Recital	2	1 800								
6/12/96	Sullivan School of Dance Recital	1	800								
6/14-16/96	Miss Donna s School of Dance Recital	3	7 200								
6/21/96	King's College Graduation	1	1 200								
6/30/96	AME Zion Church Conference	1	4 000								
	Totals	129	186 371	188 021	104 422	2 962	0	39 844	0	0	9 342
Independence Arena											
7/7/95	Rage vs San Jose	1	5 321	7 900	5 457	280	0	12 578	5 419	718	218
7/28/95	W C W Wrestling	1	2 162	4 146	2 700	0	0	5 699	1 180	0	870
8/4/95	Rage vs Las Vegas	1	4 507	8 500	4 989	280	0	11 000	4 388	716	123
8/13/95	1995 World Team Tennis Championships	1	1 135	3 000	1 668	80	0	2 746	0	0	42
8/31/95	Janlibo Gymnastics	1	900	3 000	1 234	0	0	1 698	0	0	568
9/7-10/95	Sesame Street	7	12 450	n/a	15 848	0	0	14 053	0	83	5 479
9/16/95	Rock 'N Roll Reunion	1	5 087	n/a	5 349	0	0	11 712	3 272	0	0
9/20/95	Checkers Pick-A Seat	1	379	375	0	0	0	0	0	0	0
9/23/95	Gospelfest 1995	1	3 962	6 140	4 752	0	0	6 911	0	0	0
10/6/95	Checkers vs Raleigh	1	3 029	3 000	3 514	0	0	9 630	2 958	89	0
10/7/95	Checkers vs Roanoke	1	4 143	3 000	4 785	0	0	11 210	3 482	0	0
10/14/95	Checkers vs Hampton	1	6 194	4 250	5 487	0	0	18 572	6 700	1 412	0
10/18/95	Checkers vs Roanoke	1	3 523	4 250	4 481	0	0	11 225	3 957	1 454	0
10/21/95	Checkers vs South Carolina	1	4 668	4 250	4 844	0	0	13 560	4 822	1 780	0
10/23/95	Johnny Rivers In Concert	1	1 609	6 000	2 451	0	0	3 479	0	0	153
10/28/95	Checkers vs Columbus	1	3 717	4 250	4 165	0	0	11 168	3 668	1 491	0
10/29/95	Checkers vs Raleigh	1	2 859	4 250	3 300	0	0	8 575	2 012	871	0
11/01/95	Checkers vs Richmond	1	3 225	4 250	4 119	0	0	10 161	4 044	1 340	0
11/04/95	Checkers vs Johnstown	1	6 505	4 250	5 278	0	0	14 875	6 435	1 305	0
11/07/95	Checkers vs Hampton	1	3 313	4 250	4 055	0	0	10 118	3 914	2 035	0
11/10-11/95	Sheperd Ministries	3	5 100	15 000	15 367	0	0	3 187	0	0	500
11/24/95	Checkers vs South Carolina	1	5 771	4 250	5 397	0	0	15 898	6 659	1 396	0
11/25/95	Checkers vs Raleigh	1	5 782	4,250	5 388	0	0	15 370	5 838	1 723	0
11/29/95	Checkers vs Toledo	1	3 267	4 250	3 735	0	0	9 940	4 351	1 606	0
12/2/95	UNC Charlotte vs East Carolina	1	2 032	2 500	2 252	0	0	3 852	0	122	0
12/2/95	Checkers vs Hampton Roads	1	5 832	4 250	4 876	0	0	14 319	6 410	2 022	0
12/8/95	Checkers vs Wheeling	1	3 028	4 250	3 686	0	0	10 035	4 302	934	0
12/9/95	Checkers vs Roanoke	1	6 119	4 250	4 589	0	0	13 103	5 247	1 455	0

City of Charlotte

Auditorium Coliseum Convention Center Authority

Event-Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concesns	Carts	Catering	Novelties
12/11/95	WCW Monday Night Nitro	1	3 298	4 000	3 951	0	0	8 986	2 026	0	1 501
12/15/95	Cobras Open House	1	342	375	0	0	0	348	0	0	0
12/16/95	Checkers vs South Carolina	1	4 303	4 250	4 642	0	0	12 332	4 747	1 323	0
12/17/95	Wrestlingmania IV	1	2 971	2 000	2 306	0	0	5 326	0	0	100
12/19/95	Checkers vs Tallahassee	1	3 687	4 250	4 114	0	0	10 105	3 676	1 298	0
12/26/95	Checkers vs Richmond	1	5 037	4 250	4 881	0	0	13 151	4 848	1 538	0
12/29/95	Checkers vs Roanoke	1	6 007	4 250	5 483	0	0	14 912	6 358	1 417	0
12/30/95	Jeff Foxworthy	1	6 751	7 500	5 448	0	0	11 165	3 339	1 105	1 634
12/31/95	Checkers vs Hampton Roads	1	5 174	4 250	5 120	0	0	15 793	4 466	1 708	0
1/5-6/96	Longhorn Rodeo	2	4 480	5 500	4 813	0	0	12 833	2 156	0	896
1/12/96	Cobras vs Boston	1	2 727	4 250	3 335	0	0	10 177	1 219	286	208
1/13/96	Checkers vs South Carolina	1	9 002	4 250	5 098	0	0	21 003	8 724	1 820	0
1/14/96	UNC Charlotte vs Tulane	1	3 387	2 500	3 485	0	0	5 540	0	202	0
1/15/96	Checkers vs Hampton Roads	1	6 303	4 250	4 084	0	0	10 198	1 958	546	0
1/17/96	Checkers vs Richmond	1	3 419	4 250	3 997	0	0	9 786	4 400	1 101	0
1/19/96	Checkers vs Jacksonville	1	5 579	4 250	5 221	0	0	16 229	7 172	1 579	0
1/20/96	UNC Charlotte vs South Florida	1	2 443	2 500	4 758	0	0	3 979	0	186	0
1/20/96	Checkers vs Roanoke	1	7 303	4 250	5 026	0	0	18 317	7 722	2 354	0
1/25/96	UNC Charlotte vs Marquette	1	2 398	2 500	2 792	0	0	4 290	0	410	0
1/26/96	Checkers vs Birmingham	1	6 444	4 250	5 315	0	0	17 403	6 011	1 643	0
1/27/96	Cobras vs Baltimore	1	1 980	4 250	3 939	0	0	5 012	2 655	213	200
1/30/96	Checkers vs Richmond	1	4 056	4 250	4 888	0	0	12 437	4 813	1,549	0
1/31/96	Blackstone Reception (RCMA)	1	1 100	0	0	0	0	0	0	0	0
2/3/96	UNC Charlotte vs James Madison	1	861	2 500	0	0	0	1 670	0	75	0
2/8/96	UNC Charlotte vs Memphis	1	2 721	2 500	2 918	0	0	4 423	0	330	0
2/10/96	Checkers vs Louisiana	1	8 032	4 250	5 344	0	0	19 319	9 217	1 903	0
2/13/96	Checkers vs Huntington	1	3 512	4 250	3 963	0	0	11 015	4 356	1 838	12
2/15/96	UNC Charlotte vs Louisville	1	2 781	2 500	2 785	0	0	3 699	0	272	0
2/16/96	Cobras vs New York	1	1 048	4 250	1 210	0	0	3 419	901	36	150
2/17/96	Checkers vs Raleigh	1	8 337	4 250	5 005	0	0	19 100	8 317	2 115	7
2/19/96	UNC Charlotte vs UNC Greensboro	1	1 038	2 500	1 396	0	0	2 042	0	141	0
2/23-24/96	NCHSAA Wrestling Championships	4	15 301	n/a	11 360	0	0	21 061	0	0	2 038
2/3/96	Checkers vs Raleigh	1	3 950	4 250	4 275	0	0	10 210	4 264	1 949	0
2/29/96	UNC Charlotte vs Depaul	1	1 934	2 500	2 165	0	0	3 110	0	214	0
3/1/96	NCHSAA Regional 4-A B-Ball Finals	1	1 615	0	3 452	0	0	2,858	0	0	0
3/2/96	UNC Charlotte vs Southern Mississippi	1	1 906	2 500	5 759	0	0	3 855	0	130	0
3/2/96	Cobras vs Philadelphia	1	1 609	4 250	3 801	0	0	4 197	1 717	49	150
3/3/96	Checkers vs Soouth Carolina	1	4 635	4 250	7 236	0	0	11 691	4 024	2 421	0
3/8/96	Checkers vs Louisville	1	4 111	4 250	4 827	0	0	13 585	4 765	1 704	0
3/9/96	Checkers vs Richmond	1	8 576	4 250	5 504	0	0	20 662	7 074	1 750	0
3/11/96	Red Cross Blood Drive	1	158	0	0	0	0	0	0	0	0
3/15-17/96	Storms Leadership Weekend	4	23 383	24 000	12 678	100	0	43 339	0	0	2 377
3/22/96	Checkers vs Roanoke	1	6 682	4 250	5 363	0	0	17 886	8 204	2 660	0
3/23/96	Cobras vs Rochester	1	1 319	4 250	1 679	0	0	3 915	1 079	0	236
3/24/96	Checkers vs Raleigh	1	4 684	4 250	4 774	0	0	13 201	2 429	1 259	0
3/27/96	Checkers vs Roanoke	1	3 608	4 250	4 431	0	0	12 059	4 472	1 485	0
3/30/96	Checkers vs Roanoke	1	5 564	4 250	5 168	0	0	16 091	6 101	2 358	0
4/8/96	Checkers vs South Carolina	1	6 090	4,250	5 336	0	0	17 992	7 327	1 750	0
4/9/96	Checkers vs South Carolina	1	4 297	4 250	4 811	0	0	14 164	5 435	1 401	0
4/13/96	Checkers vs South Carolina	1	7 114	4 250	5 060	0	0	21 099	10 927	2 496	0
4/17/96	Checkers vs Tallahassee	1	3 983	4 250	4 487	0	0	13 907	5 679	1 344	0
4/19/96	Checkers vs Tallahassee	1	6 160	4 250	4 982	0	0	16 159	8 921	1 503	0
4/20/96	Nike Hoops Summit	1	2 931	201	2 855	0	0	7 115	0	6 730	500
4/24/96	Charlotte Chamber of Commerce	1	91	0	0	0	0	0	0	0	0

City of Charlotte

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Event Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
4/27/96	Checkers vs Jacksonville	1	7 755	4 250	5 483	0	0	21 484	9 482	2 298	0
4/30/96	Checkers vs Jacksonville	1	6 947	4 250	5 572	0	0	20 652	11 640	1 742	0
5/2-4/96	Jerome Davis Bull Riding Challenge #2	2	9 708	18 351	10 231	150	0	22 204	6 301	4 597	1 000
5/7/96	Checkers Appreciation Night	1	1 551	0	0	0	0	1 044	0	0	0
5/12/96	Johnson C Smith Graduation	1	2 917	0	0	0	0	0	0	0	0
5/13/96	Merle Haggard	1	2 359	6 000	3 480	0	0	5 154	1 339	0	150
5/14/96	Tour of World Figure Skating Champions	1	7 901	25 513	5 676	500	0	10 296	1 161	4 161	5 362
5/15/96	Checkers Victory Party (L/R-Private)	1	350	0	0	0	0	0	0	0	0
5/16/96	Carolinas Billy Graham Crusade Men s Rally	1	2 591	3 000	3 157	0	0	1 417	0	0	0
5/22 23/96	CPCC Graduations	2	3 343	3 000	6 400	0	0	0	0	0	0
6/7/96	High School Graduations	3	9 250								
6/8/96	Immature/Monica/Quindon/Tilt	1	1 686								
6/24/96	WCW Monday Night Nitro	1	4 188								
6/30/96	Central Church of God	1	4 395								
		115	426 962	392 751	399 061	1 390	0	951 089	300 461	93 339	24 472
Charlotte Coliseum											
7/1-31/95	No Events										
8/1-31/95	Filming of the movie "Eddie"	16	30 821	48 000	0	3 604	0	145 366	25	38 250	0
8/7/95	Coca-Cola Panthers Run to History (PL)	1	0	0	0	0	0	0	0	0	0
8/10/95	Red Cross Blood Drive	1	0	0	0	0	0	0	0	0	0
9/1-24/95	Filming of the movie "Eddie"	9	19 320	27 000	0	0	0	117 309	0	15 000	0
9/10/95	Eric Clapton	1	14 731	55 000	21 894	600	0	48 421	5 853	3 280	22 715
9/21 22/95	Orlando Christian Center	3	43 388	58 000	43 673	90	0	78 718	8 171	2 467	5 000
9/25-29/95	Saturn "Ride and Drive" (PL)	5	1 000	18 000	0	0	0	0	0	5 815	0
10/19/95	Hornets vs Denver	1	15 214	9 000	27 012	67	0	50 958	9 220	8 482	0
10/21/95	Hornets Fan Fare	1	4 019	6 000	6 203	540	0	6 251	0	0	0
10/22/95	Hornets vs Phoenix	1	14 042	9 000	24 223	112	0	44 577	6 234	9 829	0
10/27 28/95	Longhorn Rodeo	2	9 983	12 000	11 846	0	0	30 101	791	0	2 810
11/04/95	Hornets vs Philadelphia	1	22 603	9 000	34 240	189	0	75 857	16 062	22 311	0
11/07/95	Hornets vs Detroit	1	21 151	9 000	21 759	259	0	49 829	12 345	14 401	0
11/11/95	Hornets vs Toronto	1	20 202	9 000	19 534	260	0	47 103	8 601	13 383	0
11/12/95	R E M Concert	1	13 095	55 000	17 950	1 000	0	36 516	4 306	5 388	18 190
11/17/95	Hornets vs Seattle	1	20 663	9 000	20 761	222	0	51 539	10 457	17 520	0
11/18/95	Alan Jackson Concert	1	9 972	30 094	13 616	400	0	27 282	2 402	2 575	12 373
11/19/95	PHISH Concert	1	8 914	21 220	14 499	400	0	21 476	2 203	640	4 749
11/22/95	Hornets vs Boston	1	20 314	9 000	20 019	273	0	50 069	10 131	12 548	0
11/24/95	Hornets vs Vancouver	1	20 005	9 000	18 466	267	0	46 386	8 229	11 834	0
11/29/95	Hornets vs New York	1	20 020	9 000	21 007	226	0	47 502	10 403	16 415	0
12/1-2/95	Diet Pepsi Tournament of Champions	2	28 988	89 985	40 393	1 725	0	111 057	20 059	40 435	5 815
12/6/95	Hornets vs Cleveland	1	18 586	9 000	19 584	164	0	46 103	10 282	13 450	0
12/9/95	Hornets vs Minnesota	1	19 118	9 000	18 674	290	0	45 051	8 122	16 649	0
12/13-17/95	Disney on Ice	8	28 713	n/a	30 243	0	0	46 837	134	1 013	0
12/21/95	Hornets vs Boston	1	19 301	9 000	19 678	282	0	46 614	9 018	15 828	0
12/23/95	Hornets vs Miami	1	20 406	9 000	19 054	276	0	45 789	8 607	16 889	0
12/27/95	Hornets vs L.A Clippers	1	19 856	9 000	19 049	320	0	43 677	7 971	12 078	0
12/28/95	Dave Matthews Band	1	13 559	31 340	16 671	500	0	28 617	4 130	3 428	17 400
12/29/95	Hornets vs Portland	1	19 716	9 000	19 320	286	0	47 194	8 219	15 374	0
12/31/95	Jubilate	1	23 109	27 400	22 024	0	0	46 355	3 614	8 111	6 678
1/4/96	Hornets vs Chicago	1	23 029	9 000	23 336	153	0	54 035	10 006	18 583	0
1/6/96	Hornets vs Atlanta	1	13 011	9 000	12 603	242	0	29 329	5 454	12 723	0
1/11/96	Hornets vs Detroit	1	16 712	9 000	17 643	252	0	40 089	8 475	14 690	0
1/13/96	AC/DC Concert	1	15 247	41 634	18 159	750	0	26 018	142	5 535	36 337
1/17/96	Hornets vs New Jersey	1	17 456	9 000	18 422	207	0	41 114	7 669	14 877	0

City of Charlotte

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Event Related Revenues Report
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Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concessns	Carts	Catering	Novelties
1/18/96	Davidson vs UNC Charlotte	1	3 402	2 500	4 710	575	0	6 186	149	2 561	0
1/20/96	Hornets vs Golden State	1	20 509	9 000	19 801	0	0	47 561	8 221	17 721	0
1/21/96	Harlem Globetrotters	1	11 048	n/a	10 735	225	0	25 235	146	400	750
1/24/96	Hornets vs Washington	1	19 451	9 000	20 544	255	0	46 311	9 075	17 280	0
1/27/96	Hornets vs Philadelphia	1	20 912	9 000	20 235	225	0	46 758	7 590	18 654	0
1/29/96	Hornets vs Cleveland	1	17 831	9 000	18 730	173	0	38 469	7 038	13 535	0
2/1/96	Hornets vs Houston	1	18 732	9 000	19 658	212	0	43 536	8 482	17 526	0
2/3/96	Bob Segar	1	14 247	55 000	18 679	750	0	57 180	9 104	3 423	39 491
2/4/96	Naismith Women s Double Header	1	1 921	6 000	2 281	920	0	8 061	0	1 416	0
2/6/96	Hornets vs San Antonio	1	18 277	9 000	19 089	312	0	42 160	6 350	15 074	0
2/8/96	Hornets vs Sacremento	1	17 954	9 000	18 449	201	0	40 573	7 875	15 244	0
2/9-10/96	USHRA Truck and Tractor Pull	2	29 047	37 164	32 273	400	0	75 046	5 485	972	16 176
2/13/96	Rod Stewart Concert	1	13 686	43 896	20 992	1 300	0	37 388	5 992	4 441	19 239
2/14/96	Hornets vs New York	1	19 044	9 000	19 976	227	0	41 718	7 726	14 586	0
2/16/96	Hornets vs Denver	1	19 715	9 000	18 675	238	0	44 323	7 508	18 679	0
2/18/96	Hornets vs Milwaukee	1	18 157	9 000	17 754	306	0	39 326	4 722	13 741	0
2/21/96	Hornets vs Washington	1	18 328	9 000	19 085	163	0	40 800	7 967	14 741	0
2/24/96	Hornets vs Indiana	1	20 586	9 000	19 934	253	0	47 413	7 742	17 052	0
2/25/96	Church of Latter Day Saints	1	8 524	19 000	0	0	0	0	0	0	0
2/28-29/96	Ringling Brothers Barnum Bailey Circus	3	31 769	n/a	21 152	0	0	35 022	1 014	521	0
3/1 3/96	Ringling Brothers Barnum Bailey Circus	7	66 029	n/a	72 066	0	0	132 477	5 495	111	0
3/5/96	Hornets vs Orlando	1	21 226	9 000	21 447	178	0	49 863	9 000	18 386	0
3/7/96	Hornets vs Dallas	1	17 786	9 000	18 196	217	0	39 422	7 260	14 141	0
3/8-10/96	Cadillac Challenge (Parking Lot)	3	n/a	6 000	0	0	0	0	0	0	0
3/9/96	Michael W Smith	1	4 077	12 034	4 348	400	0	6 021	0	2 503	4 287
3/13/96	Hornets vs Utah	1	18 011	9 000	18 831	206	0	40 794	7 351	15 612	0
3/15/96	Hornets vs Toronto	1	18 073	9 000	16 112	240	0	38 927	6 940	14 477	0
3/16/96	Kiwanis Meeting	1	2 510	9 500	0	0	0	899	0	9 350	0
3/17/96	Hornets vs Phoenix	1	18 665	9 000	18 470	267	0	49 559	6 980	14 731	0
3/19/96	Hornets vs Indiana	1	18 398	9 000	18 932	276	0	42 797	8 569	16 120	0
3/22/96	Hornets vs Atlanta	1	19 124	9 000	18 650	212	0	41 126	8 049	14 752	0
3/28-31/96	NCAA Women s Final Four	3	43 091	101 098	48 458	120	0	115 772	17 962	58 722	43 338
4/2/96	Hornets vs L.A Lakers	1	21 756	9 000	21 989	304	0	49 666	9 128	16 209	0
4/3/96	Academic Luncheon (C/R)	1	500	0	0	0	0	0	0	0	0
4/5/96	Hornets vs Chicago	1	23 100	9 000	22 942	109	0	53 116	9 732	18 910	0
4/10/96	Hornets vs Miami	1	21 522	9 000	22 031	285	0	52 968	10 266	17 843	0
4/11/96	Microsoft Meeting (Private)	1	500	3 000	0	115	0	0	0	9 817	0
4/16/96	Hornets vs Milwaukee	1	17 019	9 000	17 505	147	0	37 502	7 534	14 501	0
4/19/96	Tim McGraw and Faith Hill	1	9 617	30 469	13 017	600	0	30 676	923	3 045	24 352
4/21/96	Hornets vs Orlando	1	19 862	9 000	18 814	114	0	41 973	5 868	17 038	0
5/4/96	UNC Charlotte Commencement	1	15 000	3 000	1 137	0	0	0	0	13 421	0
5/11/96	Lukemia Society "Breakfast of Champions"	1	500	1	0	0	0	0	0	0	0
5/11/96	Rage vs Connecticut	1	3 420	2 500	6 226	1 585	0	14 994	2 704	2 493	0
5/18/96	Rage vs Arizona	1	3 843	2 500	3 768	900	0	10 736	1 647	1 987	403
6/1/96	Rage vs Florida	1	3 458	2 500	3 909	975	0	11 794	1 656	2 040	0
6/7/96	High School Graduations Rain Date	0	0	3 000	0	0	0	0	0	0	0
6/15/96	Rage vs Texas	1	4 070	2 500	4 833	1 303	0	14 353	855	3 533	0
6/21/96	Rage vs Albany	1	3 612	2 500	3 832	300	0	11 564	411	2 152	0
6/22/96	Queen City Music Festival	1	8 389	n/a	12 132	460	0	30 718	825	4 691	1 528
	Totals	135	1 372 360	1 251 635	1 401 733	29 987	0	3 354 123	470 878	923 927	281 632
	New Charlotte Convention Center										
7/1 2/95	Church of the Brethren	n/a	4 000	10 000	n/a	2 789	864	7 754	n/a	11 570	n/a

City of Charlotte
Auditorium Coliseum Convention Center Authority
Event Related Revenues Report
Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
7/7 9/95	Native American Festival	n/a	3 700	5 250	n/a	n/a	114	4 726	n/a	n/a	n/a
7/13-16/95	D Amico International	n/a	1 800	8 750	n/a	4 569	232	n/a	n/a	51 119	n/a
7/16-20/95	National Association of Free Will Baptist	n/a	27 500	22 500	n/a	1 119	295	6 933	n/a	38 484	n/a
7/26-30/95	Needlework & Accessories Trade Show	n/a	4 200	30 000	n/a	12 744	376	17 749	n/a	10 922	n/a
7/27 28/95	Creative Needle Art	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	1 637	n/a
7/28/95	CCVB	n/a	35	n/a	n/a	n/a	0	n/a	n/a	417	n/a
7/28-31/95	Society of Plant Physiologists	n/a	1 100	14 124	n/a	n/a	0	10 682	n/a	24 896	n/a
8/1-3/95	Society of Plant Physiologists	n/a	1 100	9 416	n/a	1 565	443	1 656	n/a	3 906	n/a
8/2-9/95	NC Food Dealer Assn	n/a	10 200	4 900	n/a	4 800	125	533	n/a	9 189	n/a
8/3/95	CCVB-(LO)	n/a	100	340	n/a	n/a	46	n/a	n/a	n/a	n/a
8/4-12/95	Progressive National Baptist Church	n/a	10 000	20 000	n/a	1 601	724	8 159	n/a	3 898	n/a
8/9/95	White House Travel Office	n/a	n/a	n/a	n/a	n/a	0	n/a	n/a	650	n/a
8/14/95	Cummins Atlantic	n/a	n/a	n/a	n/a	n/a	0	423	n/a	72	n/a
8/14/95	Executive Women International -(LO)	n/a	107	n/a	n/a	n/a	0	n/a	n/a	1 552	n/a
8/16-17/95	Oracle -(LO)	n/a	110	730	n/a	622	61	n/a	n/a	838	n/a
8/17 22/95	Eastern Jewelers Travelers Assn	n/a	791	17 500	n/a	4 992	77	5 822	n/a	2 164	n/a
8/17-21/95	Internet Services Corporation	n/a	2 700	7 875	n/a	374	204	n/a	n/a	45 833	n/a
8/18-25/95	NC Petroleum Marketers Assn	n/a	3 500	34 000	n/a	74 076	879	1 377	n/a	2 508	n/a
8/21 22/95	Citgo-(LO)	n/a	250	1 470	n/a	n/a	0	927	n/a	6 280	n/a
8/22/95	R D Michel-(LO)	n/a	30	65	n/a	n/a	0	213	n/a	283	n/a
8/23-24/95	CCVB-(LO)	n/a	515	n/a	n/a	n/a	6	n/a	n/a	7 534	n/a
8/23-25/95	Microsoft	n/a	720	6 390	n/a	1 500	536	n/a	n/a	3 940	n/a
8/24/95	FDA	n/a	300	365	n/a	n/a	0	n/a	n/a	800	n/a
8/24-26/95	World Changers Ministries	n/a	3 200	6 250	n/a	3 380	234	n/a	n/a	777	n/a
8/25/95	Fred Pryor Seminars-(LO)	n/a		480	n/a	n/a	0	n/a	n/a	104	n/a
8/28-31/95	Computing Solution (NetCom)	n/a	3 000	11 600	n/a	10 605	0	3 815	n/a	556	n/a
8/28-31/95	Lott Carey Baptist Foreign Missionary	n/a	3 000	23 000	n/a	n/a	16	n/a	n/a	37 959	n/a
8/30/95	City of Charlotte	n/a	11	95	n/a	n/a	0	n/a	n/a	135	n/a
9/6/95	Microfocus Users Group	n/a	24	67	n/a	0	0	0	n/a	60	n/a
9/7/95	EDI Product Fair	n/a	500	1 185	n/a	0	15	826	n/a	9 729	n/a
9/7/95	BillCom Exposition/Conference Group	n/a	18	n/a	n/a	0	0	0	n/a	0	n/a
9/7/95	BB&T	n/a	340	800	n/a	0	320	0	n/a	5 610	n/a
9/14/95	Charlotte World Affairs Council	n/a	105	430	n/a	0	51	48	n/a	2 867	n/a
9/7 12/95	Ben Franklin Stores	n/a	1 750	82 500	n/a	27 353	3 671	26 324	n/a	35 930	n/a
9/14-15/95	First Union /Patterson Blake	n/a	1 080	13 500	n/a	3 776	1 441	13 001	n/a	57 342	n/a
9/17/95	Evelyn Pennington (House of Hope)	n/a	450	635	n/a	160	0	0	n/a	0	n/a
9/17-18/95	Wyncom Inc.	n/a	832	3 590	n/a	0	46	0	n/a	11 773	n/a
9/19/95	Charlotte Observer Job Fair	n/a	1 500	2 170	n/a	0	0	0	n/a	125	n/a
9/19/95	Wachovia	n/a	38	n/a	n/a	0	0	0	n/a	530	n/a
9/19-20/95	NC Manufactured Housing Institute	n/a	n/a	n/a	n/a	0	0	280	n/a	2 855	n/a
9/20/95	TransAmerica	n/a	400	500	n/a	0	0	3 823	n/a	4 465	n/a
9/20/95	Fluor Daniel	n/a	26	n/a	n/a	0	0	0	n/a	363	n/a
9/20/95	Sungard Trust Systems	n/a	160	480	n/a	0	90	0	n/a	3 581	n/a
9/20/95	Leadership Charlotte	n/a	415	393	n/a	0	0	1 824	n/a	7 800	n/a
9/20-21/95	Charlotte Postal Customer Council	n/a	355	2 160	n/a	1 089	86	0	n/a	5 503	n/a
9/21/95	General Medical Society	n/a	325	1 500	n/a	348	286	0	n/a	9 618	n/a
9/20/95	Peak Performances	n/a	1 000	1 750	n/a	0	220	794	n/a	3 200	n/a
9/20-22/95	Koll-Dove Corporation	n/a	750	1 335	n/a	0	540	0	n/a	0	n/a
9/20-21/95	NC Manufactured Housing Show	n/a	2 672	40 000	n/a	9 662	1 247	5 641	n/a	0	n/a
9/21/95	Commodore Homes	n/a	n/a	n/a	n/a	0	0	0	n/a	1 296	n/a
9/23-24/95	Odell Hardware	n/a	3 000	21 000	n/a	3 648	210	2 397	n/a	45 264	n/a
9/24/95	AME Zion Church	n/a	500	1 185	n/a	0	25	0	n/a	0	n/a
9/25-26/95	Mastering Computers	n/a	750	1 185	n/a	0	58	0	n/a	987	n/a
9/26/95	Mecklenburg County Board of Elections	n/a	130	800	n/a	0	7	220	n/a	0	n/a

City of Charlotte

Auditorium Coliseum Convention Center Authority

Event Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concsns	Carts	Catering	Novelties
9/26/95	Covey Leadership	n/a	46	330	n/a	0	73	0	n/a	223	n/a
9/26/95	Compudata	n/a	100	100	n/a	0	280	0	n/a	357	n/a
9/27/95	Greater Charlotte Auto Dealers	n/a	60	n/a	n/a	0	53	0	n/a	131	n/a
9/27 28/95	Carolinas Minority Supply Dev Council	n/a	1 000	3 500	n/a	1 369	123	607	n/a	4 360	n/a
9/28/95	International Botanical Symposium	n/a	425	1 185	n/a	0	303	0	n/a	7 728	n/a
9/29/95	Southern Arts Federation	n/a	300	9 000	n/a	3 464	53	429	n/a	3 550	n/a
9/30/95	Black Expo	n/a	5 278	6 000	n/a	0	0	8 047	n/a	2 735	n/a
9/30-10/1/95	Black Expo	n/a	9 845	6 000	n/a	446	253	7 899	n/a	0	0
10/1-4/95	PYA/Monarch	n/a	5 200	24 300	n/a	19 214	3 111	22 931	n/a	38 135	0
10/3/95	NC Travel and Tourism	n/a	0	170	n/a	0	205	0	n/a	0	0
10/4/95	First Union	n/a	40	520	n/a	0	0	0	n/a	0	0
10/4/95	Intntl Assn of Chiefs of Police	n/a	35	0	n/a	0	0	0	n/a	0	0
10/6/95	National Scholarship Service	n/a	1 150	800	n/a	0	24	0	n/a	432	0
10/6/95	Price Waterhouse	n/a	40	1 185	n/a	0	189	176	n/a	447	0
10/9-15/95	Industrial Fabrics	n/a	6 000	45 000	n/a	49 239	7 839	32 498	n/a	33 985	0
10/11-13/95	Industrial Fabrics-Miscellaneous	n/a	n/a	0	n/a	0	0	0	n/a	5 374	0
10/11-14/95	Highland Industries	n/a	n/a	0	n/a	0	0	956	n/a	2 579	0
10/12/95	Lee Greenwood	n/a	n/a	0	n/a	1 530	6	0	n/a	0	0
10/13/95	Omega Psi Phi	n/a	1 800	2 500	n/a	0	8	6 904	n/a	0	0
10/14/95	Johnson C Smith University	n/a	1 200	2 500	n/a	0	7	3 181	n/a	0	0
10/15-17/95	Cutler-Hammer	n/a	200	1 626	n/a	140	50	5 422	n/a	0	0
10/17/95	Charlotte Chamber of Commerce	n/a	375	0	n/a	0	0	1 637	n/a	8 413	0
10/17 21/95	NC Assn of Realtors	n/a	800	9 000	n/a	3 690	4 621	8 742	n/a	28 401	0
10/18-20/95	Realtors-Miscellaneous	n/a	n/a	0	n/a	0	0	834	n/a	3 822	0
10/18/95	NC Funeral Directors	n/a	10	0	n/a	0	0	0	n/a	27	0
10/18/95	Ministry of W Deen Mohammed	n/a	600	1 185	n/a	0	15	0	n/a	230	0
10/18-19/95	NC Nurses Association	n/a	350	2 095	n/a	0	0	0	n/a	5 111	0
10/19-23/95	Christmas Made in the South	n/a	15 017	18 500	n/a	7 247	204	28 540	n/a	0	0
10/20/95	Turfgrass Council	n/a	7	0	n/a	0	0	0	n/a	114	0
10/22 30/95	Grtr Charlotte Auto Dealers Assn	n/a	16 438	70 000	n/a	13 020	792	15 460	n/a	4 517	0
10/22-24/95	TGIF Productions	n/a	265	0	n/a	0	1 008	0	n/a	6 654	0
10/23/95	Bell Atlantic/Ninex Mobile	n/a	27	100	n/a	0	0	0	n/a	446	0
10/23/95	Peak Performnace International	n/a	2 500	2 000	n/a	0	193	932	n/a	2 735	0
10/25/95	Duke Power	n/a	18	0	n/a	0	0	0	n/a	197	0
10/25/95	Johnson & Higgins (CPCU Industries)	n/a	229	945	n/a	0	311	0	n/a	4 337	0
10/25/95	Mecklenburg Medical society	n/a	300	1 600	n/a	260	217	361	n/a	6 215	0
10/25/95	Right Associates	n/a	30	0	n/a	0	0	242	n/a	386	0
10/25/95	Nissan Motor Corp	n/a	n/a	340	n/a	0	0	0	n/a	269	0
10/25/95	Society of Manufacturing Engineers	n/a	70	0	n/a	0	92	0	n/a	1 465	0
10/26/95	CUDC (Columbus CC Tour)	n/a	27	0	n/a	0	0	0	n/a	0	0
10/26/95	Natl Assn of Fleet Administrators	n/a	n/a	0	n/a	0	0	0	n/a	448	0
10/26/95	NationsBank	n/a	120	170	n/a	0	0	0	n/a	486	0
10/27/95	Broadway and Seymour	n/a	500	2 400	n/a	0	0	2 207	n/a	15 723	0
10/27-29/95	Southwestern Galleries	n/a	475	0	n/a	0	81	0	n/a	0	0
10/27 11/1/95	American Soc. of Healthcare Personnel	n/a	320	2 000	n/a	0	0	1 312	n/a	20 648	0
10/30-31/95	Charlotte Observer	n/a	130	1 270	n/a	0	0	0	n/a	4 234	0
10/28-11/1/95	Amer Soc for Healthcare Central	n/a	320	8 000	n/a	4 694	1 779	0	n/a	792	0
11/01/95	Mental Health Assn of Meck Co	n/a	200	365	n/a	0	85	0	n/a	522	0
11/03/95	Mind Matters Seminars	n/a	200	365	n/a	0	90	0	n/a	306	0
11/03/95	Pampered Chef	n/a	25	67	n/a	0	0	0	n/a	0	0
11/04/95	City of Charlotte	n/a	250	1 940	n/a	0	138	0	n/a	2 784	0
11/04/95	Reliable Music	n/a	150	730	n/a	0	0	0	n/a	395	0
11/4-5/95	Self Employment Expo-SC Promotions	n/a	1 705	7 000	n/a	1 185	83	835	n/a	0	0
11/06/95	Pampered Chef	n/a	25	67	n/a	0	0	0	n/a	0	0

City of Charlotte

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Event-Related Revenues Report

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Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
11/06/95	Council for Children	n/a	300	n/a	n/a	0	0	0	n/a	3 585	0
11/06/95	Two Way Radio	n/a	n/a	n/a	n/a	0	0	0	n/a	100	0
11/07/95	Air Components and Systems	n/a	10	300	n/a	0	0	0	n/a	683	0
11/7-8/95	Plant Engineering and Maintenance Show	n/a	2 707	24 000	n/a	9 182	920	4 700	n/a	838	0
11/08/95	Turfgrass Council	n/a	50	n/a	n/a	0	0	0	n/a	155	0
11/8-10/95	NC School Counselors Association	n/a	248	6 200	n/a	0	1 729	0	n/a	3 682	0
11/09/95	Jerry Savelle Ministries	n/a	2 050	7 500	n/a	186	38	0	n/a	0	0
11/10-11/95	Institute for Natural Resources	n/a	48	960	n/a	0	65	0	n/a	54	0
11/11/95	AAA Travel Fair	n/a	1 026	3 500	n/a	357	132	521	n/a	380	0
11/14/95	First Union	n/a	84	300	n/a	0	63	0	n/a	715	0
11/14/95	Jonathan Ledd Co	n/a	200	945	n/a	0	6	0	n/a	313	0
11/14-16/95	Job Shop Show	n/a	2 000	17 500	n/a	8 439	996	6 866	n/a	3 943	0
11/14-16/95	Padgett Thompson	n/a	33	970	n/a	0	78	0	n/a	305	0
11/15/95	Moore and Van allen	n/a	134	730	n/a	0	110	0	n/a	2 933	0
11/15/95	Wyncom Inc	n/a	670	2 000	n/a	0	0	0	n/a	9 450	0
11/15/95	Professional Training International	n/a	65	315	n/a	0	0	0	n/a	156	0
11/15/95	YMCA Endowment Wrap-Up	n/a	290	520	n/a	0	395	0	n/a	9 844	0
11/16/95	Cad Concepts	n/a	88	175	n/a	0	0	0	n/a	216	0
11/16/95	World Travel Partners	n/a	100	n/a	n/a	0	0	0	n/a	0	0
11/16/95	Sun Health Alliance	n/a	40	480	n/a	0	18	0	n/a	1 079	0
11/16-17/95	NC Asan of CPA s	n/a	325	n/a	n/a	0	74	0	n/a	5 177	0
11/16-18/95	World Evangelism	n/a	2 100	7 330	n/a	833	13	0	n/a	0	0
11/18/95	Executives Unlimited	n/a	620	1 185	n/a	0	0	0	n/a	0	0
11/19/95	LeRoy Jenkins Evangelistic Assn	n/a	180	800	n/a	812	0	0	n/a	0	0
11/20-21/95	Bringing Peace Home	n/a	351	1 099	n/a	0	3	80	n/a	4 986	0
11/27/95	Peak Performance	n/a	800	2 000	n/a	0	0	682	n/a	2 750	0
11/28/95	First Union -NC	n/a	18	170	n/a	0	0	0	n/a	330	0
11/29-12/3/95	Holiday Dental Conference	n/a	800	4 192	n/a	0	0	449	n/a	2 351	0
11/30/95	Excel Telecommunications	n/a	3 500	5 000	n/a	360	10	3 675	n/a	0	0
11/30-12/2/9	World Conference Travel	n/a	n/a	906	n/a	0	0	0	n/a	130	0
11/30-12/2/95	World Conference Travel*	n/a	86	906	n/a	500	131	427	n/a	1 257	0
11/29-12/3/95	Holiday Dental Conference*	n/a	3 700	6 288	n/a	4 293	4 524	552	n/a	4 330	0
12/01/95	Zimmer Charlotte	n/a	20	170	n/a	0	0	0	n/a	359	0
12/01/95	Diet Pepsi/Raycom	n/a	590	0	n/a	0	0	0	n/a	7 051	0
12/03/95	Pride Unity Choir	n/a	670	4 500	n/a	520	3 293	647	n/a	369	0
12/05/95	Executives Unlimited	n/a	720	1 185	n/a	0	145	0	n/a	0	0
12/5-10/95	Carolinas Racers Auction	n/a	1 120	15 000	n/a	160	223	6 601	n/a	0	0
12/06/95	Natl Assn of Hosiery Manufacturers	n/a	25	0	n/a	0	96	0	n/a	405	0
12/07/95	Mint Museum of Art	n/a	350	0	n/a	0	0	6 544	n/a	7 451	0
12/8-10/95	ACC Craft Fair	n/a	5 158	21 000	n/a	11 194	595	12 128	n/a	1 059	0
12/08/95	Andersen Consulting	n/a	350	1 535	n/a	0	1 429	0	n/a	2 413	0
12/09/95	Coal Clinic	n/a	72	605	n/a	0	0	971	n/a	2 624	0
12/09/95	Little and Associates	n/a	300	635	n/a	0	0	1 987	n/a	4 458	0
12/10-11/95	Charlotte Chamber of Commerce	n/a	1 728	0	n/a	200	49	6 235	n/a	39 939	0
12/11/95	Radisson Grand Resort	n/a	25	170	n/a	0	99	0	n/a	246	0
12/12/95	Oracle/McKibbin	n/a	95	1 460	n/a	154	70	0	n/a	763	0
12/12/95	Tactics	n/a	n/a	170	n/a	0	0	0	n/a	640	0
12/13/95	The Good Fellows Luncheon	n/a	1 275	N/A	n/a	200	235	0	n/a	15 180	0
12/13/95	NorthEast Trade Shows Inc	n/a	15	N/A	n/a	0	3	0	n/a	36	0
12/14/95	Alltell Systematics	n/a	42	635	n/a	0	0	179	n/a	860	0
12/14/95	InterNet Services Corp	n/a	n/a	2 625	n/a	615	2 450	6 266	n/a	48 084	0
12/15/95	Carolina Panthers	n/a	305	0	n/a	0	35	0	n/a	10 357	0
12/26-30/95	Natl Inspirational Youth Convention	n/a	n/a	15 600	n/a	340	477	232	n/a	0	0
1/3-7/96	Freightliner Employee Event	n/a	1 600	36 000	n/a	1 920	1 066	0	n/a	60 757	0

City of Charlotte

Auditorium-Coliseum Convention Center Authority

Event-Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concssns	Carts	Catering	Novelties
1/9-10/96	Summit Management Corp	n/a	800	6 485	n/a	1 318	370	6 176	n/a	30 574	0
1/8-12/96	Turfgrass Council	n/a	2 000	11 826	n/a	4 733	1 978	4 152	n/a	23 220	0
1/9/96	Floyd Wickman Courses	n/a	100	350	n/a	0	0	0	n/a	0	0
1/12 14/96	Easyriders Bike Show	n/a	6 541	9 341	n/a	3 660	164	26 906	n/a	630	600
1/12/96	Natl Gypsum Co	n/a	70	3 210	n/a	0	902	1 435	n/a	5 608	0
1/15/96	Martin Luther King Holiday Celebration	n/a	1 300	0	n/a	0	82	0	n/a	0	0
1/19-20/96	CTBMA	n/a	3 000	16 000	n/a	4 062	455	7 597	n/a	8 182	0
1/16-23/96	Northeast Trade Shows	n/a	3 030	18 000	n/a	1 273	340	1 638	n/a	0	0
1/15/96	Peak Performance	n/a	900	1 750	n/a	0	117	575	n/a	2 760	0
1/16-18/96	Southeast Toyota	n/a	300	2 700	n/a	0	249	0	n/a	1 244	0
1/17 20/96	Bennie Hinn Media Ministries	n/a	2 800	10 000	n/a	1 500	1 048	0	n/a	416	0
1/17/96	Natl Ass Hosiery Mfgtrs	n/a	120	0	n/a	0	101	0	n/a	1 910	0
1/18/96	First Union	n/a	550	0	n/a	0	600	0	n/a	0	0
1/18/96	West Lake Group	n/a	30	235	n/a	0	82	0	n/a	351	0
1/19/96	Brinkley Lumber	n/a	n/a	95	n/a	0	0	0	n/a	39	0
1/19-20/96	PA Lumberman Mutual Insurance	n/a	n/a	0	n/a	0	0	0	n/a	1 219	0
1/7/96	Wedding Guide Bridal Show	n/a	1 831	9 000	n/a	1 756	118	3 425	n/a	0	0
1/21-26/96	IBM	n/a	600	15 000	n/a	900	1 739	0	n/a	73 482	0
1/22/96	Broadway & Seymour	n/a	400	730	n/a	0	239	0	n/a	1 582	0
1/23/96	Charlotte World Affairs Council	n/a	95	312	n/a	0	33	11	n/a	1 373	0
1/23-25/96	Expo Group	n/a	4 000	15 000	n/a	10 178	619	7 040	n/a	142	0
1/24/96	Institute of Real Estate Mgmt	n/a	n/a	430	n/a	0	0	0	n/a	1 295	0
1/24/96	Adams Mark Hotel	n/a	1 000	0	n/a	0	0	0	n/a	500	0
1/27/96	Wachovia Team Five Star Olympics	n/a	3 900	7 250	n/a	3 514	194	48 408	n/a	258 372	0
1/25-27/96	Charlotte s Largest Office Party	n/a	6 659	3 650	n/a	2 125	208	60 008	n/a	977	0
1/28-2/1/96	RCMA	n/a	n/a	0	n/a	0	0	0	n/a	0	0
1/29-31/96	Computer News Group	n/a	n/a	11 000	n/a	4 069	457	2 331	n/a	61	0
1/31/96	RCMA-Catered Events	n/a	n/a	0	n/a	0	0	0	n/a	21 319	0
2/1/96	RCMA -Catered Events	n/a	n/a	0	n/a	0	0	0	n/a	31 336	0
2/1/96	RCMA	n/a	1 200	0	n/a	7 583	2 855	0	n/a	0	0
2/2-3/96	Remax	n/a	600	3 500	n/a	120	16	4 803	n/a	17 787	0
2/3/96	Executives Unlimited	n/a	850	730	n/a	0	33	0	n/a	0	0
2/3-4/96	Mann Travels	n/a	806	3 165	n/a	0	228	0	n/a	0	0
2/3-12/96	Mid-Atlantic Boat Show	n/a	18 056	87 500	n/a	6 651	877	51 566	n/a	0	0
2/4-6/96	NC Health Care Facilities	n/a	750	4 600	n/a	3 535	297	310	n/a	10 199	0
2/5-10/96	Children s Defense Fund	n/a	2 300	17 000	n/a	384	5 036	0	n/a	142 083	0
2/7/96	Ch/Meck Educational Foundation	n/a	900	2 275	n/a	200	0	0	n/a	9 767	0
2/12/96	Peak Performances	n/a	500	2 000	n/a	0	145	358	n/a	2 308	0
2/13/96	Duke Power Purchasing	n/a	104	385	n/a	0	37	0	n/a	1 347	0
2/13/96	Center for Applied Psychology	n/a	150	730	n/a	0	108	0	n/a	162	0
2/13/96	Fahlgren Inc	n/a	600	555	n/a	0	190	0	n/a	1 668	0
2/15/96	United Way	n/a	150	0	n/a	0	118	0	n/a	497	0
2/15-18/96	Convention Concepts	n/a	5 000	16 500	n/a	2 040	250	0	n/a	59 262	0
2/15-18/96	EJTA	n/a	1 000	17 500	n/a	4 506	201	4 412	n/a	1 387	0
2/16-17/96	Nations Bank Race Weekend	n/a	10 000	6 500	n/a	3 549	4 198	5 851	n/a	23 211	0
2/17/96	UPS	n/a	70	0	n/a	0	0	0	n/a	438	0
2/17/96	Xerox Corporation	n/a	250	0	n/a	0	0	0	n/a	6 028	0
2/20/96	Fred Pryor Seminars	n/a	153	480	n/a	0	46	0	n/a	0	0
2/21 22/96	Jonathan Ledd Co	n/a	282	1 185	n/a	0	0	0	n/a	383	0
2/22 3/3/96	Fleetwood Home Show	n/a	600	44 080	n/a	5 366	821	5 862	n/a	32 447	0
2/23-25/96	Super Sales	n/a	15 979	19 500	n/a	5 019	924	11 436	n/a	0	0
2/24-25/96	Blenheim Franchise Show	n/a	1 360	8 750	n/a	1 676	195	1 263	n/a	323	0
2/25-29/96	Ohmeda	n/a	13	1 250	n/a	0	96	0	n/a	1 178	0
2/27 28/96	Beauticontrol Cosmetics	n/a	700	2 135	n/a	0	48	0	n/a	0	0

City of Charlotte

Auditorium-Coliseum Convention Center Authority

Event Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concsns	Carts	Catering	Novelties
2/27/96	Shelter Medical Clinic	n/a	14	0	n/a	0	0		n/a	558	0
2/28-29/96	Career Networking Group	n/a	2 376	1 200	n/a	0	47	0	n/a	0	0
2/28/96	Fred Pryor Seminars	n/a	120	730	n/a	0	70	0	n/a	0	0
3/1-3/96	Premier Tours and Travel	n/a	2 400	7 000	n/a	46	15	311	n/a	0	0
3/1 2/96	Printing Industries of the Carolinas	n/a	750	0	n/a	170	15	6 209	n/a	19 062	0
3/2/96	Craftsman Printing	n/a	n/a	195	n/a	0	0	0	n/a	98	0
3/4-17/96	Society of Manufacturing Engineers	n/a	13 531	137 020	n/a	195 927	13 268	42 314	n/a	8 381	0
3/4-17/96	SME Catered Events/Booth Service	n/a	n/a	100	n/a	0	0	0	n/a	6 335	0
3/5/96	BillCom Exposition	n/a	20	0	n/a	0	0	0	n/a	424	0
3/6-10/96	National Pork Producers	n/a	500	4 845	n/a	0	2 482	2 901	n/a	17 953	0
3/7/96	Mind Matters Seminars	n/a	300	365	n/a	0	86	0	n/a	393	0
3/9/96	Executives Unlimited	n/a	700	730	n/a	0	80	0	n/a	7	0
3/13/96	Peak Performances	n/a	500	1 750	n/a	0	91	482	n/a	2 841	0
3/13/96	The United Way	n/a	450	900	n/a	0	61	301	n/a	6 665	0
3/14-16/96	NC Assn of Educators	n/a	3 600	6 000	n/a	1 400	612	748	n/a	284	0
3/15-17/96	Intl Japanese Bobtail Alliance	n/a	2 259	7 605	n/a	351	120	815	n/a	0	0
3/18-20/96	EMC Network (microsoft)	n/a	600	1 770	n/a	100	104	0	n/a	1 690	0
3/15-19/96	Intl Council of Shopping Centers	n/a	1 200	8 750	n/a	850	614	483	n/a	19 662	0
3/20/96	NC Funeral Directors	n/a	12	0	n/a	0	0	0	n/a	173	0
3/20/96	First Union North Carolina	n/a	1 200	1 600	n/a	730	0	0	n/a	16 430	0
3/22 25/96	Hearth and Home Expo '96	n/a	30 000	81 500	n/a	31 462	7 151	102 502	n/a	54 329	0
3/22-25/96	Hearth Booth Service/Catered Events	n/a	n/a	0	n/a	0	0	0	n/a	20 834	0
3/22 23/96	Mary Kay Cosmetics	n/a	4 600	8 000	n/a	1 600	227	0	n/a	26 037	0
3/25-31/96	Women s Basketball Coaches Assn	n/a	2 154	19 000	n/a	5 034	1 256	5 788	n/a	83 722	0
3/29/96	WBCA First Union Atrium	n/a	n/a	0	n/a	0	0	7 464	n/a	0	0
3/25-31/96	WBCA Catered Events	n/a	n/a	0	n/a	0	0	0	n/a	20 234	0
4/1-3/96	Carolinas Assn of Advertising Specialists	n/a	650	4 000	n/a	2 174	233	0	n/a	7 300	0
4/1-3/96	Duke Power	n/a	2 400	12 250	n/a	17 001	235	0	n/a	48 592	0
4/2 3/96	YMCA of Greater Charlotte	n/a	1 824	0	n/a	0	442	0	n/a	20 702	0
4/3-8/96	Hart Enterprises	n/a	5 700	6 250	n/a	3 184	45	7 416	n/a	57 042	0
4/7 13/96	Assn of American Geographers	n/a	3 300	20 583	n/a	2 714	7 267	6 768	n/a	12 235	0
4/10/96	Geographers Catered Events	n/a	n/a	0	n/a	0	0	345	n/a	1 783	0
4/8-21/96	BillComExpo and Conference	n/a	1 200	20 850	n/a	35 818	1 395	3 912	n/a	41 628	0
4/9/96	Carolinas Partnership	n/a	500	1 020	n/a	0	0	2 656	n/a	8 594	0
4/9-12/96	William Tell Productions	n/a	600	10 000	n/a	3 191	296	849	n/a	0	0
4/10-15/96	Carin Thomas/House Beautiful	n/a	500	19 500	n/a	5 300	168	1 938	n/a	0	0
4/10/96	Charlotte Chamber of Commerce	n/a	100	0	n/a	0	0	43	n/a	711	0
4/10/96	Peak Performances	n/a	520	1 500	n/a	0	133	341	n/a	2 378	0
4/12/96	Rowman and Littlefield Publishers	n/a	15	0	n/a	0	0	0	n/a	94	0
4/13-17/96	Biggers Brothers	n/a	5 000	19 500	n/a	20 051	624	350	n/a	4 212	0
4/13/96	Paragon	n/a	300	590	n/a	0	60	0	n/a	0	0
4/18/96	Ritchie & Associates	n/a	n/a	0	n/a	0	44	765	n/a	1 524	0
4/18/96	Coca-Cola	n/a	n/a	0	n/a	0	40	311	n/a	24 400	0
4/18-19/96	KPMG Peat Marwick	n/a	50	1 100	n/a	0	177	210	n/a	4 344	0
4/19/96	American Institute of Architects	n/a	175	500	n/a	0	185	1 087	n/a	1 781	0
4/19/96	Price Waterhouse	n/a	80	315	n/a	0	157	750	n/a	1 933	0
4/19/96	Procter & Gamble	n/a	100	0	n/a	0	0	0	n/a	70	0
4/19-20/96	NationsBank	n/a	126	2 789	n/a	0	461	2 125	n/a	9 827	0
4/20/96	Anhueser-Busch	n/a	1 200	3 200	n/a	0	25	3 357	n/a	25 530	0
4/20-5/5/96	Natl Assn of Hosiery Manufacturers	n/a	10 675	49 500	n/a	0	209	57 562	n/a	43 541	0
4/22/96	First Union National Bank	n/a	369	2 889	n/a	0	0	0	n/a	4 410	0
4/23/96	Allen Tate Realty	n/a	450	945	n/a	0	0	0	n/a	7 400	0
4/23/96	Charlotte Chamber of Commerce	n/a	400	581	n/a	0	0	0	n/a	3 002	0
4/23/96	Natl Conference of Christians and Jews	n/a	415	975	n/a	0	0	655	n/a	6 848	0

City of Charlotte

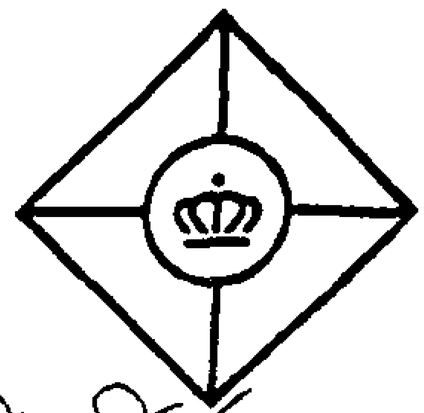
Auditorium-Coliseum Convention Center Authority

Event Related Revenues Report

Fiscal 1996

Date(s)	Event	Perf	Att	Rent	Parking	Utilities	Contract Services	Concsns	Carts	Catering	Novelties
4/24-25/96	Travel Impressions	n/a	250	1 185	n/a	0	6	1 530	n/a	2 643	0
4/25/96	CCVB Board Meeting	n/a	35	0	n/a	0	110	0	n/a	0	0
4/27/96	Artex (Hosiery)	n/a	n/a	0	n/a	0	0	0	n/a	3 604	0
4/27/96	Hosiery Catered Events	n/a	n/a	0	n/a	0	0	0	n/a	4 096	0
4/28/96	Glen Raven Mills (Hosiery)	n/a	n/a	0	n/a	0	0	0	n/a	2 320	0
4/28/96	Verkler (Hosiery)	n/a	n/a	0	n/a	0	0	5 302	n/a	12 745	0
4/28/96	Nilit America (Hosiery)	n/a	n/a	0	n/a	0	0	0	n/a	15 252	0
4/29/96	DuPont (Hosiery)	n/a	n/a	0	n/a	0	24	14 300	n/a	27 793	0
4/30/96	CCVB Breakfast Meeting	n/a	66	0	n/a	0	148	0	n/a	743	0
4/20-5/5/96	Natl Assn of Hosiery Manufacturers**	n/a	n/a	16 500	n/a	103 147	11 076	4 211	n/a	2 229	n/a
4/20-5/5/96	Hosiery-Exhibitors	n/a	n/a	n/a	n/a	0	0	0	n/a	1 023	n/a
5/3/96	Financial Freedom Report	n/a	300	945	n/a	0	149	0	n/a	140	n/a
5/3-10/96	Intravenous Nurses Society	n/a	3 000	21 000	n/a	6 308	1 846	8 716	n/a	8 795	n/a
5/3-10/96	Nurses-Exhibitors	n/a	n/a	n/a	n/a	0	0	0	n/a	193	n/a
5/3-4/96	KW Publishing and Computer	n/a	205	785	n/a	0	65	0	n/a	180	n/a
5/4-5/96	Libertarian State Convention	n/a	60	630	n/a	0	0	0	n/a	877	n/a
5/5-8/96	Daktronics	n/a	n/a	n/a	n/a	0	258	0	n/a	0	n/a
5/6-11/96	RCA-Thomson Consumer Electronics	n/a	n/a	2 100	n/a	520	111	0	n/a	1 886	n/a
5/7/96	CCVB	n/a	117	n/a	n/a	0	0	0	n/a	840	n/a
5/10-11/96	Excel Telecommunications	n/a	n/a	3 500	n/a	0	193	1 152	n/a	0	n/a
5/11/96	Executives Unlimited	n/a	n/a	1 185	n/a	0	26	0	n/a	0	n/a
5/11/96	Temple Church of our Lord Jesus Christ	n/a	100	730	n/a	0	0	0	n/a	0	n/a
5/11/96	West Charlotte Dance	n/a	900	2 500	n/a	0	7	2 351	n/a	0	n/a
5/12 16/96	NC Funeral Directors	n/a	954	10 000	n/a	1 614	391	3 369	n/a	11 457	n/a
5/12 16/96	Funeral Directors Exhibitors	n/a	n/a	n/a	n/a	0	0	0	n/a	8 260	n/a
5/13-17/96	American Show Management -ITEC Expo	n/a	n/a	19 000	n/a	11 370	2,206	7 976	n/a	0	n/a
5/13/96	City of Charlotte	n/a	100	170	n/a	0	0	0	n/a	842	n/a
5/13/96	Fred Pryor Seminars	n/a	n/a	480	n/a	0	59	0	n/a	35	n/a
5/13/96	Junior League of Charlotte	n/a	260	400	n/a	0	345	0	n/a	4 446	n/a
5/14-19/96	Carolinas Medical Center	n/a	2 000	13 000	n/a	0	6 623	0	n/a	69 885	n/a
5/16-19/96	Folk Round Square Dance Federation	n/a	1 300	5 500	n/a	166	31	1 318	n/a	36	n/a
5/16/96	IBM Seminars/Right Source	n/a	160	n/a	n/a	0	73	0	n/a	2 684	n/a
5/17/96	Mary Kay	n/a	500	730	n/a	0	38	0	n/a	0	n/a
5/20-24/96	NFL Owner's Meeting	n/a	120	10 320	n/a	2 135	1 611	0	n/a	20 972	n/a
5/20-24/96	Omni share of NFL	n/a	n/a	1 600	n/a	0	0	0	n/a	0	n/a
5/20/96	Peak Performances	n/a	500	1 185	n/a	0	133	360	n/a	1 518	n/a
5/21/96	ISES	n/a	21	n/a	n/a	0	0	0	n/a	235	n/a
5/22-23/96	Cities in Schools	n/a	1 624	n/a	n/a	0	96	0	n/a	12 416	n/a
5/24/96	Tax Administrators	n/a	40	n/a	n/a	0	0	365	n/a	692	n/a
5/24/96	Mary Kay	n/a	n/a	n/a	n/a	0	0	0	n/a	0	n/a
5/30/96	Mitchell Distributing	n/a	50	170	n/a	0	0	0	n/a	217	n/a
5/30-6/1/96	UNC-C Athletic Foundation	n/a	n/a	1 100	n/a	0	0	4 900	n/a	12 265	n/a
5/30/96	Robert Morris Associates	n/a	100	530	n/a	0	0	0	n/a	1 395	n/a
	Totals	314	429 470	1 810 687	0	846 817	146 324	906 989	0	2 633 099	600

Exhibit E



Auditorium · Coliseum · Convention Center Authority

February 7, 1995

Mr Spencer D Stolpen
President
George Shinn Sports, Inc.
NBA Team Office Building
One Hive Drive
Charlotte, NC 28217

Dear Spencer

You are familiar with the provisions in each of the several Basketball Agreements requiring the Partnership to maintain accurate and complete books and records in accordance with Generally Accepted Accounting Principals, and that such books and records be "available for audit and inspection by a duly designated representative of the Authority at reasonable times and intervals during ordinary business hours throughout the term of this Agreement . ." (Section 17 of current agreement)

In preparation for any further talks we may have about the Basketball Agreement and the revenues which the team receives under the Agreement, the Authority at this time wishes to inspect the books and records listed below of the Partnership for the period beginning March 12, 1987 to the date in 1994 on which all rights and obligations of the Partnership were transferred to George Shinn Sports, Inc., and after such date of George Shinn Sports, Inc. to the current date.

The books and records which the Authority wishes to inspect at this time are:

(1) Audited financial statements of the Charlotte NBA Limited Partnership from March 12, 1987 to the date of transfer to George Shinn Sports, Inc on which the transfer of rights and obligations were transferred, and any audited financial statements of George Shinn Sports, Inc. from date of transfer to current date.

(2) Federal income tax returns of the Partnership from inception of the Basketball Agreement (March 12, 1987) through latest returns filed

by the Partnership, and federal income tax returns of George Shinn Sports, Inc. from the date of transfer to December 31, 1994

(3) Closing general ledger trial balance that supports each of audited financial statements referred to at item 1 above.

(4) Closing cumulative revenue and expense ledgers that support the audited revenues and expenses per each of the audited financial statements referred to at item 1 above

(5) Cash receipts and cash disbursements journals for each of the years for which financial statements have been requested per item 1 above.

(6) Minutes of meetings of the Partners of the Partnership from March 12, 1987 to the date of transfer of rights and obligations to George Shinn Sports, Inc. and of George Shinn Sports, Inc. from the date of transfer through February 14, 1995

Based upon inspection of items referred to above, requests for additional books and records of the Partnership and George Shinn Sports, Inc. will be made as deemed necessary

The representatives of the Authority for this inspection will be Greg Aliff and Melissa Norman of DeLoitte & Touche, the Authority's auditor, and Mike Crum, the Authority's Director of Financial Operations

The Authority requests that this inspection begin at 10 a.m. Tuesday, February 14 at the NBA Team Office Building on One Hive Drive and continue during ordinary business hours until completed.

Mr Spencer Stolpen
Page 3
February 7, 1995

I will assume that these arrangements are satisfactorily unless I hear otherwise from you upon your receipt of this letter.

Very truly yours,

Steve Camp
Managing Director

cc. Greg Aliff
Ned Hardison
Wendell White

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Co./Dept.	Co.
Phone #	Phone #
Fax #	Fax #

CHARLOTTE HORNETS
One Hive Drive
Charlotte, NC 28217
(704) 357-0252
Fax (704) 357-0289

Spencer D. Stolpen
President

February 7, 1995

Mr. Steve Camp
Managing Director
P.O. Box 669247
Charlotte, North Carolina 28226-0247

Dear Steve,

We disagree with the Authority's interpretation of Section 17 of the Revised Basketball Agreement (the "Agreement") dated December 16, 1991 among the Authority, George Shinn and Charlotte NBA Limited Partnership, as expressed in your letter to me dated February 7, 1995.

The intent of this provision is that the Authority is entitled to audit the books and records of the Partnership which have a bearing on payments due the Authority under the Agreement. This would include records relating to "Net Ticket Sales" as defined in Section 4.2 of the Agreement, namely, gross revenues from ticket sales for home games, less taxes imposed on the sale of such tickets.

Further, the Authority would have the right to audit records relating to Skybox expenses and Skybox License Fees under Section 7.3.

The items which the Authority wishes to inspect as set forth in your letter of February 7, 1995 have no relevance to any payments which the partnership is required to make under the Agreement or to any revenues received by the Partnership on which any such payments are based. Accordingly, the Authority's request to inspect these items is denied.

George Shinn Sports, Inc., as successor in interest to the Partnership, stands ready to permit the Authority's inspection of records relating to the obligations of the parties under the Agreement.

Sincerely,

Spencer D. Stolpen

Exhibit F

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Contracted vs. In House Services

Facility	Department	Contract Services	In-House Services
Independence Arena/ Ovens Auditorium	Event Services	Peer Group Security First Aid Services Clean-Up Labor Ticketing System	Box Office Staffing Crowd Management Staffing Uniform Security Janitorial Staffing
	Stagehands		Staffing
	Concessions	Concession Stand Staffing Soft Drink Systems Support Conc Equipment Maintenance Specialty Food Items	Management Staff Money Room Staff Uniform Security Merchandise Purchasing
	Novelties		Novelty Staff
	Parking	Lot Sweeping	Parking Lot Staff Uniform Security Traffic Control
	Facility Services	Temporary Set-Up Services Temporary Janitorial Services Uniform Services Mat Services Dumpster/Waste Removal Grounds Maintenance	Event Set-Up Staffing Daytime Janitorial Staffing 24 Hour Security
	Engineering	HVAC Maintenance Elevator Maintenance Water Treatment Vehicle Maintenance Plant Maintenance Ice Plant Maintenance Pest Control Radio Maintenance Life Safety Systems Maint.	Engineering Staff Physical Plant Maintenance Small Equipment Maintenance Scoreboard Maintenance Spotlight Maintenance
	Administration	Armored Car Deposit Payroll Services Liability Insurance Admin Computer Hardware Support Computer Software Support	General Facility Management Operations Purchasing Accounting Services Human Resource Management Advertising and Promotion

Contracted vs In House Services

Facility	Department	Contract Services	In-House Services
Charlotte Coliseum	Event Services	Peer Group Security	Box Office Staffing
		First Aid Services	Crowd Management Staffing
		Clean-Up Labor	Uniform Security
		Ticketing System	Janitorial Staffing
	Stagehands		Staffing
	Concessions	Concession Stand Staffing	Management Staff
		Soft Drink Systems Support	Money Room Staff
		Conc Equipment Maintenance	Uniform Security
			Merchandise Purchasing
	Food Carts	Food Cart Staff	Food Cart Staff
		Specialty Food Items	Merchandise Purchasing
	Catering	Parquet Staffing	Catering Management
			Banquet Staffing
			Kitchen Staffing
			Merchandise Purchasing
	Novelties		Novelty Staff
	Parking	Lot Sweeping	Parking Lot Staff
			Uniform Security
			Traffic Control
	Facility Services	Temporary Set-Up Services	Event Set-Up Staffing
		Temporary Janitorial Services	Daytime Janitorial Staffing
		Uniform Services	24 Hour Security
		Mat Services	
		Dumpster/Waste Removal	
		Grounds Maintenance	
	Engineering	HVAC Maintenance	Engineering Staff
		Elevator Maintenance	Physical Plant Maintenance
		Water Treatment	Small Equipment Maintenance
		Vehicle Maintenance	Scoreboard Maintenance
		Plant Maintenance	Spotlight Maintenance
		Pest Control	
		Radio Maintenance	
		Life Safety Systems Maint.	
	Administration	Armored Car Deposit	General Facility Management
		Payroll Services	Operations Purchasing
		Liability Insurance Admin	Accounting Services
		Computer Hardware Support	Human Resource Management
		Computer Software Support	Advertising & Promotion Management
		Advertising Design	
		Advertising Placement	
		Printing Services	
		Legal Services	
		Facility Consulting Services	

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Contracted vs In House Services

Facility	Department	Contract Services	In-House Services
New Charlotte Convention Center	Sales & Marketing	Advertising Design Advertising Placement Newsletter Design Printing Services	NCCC Event Sales Advertisng & Promotion Management
	Convention Services	NCCC Event Sales (CVB) Peer Group Security First Aid Services Ticketing System Concierge Services Audio-Visual Services Business Center Services	Box Office Staffing Crowd Management Staffing Uniform Security Event Coordination Staffing
	Concessions	Concession Stand Staffing Soft Drink Systems Support Conc Equipment Maintenance	Management Staff Money Room Staff Uniform Security Merchandise Purchasing
	Cafe'	Specialty Food Items	Cafe' Staff Merchandise Purchasing
	Catering		Catering Management Banquet Staffing Kitchen Staffing Merchandise Purchasing Catering Sales
	Parking/Security	Parking Lot Staffing Security Staffing	Parking Management Security Management
	Facility Services	Temporary Set-Up Services Temporary Janitorial Services Uniform Services Mat Services Dumpster/Waste Removal	Event Set-Up Staffing Daytime Janitorial Staffing
	Engineering	Grounds Maintenance HVAC Maintenance Elevator Maintenance Water Treatment Vehicle Maintenance Plant Maintenance Pest Control Radio Maintenance Life Safety Systems Maint. Telephone Services	Engineering Staff Physical Plant Maintenance Small Equipment Maintenance Electrical Services Compressed Air Services Water Services
	Administration	Armored Car Deposit Payroll Services Liability Insurance Admin Computer Hardware Support Computer Software Support Legal Services	General Facility Management Operations Purchasing Accounting Services Human Resource Management Advertising & Promotion Management

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

Authority Management

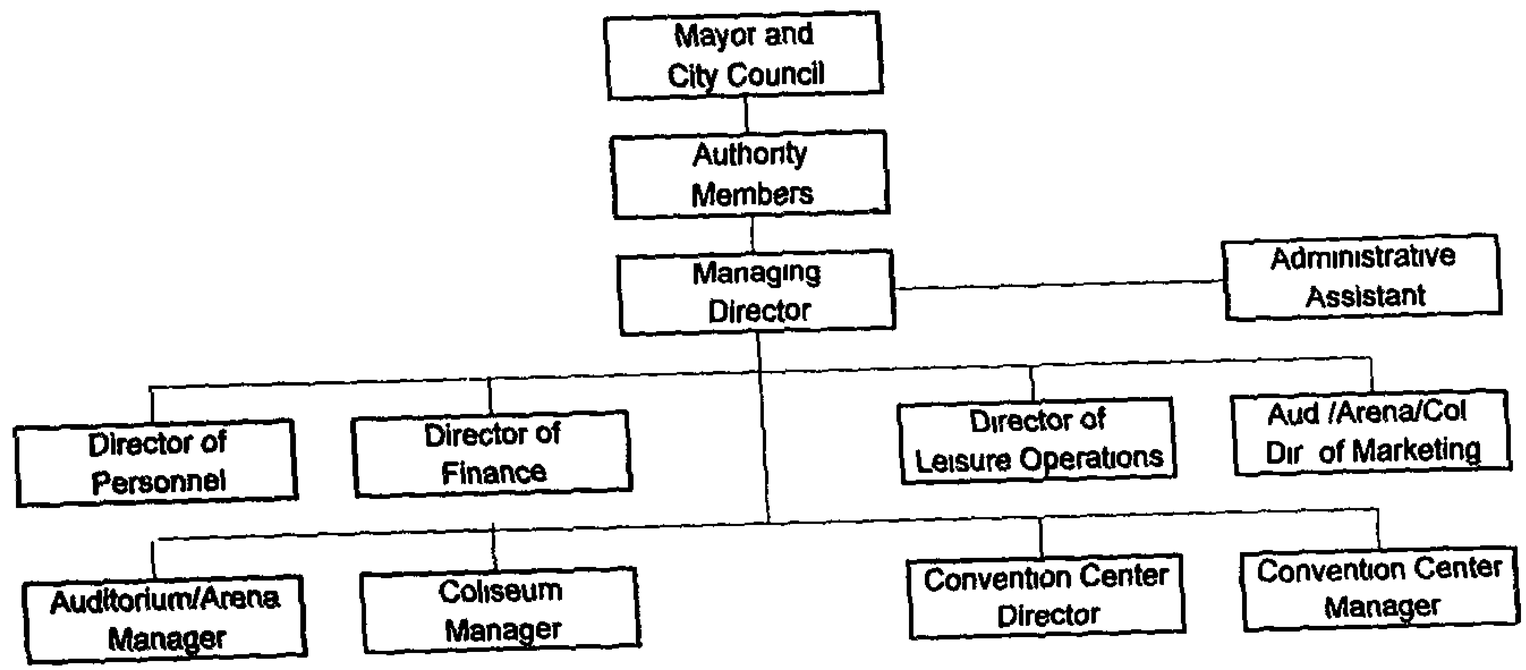
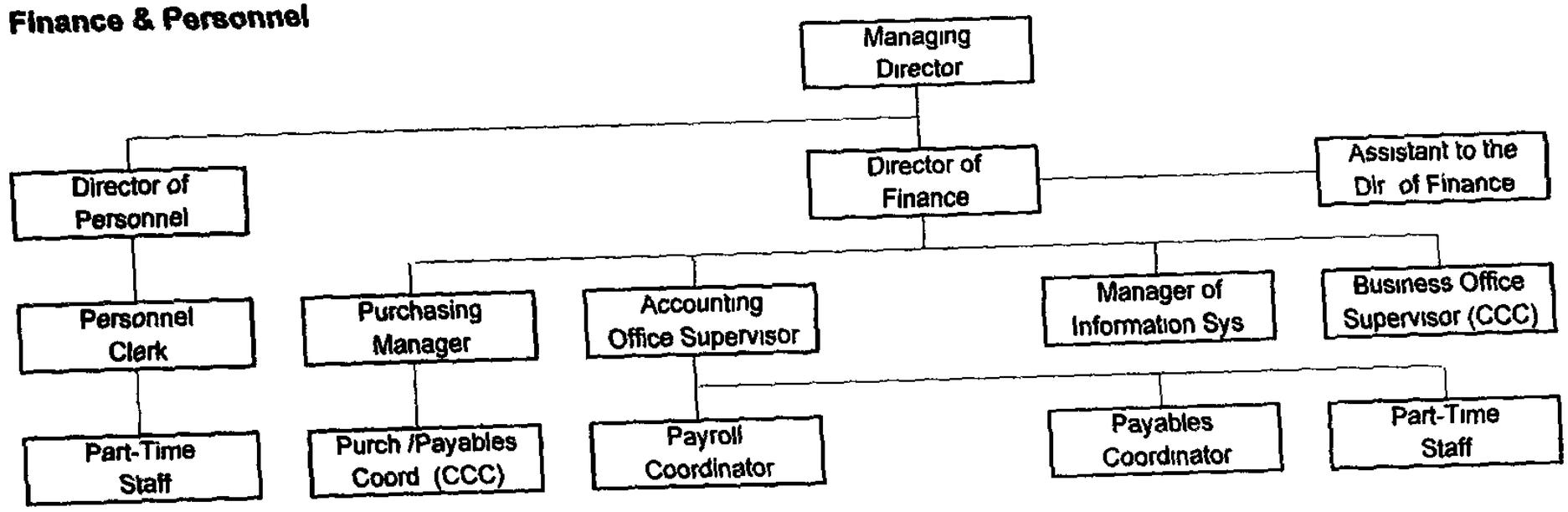


Exhibit G

City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

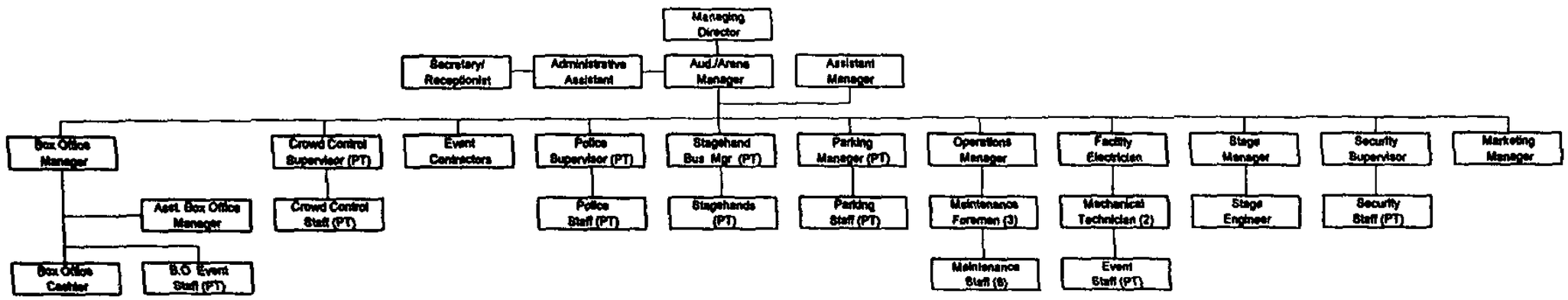
Finance & Personnel



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

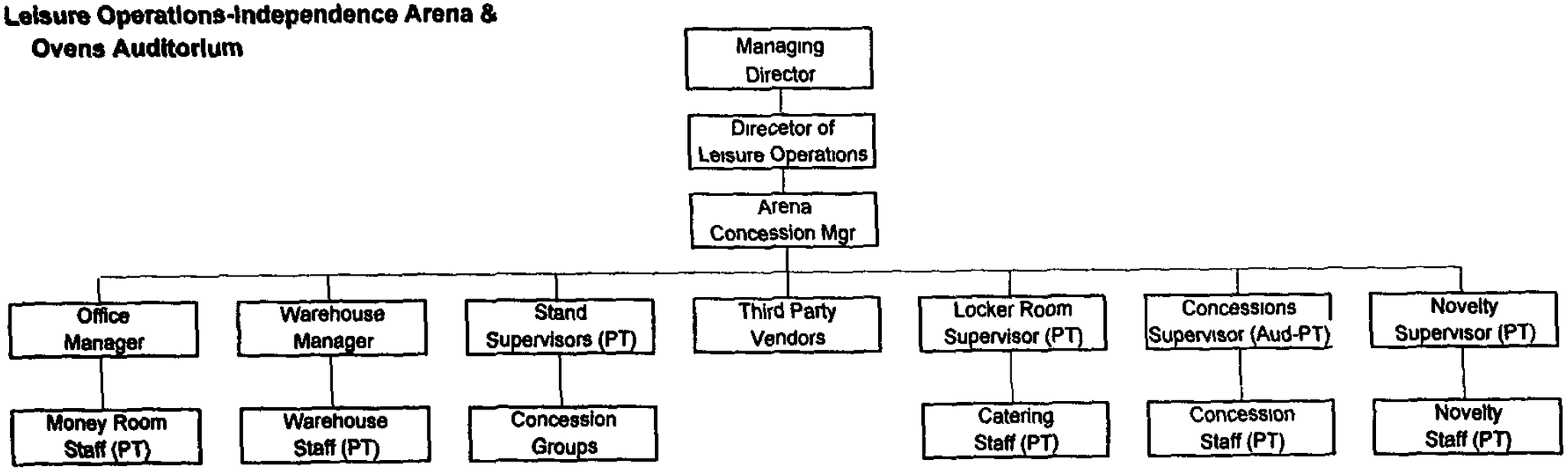
Independence Arena/Ovens Auditorium



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

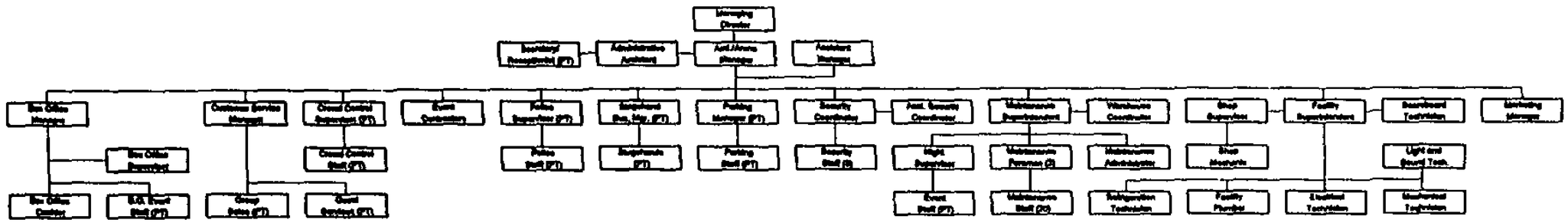
Leisure Operations-Independence Arena & Ovens Auditorium



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

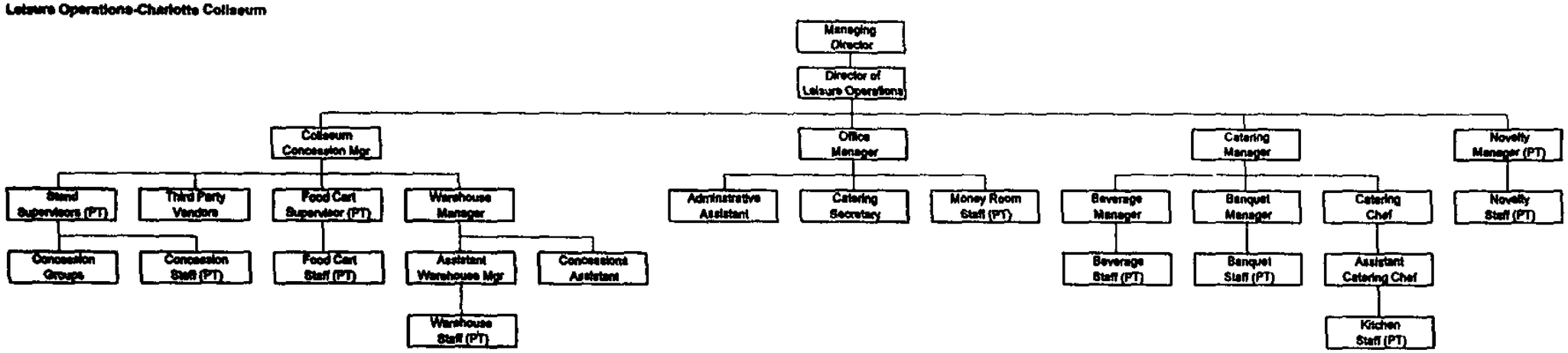
Charlotte Coliseum



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

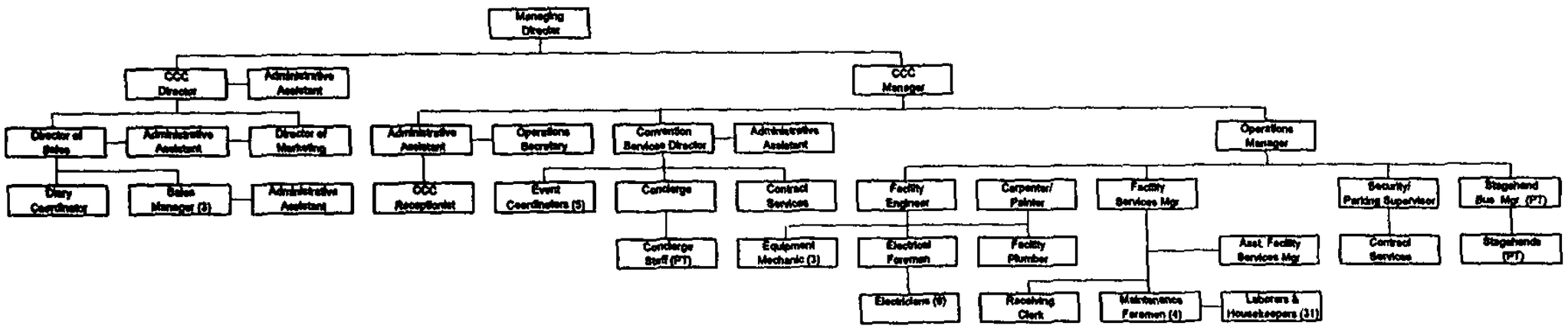
Leisure Operations-Charlotte Coliseum



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

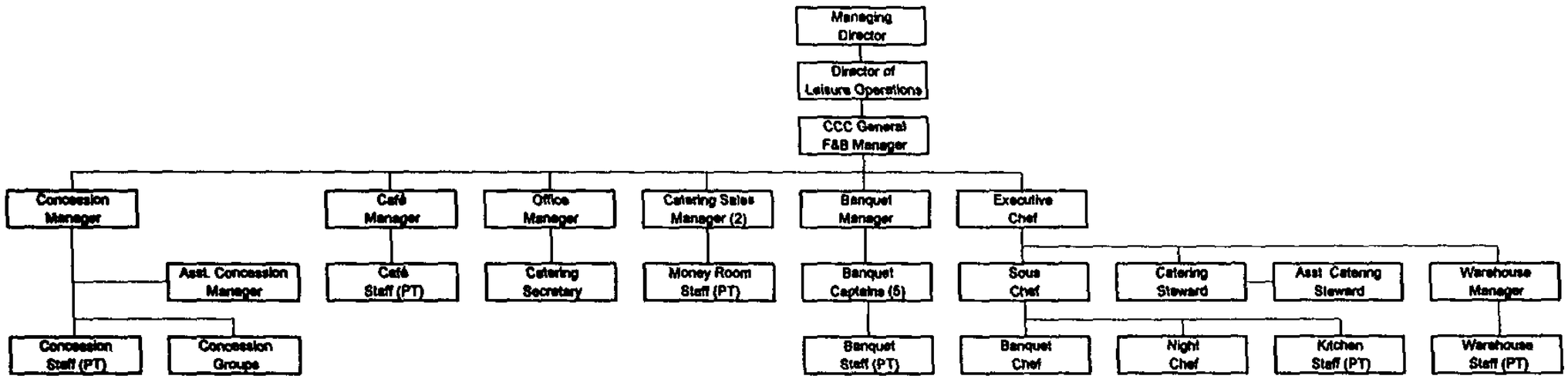
Charlotte Convention Center



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Organizational Chart

Leisure Operations-Charlotte Convention Center



City of Charlotte
Auditorium-Coliseum-Convention Center Authority

Requested Salary Information

Facility	Title	Annual Salary	Annual Bonus	Sales Commission	Gratuity	Car Allowance
Coliseum	Managing Director	150,000	Possible	-	-	3,780
Convention Center	Director	95,000	Possible	-	-	1,800
Convention Center	Manager	95,000	Possible	-	-	1,800
Coliseum	Director of Finance	85,000	Possible	-	-	1,800
Coliseum	Manager	85,000	Possible	-		1,800
Coliseum	Director of Leisure Operations	70,000	Yes	-		1 800
Coliseum	Assistant Manager	67,881	Possible	-	-	1,500
Convention Center	Executive Chef	66,150	Possible	-	-	-
Coliseum	Facility Engineer	62,000	Possible		-	-
Convention Center	Food and Beverage Manager	60,500	Possible	-	-	1,500
Auditorium/Arena	Operations Manager	54,954	Possible	-	-	1,500
Coliseum	Concession Manager	50,500	-	-	-	-
Coliseum	Director of Personnel	50,500	Possible	-	-	1,500
Auditorium/Arena	Manager	50,000	Possible	-	-	1,500
Convention Center	Director of Sales	50,000	Possible	Yes	-	
Convention Center	Sous Chef	47,250	Possible	-	-	-
Convention Center	Operations Manager	45,754	Possible	-	-	-
Auditorium/Arena	Assistant Manager	45,500	Possible	-	-	1,500
Convention Center	Director of Marketing	45,100	Possible	-	-	-
Convention Center	Director of Convention Service	44,100	Possible	-	-	
Coliseum	Catering Manager	42,848	-	-	-	-
Coliseum	Director of Marketing	42,734	Possible	Yes	-	1,500
Convention Center	Sales Manager	42,179	-	Yes	-	-
Convention Center	Facility Engineer	42,000	-	-	-	-
Coliseum	Refrigeration Technician	42,000	-	-	-	1,800
Convention Center	Systems Administrator	41,978	-	-	-	1,500
Coliseum	Scoreboard Technician	41,234	-	-	-	-
Convention Center	Facility Services Manager	40,792	Possible	-	-	-
Coliseum	Purchasing Manager	40,245	-	-	-	-
Convention Center	Sales Manager	40,000	-	Yes	-	-
Coliseum	Accounting Office Supervisor	39,428	Possible	-	-	-
Coliseum	Catering Chef	37,853	-	-	-	-
Coliseum	Box Office Manager	37,440	Possible	-	-	-
Coliseum	Administrative Assistant	36,466	-	-	-	-
Convention Center	Sales Manager	36,000	-	Yes	-	-
Coliseum	Concession Office Manager	34,343	-	-	-	-
Auditorium/Arena	Facility Electrician	34,125	-	-	-	-
Coliseum	Security Coordinator	33,599	-	-	-	-
Auditorium/Arena	Maintenance Foreman	33,090	-	-	-	-
Convention Center	Catering Sales Manager	33,075	-	Yes	-	-
Convention Center	Catering Sales Manager	33,075	-	Yes	-	-
Convention Center	Banquet Manager	33,075	-	-	Yes	-
Auditorium/Arena	Concession Manger	31,795	-	-	-	-
Convention Center	Catering Steward	30,800	-	-	Yes	-

Note Under "Annual Bonus", the word "Possible" indicates that the employee does not have a specific bonus agreement, but has received a bonus given at the discretion of the Authority in past years.

Note No Authority employees are given expense allowances. Provided that proper documentation is provided, Authority employees are reimbursed for business-related expenses.

Auditorium/Coliseum/Convention Center Authority

Budget Presentation to City Council

March 18, 1997

City of Charlotte

Auditorium-Coliseum-Convention Center Authority

Budget Presentation to City Council

March 18, 1997

Overview of Presentation

1. Roster of Authority-Managed Facilities
2. Mission of the Authority
3. Authority Budget Process
4. Financial Relationship with the City of Charlotte
5. Issues Facing the Authority
6. Answers to City Council Questions

Roster of Facilities Currently Managed by the Authority

Facility	Year Built	Capacity *G S F	FY 1996 Events	FY 1996 Attendance
Ovens Auditorium	1955	2,600	129	186,371
Independence Arena	1955	10,000	115	426,962
Charlotte Coliseum	1988	24,000	135	1,372,360
Old Convention Center	1973	*134,000	-	-
Charlotte Convention Center	1995	*850,000	314	776,723
		Totals	693	2,762,416

Mission of the Authority

The mission of the Authority can be found in the chapter of the City Charter which established the Authority in 1951 The critical part of the charter to the Authority's mission reads as follows

"The Authority shall operate the auditorium-coliseum-convention center-baseball stadium in a proper, efficient, business-like manner, to the end that such properties and facilities may effectively serve the public needs for which they were established at the lease cost and expense to the City of Charlotte "

Code of the City of Charlotte
Chapter V, Subchapter B

The Authority has interpreted this to mean the following

Within legal constraints, operate in a private-sector fashion.

Make facilities affordable to promoters and patrons alike.

Meet obligations of financial relationship with the City.

Successful attainment of the Authority's mission has been based on the following factors

The City Council having appointed to membership persons of ability and dedication.

The members collectively have applied their business experience to management and operation similar to the function of a board of directors of a private corporation.

The selection and oversight of a highly qualified Managing Director.

Balancing the charter mandate that the facilities be operated at the least cost to the public with the important objective that the facilities be operated in the public interest.

The Authority's Budgeting Process

The Authority's budgeting starts in mid-January and ends in late June of each fiscal year Budgeting can be segmented into three areas

Capital Expenditures Those expenses which have a depreciable life Capital expenses include facility improvements, equipment purchasing, and long-term repairs and maintenance.

Event-Related Revenues and Expenses: Those revenues and expenses generated directly by events hosted by individual facilities

Non-Event Related Revenues and Expenses Those revenues and expenses not related to events hosted by individual facilities

For each budget segment, the following procedures are used

Capital Expenditures Department heads request appropriations for capital improvements The requests are reviewed with the department head by the Managing Director, Director of Finance, and the appropriate Building Manager Expenditures are compared to competing requests and prioritized The final list of capital appropriations is reviewed by the same parties before being combined into the overall budget of each facility and the Authority

Event-Related Revenues and Expenditures: Facility Managers submit a forecast of events to be hosted by their facility for the next fiscal year Revenue and expense models are developed by the Finance Department for each type of event to be hosted. The models are reviewed and revised with the appropriate Facility Managers and Department Heads The models are then combined to generate a total event-related revenue and expense model for each department of each facility. The total for each facility is then combined into the total budget for the Authority.

Non-Event-Related Revenues and Expenses Department Heads submit budgets for overhead expenses expected for the fiscal year. The budgets are then reviewed and revised with the appropriate facility manager and the Director of Finance. The Finance Department develops estimates for revenues not related to event types or volume for the fiscal year. These estimates are then combined with event-related expenses to create the operating budgets for each department, each facility, and the Authority as a whole

The Authority's Budget Process, Continued

By mid-May, staff work on the budget has been completed and the Finance Department then develops the document used for public presentation of the budget Discussion and approval of the budget is normally set for the last Authority meeting in June

The approval of the Authority's budget is governed by the North Carolina Budget and Fiscal Control Act Ten business days before the Authority meeting, public notice is given of a public hearing to be held before the Authority's discussion of the budget In conjunction with this notice, copies of the proposed budget are sent to Authority members, City Council, City Staff, and local media. During this ten day period, a copy of the budget is available for examination by the public in the Accounting Office at the Charlotte Coliseum

The public hearing is held as part of the June Authority Meeting, before the Authority agenda item reviewing and discussing the budget

A copy of the schedule for the Authority's 1997-98 budget process is attached

Financial Relationship with the City of Charlotte

Since 1980, the Authority has not received any direct financial subsidy from the general operating funds of the City of Charlotte.

Given the current roster of facilities and volumes of events, the Authority expects to maintain this record into the foreseeable future.

The Authority currently receives assistance from the New Charlotte Convention Center Revenue Fund for Charlotte Convention Center marketing and operating expenses. Revenue fund contributions to the Convention Center totaled $950,054 in fiscal 1996.

The City, the Authority, and the Charlotte Convention and Visitors Bureau have an agreement concerning the distribution of funds dedicated to the marketing of the New Charlotte Convention Center The Authority's allocation of these marketing funds is calculated by taking 30% of 15% of the collected taxes dedicated to Convention Center activities The remaining 70% of this amount is allocated to the CCVB A bonus is equally shared by both parties equal to 30% of the collected occupancy tax in excess of the projections for a given year One third of this bonus must be set aside for "future marketing expenses "

The Authority also has an agreement with the City to offset a portion of the operating deficit recorded by the Convention Center This assistance, which comes from the New Charlotte Convention Center Revenue Fund, is equal to one half of the annual operating deficit recorded by the Convention Center. The other half of the Convention Center's operating deficit and all capital improvement expenditures are subsidized by the operating surpluses retained by the Authority

Issues Facing the Authority

Ovens Auditorium

Independence Arena

Old Charlotte Convention Center

New Charlotte Convention Center

Charlotte Coliseum

INFORMATION ON FINANCIAL PARTNERS REQUESTED BY COUNCILMEMBER PATRICK CANNON

The following is in response to questions posed by Councilmember Patrick Cannon in preparation for the March 18 Half-Day Budget Retreat

1. **What has the Charlotte Mecklenburg Housing Partnership (CMHP)'s performance achievement been for the past two years for new construction and rehabilitation costs? Specifically, for both new construction and rehabilitation, what was the cost to acquire, the cost to construct or rehabilitate, the total cost, the sales price and any non-recovered cost (loss) for each unit for the past two years?**

   Please see attached response prepared by CMHP.

2. **What was CMHP's achievement rate in terms of meeting its yearly contract objectives for the last two years for both the Affordable Housing contract and the Homeownership Counseling contract?**

   According to contract evaluations prepared by UNCC's Urban Institute, CMHP's achievement rate was as follows for the two most recent years evaluated

FY95 Affordable Housing Contract·	Met 1 out of 5 goals
FY96 Affordable Housing Contract	Met 1 out of 4 quantifiable strategies plus 2 goals
FY95 Homeownership Contract	Met 3 out of 4 objectives
FY96 Homeownership Contract.	Met 3 out of 4 strategies

3. **What was the per unit cost for each client that was qualified for a mortgage by CMHP for the past two years?**

   According to the Urban Institute's evaluation of CMHP's Homeownership Contract, the per unit costs were as follows.

FY95	$2,302 per qualified applicant (total of 62)
	$3,965 per homebuyer (total of 36)
FY96	$2,302 per qualified applicant (total of 62)
	$4,198 per homebuyer (total of 34)

4. **How do housing construction/rehabilitation costs compare among the City, CMHP, the CDCs and the private sector housing that has been built in Wingate?**

   This information is not available at the current time Staff will need 2-3 weeks to gather this information and prepare an analysis based on comparable units

5. **For the Charlotte Housing Authority's Self Sufficiency contract, please provide information on the contract objectives, achievement rate on the objectives and the per unit cost for each client that became a homeowner.**

Contract Objectives: For a list of the contract objectives, please refer to the copy of UNCC's evaluation of CHA's FY96 Family Self Sufficiency Contract found on page 147 of the Council information packet sent out on March 7 for the March 18 Half-Day Budget Retreat

Achievement rate: According to the Urban Institute's evaluations the FSS program met 3 out of 5 goals in FY95 and partially met the remaining 2. In FY96, the program met 1 out of 6 strategies, the remainder were not met or not documented

Per unit costs in FY95:

$1,306 per family counseled (total of 268)
$5,072 per family leaving public housing (total of 69, breakdown on number who became homeowners vs renters has been requested from CHA)

Per unit costs in FY96:

$1,054 per family counseled (total of 332)
$8,333 per family leaving public housing (total of 42)
$14,583 per family achieving homeownership (total of 24)

(F NRPTS/COS 3)

3/14/97

CHARLOTTE MECKLENBURG HOUSING PARTNERSHIP
SALES & COST OF SALES 1994 95 & 1995 96

Year	No.	ADDRESS	CLOSING PRICE	ACQUISITION COST	NOTES	REHABILITATION COSTS	CONSTRUCTION COSTS	TOTAL COSTS	INVESTMENT IN THE COMMUNITY
1996	44	1821 Rush Wind	63 800	22 150		60 575		82 726	(18 926)
1996	45	1824 Rush Wind	60 425	13 701		48 992		62 693	(2 268)
1996	46	1825 Rush Wind	67 925	22 236		64 638		86 875	(18 950)
1996	47	1900 Rush Wind	62 100	22 920	(f)	50 442		73 362	(11 262)
1996	48	1901 Rush Wind	63 600	28 400	(f)	67 984		96 384	(32 784)
1996	49	1904 Rush Wind	65 900	12,145		65 957		78 101	(12 201)
1996	50	1908 Rush Wind	67 200	18,750		73 998		92 748	(25 548)
1996	51	1912 Rush Wind	68 398	8,057		70 586		78 644	(10 246)
1995	52	2013 Rush Wind	67 530	23 649		63,654		87 303	(19 773)
1996	53	2017 Rush Wind	71 200	28 809		66 628		95 437	(24 237)
1996	54	2109 Rush Wind	70 400	17 568		70 004		87 571	(17 171)
1996	55	2204 Rush Wind	65 857	21 322		74 888		96 210	(30 353)
1995	56	306 S Bruns	47 500	17 017		58 843		75 860	(28 360)
1995	57	310 S Bruns		17 017	(e)	49 668		66 685	(66 685)
1996	58	422 S Bruns	54 200	14 447		58 214		72 661	(18 461)
1996	59	1231 C Scaleybark	62 000	40 920	(b)	15 641		56,561	5 439
1995	60	2211 Thornfield	59 000	43 433	(b)	18 158		61 591	(2 591)
1995	61	2601 Valleyview	68 407	34 696		37 731		72 427	(4 020)
1995	62	2633 Valleyview	70 000	34 770		54 127		88,897	(18,897)
1995	63	2640 Valleyview	71 692	35 887		35 435		71 322	370
1996	64	8306 Viola Dr	70 000	33 523		55 493		89 016	(19 016)
1996	65	8400 Viola Dr	65 000	29 605		69 739		99 345	(34 345)
1995	66	1613 Vogel Ct	60 720	27 842	(b)	33 504		61 346	(626)
1995	67	6615 Willow Springs	52 680	39 413	(b)	16 265		55 678	(2 998)
		TOTAL	$ 4 042,928	$ 1,857,720		$ 3 248 140	$ 121 168	$ 5 227 027	$ (1 184 099)

Notes
a Purchased from the City of Charlotte at the appraised price
b Hope 3 funding
c Repurchased from foreclosure
d Built with assistance of High School students
e Renovated and rented to existing elderly neighborhood residents
f Build with the assistance of Fannie Mae Foundation funding

CHARLOTTE MECKLENBURG HOUSING PARTNERSHIP
SALES & COST OF SALES 1994 95 & 1995 96

Year	No	ADDRESS	CLOSING PRICE	ACQUISITION COST	NOTES	REHABILITATION COSTS	CONSTRUCTION COSTS	TOTAL COSTS	INVESTMENT IN THE COMMUNITY
1996	1	2829 Attaberry Dr	60 000	38 420	(a)	62 314		100 734	(40 734)
1995	2	1220 Dade St	55 000	42 886	(a)	36 609		79 495	(24 495)
1995	3	6908 Delta Lake	55 000	36 385	(b)	22 210		58 595	6 405
1996	4	8516 Endwell Rd	68 000	43 735	(b)	16 879		60,614	7 386
1996	5	6331 Farmstead Dr	73 000	46 719	(b)	26,069		72 788	212
1995	6	1820 Genesis Park Pl	62 435	24 070		51 090		75 160	(12 725)
1996	7	1908 Genesis Park Pl	64 350	13 151		81 087		94 238	(29 888)
1995	8	2016 Genesis Park Pl	64 225	18 750		60 867		79 617	(15 392)
1995	9	2020 Genesis Park Pl	63 549	9 000	(d)		54 151	63 151	398
1996	10	2100 Genesis Park Pl	66 009	18 750		58 337		77 087	(11 078)
1995	11	2108 Genesis Park Pl	65 470	14 651		80 206		94 857	(29 387)
1995	12	2112 Genesis Park Pl	61 750	24 352		65 814		90 166	(28 416)
1995	13	2116 Genesis Park Pl	67 920	21 928		73 969		95 897	(27,977)
1995	14	2200 Genesis Park Pl	60 849	28 489		60 011		88 500	(27 651)
1995	15	2204 Genesis Park Pl	59 100	28 389		56 917		85 306	(26 206)
1995	16	2210 Genesis Park Pl	58 500	20 143		65 888		86 031	(27 631)
1995	17	2212 Genesis Park Pl	61 503	21 063		60 619		81 682	(20 179)
1995	18	6618 Goldfinch	57 700	47 834	(b)	8 701		56 535	1 165
1996	19	3415 Green Meadow	77 500	66 120	(b)	7 231		73 351	4 149
1996	20	3418 Green Meadow	75 750	53 578	(b)	12 134		65 712	10 038
1996	21	302 Katonah	47 500	17 017		60 135		77 153	(29 653)
1995	22	309 Katonah		17 017	(e)	34 463		51 480	(51 480)
1995	23	315 Katonah	-	17 017	(e)	38 257		55 274	(55,274)
1996	24	423 Katonah	54 200	17 017		63 719		80 736	(26 536)
1996	25	512 Katonah	55 500	17 017		62 978		79 995	(24 495)
1996	26	516 Katonah	54 200	17 017		63 641		80 658	(26 458)
1995	27	525 Katonah	47 500	17 017		57 305		74 322	(26 822)
1996	28	528 Katonah	54 200	17 017		65 637		82 654	(28 454)
1996	29	913 Log Cabin	70 040	40,513	(b)	39 321		79 834	(9 794)
1995	30	9614 Long Valley	66 334	38 000	(a)	42 771		80 771	(14 437)
1995	31	2530 Marlowe	63 600	36 831	(a)	38 846		75 677	(12 077)
1996	32	5603 Naturewood	76 600	63 547	(b)	14 477		78 024	(1 424)
1995	33	7202 Newell Acres	64 000	48 288	(b)	11 559		59 847	4 153
1996	34	8404 Pence Rd	60 400	29 549		45 205		74 754	(14 354)
1996	35	1030 Polk St	62 000	63 825	(c)	15 555		79 380	(17 380)
1996	36	1209 Polk St	67 400	9 302	(d)	-	67 017	76 319	(8 919)
1995	37	2819 Royston	53 400	33 586	(b)	20 711		54,297	(897)
1996	38	1709 Rush Wind	60 000	24 811	(f)	65 240		90 051	(30 051)
1996	39	1713 Rush Wind	62 800	24 811	(f)	68 843		93 654	(30 854)
1996	40	1805 Rush Wind	72 330	23 856		64 761		88 617	16 287)
1996	41	1812 Rush Wind	63 925	17 127	(f)	59 131		76 258	12 333)
1996	42	1816 Rush Wind	60 000	18 750		59 558		78 308	18 308)
1996	43	1817 Rush Wind	63 855	22 096		67 910		90 006	26 151)

Cultural Assessment Report for Charlotte/Mecklenburg FINAL REPORT

December, 1995

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Executive Summary

In July of 1995, the Arts & Science Council of Charlotte/ Mecklenburg County (hereinafter the ASC) contracted with The Wolf Organization, Inc. of Cambridge, Massachusetts (the consultants) to undertake a three-part project as follows:

- an assessment of the implementation of the 1991 Charlotte/Mecklenburg Cultural Action Plan
- an evaluation of the ASC
- an overview of issues that might be included in an upcoming cultural planning process in 1996.

In Chapter I, the consultants review the implementation of the 1991 plan. They point out that it was one of the most ambitious ever developed in the United States. It consisted of pages and pages of recommendations in seven major areas as follows:

- Infrastructure
- Education In and Through the Arts
- Public Facilities and Institutions
- Allocations
- Public Art
- Multi-cultural Issues
- Regional Initiatives

In the intervening four years, almost all of the recommendations were implemented in five of the seven areas — a truly remarkable achievement. Two areas fell short of expectations — arts education and regionalism. In arts education, this lack of success appears to be only temporary. In the case of regionalism, it is unclear how much can be accomplished during the remaining year of the five-year plan.

Chapter II provides an evaluation of the ASC. Overall, the organization is viewed as a model agency both in the local community and among national leaders. Its mission is well understood and accepted and its governance structure is sound. The ASC is seen as well managed and superbly led, with a professional, hard-working staff. It gets extremely high marks for financial management and fund raising (both for the annual fund successes and the recent endowment drive) and it is given much of the credit for bringing a greater sense of accountability to the cultural sector in Charlotte in recent years.

There are some concerns about the ASC: it is too thinly staffed, especially at the senior level, leaving it vulnerable in a number of ways. Of special concern is the over-dependence on the President whose job description is too broad. There are some reservations about how the Board and staff relate to the affiliates and there is a view that the organization must place greater emphasis on broad public participation in the arts and sciences. The organization is faulted for not improving its archaic electronic systems (though this is now being addressed). On balance, the ASC is seen as an extremely positive force in the community, the state, and the nation. It is the envy of many other communities who know and study its work.

Chapter III proposes priorities for the upcoming 1996 cultural plan. It suggests an overarching theme of public participation. It also urges reconsideration of areas that need continued attention and updating from the 1991 plan: education, regionalism, cultural diversity, and funding. Finally, it offer three new areas for consideration in the 1996 plan: community/economic development, leadership, and excellence.

The consultants wish to thank members of the Evaluation Task Force for their assistance in developing and critiquing the ideas for this report.

Introduction

The Project

On July 10, 1995, the Arts & Science Council of Charlotte/Mecklenburg County (hereinafter the ASC) contracted with The Wolf Organization, Inc of Cambridge, Massachusetts (the consultants) to undertake a three-part project as follows

1 An assessment of the implementation phase of the July, 1991 Charlotte/Mecklenburg Community Cultural Action Plan with comments on areas where more work might be done or specific recommendations might be altered or sharpened.
2 An evaluation of the ASC including an assessment of its mission, role in the community, governance, staffing, image, financial management, fund raising, relationship to constituent groups, and other related matters.
3 An overview of opportunities and issues that might receive priority for an up-coming cultural planning process in 1996

The Task Force

An Evaluation Task Force, representing a broad range of community members, was assembled to work with the consultants and guide the project (cf., Appendix A) With the help of members of the Task Force, the consultants finalized a work plan and developed a list of individuals to be consulted as part of the fact-gathering for the project

The full Task Force met to help the consultants sort through major issues facing Charlotte/Mecklenburg in the next decade and to focus on potential areas of concern and opportunity for the cultural community The Task Force also met in executive session with no members of the ASC staff present to receive and comment on the consultants' preliminary findings which were presented in condensed outline form These meetings helped inform the content of this report

Tasks Completed

The consultants also completed the following tasks

- They reviewed background material about the range of arts and cultural activities and organizations in Charlotte/Mecklenburg, including studies, reports, financial data, grants histories, as well as details on programs, staffing, board/committees, and administrative aspects of the ASC

- They conducted a series of interviews with over one hundred and twenty-five individuals (cf., Appendix B) Interviewees included representative community leaders, elected officials, artists, educators, local funders, representatives of arts organizations, the media, the business community, ethnic and minority communities, and others in Charlotte with an interest in and knowledge of arts and cultural activities A mix of individuals, including an appropriate number of people involved in the earlier planning process, as well as others newer to the community was included. Also included were selected national arts leaders familiar with Charlotte/Mecklenburg and the work of the ASC The purpose of these interviews and meetings was to gather information about one or more of the following·

  - the impact of the 1991 cultural plan and the implementation of its recommendations
  - issues for the forthcoming cultural plan
  - strengths and weaknesses of the ASC.

- They completed additional fact-finding for the assessment of the ASC including

- individual and small group interviews with all full-time staff members of the ASC
- a review of such documentation as personnel policies, charter and by-laws, information on existing advisory structures, current and historical financial reports, brochures and other fund-raising materials
- an analysis of all computer and other information management systems.

The Report

Based on the range of information gathered, the consultants have prepared this preliminary report which includes four sections

- The first section is Chapter I *An Assessment of the Implementation of the 1991 Community Cultural Plan* This provides an overview of how effectively the plan's recommendations have been implemented, based on interviews and meetings at which the subject of the plan was discussed in great depth

- The second section is Chapter II· *An Evaluation of the Arts & Science Council of Charlotte/Mecklenburg County*

- The third section is Chapter III *Priorities for the 1996 Cultural Plan* This provides an overview of opportunities and issues that might be a priority for the up-coming cultural planning process together with an outline of potential tasks for outside consultants

- The fourth section consists of three appendices·
  - Appendix A lists Task Force members
  - Appendix B lists interviewees for the project
  - Appendix C provides a point-by-point analysis of the 1991 Cultural Action Plan The purpose of this analysis is to provide information about whether each recommendation was actually implemented and the reasons behind non-implementation.

Task Force Review

On December 14, 1995, the consultants met with the Evaluation Task Force, the ASC Board, and representatives of the affiliates to review the contents of this preliminary report. Based on the results of that session, the consultants submit this final report that reflects both the findings and recommendations of the consultants *and* a record of suggestions and clarifications from those meetings

Acknowledgments

Any project of this scope requires much cooperation from the client group. But when the project involves an evaluation of that group, there is the potential for tension to be built into the relationship between consultants and clients. Such was not the case in this project The staff of the ASC was cooperative in every way Details were attended to with the usual efficiency. Interviews were frank and honest It is perhaps a reflection of the professionalism of this organization that at no time was there any problem The consultants wish to thank the ASC staff for their assistance and cooperation.

They also wish to thank the Task Force that gave critical advice and counsel as well as the many individuals who gave of their time and knowledge. Without the help of all of these people, this report could not have been written

Chapter I
An Assessment of the Implementation of the 1991 Community Cultural Plan

In this chapter, the consultants provide an overview of the effectiveness of implementation of the 1991 cultural action plan. It is based on interviews and meetings at which the subject of the plan was discussed in depth Subsequent fact checking by the consultants verified the assertions in this chapter and led to a more in-depth recommendation-by-recommendation analysis of the plan and its implementation (contained in Appendix C)

Overall Results

The 1991 cultural action plan was one of the most ambitious ever developed in the United States It consisted of pages and pages of recommendations in seven major areas as follows

I - Infrastructure
II - Education In and Through the Arts
III - Public Facilities and Institutions
IV - Allocations
V - Public Art
VI - Multi-cultural Issues
VII - Regional Initiatives

In the intervening four years, almost all of the recommendations were implemented in five of the seven areas — a truly remarkable achievement Two areas fell short of expectations — arts education and regionalism. In arts education, this lack of success appears to be only temporary The creation of a new arts education agency and a comprehensive community-wide program now looks very likely beginning in 1996. In the case of regionalism, the jury is still out on what may be accomplished during the remaining year of the 1991 five-year plan In any case, both arts education and regionalism will remain priorities for consideration in the next cultural plan (as recommended in Chapter 3)

Cultural Action Plan Successes

The following were major successes in the implementation of the 1991 cultural action plan.

- The ASC was reorganized and repositioned as a clearinghouse for all cultural endeavors and as the planning and allocations entity for the cultural sector

- The ASC rewrote its mission statement to reflect a very broad mandate as follows:
  - *The mission of the Corporation is to provide cultural leadership by promoting both the scope and excellence of the arts and sciences in order to improve the quality of life in the Charlotte/Mecklenburg area It is a service organization established as a clearinghouse for all cultural endeavors in Mecklenburg County The Council shall have responsibility for community-wide cultural planning, policy and budget development, fundraising, grantmaking, technical assistance, government relations, advocacy, information collection and dissemination, facility review, and other appropriate responsibilities that require comprehensive oversight*

- City and County allocations for cultural groups became coordinated through the ASC (with the exception of a direct County appropriation to Spirit Square Center for Arts and Education)

- Considerable increases in annual funding were forthcoming during the period to implement the plan from the private sector, the City, and the County For example.
  - ASC's Annual Fund Drive has grown from $2.3 million in FY91 to $3 9 million in FY96, an increase of 69 5 percent over six years
  - The County increased its funding to ASC by $700,000 while continuing to fund Spirit Square separately
  - The City's aggregate cultural funding has increased from $2,720,000 in FY92 to about $3,679,000 in FY95, although about $600,000 of that has been increases for the North Carolina Blumenthal Performing Arts Center (PAC) and the Omnimax Theatre at Discovery Place The City's increase in support specifically for the ASC (which might be used to support the recommendations of this plan) totals about $138,000

- The boards, panels, and advisory structures of ASC were reorganized. The reorganization substantially reduced the possible perception of conflict of interest, encouraged participation of community leadership, and made the ASC more culturally diverse

- The number of funded affiliates was enlarged. Before the plan, there had been 12 funded groups (although the Symphony and the Oratorio Singers merged, leaving only 11 funded groups) This grew to 21, with one going out of business and another being defunded in the interim, leaving 19 In FY95, new groups accounted for about $600,000 of ASC's BOG support of about $6 million However, when North Carolina Dance Theatre and the Performing Arts Center (both new groups) are eliminated from the calculation, new groups received about $125,000.

- Much programming and administrative "overlap" was eliminated through organizational mergers Mergers included North Carolina Dance Theatre and Charlotte City Ballet; Charlotte Repertory Theatre, Golden Circle Theatre, and Playworks; Children's Theatre and Tarradiddle Players, and the Charlotte Symphony and Oratorio Singers.

- ASC successfully withdrew from direct programming (First Night is scheduled as the final program to be spun off in 1996)

- Despite disappointments in the pace of implementation of the arts education recommendations, several things were accomplished in this area:
  - *Initial* arts education planning was completed on schedule in 1992 (with the writing of the so-called "national model" paper).
  - A teacher training institute was established.
  - A pool of $600,000 was created for arts education programming initiatives.
  - New grants programs were created for arts education leading to substantially expanded program offerings. In the initial year (FY94), $185,000 was granted, in the most recent round (FY95), $320,000 was granted, an increase of 73 percent.
  - An Arts Education Task Force was created, consultants were hired, and a multi-year implementation plan was approved by the Task Force and will be submitted to the ASC before the end of 1995.
  - A major arts education showcase was produced at the PAC during the spring of 1995.

- There was a moratorium on the building of any new facilities (as recommended in the plan), leading to more focus on organizations and programs. The City developed a new Cultural Facility Policy that rationalized facility funding and other procedures and began uniform implementation across all of its cultural facilities

- Progress was made on the coordinated use of PAC and Ovens Auditorium (programmatic agreements were put in place to reduce the threat of competition). [1]

- The Mint Museum was successfully privatized.

- Many cultural organizations' operating and facilities budgets were stabilized through special grants programs created as a result of the plan There was a total elimination of deficits for seven of the

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[1] In addition, significant cost savings are projected in an anticipated transfer of Spirit Square management to the PAC within the next two years

original nine affiliate groups with substantial improvement in one other group [2]

- Cumulative deficits of the affiliates (excluding the Charlotte Symphony, which has had severe deficit problems) decreased by 38 percent. [3]
- Cash reserves for affiliates increased by 72 percent. (This figure excludes the PAC, which before opening had a very large cash reserve This was partially spent down in FY92 as planned in connection with the facility opening The PAC has an adequate cash reserve at this time)[4]
- Endowments (excluding the PAC endowment) increased by 90 percent With the PAC endowment included, endowment increased by 223 percent

- Earned income generation increased for cultural groups. Earned income represented 42 percent of total income in FY91 and 53 percent in FY95 for all groups [5]

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[2] The issue of stabilization is a complex one Though the implementation of the plan has succeeded in remedying balance sheet challenges for many groups, it may have been less successful in dealing with other stabilization challenges Charlotte arts organizations, for the most part, are thinly staffed and have not invested in adequate technology A "revolving door" syndrome among executive directors may indicate the tremendous pressure that such inadequacies have placed on many organizations

[3] The size of the Symphony's deficit continues to be a problem not only for that organization but for the cultural community as a whole since it has required considerable additional resources in the form of "bridge funding" to operate from year to year

[4] The consultants believe that the current level of cash reserves (excluding PAC) which stands at 8 8% is inadequate and makes organization vulnerable Many organizations fund current year operating costs out of subsequent year ticket income, for example, and few have the kind of reserves that allow for strategic investment in new ventures Further, the organizations are vulnerable to sudden downturns in the economy and in their income The unrestricted reserve level of 25% of operating budget was established by the Ford Foundation in 1983 as a benchmark and has stood the test of time — it is still used as a benchmark Charlotte/Mecklenburg should develop strategies to help groups achieve this level

[5] It is important to note that this percentage increase can all be attributed to the opening of the PAC If one eliminates PAC from the calculation, earned revenue as a percent of total revenue did not change significantly

- More effective criteria were developed for grant making leading to greater accountability.

- New systems for public art have been successfully implemented.
  - New policies, procedures, and ordinances were developed and approved.
  - A Public Art Commission was substantially reorganized.
  - The administration of the program was brought under the auspices of the ASC and new staff was hired
  - Many projects were initiated and some have been successfully completed.

- A task force on cultural diversity was established with the multicultural/diversity recommendations of the plan substantially implemented.

- More than $25 million was raised for a cultural endowment. The endowment campaign, which includes dedicated funds for specific cultural groups, has recently been completed No collaboration with the Foundation for the Carolinas has been developed (as the plan recommended) inasmuch as a sophisticated management arrangement for the endowment was established that was more beneficial to the cultural community.

Cultural Action Plan: Areas of Concern

Implementation of the 1991 cultural action plan fell short of expectations in the following areas.

- No progress was made in determining how historic preservation, cultural heritage, and the humanities could be incorporated into the

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for other organizations as a group and stood at 43% in FY95 (it was 44% in FY91) As noted in a separate section of this report, public participation in the arts represents one of the greatest challenges facing Charlotte/Mecklenburg in the future and earned revenue from attendance is one aspect of this challenge

mandate of the ASC.

- Progress on arts education was substantially slower than recommended.
  - No Children's Celebration of the Arts Festival was ever implemented
  - Most of the other programmatic recommendations in arts education have not been implemented (except as detailed in the previous section)

- Staffing levels and administrative changes to ASC were not adequate to fully implement the plan (as described in Chapter 2 of this report). Similar problems were reported for the affiliate organizations as well

- While public sector support to implement the plan increased, it did not keep pace with the growth of private sector support.[6]
  - Private sector support through ASC's annual fund drive increased 52.7 percent from FY91 to FY95 During roughly the same period, the County's aggregate support grew by 50 percent and the City's aggregate support grew by about 35 percent, although much of that growth was in facility support Growth in City support to ASC (and thus available for support to arts groups) increased by only 6.8 percent between FY91 and FY95 While there has certainly been growth in funding from all sectors, there is now a concern as to whether growth in public support can be sustained.

- There was inadequate planning for long-term facility needs, especially for smaller groups and individual artists. The recommended planning studies were never commissioned and no planning process for long-term facility needs was put in place.

- Many of the technical assistance programs recommended in the 1991 plan were never implemented.[7]

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[6] Some Task Force member believe that this was an unrealistic expectation of the plan, especially in light of the growing competition for public sector funds and the changing political climate that was unanticipated in 1991

[7] Some technical assistance and training is offered in the area of arts educa-

- Specifically, several technical assistance programs were recommended to support and assist smaller and emerging groups (and artists) and these were not implemented.

- There is inadequate support for individual artists
  - No specific fellowship program was created for established artists.[8]
  - No effort was made to analyze the need for studio, rehearsal, living or retail space as recommended both in the 1975 plan and the 1991 plan.

- No *formal* private sector percent for art program developed [9]

- There has been inadequate focus on regional cultural development, planning, programming, and audience development as well as inadequate funding for regional efforts
  - Planning and policy development has been largely limited to Mecklenburg County
  - The Regional Directors Working Group was initially created but has not been active for some time
  - Regional marketing, touring, and program development has been very slow to develop
  - Matching grants programs were never developed.

- There has been very little effort to change the pattern of individual, private giving in Charlotte, working toward more major gifts.

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tion and some marketing assistance was provided through a special grants program Though some groups may be getting other useful technical assistance from service organizations like the North Carolina Center for Nonprofits, no systematic analysis of need has been done so it is difficult to determine how adequately the need is being met.

8 There is a support program for emerging artists and all artists can be supported through arts education grants It is also true that much Public Art Commission funding goes to artists

9 No ordinance that mandates even a voluntary private sector program was ever created However, ASC's public art staff is working effectively with the private sector on a case-by-case basis While that arrangement has obvious drawbacks, it appears to be strategically useful at the present time

- The recommended planned giving officer was never appointed to the staff of the ASC

- There has been a lack of progress on a dedicated source of public support for the arts and sciences that would allow the cultural sector to be less dependent on annually appropriated money

Chapter II
An Evaluation of the Arts & Science Council of Charlotte/Mecklenburg County

As part of this project, the consultants conducted an evaluation of the ASC, including an assessment of its mission, role in the community, governance, staffing, image, financial management, fund raising, relationship to constituent groups, and other related matters. This chapter presents the results of the evaluation.

General Findings

Overall Image: The ASC is viewed as a model agency both in the local community and among national leaders in the cultural sphere

Overwhelmingly, the interviews revealed a deep level of satisfaction locally for the accomplishments of the ASC. This often translated into a sense of pride that Charlotte is a community where people can come together to solve problems, respond to opportunities, and work effectively for the common good The ASC — at least in its recent history — is a Charlotte success story Among those who lavished praise on the organization, representatives of the corporate community were most

enthusiastic For them, the ASC had played a major role in enhancing the level of accountability among cultural organizations and had brought greater efficiency and rationality to the overall system. Others were also enthusiastic, though often with some caveats

Some representatives of affiliate organizations expressed concern about the power of the ASC, but generally expressed the view that, given the way Charlotte is organized, the power of the ASC was inevitable — "the corporate leaders like it that way" was a typical comment The feeling, in general, was that whatever quibbles there might be with the current system, it was probably better than any local alternative If nothing else, it heightened the positive image of the arts and sciences among community leaders Where there was criticism or frustration, it was directed at the local leaders themselves and their need for simple solutions to complex problems and challenges Most especially, there was a concern that a "corporate/bottom line approach" seemed to be the filter that was applied to all challenges in the cultural community.

Among national cultural leaders interviewed, the consensus was very positive and might be summed up in the words of one interviewee "The ASC sets the standard for how local cultural agencies should work in this country " On several occasions the term "national model" was used to describe the ASC and its activities There was great admiration for the organization, its President, and its accomplishments

Among both local and national interviewees, the ASC is given much credit for implementing a detailed and complex cultural action plan, one which was very ambitious in its scope and reach In so doing, the ASC was given credit for having created a climate of optimism within the cultural community It was described as an organization willing to tackle difficult and controversial issues but one which was fair, even-handed, and consistent

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Mission/Role in the Community· The mission of the ASC is well understood by those who come in contact with it and its role in the community is regarded as appropriate

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ASC revised its mission statement in the early 1990's as recommended in the cultural plan of 1991 (cf , page 6) A copy of the mission statement

appears in the organization's bylaws and, based on the interviews, most people who have even a modicum of familiarity with the ASC understand and approve of its role and activities.

Several aspects of the mission statement are worth noting, however, since they relate to recommendations made in the 1991 plan and could well bear on the next cultural plan — and a possible reformulation of the ASC's mission statement·

- While the statement makes reference to "all cultural endeavors," it does not provide a sense of the broader cultural mandate suggested in the 1991 plan (it would be difficult to know, for example, in reading the mission statement, whether the ASC's purview extends to the humanities or historic preservation). The consultants have consistently recommended that the agency's mission should encompass a broad view of culture.
- Neither the term "culturally diverse" or the term "cultural diversity" can be found in the mission statement, even though this area has been a priority for the ASC. Given the demographic shifts in Charlotte/Mecklenburg, a more explicit identification of cultural diversity in the mission statement might be appropriate.
- Based on the mission statement, one could draw the impression that the ASC's activities should be limited to Mecklenburg County. Many interviewees stressed the importance of the ASC's regional mandate (cf., Chapter 3)

Governance· The governance structure of the ASC is seen as a strength, though the proscriptions involving joint Board memberships with other cultural organizations limits the pool of available candidates both for the ASC and its affiliates.

The governance structure of the ASC was changed substantially as a result of recommendations in the cultural plan of 1991 (cf., Appendix C) Overall, interviewees believe that the changes have been positive.

There was a concern expressed by affiliates. By limiting ASC Board members to those not associated with affiliate organizations, excellent candidates have to be passed over, and these are often the very people who have

a passion for and a knowledge of the arts and sciences Further, since it is desirable and prestigious to serve on the ASC Board, there are excellent leaders who may pass up the opportunity to serve on affiliate Boards so they can become Board members of the ASC In general, only the Mint, the Symphony, and Discovery Place were regarded as able to compete on a somewhat equal footing with the ASC for Board members

Overall, however, these concerns were outweighed by the sense that the ASC Board is made up of individuals who have a larger community view and are not conflicted by their connection to organizations that may benefit directly from ASC funding or policies Several people commented that the substantive involvement of elected officials was a plus and helped cement a stronger relationship with government

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Staffing: The ASC is seen as well managed and superbly led, with a professional, hard-working staff.

There is tremendous admiration for the President of the ASC, who is regarded both locally and nationally as a treasure Much of the credit for the agency's success is attributed to his leadership, ability, fairness, and even-handed personality For the most part, the rest of the staff is well-regarded for their commitment and hard work (as might be expected, there were a few quibbles from constituents about occasional insensitive treatment or unreasonable expectations in isolated cases). Virtually everyone who had experience with the organization commented that this is an organization that follows through — few things fall between the cracks and the operation of the ASC is seen as seamless to the outside world

As will be noted in the section on "Concerns" below, the appearance of seamlessness is gained at a price — burn-out is a constant danger at every level and there is sometimes a sense of staying one step ahead of crisis that may not be particularly healthy Further, the President's abilities are regarded as a double-edged sword, especially as so much of the organization's success is attributed to him — there is a concern that replacing him will not be easy and that the staff structure does not provide a kind of fail-safe should he suddenly be unavailable.

Financial management: The ASC is seen as an organization that is financially well managed and is largely responsible for significantly improved financial management and accountability among its affiliates

"If there is one thing the leaders of Charlotte understand, it is the handling of money They may not know much or care much about plays and ballets and science exhibits, but they do care about balance sheets The ASC has not let them down in this area "

This description of the financial management abilities of the ASC not only characterizes the organization's performance but also how that performance "plays" in Charlotte Many of the interviewees spent far more time talking about financial issues than artistic or scientific ones The enthusiasm for the ASC's deft and responsible handling of money was palpable Even more important to many of the interviewees was the ability of the ASC to promulgate a standard of financial management and fiscal accountability to its affiliates Even cultural organization professionals spoke eloquently and enthusiastically about this accomplishment Given the make-up of Charlotte's philanthropic community, the cultural leaders praised the ASC for forcing them to behave in a way that would make business leaders trust them

Fund raising: The ASC gets extremely high marks on its fund-raising successes, both with the annual fund and the capital campaign.

Unquestionably, there was universal admiration for the ASC's fund-raising abilities The organization is seen as powerfully positioned in relation to donor/supporters in both the public and private sectors. Virtually all interviewees pointed to the extraordinary fund-raising successes, both in the growth of the annual fund and in the recent endowment drive that went over goal.

There are worries that not enough credit is given to the general economy of Charlotte and the equally disturbing concern that so few corporations

are responsible for so much of the largesse. The consultants were in Charlotte when the news broke about a possible merger of Nationsbank and Bank of America and the possibility that the corporate headquarters could move out of Charlotte Interviewees were clear that the impact on the ASC's fundraising would be devastating They pointed to the fact that one of the most important reasons for the success of the recent endowment campaign was the fact that it was led by Nationsbank's Chairman

On the other hand, if one looks at a recent endowment drive in another city with a strong economy and progressive corporations — San Jose, California — one realizes that the success of such campaigns cannot be assumed and that much credit should be attributed to the ASC (as it is among most observers) The San Jose drive stalled out far short of its goal, raising less than half the money secured in the recent Charlotte effort

The united fund-raising concept· One interesting side-bar in the discussion about fund raising focussed on the united fund-raising concept itself In general, this mechanism was credited with much of the success in terms of dollars raised — both in aggregate and for the individual organizations that benefit Yet, this was not the universal view In at least three cases — the Symphony, the Mint, and Discovery Place — there were those who wondered whether these large organizations might have done better in their fund-raising efforts if they had not been part of a united appeal In the case of the Symphony, some argued that its present financial challenges might be directly attributed to the restrictions of a united fund-raising arrangement.

No one argued that the current system could or should be changed at this juncture, though some did express a desire to see allocation levels adjusted by the ASC to reward larger organizations that were "hurt" by not being able to raise money independently (this was a minority view suggested by only a few interviewees). Most vigorously challenged the view that the large organizations were hurt at all They pointed out that the recent endowment drive offered a clear opportunity to test each organization's donor loyalty Prospects were told that they could designate their dollars to specific organizations But overwhelmingly, contributions were not designated but went to a common pool to be allocated by the ASC The general consensus on this issue could be summed up by one interviewee who said.

"If we did not have the ASC and the united fund-raising concept, *everyone* would get less — probably, a lot less "

Concerns

The following concerns about the ASC come out of interviews as well as the consultants' own observations about the organization

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Staff· The ASC is too thinly staffed, especially at the senior level, leaving the organization vulnerable in a number of ways.

To the outside world, the ASC operates like a smooth-sailing ship. Internally, the impression is somewhat different Things are frequently hectic and there is often a feeling that the organization is in crisis mode with countless deadlines looming Usually, these deadlines are real and so is the sense that meeting them will require staff members to stretch their capacity It is a credit to the ASC staff that it always seems to meet the challenge

Senior staff/President issues But the situation is not entirely healthy, especially at the senior staff level The various tasks that the President is expected to perform are especially problematic As already mentioned, the incumbent is considered extraordinary in his job and, ironically, this may contribute to the problem The job itself is simply unrealistic — too much for a single individual to sensibly accomplish. The ASC President must operate as a chief of staff; a budget planner, a convener and facilitator of the affiliates, an agency spokesperson locally, regionally, in the state, and nationally; a chief fund raiser (in the last year both for annual and endowment funds), and a cultural planner. As if this isn't enough, the President is the individual to whom all of Charlotte/Mecklenburg turns when there are major questions and problems relating to the arts and sciences

It may come as no surprise that given this extraordinary level of responsibility, the only reason the arrangement works as well as it does is because the current President is a multi-talented individual who is willing to work very long hours and lead a pressure cooker existence, taking calls in his car

and at home seven days a week [10] In addition to the potential for burn-out, consider the downsides of this work formula

- The President is unable to give ASC staff members as much attention as they need or deserve despite valiant efforts to do so (he is affectionately referred to as the ASC's "Foreign Minister ")
- People complain that the President is often difficult to reach on the telephone despite his being extremely conscientious about returning phone calls as quickly as he can.
- The entire staff must be ready to support whatever the President needs at any moment (either directly or through their supervisors) given the inevitable, constant, and often unplanned-for deadlines he is expected to meet

Part of the problem here is that it is a point of pride (and of fund-raising public relations) for the ASC to be able to maintain extremely low administrative costs But this may be a "penny-wise-and-pound-foolish" philosophy with respect to senior staff Saving money by, in this case, having too few people at the top does not maximize agency efficiency or even maximize the potential for dollars

The President is most valuable to the ASC and to the cultural community when he can focus on *external* concerns and opportunities. His fund-raising abilities, his talent for dealing with constituents' needs, his inspirational spokesperson function, his role in coordinating community-wide cultural planning — all these things benefit the agency as well as the cultural sector as a whole In the end, of course, focusing on these externals can bring more net revenue to the arts and sciences

To some extent, the purpose of an evaluation is to assess strengths and weaknesses, not suggest solutions However, as part of this project, the consultants analyzed the staff situation fairly closely and they are prepared to make a suggestion that represent at least one approach to the concerns raised in this section Currently there are two Vice Presidents at the ASC· a Vice President of Resource Management dealing with allocations, public

[10] In a review of the preliminary version of this report, it was pointed out that many people in Charlotte work this hard including staff of affiliate organizations and corporate representatives The concern expressed here, however, is not mitigated by this observation

relations, and special events and a Vice President for Institutional Development dealing with fund raising and financial staff. The consultants believe there should be a third Vice President for Administration. This individual should serve as the President's deputy, running internal operations at the ASC and standing in for the President when back-up is required. It is also suggested that the individual in this position have a strong financial background and that he or she be responsible for supervising the financial staff as well as taking on some of the strategic budgeting functions now in the hands of the President [11]

Succession issues: To a large extent, solving the problem of senior staff as recommended above may begin to address people's concerns about a related challenge The question was asked over and over again in the interviews: what will happen to the ASC if and when Michael Marsicano (the current President) leaves? The question cannot easily be answered No one can predict what will happen once a charismatic leader leaves an organization.

However, certain steps can be taken to soften the blow The first is to make sure the organization can operate smoothly for a time without a permanent CEO when the individual leaves (this should be greatly facilitated by bringing in the Vice President for Administration whose responsibilities include personnel, administration, and finance and who can become an Acting President). The second is to develop some transition strategies before the challenge actually has to be faced A game plan should be developed which assures that other people in the organization can assume various functions and roles during a transition period

Support staff[12] In the consultants' analysis of the staff structure, it appeared as if too many lower level clerical functions were being done by mid-level and senior-level staff An obvious question was whether the support staff was large enough. Unfortunately, the question cannot be easily answered given the fact that the computer systems at the ASC are so outmoded and inadequate (as will be discussed below) Much time is wasted by support staff performing clerical functions that either shouldn't

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[11] The need for this position is immediate It should not wait for the completion of the next cultural plan

[12] The term "support staff" here refers to administrative assistants and secretaries

be required at all or should be carried out more quickly. As an example, without a single networked computer system, lots of time is spent converting files and sharing data between computers that have incompatible operating systems Additionally, without an internal e-mail system, the process of exchanging messages and instructions is still a time-consuming and cumbersome affair.

The consultants believe that even after improvements are made in the computer systems (which will bring about an inevitable productivity gain), there may be more support staff needed at the ASC Certainly, a new Vice President for Administration, if hired, will need a full-time office assistant As the Public Art program grows, that office may also require additional clerical help. It is recommended that the situation be monitored carefully and that adequate resources be allocated for two additional support staff members in the coming fiscal year.

Other staff There are many departments that are understaffed at the ASC and in time it may be appropriate to add middle level staff to the organization However, for the time being, staff levels can be maintained Since the next cultural plan will likely have an impact on the structure of the ASC and its staffing levels, a full staffing review can be done in conjunction with that effort and appropriate changes be made at that time.

Inadequate sensitivity· The ASC Board and staff can appear insensitive to the issues and requirements facing its affiliates

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One of the criticisms of the ASC relates to its treatment of the affiliates Some representatives of the affiliate organizations feel that the ASC places inordinate demands on them, sometimes displaying a lack of understanding about what is required of them in their jobs This concern took two different forms·

- Because the ASC staff and Board were not always knowledgeable about the realities of running cultural organizations, the paperwork requirements placed on affiliates were felt to be onerous. This was especially true for smaller organizations with few professional staff members

- By not having enough working professionals from the arts and sciences on the Board and staff, the ASC has placed an inappropriate emphasis on administration and finances without adequate emphasis on or appreciation of programmatic concerns.

A related worry among some interviewees was that as the ASC has grown powerful, it has gotten itself overly involved in determining the policy, program, and funding decisions of its constituents Many who professed this view acknowledged reluctantly that, given how Charlotte functions, this was probably inevitable (civic leadership likes centralized power and accountability). But they made the point that if this was going to continue *to be the case, it was important to develop a kind of outside ombudsman* function at the ASC — having someone with knowledge in the arts and sciences (other than the constituents themselves) able to alert the ASC when its demands were unreasonable or inappropriate.

In discussions with the Evaluation Task Force, an interesting question was raised: "Aren't these kinds of concerns inevitable when there is a grantor-grantee relationship in which a strong grantor agency is placing demands for accountability on grantees?" After much discussion, it was decided that even if that were the case, it was important to reflect the sentiments expressed by constituents in this document to alert the ASC Board and staff of the concern

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Public participation: It was suggested that there has been inadequate cultivation of broad constituencies for the arts and sciences

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The ASC is given extremely high marks for its ability to cultivate Charlotte's elected and civic leadership But there was a concern expressed by many that the organization has not placed adequate emphasis on broadening public participation in the arts and sciences. To some who were familiar with the cultural plan of 1991, there was a connection made between the lack of progress on arts education and regional development that had been recommended in that plan and the larger problem of public participation For others, the problem was more generic. Not enough progress had been made in demystifying the cultural realm and giving it a less elitist reputation

In fairness, the consultants need to state that this challenge is one of the most difficult facing cultural organizations in the United States today Several foundations have made audience development, cultural education, and public participation the major focus of their grant giving and they have found that it can take a generation or more to make substantial progress It is also true that the ASC's mandate from the last cultural plan was to focus on infrastructure and funding The organization's success in these realms is not open to question If public participation is now a priority, then it should certainly become a major focus of the next cultural plan as is recommended in Chapter 3

One area where the concerns about broad participation may have some validity is in fund raising The ASC was faulted by several interviewees for relying too heavily on a few large corporations for its ongoing support. Broadening the base of corporate supporters, it was said, would enhance the long-term health of the cultural community While this too is a tremendous challenge, it is one which the ASC must continue to pursue

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Archaic office information systems: The ASC has operated for far too long with obsolete computers and other inadequate office information systems

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Computerized information systems at ASC are archaic. The hardware employed is obsolete as is some of the software (in particular the accounting package). Part of the problem is the result of using four distinct systems within the office·

- an old IBM System 36 minicomputer, which has not been manufactured in over eight years
- a few, relatively new Macintosh PowerPC desktop computers
- a small networked system of six IBM-compatible desktop computers
- a group of older Macintosh computers used by the Allocations Department

These four systems cannot communicate with each other and, in many cases, staff members must access more than one computer to accomplish key tasks Each of the distinct systems uses different — and incompatible — software, which often results in duplication of effort Given the age of

the systems, it has been difficult to obtain service/support It has also been difficult for the staff to perform standard maintenance and consistent back-up of data files

The ASC has recently undertaken an initiative to update and rationalize its computer systems. In the first two phases of this project, ASC will obtain, among other things, a fully networked system of desktop computers with links for all staff to one overall system; suitable software will also be provided. A third phase, to replace the accounting software, is still under consideration.

This initiative was overdue for far too long. By being so behind the times with its own information systems, the ASC could not be a leader in helping its constituents. Nor could innovative ideas like e-mail networks for affiliates or computerized grant applications be considered when the ASC was not capable of participating. At a more mundane level, much staff time was wasted in working around inadequate systems. This is a major problem in an agency where the staff already works very hard.

Similarly, office equipment like the fax and copier machines has lagged behind technologically [13]Working without a plain paper fax in an office that is responsible for such a high level and volume of quick response communication is an example of a "penny-wise-and-pound foolish" philosophy

The comprehensive nature of the solutions being considered (with early phases now being implemented) suggests that, at long last, the problem of electronic systems will be fully addressed. Since ASC's plan includes ongoing support and training, and since the new equipment and software are being phased in, the consultants believe this is a workable and effective effort.

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[13] One interviewee complained about the phone system His complaint had less to do with the technology and more to do with the image that the agency projects by the music that is played while a person is on hold (the interviewee described it as "completely without merit ") For a cultural organization, there should be more concern with the choice of music — quality jazz or classical music would project a much more appropriate image for the ASC

Impact on affiliates: In a review of the preliminary version of this report, it was pointed out that the solutions now being proposed for the ASC are largely directed toward solving internal problems and challenges However, the issue of technology is an important one to the affiliates as well Many people believe that in the long term, the ASC should take a much more proactive role in developing technological upgrades that can be implemented throughout the cultural community For example, linking all constituents through the Internet would enable affiliates to provide the ASC with information (including grant applications) electronically and would facilitate a much more efficient communication flow

Conclusion

It is crucial, in ending this chapter, to convey once again the great admiration which interviewees (and the consultants) feel toward the ASC Rarely in the consultants' work on projects covering 48 of the 50 states has so much praise been lavished on a cultural organization, especially one involved in grant giving and fund raising on behalf of its constituents The frankness with which interviewees (including ASC staff) raised their concerns was a testament to just how important they believe the ASC is to the community They care deeply about the organization's success For everyone knows that the success of the entire cultural community rests to a large extent in the ASC's effectiveness and credibility

Chapter III
Priorities for the 1996 Cultural Plan

As Charlotte/Mecklenburg completes implementation of the 1991 cultural action plan and takes stock of what has been accomplished, it is also considering the challenges that lie ahead. For the last several months, there has been an effort to identify those areas from the 1991 plan that will still need attention. At the same time, new planning priorities for the next five years have also been identified All of this material is brought together in this final chapter of the report. The issues and themes that are identified can provide a basis from which the ASC's Planning Committee, charged with overseeing the initial steps in the 1996 cultural planning process, can move ahead with its work.

How the List of Priorities was Developed

An original list of priorities for the next cultural action plan was formulated by Executive Directors from several of the community's cultural organizations at a retreat in the late summer facilitated by the ASC President. That list was subsequently refined and added to by the Evaluation Task Force at a meeting led by the consultants in October, 1995 Later, several other groups representing the ASC discussed the issues including the Planning Committee, the Executive Committee, and the full Board. In addition to these group meetings, the subject of priorities for the next cultural plan was brought up in all of the interviews conducted for this project

Vision and Overarching Themes

It is proposed that the 1996 cultural action plan develop an overarching vision for Charlotte/Mecklenburg and that it be informed by the theme of *public participation.*

There have been two cultural action plans in Charlotte/Mecklenburg — one in 1975 and one in 1991 Both have been informed by a vision for the community and in retrospect, it can be argued that each had an overarching theme·

- The theme of the 1975 plan was *facilities.*
- The theme of the 1991 plan was *funding and infrastructure.*

Based on the conversations the consultants have had with many people in Charlotte/Mecklenburg, it is proposed that the 1996 cultural action plan once again develop an overarching vision for Charlotte/Mecklenburg and that it be informed by the theme of *public participation* According to the Task Force, this theme should not only inform the content of the plan, but it should also inform the process of planning itself

- **Content:** *Public participation* should be one of the main issues to be explored in the planning process It should also be an organizing topic to which many of the other issues of the plan can be related (e g , arts education, regionalism, funding, etc.) However, there is no requirement that this be done in every case There may be issues that need to be dealt with that may not relate directly to public participation just as there were issues in the 1975 and 1991 plans that did not relate to facilities and to funding and infrastructure However, where possible, it will be useful to see many of the issues in the 1996 plan as relating to public participation

- **Process:** The very process by which the 1996 plan should be carried out provides an opportunity to widen public participation in the arts and cultural sector of Charlotte/Mecklenburg Involvement of a broader range of citizens should be a goal of the planning process In contrast to the 1991 plan that was primarily consultant-driven, the

1996 plan should seek to involve many voices from the community in determining the future for the cultural sector Neighborhood meetings, interactive media, and public surveys are all strategies to gather opinions and build consensus from constituents who may rarely if ever participate in the activities of the ASC's affiliated groups.

- **Size and Composition of Steering Committee**· The Steering Committee for the planning process should be very large (fifty or more) with representation that is extremely broad and could begin to work toward public acceptance and excitement about the plan The Committee would meet three times in the course of the planning process though its Executive Committee would meet more frequently and guide the work of the consultants. In addition, several sub-committees should be appointed by topics. Sub-committees could be staffed by representatives of affiliate organizations.[14]

Congruence with Community Vision and Direction

The Task Force believes that the next cultural action plan must grow out of a focussed **vision** that poses questions like·

- What are we about as a community?
- What do we want? What are our priorities?
- What can we accomplish? Are we trying to do too much?
- Should the next half decade be a time of consolidation of existing groups/programs? Or is it a time to be more optimistic and to plan for more growth (in quality and/or quantity) in the cultural community?

The Task Force further recommended that as the questions are addressed and issues for the plan are identified, that they be placed, whenever possible, within the context of large community issues, vision, and direction "A cultural plan will be effective," said one Task Force member, "to the extent that it is seen as addressing larger community problems "

[14] As the designated planning agency for the cultural sector, it is the responsibility of the ASC to appoint the Steering Committee

Fortuitously, a report on Charlotte and its future was completed by Neal Peirce and Curtis Johnson, nationally known writers on cities and city growth, just as the Task Force was commencing its work The authors took an in-depth look at the Charlotte region as they had done in ten other cities around the United States Their report (referred to as "The Peirce Report. Shaping a Shared Future,") was printed in the *Charlotte Observer* between September 17 and October 8, 1995 It had some interesting observations relating to the 1996 cultural plan that are spelled out in some detail as the issues are addressed below

Issues

Eight primary issues were consistently identified during the course of this project They can be grouped in three categories as follows

- **Category 1**· The overarching issue/theme of *public participation*
- **Category 2**: Recurring issues/areas that were identified in the 1991 plan but require continued attention and/or updating. These are· *education*, *regionalism*, *cultural diversity*, and *funding*
- **Category 3**· Newly identified issues including *community/economic development*, *leadership*, and *excellence*.

It is important to stress that the presence of so many issues/areas from the 1991 plan should not be construed as a negative. Four years is a short time in which to tackle such difficult issues This is especially true in light of the fact that sixteen years separated the first cultural action plan from the second and even in that case the issue of facilities — which was the main focus of the 1975 plan — had to be dealt with again in 1991.[15]

[15] It is recommended that the 1996 plan develop a long-term framework for the vision (perhaps a decade or more) but a shorter-term time frame for the specific recommendations (perhaps five years)

Category 1: Public Participation[16]

Issue 1 Improving **public participation** in and acceptance of the arts and culture[17].

As already stated, this should be an organizing theme for the cultural action plan of 1996. Among the points that should be considered are the following

- The arts in Charlotte are often considered "elitist" and "uptown oriented " How can they reach out to involve all the citizens of the community (with attention to who have not been as involved in the cultural offerings of Charlotte/Mecklenburg)?
- **Attendance** is a problem for most of the cultural organizations in Charlotte What strategies can address the problem?
- How can changes in program emphasis attract a broader segment of the population?
- Can more effective **communication**, better cooperation, and more organic **collaboration** among arts and science organizations be utilized to provide more programs and activities that the community really wants, including offerings for children and families (cf., issue 2 below)?
- How can Charlotte/Mecklenburg develop better **advocacy** strategies for the arts and sciences locally, regionally, within the state, and nationally?
- How can Charlotte/Mecklenburg **broaden the financial support base** for the cultural sector (cf , issue 5 below)?

It should be noted that The Peirce Report had some interesting observations relating to the theme of public participation that have implications for the 1996 cultural plan·

[16] Words that are in bold have been identified as specific areas/issues requiring special attention by several interviewees

[17] The word "culture" is used here to include sciences, the humanities, crafts, historic preservation, and local cultural traditions The term "cultural" is used in this section to include all of these fields plus the arts

- Many of Charlotte's neighborhoods have developed grassroots groups and strong neighborhood leadership They have established networks that can provide critical political influence/support and thus they have an ability to get the ear of elected officials *[These groups should be tapped in the next cultural planning process.]*
- Problems of poverty persist in older neighbors of Charlotte and surrounding communities. These must be addressed with approaches that mediate between total government-based strategies and laissez-faire solutions. *[The cultural plan should identify ways in which the cultural community can be seen as part of community-wide solutions to address problems of poverty, hopelessness, and despair]*
- Because of Charlotte's extraordinary growth, there is a tremendous challenge in incorporating new-comers into the community *[For the arts and sciences community, this is a special challenge inasmuch as many of its activities are based in the "up-town" area while newcomers increasingly live in sub-divisions outside of the central city The next cultural plan must address this challenge]*
- "Uptown" is Charlotte's signature, according to the Peirce report, but the area has very little life after 5 p.m "Uptown" must become home to more residents and the area must become more desirable at night. *[The cultural sector can continue to be a part of the strategy to make the area an exciting place to be at all hours.]*
- There is a risk in Charlotte/Mecklenburg that as things change, no one will take charge of community-wide planning or establishing a consensus vision for the future Great urban areas don't just *happen*; they come about through vision and planning. Charlotte needs to make sure that lots of regular people get involved in planning decisions *[This certainly applies in the case of the process of the next cultural plan.]*

Category 2: Recurring Issues/Areas for the Plan

Issue 2 Implementing a comprehensive program of **cultural education**

As discussed in Chapter 1, there have been significant delays in the implementation of the comprehensive, community-wide arts education plan

that was recommended in 1991 A draft plan for a more broadly defined cultural education program was submitted in November, 1995 which covers the years 1996-1998 The report has been reviewed and approved with slight modification by an Education Task Force A final report is expected before the end of 1995

Nevertheless, much planning work remains as the education program goes from theory into practice. Priorities will have to be further refined The relationship between the cultural community and the Charlotte-Mecklenburg School System must be strengthened to assure meaningful participation of education professionals in the new plan Most especially, cultural education must become one of the primary strategies to widen public participation.

There is another reason why there needs to be an increased focus on education in the next cultural action plan According to the Peirce Report, "[Charlotte's] future rides on lifting job skills." In a survey referred to by Pierce, Charlotte was rated number one in the quality of its business climate but it ranked 53rd out of 60 areas surveyed both in skilled workers and in public education "Too many employers report woefully unprepared entry-level workers, sometimes lacking in basic reading and math skills, and nearly always without technical sophistication " *[Since arts and science education has long been associated with the development of essential skills, the 1996 cultural action plan must make explicit how cultural education can be part of the solution to this deep-rooted community problem]*

Issue 3 Fostering a **regional** approach to cultural development

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The Peirce report underscores the importance of regionalism It asserts that Charlotte and its sister communities have become a single region within a large multi-county area. Altogether, the region is becoming a major national and international economic region or what Peirce calls a "city state." For it to continue to develop, there needs to be a greater focus on regionalization and collaborations in the future

The inevitability of regional development is much better understood now than it was at the time that the 1991 plan was written. As an example, the

Peirce report states "it's absurd for the region to do anything but think and plan collaboratively " *[Thus, the time may be more propitious to develop new strategies for implementing the regional recommendations in the 1991 plan]*

The 1996 cultural action plan must update the issues, opportunities, and recommendations relating to regionalism from the 1991 plan There are several additional questions that will also need to be resolved

- What is an appropriate role for the ASC? How pro-active should it be in encouraging **regional collaboration**? Should the agency itself consider a restructuring (as occurred recently in Portland, Oregon where a city art agency was transformed into a regional agency)?
- How will regional priorities for the next five years fit with consolidation strategies that have already been implemented in other sectors (e g , the United Way reaches beyond Mecklenburg County into two other counties)? These appear to acknowledge the need for a larger, regional base. Can the arts community do likewise?
- How can the cultural community continue its efforts to develop **regional markets** for its products?
- Can cultural education programs be exported and regionalized?
- Can funding for the arts and sciences become regionalized in the future (cf , issue 5 below)?

Looking to regional development in the 1996 plan makes sense for a reason that is even more closely connected to the arts and culture In its effort to become a truly modern city, according to Peirce, Charlotte essentially destroyed its history, architecture, and indigenous culture But the report goes on to say that the same is not true for the region as a whole. The region's cities "have *character*, a sense of history, a sense of place " *[The development of a true, indigenous cultural identity, so important to a healthy community, can be fostered in Charlotte by celebrating the architecture, indigenous crafts, and cultural traditions of the surrounding region and developing ways to preserve them for future generations.]*

Issue 4 Placing a continued and evolving emphasis on **cultural diversity and access**

Cultural diversity was a priority of the 1991 cultural action plan. Much progress was made in diversifying the boards of cultural organizations — one of the specific strategies recommended at that time. Four years later, it is clear that changing demographics require a continued emphasis on cultural diversity and access to the arts and sciences Among the questions and points to be considered are the following.

- How can Charlotte/Mecklenburg's cultural community most effectively address the expanding non-white population (including not only African Americans but newer groups to Charlotte such as the Vietnamese)? Should specific strategies be developed for different groups with particular histories in the community and distinctive cultural traditions?
- How can Charlotte/Mecklenburg assure **access** to cultural resources by minorities and people with disabilities? Since most minority residents live outside of areas where most of ASC's affiliate organizations offer most of their programs and people with disabilities are less able to travel to regularly used venues, what **outreach** strategies can be developed to bring cultural programs and performances to more locations where these people are?
- Increasingly, cultural diversity initiatives in other parts of the country focus on **strengthening organizations of color**, rather than diversifying boards, staffs, and programs of predominantly white arts groups. Should Charlotte/Mecklenburg shift its emphasis in this direction including funding and technical services?
- Many outstanding minority cultural activities are based not in professional arts organizations but in churches, social clubs, social service agencies, and the like. How can these be encouraged?

Issue 5 Strengthening **funding** for the arts and sciences and assuring its effective distribution

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Virtually everyone who was interviewed for this project identified the overall need to assure a continuing source of funding as one of the major issues for the next cultural action plan. Among the concerns/questions were the following.

- The arts community must continue to clarify and solidify **government's role in funding** the arts and sciences Are there strategies that can help preserve the percent it represents in the total funding picture?
- What further strategies can be put in place to assure a designated tax or other **dedicated revenue stream** from the public sector?
- Given the competition for funding in the coming years, how can the cultural community build a larger, stronger coalition for support? Are there ways to **market the important role of the arts and sciences** more effectively to the public to assure continued support?
- How can Charlotte/Mecklenburg strengthen **individual giving** (including planned giving) to the arts and sciences, particularly among major donors? Should the ASC play a role in technical assistance, planning, and/or coordination (both on the giving and the getting side)?
- How can the circle of **corporate support** be expanded to include smaller firms or companies new to the community?

In addition to the issue of assuring adequate resources for the arts, there are a series of issues relating to effective and fair distribution.

- Should the emphasis on **organizational stabilization** remain a priority focus for funding for the next five years? If so, there are several related questions
  - What can or should be done to stabilize those groups that are still financially vulnerable like the Symphony or NC Dance Theatre?
  - How can stabilization **reach out to smaller groups**?
  - Is there appropriate **equity of ASC funding** in connection with stabilization efforts?
- How can financial support develop human capital as well as artistic and scientific resources more effectively? Grant guidelines must come to reflect an understanding of healthy organizational **infrastructure** that goes beyond dollars
- Can **multi-year funding commitments** (from ASC to its affiliates) help organizations plan and be more strategic in their decisions?

Category 3: New Issues/Areas for the Plan

Issue 6 Identifying, encouraging, and nurturing **leadership.**

According to the Peirce report, the old leadership of Charlotte is changing, moving away from a tight clique of "uptown" bankers who have run things in the past. As Charlotte becomes a "city-state," the question becomes who will lead and where?

This question has profound implications for the cultural community Charlotte's current generation of corporate leaders is moving toward retirement. Most people who were interviewed for this project said unequivocally that the current health of Charlotte's arts and sciences organizations and the richness of its cultural facilities is directly attributable in great part to the commitment, generosity, and hard work of these individuals Few believe that their replacements will be as generous or committed.

Also according to the Peirce report, the city is thriving, partly because of the "high quotient of 'civic capital'" that feeds on the local desire to excel. New leadership may be ripe for development, but as yet it is unclear where it will come from. Whatever the leadership constellation in the future, one thing is certain, according to the report — it will be more decentralized

Among the leadership issues/questions for the next cultural plan are the following:

- How will **leadership changes** in the community in the coming decade affect the cultural community (e g., corporate leadership, elected leadership, leadership at the ASC)? What strategies can be put in place to plan for these changes and deal with **succession?**
- As the **decentralization of leadership and power** in the community becomes more obvious, will a similar trend be advantageous in the arts community? The leadership of the ASC makes it harder for arts organizations to establish a strong, independent presence in the

community As they mature, should they be allowed greater independence to shape their destinies?

- As a corollary, what mechanisms can be developed to **strengthen the base** of leadership of cultural organizations both at the Board and staff levels?
- How can the pool of leaders for cultural Board be substantially extended beyond "uptown" corporate representatives? Can it be extended to a regional leadership pool with ties to other communities (cf , issue 3)?

Issue 7 Using cultural resources to **strengthen community and economic development**

There is another sort of leadership opportunity that should be explored in the next cultural action plan and it centers around the role of the cultural community in strengthening community and economic development. The prominence of the ASC and its affiliates has risen dramatically in the past decade and in many instances there are examples where organizations are attempting to address broad community challenges Can this role be extended?

- Can the ASC and its partners become **models/mentors** for other agencies dealing with such questions as cultural diversity, equitable funding, systems for organizational accountability, and so on?
- Can the ASC and/or its partners extend the **collaborator role,** working with the United Way, with the Chamber, with the community foundation, and with other entities tackling broad community challenges like public safety, recreation, or education? If this is possible, the role of the arts and sciences in the community will be placed on a firmer footing
- Can **public art** become more of a tool to create more livable communities, foster economic development, and enlarge the circle of arts supporters? The Peirce report speaks eloquently about the need to curb sprawl and the desirability of living in attractive neighborhoods *[The arts can play a major role in this effort.]*

Another area where the cultural sector might come to play a greater role is in the area of **economic development** For years, the corporate

community has claimed that Charlotte's cultural facilities and amenities are part of the arsenal of strategies used to convince business people to relocate to the area But there are further opportunities that should be explored in the next cultural plan both to expand economic development and to make cultural organizations themselves more effective economically including:

- **Cultural tourism**[18] as a way to strengthen the local economy, working with local travel industry
- The expanded use of and access to **technology** in the cultural community. In this connection, the Peirce report sees such technological breakthroughs as Charlotte's Web and the CMS network as important elements in developing a strong future for the community

Finally, the economic effectiveness of the cultural community will continue to rely on outstanding **facilities** The moratorium on facility development in the 1991 plan cannot continue A comprehensive inventory of facility needs and availability should lead to a long-range facility plan. This plan might include renovations, improvements, additions, new uses for existing spaces, rental subsidies, conversions of non-cultural spaces to cultural use, and even, in time, the building of new facilities, especially ones in locations other than the "uptown."

Issue 8 Putting a higher value on the development of **quality of program and product in the arts and sciences.**

Charlotte/Mecklenburg has proven that it can build magnificent buildings, including facilities for the arts and sciences It has proven that it can develop systems to build financially sound and well managed cultural institutions But the jury is still out on the community's commitment to

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[18] Cultural tourism links the interests of the cultural community with those of convention, visitor, and tourism interests Cultural amenities and attractions may be used to encourage visitors either to come to the area, to stay longer, or to participate in events that will lead to their contributing more to the local economy while they are visiting For cultural organizations, it means greater earned income through increased attendance at events Joint promotion and other strategies serve the interests of both sectors

excellence. And for many people — especially those who have the greatest devotion to the arts and sciences — level of excellence is the proverbial proof of the pudding.

Such a commitment must begin with establishing quality of program and product as a value that is critical to the success of the cultural community [19] If Charlotte wants continuing national recognition for its accomplishments in the cultural realm and if it wants to build audiences for its cultural products, it must address this issue head on. Competition for people's leisure time will become even more keen; and that competition will come not only from other live attractions but from electronic media where the standards for cultural offerings can be quite high.

Among other issues/questions relating to excellence that should be explored in the next cultural action plan are the following·

- the need to widen the focus on programmatic excellence to include standards for the **humanities**
- the need to place a greater emphasis on supporting **individual artists** (especially local artists) and their work
- the need to focus on the needs of **small and emerging groups** to develop programmatically, as for example, with·
  - an **organizational incubator**[20]
  - a dedicated ASC staff person to work with emerging groups
- **venture funding for new works** and taking risks.

The Need for an Agency Plan

Typically, a cultural action plan establishes a community vision and goals, offers specific recommendations and a timeline for realizing the vision and goals, and specifies who will be responsible for implementation Thus, it

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[19] One simple way to enhance the emphasis is to put greater numerical weight on quality of program and product in the grant review criteria. The ASC currently places less emphasis here than is true of most other grants programs that the consultants are familiar with.

[20] Interesting models of incubators exist in such communities as Dallas, Houston, and Spartanburg, South Carolina Office space, equipment, and other forms of administrative assistance are provided to small and emerging groups

answers the question of *what, when, and who* But an important component of implementation is also *how* and this requires a detailed *agency plan* that lays out a structure and budget for the entity or entities responsible for implementation.

After the 1991 cultural plan, the ASC Board elected not to undertake an agency plan. This was unfortunate and many of the concerns detailed in Chapter 2 of this report are an outgrowth of that decision In 1996, the cultural planning process should either incorporate an agency implementation component or funds should be set aside for a separate agency plan to be undertaken after the cultural plan is completed.[21]

Conclusion

The next cultural action plan will come at a time when Charlotte is preparing for the next millennium The challenges for the community in the 21st century will be tremendous and it will take creativity and ingenuity to come up with adequate designs for the future For Charlotte/ Mecklenburg, broader public participation in the arts and sciences will certainly be a central goal But there will be many others, as this chapter has described Twice before Charlotte/Mecklenburg has come together to engage in cultural planning. In both cases, the results of the effort were remarkable, playing a major role in changing the community for the better. There is every reason to believe, given the level of commitment and leadership, that an equally impressive outcome can once again be achieved

[21] There are definite advantages to separating the community cultural planning process from the agency plan, especially when the first is more process-driven as has been suggested in this report A good model is provided by Houston/Harris County which separated the two planning efforts Copies of both the cultural plan itself and the follow-up agency plan should be requested and studied by the ASC Planning Committee

Appendices

Appendix A
Evaluation Task Force

Following is a list of the members of the Evaluation Task Force

Bill Williamson	Task Force Chair; Account Executive, Dean Witter; Former Board Chair, Arts & Science Council
Amy Blumenthal	President, Alry Publications
Frank Emory	Attorney, Robinson, Bradshaw & Hinson
Bruce Evans	Director, Mint Museum of Art
Patsy Kinsey	Director of Business Development, J.N Pease Associates; Former County Commissioner, Mecklenburg County; Former Board Member, Arts & Science Council
Carol Lewis	Assistant Superintendent for Instructional Services, Charlotte/Mecklenburg Schools
Juan Logan	Artist
Keith Martin	Executive Director, Charlotte Repertory Theatre
Bill McCullough	Board Chair and Interim Director, Afro-American Children's Theater
Wanda Montgomery	Executive Director, Afro-American Cultural Center
Rolfe Neill	Chairman and Publisher, *Charlotte Observer*

Cyndee Patterson	Patterson-Blake, Inc; Board Chair-Elect, Arts & Science Council
Don Reid	Member, Charlotte City Council
Bob Rucho	County Commissioner, Mecklenburg County
David Stovall	Executive Vice President, Belk Stores; Board Member, Arts & Science Council
Geraldine Sumter	Attorney, Ferguson, Stein, Watt, Wallas, Atkins, Gresham & Sumter; Former Board Member, Arts & Science Council
Bill Vandiver	President, Institutional Bank, NationsBank Corporation

Appendix B
List of Interviewees

The following individuals were involved in the fact finding for the project All titles are for identification purposes only and were current at the time of contact

Obakunle Akinlana	Artist
Vi Alexander	Director, Budget and Evaluation, City of Charlotte
Judith Allen	Executive Director, North Carolina Blumenthal Performing Arts Center
Linda Ashendorf	Board Member, Spirit Square Center for Arts and Education, Member, Arts Education Task Force
Rod Autrey	Board Member, Arts & Science Council; Former County Commissioner, Mecklenburg County
Kathi Bateson	Executive Director, North Carolina Dance Theatre
Bob Beatty	Vice President, Human Resources, Hoechst Celanese; Board Member, Arts & Science Council
Linda Beaver	Accounting Assistant, Institutional Development Department, Arts & Science Council

David Belton	Charlotte Chamber of Commerce, Former Board Member, Afro-American Cultural Center
Scott Bengel	Board Chair, Charlotte Choral Society
Mark Bernstein	Attorney, Parker, Poe, Adams & Bernstein; Board Member, North Carolina Blumenthal Performing Arts Center; Advisory Board Member, Charlotte Repertory Theatre
Philip Blumenthal	Trustee, Blumenthal Foundation
Mary Stuart Brooks	Director of Development, Charlotte Children's Theatre, Former Board Member, Arts & Science Council
Tom Bush	Vice Chair, County Commission, Mecklenburg County
Bob Cannon	Director, Charlotte Public Library
Patrick Cannon	City Council Member, City of Charlotte
Ruth Castleberry	Owner, Castleberry & Company
Chris Cavanaugh	Director, Public Relations, Arts & Science Council
Gail Chapman	Senior Manager, Ernst & Young; Board Member, SpringFest
Bob Colwell	Board Member and Past Board Chair, Arts & Science Council
Dorothy Cowser-Yancey	President, Johnson C. Smith University
Bob Culbertson	President, The Morehead Group
Peggy Culbertson	Board Member, The Mint Museum
Rennie Cuthbertson	Branch Bank and Trust
Tilia DeRose	Administrative Assistant, Resource Allocations Department, Arts & Science Council
Alan Dickson	Chairman of the Board, Ruddick Corporation
Gay Dillashaw	Realtor, Cottingham-Chalk, Inc , Board Member, Arts & Science Council
James Dixon	Board President, Light Factory

John Downard	President, Technical Fibres, Hoechst Celanese, Former Board Member, Arts & Science Council
Daphne Dwyer	Member, Public Art Commission, Arts & Science Council, Member, Arts Education Task Force, Arts & Science Council; Board Member, Charlotte Children's Theatre
Frank Emory	Attorney, Robinson, Bradshaw & Hinson
Marc Erwin	President, Erwin Capital
Bruce Evans	Director, Mint Museum of Art
Carlos Evans	Executive Vice President, NationsBank Corporation; Board Chair, Discovery Place, Former Fund Drive Chair, Arts & Science Council
Mac Everett	Chairman and CEO, First Union National Bank of North Carolina; Past Board Chair, Arts & Science Council
Fred Figge	Board Chair, Charlotte Symphony Orchestra
Jerry Fox	County Manager, Mecklenburg County
Sharon Frazier	Elementary Teacher, Charlotte/ Mecklenburg Schools
Carole Futrelle	Executive Director, Charlotte Choral Society
John Georgius	President, First Union Corporation
Dawn Gilbert-Smith	Associate, Programs/Special Events, Art & Science Council
Joe Golden	President, Spirit Square Center for Arts and Education
Carroll Gray	Director, Charlotte Chamber of Commerce
Bill Grigg	Chairman of the Board, President, and CEO, Duke Power Company
Liz Hair	President, Sunbelt Communications; Board Member, North Carolina Dance Theatre; Former Board Member, Arts &

	Science Council, Former Member, Charlotte City Council
Cammie Hauptfuher	Board Member, Discovery Place
Parks Helms	County Commissioner, Mecklenburg County
Debbie Hendrix	Secretary, Resource Allocations Department, Arts & Science Council
Denise Hubbard	Executive Director, Theatre Charlotte
Bob Jackson	Musician, Charlotte Symphony Orchestra
Sandi Johnson	Executive Director, Arts Council of Stanley County
Stan Kaplan	Publisher, *The Leader*
Gene Kavadlo	Musician, Charlotte Symphony Orchestra
Peter Keber	Senior Vice President, NationsBank Corporation; Former County Commissioner, Mecklenburg County; Former Board Member, Arts & Science Council
Jack Kehoe	Board Member and Past Board President, Light Factory
Zelda Keitt	Secretary, Institutional Development Department, Arts & Science Council
Jim Kelly	Board Member, Charlotte Symphony Orchestra
Patsy Kinsey	Director of Business Development, J N Pease Associates; Former County Commissioner, Mecklenburg County; Former Board Member, Arts & Science Council
Anita LaRowe	Executive Director, Charlotte Repertory Orchestra
Bruce LaRowe	Executive Directory, Children's Theatre
John Lassiter	Board of Education, Charlotte/ Mecklenburg Schools
Jennifer Laws	Director of Finance, Arts & Science Council
Sungil Lee	Musician, Charlotte Symphony Orchestra

Rick Lester	President, Charlotte Symphony Orchestra
Carol Lewis	Assistant Superintendent for Instructional Services, Charlotte/Mecklenburg Schools
Juan Logan	Artist
Shannon Long	Development Department, Arts & Science Council
Bob Lynch	President and CEO, National Assembly of Local Arts Agencies
Keith Martin	Producer and Managing Director, Charlotte Repertory Theatre
Terri Marshall	Executive Director, United Arts Council of Gaston County
Michael Marsicano	President, Arts & Science Council
Diane Materaza	Director, Locals Program, National Endowment for the Arts
Pat McCrory	Mayor *Pro Tem* and City Council Member, City of Charlotte
Bill McCullough	Board Chair and Interim Director, Afro-American Children's Theater
Monicah McGee	Interim Co-Director, Light Factory
Loy McKeithen	Attorney, Smith, Helms, Mullis & Moore, Board Member, North Carolina Blumenthal Performing Arts Center
Susan McKeithen	Board Member, North Carolina Dance Theatre
Elizabeth McLaughlin	Board Chair, Theatre Charlotte
Penelope McPhee	Director, Arts and Culture Programs, The John S. and James L. Knight Foundation
Nancy Jo Michaud	Executive Director, Charlotte Children's Choir
Hardin Minor	Vice President, Omimeo Mime Theatre; Board Member, Arts & Science Council
Al Mohring	Conductor and Executive Director, Charlotte Philharmonic Symphony
Mary Montague	Former Executive Director, Charlotte Children's Theatre

Wanda Montgomery	Executive Director, Afro-American Cultural Center
Jennifer Murphy	Director, Public Art, Arts & Science Council
Rolfe Neill	Chairman and Publisher, *Charlotte Observer*
Anna Spangler Nelson	General Partner, Wakefield Group, Board Member, Arts & Science Council
Freda Nicholson	President, Discovery Place
B.E. Noel	Board Member, Arts & Science Council
Patty O'Herron Norman	Board Chair, Mint Museum of Art
Marc Oken	Board Member, Mint Museum of Art
Ray Owens	Board Chair, Spirit Square Center for Arts and Education
Jim Palermo	Executive Vice President, NationsBank Corporation; Board Member, Arts & Science Council, Past Board President, Charlotte Repertory Theatre
Mike Parrott	Board Member, Children's Theatre
Kevin Patterson	IBM AS/400 Product Manager, IBM Corporation, Board Member, Arts & Science Council
Pat Phillips	President, Financial Products, NationsBank Corporation; Former Board Chair, Arts & Science Council
Anne Porges	Resource Management, Arts & Science Council
Gay Porter-Speer	Director, Charlotte Youth Ballet
Jim Preston	Attorney, Parker, Poe, Adams & Bernstein, Former Board Chair, Arts & Science Council
Jeff Puckett	Development Department, Arts & Science Council
Betty Chafin Rash	Former County Commissioner, Mecklenburg County
Don Reid	City Council Member, City of Charlotte

James Richardson	County Commissioner, Mecklenburg County
Sally Robinson	Former Board Member, Arts & Science Council
Dan Saltrick	Assistant Superintendent for Curriculum, Charlotte/Mecklenburg Schools
Jeff Schiller	Assistant Superintendent for Research, Assessment and Planning, Charlotte/ Mecklenburg Schools
Leslie Kaplan Schlernitzauer	Executive Director, Carolinas Concert Association
Ann Schrader	Chair, County Commission, Mecklenburg County
Alice Sebrell	Interim Co-Director, Light Factory
Dan Shoemaker	President and Producing Director, Actor's Theatre of Charlotte
Bill Simms	President, Transamerica Reinsurance; Board Chair, Arts & Science Council
Marcia Simon	President, Eastover Engravers, Former Board Chair, Arts & Science Council
Paul Sires	Artist
Becky Smith	Receptionist, Arts & Science Council
Laura Smith	Vice President, Institutional Development, Arts & Science Council
Jackie Spry	Administrative Assistant, Office of the President, Arts & Science Council
Tate Sterrett	Board Secretary, Charlotte Repertory Theatre
David Stovall	Executive Vice President, Belk Stores; Board Member, Arts & Science Council
Geraldine Sumter	Attorney, Ferguson, Stein, Watt, Wallas, Atkins, Gresham & Sumter; Former Board Member, Arts & Science Council
Melvin Tennant	Director, New Charlotte Convention and Visitors Bureau
Hellena Tidwell	Vice President, Resource Management, Arts & Science Council

Isaiah Tidwell	Regional Vice President, Wachovia Bank
Ani Todd	Administrative Assistant, Public Art Department, Arts & Science Council
Terry Toplava	Board Member, Community School of the Arts
Larry Toppman	Reporter, *Charlotte Observer*
Steve Umberger	Founder and Artistic Director, Charlotte Repertory Theatre
Sally Van Allen	Board Member, Spirit Square Center for Arts and Education; Former Board Member, Arts & Science Council
Michael Verruto	Board Member, Arts & Science Council; Board Member, Public Art Commission
William Wellnitz	Board President, Charlotte Repertory Theatre
Gene Wenner	Executive Director, Community School of the Arts
Lynn Wheeler	City Council Member, City of Charlotte
Wendell White	City Manager, City of Charlotte
Bill Williamson	Task Force Chair; Account Executive, Dean Witter; Former Board Chair, Arts & Science Council
Billy Wireman	President, Queens College
James Woodward	Chancellor, University of North Carolina-Charlotte; Board Member, Arts & Science Council
Emily Zimmern	Director, Museum of the New South

Appendix C
Detailed Review of 1991 Plan

In this Appendix, the consultants provide a point-by-point analysis of the 1991 Cultural Action Plan The purpose of this analysis is to provide information about whether each recommendation was implemented and what the impact of implementation has been Whenever possible, the consultants discuss the detailed recommendations rather than the more general ones.

Part I: Infrastructure

Recommendation I.1: The City of Charlotte and Mecklenburg County should reconstitute the Arts & Science Council as the clearinghouse for all cultural endeavors The reconstituted Council ("new ASC" or "Council") should meet national standards for such agencies.

I.1.a: The new ASC should remain a private, nonprofit organization designated as the official cultural agency by the City and County in order to make it eligible for specific state and national funding.

> *This position was formally adopted by the County in a resolution and was indirectly adopted by City through its vote to adopt the Cultural Action Plan In addition, this was functionally adopted by both the City and the County with the consolidation of funds at the ASC*

I.1.b: The new ASC should rewrite its mission statement emphasizing a broader definition of culture, a mission of service to all citizens, and a commitment to cultural diversity ("Culturally diverse" and "multi-

cultural" are used interchangeably in this document, and are defined in Part VI.)

ASC revised its mission statement, a copy of which appears in the organization's bylaws It includes reference to the additional functions of ASC but does not speak to a broader definition of culture In addition, the term "culturally diverse" is not yet incorporated

In 1994, ASC worked with Castlebury and Company to conduct a marketing study An additional "position" statement was suggested "ASC is a pro-active nonprofit organization that provides the planning, oversight, and funding required to insure and support a vibrant and culturally diverse arts and science community in Mecklenburg County for the education of our children and the enjoyment of our residents "

I.1.c· The new ASC should develop a broad program agenda including but not limited to ongoing cultural planning for the City and County; updating annually the City and County's comprehensive cultural budget; research, data collection, and trend analysis about the cultural life of the region; facility planning including review of facility plans for the City Council and County Commission; united fund raising for cultural groups, grant-making; technical assistance to cultural organizations and artists, marketing; advocacy; information dissemination, and long-range program development

The broad program agenda outlined in the above recommendation has been adopted and has been incorporated into the mission statement discussed above

I.1.d: The City and County should commission a study for the new ASC to determine how historic preservation and cultural heritage could come under the purview of the new ASC as soon as appropriate.

No such study has been commissioned, and this recommendation remains to be implemented This has been viewed as a lower priority by the ASC, but it becomes more important with the advent of the Museum of the New South in a major facility downtown Several interviewees commented that the ASC does not address issues of history, historic preservation, cultural heritage, or the humanities These issues must be considered and this recommendation provides a framework within which to do so Alternatively, folding this study into the new cultural action plan might be an effective strategy

I.1.e: The new ASC should consider renaming itself to reflect its broader role in the cultural community and its new focus on regional initiatives

This matter was discussed by the board of ASC and rejected because of the perceived market value of ASC's existing name However, if the ASC focusing on history should be identified as a priority, it will be important to reexamine this question

Recommendation I.2: The new ASC should be the official agency to carry out on-going, community-wide cultural planning for the City, County, and private sector including annual updating of the community-wide cultural budget

This recommendation has been implemented The ASC is generally seen as the official agency to conduct arts and cultural related planning initiatives for the City, County, and private sector

I.2.a: All major questions of cultural policy and all important cultural initiatives, especially those which require large amounts of funding and/or those which affect more than one cultural organization should be referred to the new ASC for further study and recommendations

This has been achieved Examples of questions referred to ASC for study and recommendation include such studies as public art, the Cultural Facility Policy Task Force, and the Arts Education Task Force, among many others

I.2.b: The new ASC should develop a three-year cultural strategic priorities plan with annual budgets and a five-year capital expenditures plan and budget. These plans should be reviewed and updated on an annual basis Operating budgets of funded cultural organizations will be reviewed twice a year, once for grants committee purposes and the other for the purpose of monitoring operating progress toward budget goal.

This recommendation has been implemented Multi-year strategic priorities are incorporated in Basic Operating Grant (BOG) evaluations with a shift in point values from year to year Since the recommended moratorium on cultural facility construction has been maintained, the five-year capital budget plan has not been done ASC monitors affiliates' operating budgets four times a year

I.2.c: In conjunction with the three-year planning process, a 15-member oversight committee should be appointed by the City and County to

review the three-year plan and budget and to monitor the effectiveness of the new ASC The committee would include, for example, Council Board members (no more than 50% of committee members should be from the Council Board), individuals from cultural organizations and major donors, and other representatives who reflect the cultural diversity of the community and region.

This recommendation has been implemented This board was established in the summer of 1994, based on the above recommendation The present project is designed to conduct the required review of ASC

I.2.d: The City, County, and business community should use the new ASC as the agency to carry out all studies which impact on cultural planning issues.

This recommendation has been implemented and the community has used ASC to carry out studies as recommended above Examples include the Symphony Task Force, the Endowment Feasibility Study, the current arts education planning study, and the review of the public art program In addition, the ASC was involved in the recent "Focus 2010", a major City-wide planning initiative, and its final report has an important chapter on arts and sciences

I.2.e: The new ASC should keep a computerized database on the cultural life of the community which includes directories, budgets, schedules, and economic impact information

This recommendation has been partially implemented Directories and schedules are developed and maintained routinely by ASC Historical budget and audit information for each affiliate is being entered into a database on an "as time permits" basis A summary for each group has only been available in the past year and the system is not as computerized as it should be

The idea of an economic impact database has not been addressed fully, however ASC worked with the National Assembly of Local Arts Agencies (NALAA) to conduct its first economic impact study this fall Comparable data will only be possible if ASC continues to use the NALAA model

I.2.f: As part of its cultural planning, the new ASC should delineate appropriate roles for each cultural facility and categorize activities for each

cultural organization in order to help eliminate inappropriate duplication and overlap The services of outside, objective professionals should be used in this process whenever possible

Generally, this recommendation has been implemented ASC has worked to assist cultural organizations in merging Some examples include

- *North Carolina Dance Theatre and Charlotte City Ballet*
- *the Charlotte Symphony and the Oratorio Singers*
- *Charlotte Repertory Theatre, Playworks, and Golden Circle Theatre*

Considerably more difficult is the coordination of arts education activities that is currently being addressed by an ASC task force

In some cases, studies have shown that merger is not cost-effective For example, a City/County study overseen by ASC to explore options for merger or cooperative agreements among PAC, Ovens Auditorium, and Independence Arena determined that the loss of income outweighed the possible benefits of a merger However, useful cooperative agreements are being implemented

Many arts groups perceive that the high utilization rate of the PAC has caused problems for them as a result of their lack of access to the facility Several groups have indicated that ASC should play a role in resolving these market issues To date, ASC has not played a such a role in addressing this concern

Recommendation I.3

All City and County allocations for cultural groups should be coordinated through the new ASC. However, facility-related payments should be made paid directly by the City or County for buildings owned by them. The new ASC should continue to regrant private sector funds through an expanded united fund-raising drive

For the most part, this recommendation has been implemented The City adopted a new Cultural Facility Policy that is uniform across all cultural facilities and groups, using the arrangement with Discovery Place as the model The County has made a similar arrangement for all the cultural groups it funds with the exception of Spirit Square, which receives a facility allocation as well as additional support For the sake of consistency, the consultants still believe that Spirit Square should be included in this arrangement However, given the fact that it

is likely that management of the Spirit Square facility will be transferred to the Performing Arts Center (as recommended by a Task Force and accepted by the current Spirit Square management), any change in the funding flow should be developed as part of a comprehensive agreement and plan

Recommendation I.4: The new ASC should gradually withdraw from direct programming except for the initiation of new program initiatives which can eventually be spun off.

In general, this recommendation is being implemented, as discussed below

I.4.a: First Night should be spun off to another entity such as Spring Fest Inc. by June of 1992.

While initially rejected by ASC's board, the decision has been reconsidered The board has voted that this year's effort will be the last First Night under ASC's auspices It is looking for a group to take over, including Spirit Square or Spring Fest

I.4.b: The new ASC should initiate a new arts education program (cf Part II) but should find another administrative home for it by June of 1993

This recommendation has been difficult to implement for a variety of reasons The ASC is committed to a strong arts education program and has recently received a consultants' report on that subject which will most likely be implemented beginning in 1996

Recommendation I.5: The new ASC should make the necessary changes in governance and staffing to reflect its changing role and mandate.

In general, this recommendation is being implemented, as discussed below

I.5.a: The new ASC should be governed by a Board of Directors that represents the various constituency groups to include, but not be limited to, our culturally diverse community, regional representation, the donor community, educational, artistic and scientific interests. Directors may serve up to two three-year terms

To represent adequately the interest of cultural constituencies, a minimum of 50% of the board's members should have prior leadership

responsibility in cultural organizations or should be recognized as a leader in the cultural community

To begin this process of change, the Chairman of the current Arts and Science Council should appoint a nomination committee to develop a proposed list of candidates who would then be approved by the current Arts and Science Council Board

There will be no "member organizations" of the new ASC. All cultural groups may be eligible to apply for grants.

This recommendation has been implemented and it is monitored every year There are no longer ASC member organizations

I.5.b: One Board position should be reserved for each of the following

1 Charlotte City Council member
2 Charlotte City Manager or highest ranking city employee reporting to City Manager
3 Mecklenburg County Commission member
4 Mecklenburg County Manager or highest ranking county employee reporting to County Manager
5. Charlotte-Mecklenburg School Board member or Superintendent of Charlotte-Mecklenburg Schools or the highest ranking school official reporting to the Superintendent.

This recommendation has been implemented In addition, the chair of the state legislative delegation has been added to the ASC board

I.5.c: The Board of the new ASC should reflect the cultural diversity of the community

This recommendation has been implemented The present make-up of the board includes ten people of color, which represents 25 percent of ASC's board

I.5.d: The Chairman of the new ASC should appoint Committees as needed to carry out the business of the Council. Every committee should be chaired by a Board member but all, except for the Executive Committee, should have non-Board members serving The Nominating Committee especially should have substantial outside membership.

This recommendation has been implemented, although the results have been mixed It is often difficult to get non-board members to serve on committees Grants-related committees have many non-board members, while others have fewer In general, ASC has been moving to a limited number of standing committees and using ad hoc task forces to address specific issues or concerns This approach appears to be working better, both administratively and as a way to include service by non-board members

I.5.e: No member of the new ASC's Allocations Committee should serve on the Board of any organization which is eligible to apply to the Council for support No member of the Council Board should serve as an officer or Executive Committee member of any organization eligible to apply for support.

This recommendation has been implemented

I.5.f: The Chairman of the new ASC should be elected by the Board for a one-year term and should serve on the Executive Committee for one additional year after his or her term has been completed A Chairman-elect should be chosen one year in advance and should be an active member of the Executive Committee When circumstances dictate, the Chairman may be reelected to one additional term.

This recommendation has been implemented

I.5.g: The new ASC should consider replacing its Board of Trustees, which currently acts in an advisory capacity, with an Advisory Board having no legal powers or responsibilities if it is thought that this will enable the organization to secure the visible support of important community leaders who would be unlikely to serve on the Board of Directors.

The Board of Trustees has been eliminated, as recommended ASC never found the need to establish an Advisory Board Instead it has used task forces to accomplish the same thing This has been an effective strategy

I.5.h: The new ASC should commission an organizational study to determine staffing level and administrative changes that will be necessary to undertake its expanded role and responsibilities in connection with the implementation of this Cultural Plan.

This recommendation was never implemented, although ASC's senior staff has done an informal staffing analysis annually This is problematic ASC would benefit from the expertise and objectivity of an outsider's perspective

I.5.i: The private sector, the City, and the County must be prepared to finance the additional cost of the new ASC if the recommendations of the cultural plan are to be implemented

Considerable increases in funding have been forthcoming from all three sectors during the period of this Cultural Action Plan For example

- *ASC's Annual Fund Drive has grown from $2 3 million in FY91 to $3 9 million in FY96, an increase of 69 5 percent over six years*
- *The County increased its funding to ASC by $700,000 while continuing to fund Spirit Square separately*
- *The City's aggregate cultural funding has increased from $2,720,000 in FY92 to about $3,679,000 in FY95, although about $600,000 of that has been increases for the PAC and the Omnimax Theatre at Discovery Place The City's increase in support specifically for the ASC (which might be used to support the recommendations of this plan) totals about $138,000*

As more groups were added to those funded by the ASC, the net cultural support has increased, particularly from private sources and earned income

Recommendation I.6: The new ASC should convene the leadership of cultural organizations on a regular basis to share information and solicit opinions about the cultural life and needs of the community.

This is done through monthly meetings, convened by ASC, with the executive directors of cultural organizations

I.6.a: The new ASC should convene cultural groups regularly to discuss and learn about important issues related to their work

The Executive Director Forum meets monthly, the Chairman's Roundtable meets quarterly In addition, ASC senior staff meets one-on-one with the leadership of cultural groups frequently

I.6.b: The Executive Directors of the larger cultural organizations ($250,000 budget and above) should meet each month with the President of the new ASC to discuss issues of common concern.

This procedure was implemented as recommended for several years However, at the request of the affiliates, many meetings are now held jointly, including an annual two-day retreat With twenty-one BOG affiliates, the quality of meetings as a full group is diminishing When separate meetings are held, the break-out point is $500,000, rather than $250,000, as recommended

I.6.c: The Executive Directors of the smaller cultural organizations (below $250,000 budget) should meet each month with the President of the new ASC to discuss issues of common concern.

Cf, I 6 b above

I.6.d: The new ASC should host a quarterly Chairman's Round Table in which the Board heads of cultural organizations meet with the Chair of the Council to discuss important issues relating to the cultural life of Charlotte

This recommendation has been implemented, although meetings are held from time to time, rather than quarterly According to participants, the sessions are not that useful, so consideration should be given to whether they should be continued

Recommendation I.7: The new ASC should as a priority provide special funding for regional initiatives, collaborative ventures, and institutional stabilization.

This recommendation has been implemented, in part through a grant from the Locals Program of the National Endowment for the Arts, as discussed below Organizations could apply for these funds through the ASC in either of the three categories listed in the recommendation However, most groups applied for stabilization, some for collaborative ventures, and virtually none for regional initiatives

I.7.a: National Endowment for the Arts Locals money, income from endowment, enhanced corporate support, and new City and County dollars should be used to support these initiatives

This has been achieved with the three-year NEA funds, matched by affiliates It has been very successful For example, from FY91 to FY94

- *Cumulative deficits of the affiliates (excluding the Charlotte Symphony, which has had severe deficit problems) decreased by 38 percent The size of the Symphony's deficit continues to be a problem not only for that organization but for the cultural community as a whole since it has required considerable additional resources in the form of "bridge funding" to operate from year to year*
- *Cash reserves for affiliates increased by 72 percent (This figure excludes the PAC, which before opening had a very large cash reserve This was partially spent down in FY92 as planned in connection with the facility opening The PAC has an adequate cash reserve at this time)*
- *Endowments (excluding the PAC Endowment) increased by 90 percent With the PAC endowment included, endowment increased by 223 percent*

Recommendation I.8: The new ASC should oversee the development of a directory of local artists and their work.

While there was some initial delay, this recommendation is now in the early stages of implementation through the public art program at ASC The directory is not available to the public at this time

Recommendation I.9: The new ASC should oversee the development of an expanded cultural Newsletter which will be distributed widely throughout the region and encourage regional media to expand coverage of cultural events and organizations.

I.9.a: The purpose of the newsletter should be to promote the cultural life of Greater Charlotte Its audience should include potential audience members, elected officials, community leaders, arts organization representatives, artists, and patrons of the arts

This recommendation has been implemented About 10,000 copies of the quarterly newsletter are distributed However, the newsletter is currently under review as part of a marketing analysis being conducted by Castleberry & Co

I.9.b: The newsletter should include information on upcoming cultural events, exhibition opportunities for artists, upcoming workshops, grant

opportunities and deadlines; features on cultural organizations and artists; articles about arts education programs, news about major gifts, interviews with arts patrons, and related material

This recommendation has been implemented to some degree, although the newsletter and calendar are not as ambitious as envisioned in the cultural action plan of 1991

I.9.c: The new ASC should provide a liaison function between cultural organizations and regional media with the intent of expanding coverage of the cultural life of Charlotte and the region

Implementation of this recommendation has been aided by the addition of a director of public relations to the ASC staff

Recommendation I.10: The new ASC should oversee the development of a centralized cultural calendar.

This recommendation has been implemented, as discussed below

I.10.a: The computerized calendar should have a lead time of three years and should offer a clearinghouse function to cultural organizations.

This recommendation has been implemented, with two components ASC maintains a calendar of events for cultural groups that goes eighteen months out so that the groups can avoid conflicts in scheduling ASC also produces a quarterly calendar of events that is sent to all its donors who contribute over $50

I.10.b: The agency should attempt to get regional media to print and broadcast information provided from the cultural calendar on at least a weekly basis.

Implementation of this recommendation has been slow and only modest progress has been made in this area

Part II: Education In and Through the Arts

Recommendation II.1: A comprehensive program of education in and through the arts should be developed for the region using the resources of public and private schools, arts organizations, artists, colleges, and public media.

*The timetable for **all** the recommendations in this section has been significantly slower than originally anticipated However, this recommendation is a priority for Charlotte and a study group issued a report on the national model concept early in the planning period A consultants' report that addresses implementation issues in this area was received by an ASC-created task force for review and action in November, 1995*

II.1.a: The goals of the program should mesh comfortably with the mission statement of the Charlotte/Mecklenburg School System and should include the goals of improving academic performance in all subjects, contributing to college and job preparedness, improving discipline, and reducing the drop-out rate among high school age students

This recommendation was implemented through the consultants' report of 1995

II.1.b: The program should be based on a coordinated pre-kindergarten through 12th grade curriculum, consistent with the Basic Education Plan of the State of North Carolina The curriculum should stress basic skill learning which underlies math and science education as well as the humanities.

The recently received consultants' report on arts education addresses this recommendation in detail

I.1.c: To the extent possible, the new program of education through the arts should build on programs already in place. However, cultural organizations in Charlotte should modify and develop fresh offerings to complement the newly developed curriculum in education through the arts

This recommendation has been implemented Many cultural organizations in Charlotte have enhanced their existing arts education programs or developed new ones They have been aided by several new arts education grants programs developed by ASC and aimed toward curriculum based programming This trend will continue as the recommendations of the 1995 consultants' report are implemented

II.1.d: The new education through the arts program should encompass a sequential, developmentally appropriate arts curriculum modeled at least in part on the "Arts Partners Program" in Kansas City

While steps are under way to implement this recommendation, programs are not fully sequential or developmentally appropriate at this time

II.1.e: Charlotte/Mecklenburg should develop a new teacher training program in education through the arts based on the "Lincoln Center" model which will assist teachers in utilizing the new curriculum and arts organization offerings.

This recommendation has been implemented The program is in its third year and is seen as useful and effective

II.1.f: The quality of delivery of programs in education through the arts should be enhanced through an ongoing program of in-service training opportunities for teachers and special workshops for artists, and arts organization representatives, school administrators, parents and other interested individuals

This recommendation has been implemented Not only have in-service training opportunities been developed, but a summer training institute through Young Audiences was begun during the summer of 1995

II.1.g: Arts organizations and teachers should work with public media to produce programs which can complement the curriculum in education through the arts.

This recommendation has not been implemented

II.1.h: New forms of student assessment and of teaching the arts should be explored based in part on Harvard University's "Arts Propel" model, and the A+ program as implemented in Charleston.

This recommendation has not been implemented

Recommendation II.2: An annual children's festival (called a "Children's Celebration of the Arts") should be initiated as a celebration and expression of their arts education experience

This recommendation has not been implemented

II.2.a: The week-long event should combine school-based events during the week with public events on the weekend

Cf, Recommendation II 2

II.2.b: The University of Pennsylvania's Children's Festival (produced in Philadelphia by Penn's Annenberg Center) should be studied as a model for the Charlotte event

Cf, Recommendation II 2

II.2.c: The festival should combine the use of local, regional, state-wide and national arts resources

Cf, Recommendation II 2

Recommendation II.3: The community's expanded programs in education through the arts should include pre-school, after-school, and weekend offerings for young people. These programs should also include lifelong education in the arts

This recommendation has been partially implemented Many arts groups are doing significant work in this area, but not through ASC or with a coordinated effort This has led to some concerns among arts groups and educators about access and duplication of efforts These concerns should be addressed as the recommendations of the 1995 consultants' report are implemented

II.3.a: Existing institutions and programs serving pre-school and school-age children outside of school hours should be explored as a means of increasing school readiness and basic skill learning and as a way to reduce delinquency, drug dependency, truancy, and crime

Cf, Recommendation II 3

II.3.b: Links should be established between arts organizations and artists on the one hand and recreational, neighborhood, and social service organizations on the other in order to encourage more arts interest and activity among young people

Cf, Recommendation II 3

II.3.c: Special funding programs should be established to encourage links and partnerships between arts providers and organizations serving young people

Cf, Recommendation II 3

Recommendation II.4: Existing arts organizations should be encouraged and funded to do more programming directed specifically to children and families.

This recommendation has been partially implemented The arts groups in Charlotte are doing substantially more programming oriented towards families and children than in 1991, including special ticket prices for these constituencies However, much remains to be done in this area

II.4.a: Non-school-based educational programs should be offered in arts organizations' home facilities and in various community locations Programs should be designed to serve young people and their families.

Cf, Recommendation II 4

II.4.b: The new ASC should provide funding to assist in bringing national experts to Charlotte to help arts organizations develop outstanding programs for children and families

Cf, Recommendation II 4

II.4.c: Ticket pricing strategies should encourage attendance and membership by families and youth.

Cf, Recommendation II 4

Recommendation II.5: A planning process should begin immediately for the new program of education through the arts with the new ASC acting as convener and principal funder. The administrator and coordinator of this process should work with established arts organizations and artists, and with the school system.

This recommendation was partially implemented through the development of the "National Model" report in 1992 Thereafter, the planning process stalled and was not picked up again until 1994 After a year and a half of intensive work by consultants and a task force, the comprehensive plan for arts education has been delivered As recommended, ASC acted as a convener and principal funder of the process

II.5.a: The planning group should include a broad coalition of educators from public and private institutions (including teachers and administrators from primary, secondary and college levels), School Board and Parent-

Teacher Organization officials, arts organization and public media representatives, City and County elected officials, business and religious leaders, neighborhood and social service groups, parents, and regional representatives

This recommendation was implemented through the Arts Education Task Force

II.5.b: The planning group should work through smaller task forces and a steering committee

This recommendation was implemented as part of the Task Force though the system was simpler than what was proposed

II.5.c: One task force should focus on potential regional dissemination of the program of education through the arts

This recommendation has not been implemented

II.5.d: Administrators and practitioners representing outstanding programs from other communities should be brought to Charlotte to work with the planning group

This recommendation has not been implemented

II.5.e: A phased five-year implementation plan, endorsed by the planning group and the School Board should be completed by the end of the school year in the spring of 1991

This recommendation is finally being implemented in 1995 through the ASC's Arts Education Task Force, which has recently received a consultants' report on this matter

II.5.f: The planning group should seriously consider the establishment of a new independent entity (or the reorganization of existing entities) to provide central coordination of the new program of education through the arts for Charlotte, Mecklenburg County, and the region The new ASC should spin off the administration of this program as quickly as a new institutional host can be found, but no later than June of 1993

This recommendation will be implemented as part of the arts education plan delivered in November, 1995

Recommendation II.6: Funding for the planning process and for ongoing programs of education through the arts should be coordinated by the new ASC and provided through the Council's endowment and through other sources.

A substantial amount of new ASC funding has been designated for support of education programs The 1995 consultants' report on arts education includes specific projections for these designated funds

II.6.a: Income from the new endowment of the Council should be used to fund the planning process, up to a maximum of $50,000

This recommendation has been implemented The planning process led to the development of the "National Model" report

II.6.b: At least $10,000 should be provided for the planning process from the Charlotte/Mecklenburg School System as a good faith commitment to the process.

This recommendation was implemented Of the cost of the planning process, CMSS paid $15,000

II.6.c: During the first pilot year of the program (1991-1992), funds from the new ASC should be used to leverage twice as many dollars from other sources on a two-to-one matching basis for this program.

The arts education program is still in the formative stages and the comprehensive City-wide initiative envisioned in this report — and recently articulated in detail in a consultants' report — has not been implemented However, several steps have been taken, based on the "National Model" report For example, arts education grant programs were initiated In the initial year (FY94), $185,000 was granted, in the most recent round (FY95), $320,000 was granted, an increase of 73 percent Matches were not required in the grant program since many applicants were schools (in partnership with cultural groups) from poorer areas and the match created problems The teacher training institute was also implemented during this period

II.6.d: During subsequent years, the match to the new ASC's endowment contribution toward the programs of education through the arts should increase from two-to-one to four-to-one

The required match has been problematic, although this program is only in its second year As the comprehensive arts education program is implemented, this issue might be reconsidered

Recommendation II.7: An advocacy and community awareness program should begin to help the general public understand the importance of arts education in basic skill learning as well as the social value of arts education in the development of strong community and family values

This recommendation has been partially implemented The ASC produced the Encore book and its newsletter focuses on education, although there isn't a separate newsletter for that purpose Much more remains to be done as is indicated in the 1995 consultants' report referenced earlier

II.7.a: A special free newsletter — or a section of the new ASC's newsletter — should be widely disseminated throughout the County publicizing the many arts offerings for young people and their families and promoting the value of arts education

Cf, Recommendation II 7

II.7.b: Other approaches to advocacy should be developed through the administering agency of the new education-through-the-arts program including a speaker's bureau, membership programs for Parent-Teacher organizations, art clubs for young people, and so on

The intent of this recommendation has been addressed, although advocacy is not conducted in this formal manner ASC staff makes presentations and speeches to community groups, and works with the school board in an ad hoc but effective fashion Greater coordination and a more formalized structure might prove beneficial

Part III: Public Facilities and Institutions

Recommendation III.1: The City and County should not support the building of any major new cultural facilities for a period of five years

This recommendation has been implemented, although its impact is difficult to assess The consensus is that it has been successful, although there is less agreement about whether it should be continued Many smaller cultural groups feel they have been hindered in their

fund raising for small initiatives by this provision, in addition, there are several major projects under consideration by cultural groups

III.1.a: The City (and/or County) may wish to consider building or renovation projects costing less than $2.5 million in total during the next five years so long as they go through the appropriate planning and review process (recommended in III.2).

This recommendation has been implemented, although it hasn't been applicable to date The group has only been convened once, to address a plan for a parking deck for Discovery Place and a small hospital for the Raptor Center In the future, it might be helpful for this group to be established and maintained as an on-going entity

Recommendation III.2: The City should continue its existing policy of providing matching dollars for the development of new arts facilities However, a more extensive planning and review process should be mandated.

This recommendation has been implemented and the policy of matching capital costs dollar for dollar is still in place However, because of the moratorium on capital construction, it is effectively untested Given the failure of two of the bond issues for schools (including one for an arts magnet school), it is an open question whether this funding can be sustained

III.2.a: A Cultural Facilities Planning Group should be convened and chaired by the President of the new ASC It should consist of expert staff-level representation of the Council, the City Planning Department and the City Public Works Department, as well as County representatives and other individuals as appropriate. It should meet with and review proposals from cultural organizations wishing to embark on cultural facility projects.

The group envisioned in this recommendation has not be created, although a Cultural Facility Task Force was convened and approved a Discovery Place parking deck in 1996 ($5 million) and a Raptor Center Hospital ($200,000) in 1995 In addition, the City of Charlotte is convening cultural groups already housed in government-owned facilities to conduct facility planning as a part of its CIP process However, there is no mechanism for addressing the facility needs of such groups as, for example, the Light Factory, Theatre Charlotte, and Children's Theatre, all of which have current facility needs

III.2.b: The Cultural Facilities Planning Group should thoroughly evaluate proposed facility projects. Such an evaluation should include a complete examination of ongoing maintenance, operating, and program costs and the manner in which these will be met over the long term For any bond issue, voters should be informed of the projected net operating costs which will be borne by the City or County

This recommendation has not been implemented

III.2.c: A three-stage, progressive planning process should be mandated for new cultural facilities by the City and County. Stage I will include initial project exploration and assessment, Stage II will include a detailed feasibility analysis including operational, financial, and managerial requirements; and Stage III will include design development and implementation planning Progression from Stage I to Stage II will require approval from the Cultural Facilities Planning Group, progression from Stage II to Stage III will require approval from the Cultural Facilities Planning Group, the Capital Funds Board, and appropriate governmental authority.

While interviewees found the methodology in this recommendation useful, the recommendation itself has not been implemented, in part because of the moratorium on cultural facilities construction A priority should be to establish the Planning Group so that once the moratorium ends, a rational process for decision-making on facilities will be possible

Recommendation III.3: By the end of 1995, the City and County should commission a study of facility needs for individual creative and performing artists through the new ASC.

No action has been taken on this recommendation, although the ASC has established a committee to address the issue No money has been made available for the study, although artists have expressed interest in this to the ASC

III.3.a: Facility planning for individual artists should examine the need for studio, rehearsal, living, and retail space as recommended in the 1975 cultural plan

Cf, Recommendation III 3

III.3.b: Facility planning should examine zoning ordinances and other regulations which might be amended to facilitate the development of spaces for and by artists including the substitution of artist space for minimum retail space in City requirements for developers

Cf, Recommendation III 3

Recommendation III.4: The Performing Arts Center Foundation should present to the City of Charlotte a long-term financial plan to assure the long-term stability of the Foundation

This recommendation has been implemented

III.4.a: An updated, detailed, and realistic operating and program budget should be prepared by the staff of the Performing Arts Center Foundation by July 1, 1991 which shows the extent of the projected operating losses until the year 2000

This recommendation has been implemented The Performing Arts Center completes multi-year budget projections, but not out to the year 2000 In general, operating losses are now known and projected This issue was considerably more pressing in 1991 than it presently is

III.4.b: Every effort should be made to secure from the North Carolina Arts Council ongoing state funding for the North Carolina Center for the Performing Arts as a designated state resource.

The recommendation has been worked on, but on-going funding from the state has not been secured

III.4.c: Cultural budgets for Charlotte and public appropriations for cultural organizations and activities must reflect the true costs of operating and programming the new Performing Arts Center.

This recommendation has been implemented When the cultural groups moved into PAC, they were automatically given proportionally more funding to account for the increased costs of operations and programs

Recommendation III.5: By March 1, 1991, the City Council, the Coliseum Authority, and the Performing Arts Center Foundation should agree on an organizational structure and operating policy for Ovens

Auditorium and the new Performing Arts Center which reduces the threat of competition

This recommendation has been implemented Programmatic agreements have been established and put in place that do reduce the threat of competition between the Performing Arts Center and Ovens Auditorium The arrangements work very well

Recommendation III.6: By the end of 1991, the City and County should fund a study through the new ASC to determine and make recommendations regarding the overall program and management status of the various major performing arts facilities in the area

This recommendation is currently being worked on A joint City/County Task Force has been appointed to address issues raised in both sub-recommendations below, with particular emphasis on III 6 b, but only slow progress has been made to date

III.6.a: The study should determine the competitive marketplace for cultural programming shared by the Performing Arts Center, Ovens Auditorium, Spirit Square, Carowinds (on the North Carolina/South Carolina border), the proposed new Amphitheater, and other facilities which compete for local and regional audiences

Cf, Recommendation III 6

III.6.b: The study should determine the feasibility of putting the Performing Arts Center, Ovens Auditorium, and Spirit Square under a single management structure and explore other cooperative arrangements.

Cf, Recommendation III 6

Recommendation III.7: The City should gradually modify its public/private partnership arrangement with respect to the Mint Museum, encouraging the institution to carry out more aggressive fund raising among individuals and audience development, and shifting responsibility for program administration and funding to the private Board

This recommendation has been successfully implemented Although the approach to the process at times varied from the recommendations, it has been accomplished and is generally viewed as a substantial and positive improvement

III.7.a: By August of 1991, the Mint Museum should have completed a comprehensive organizational assessment and management audit of the museum which provides detailed cost estimates and a five-year plan to privatize the Mint Museum excluding the physical facility To accomplish this the Mint Museum Board should form a committee composed of 10 members, with no less than 50% of the members representing the community at large and with no at-large member having a present or previous relationship with the Mint Museum

In general, this recommendation was implemented While the make-up of the committee varied from what is recommended, the appointed body did conduct the necessary research

III.7.b: The study should also provide alternative scenarios including· bringing the Mint Museum into conformance with other cultural institutions in the City; creating a special public/private endowment to ease the burden of privatization; and maintaining a direct City subsidy to administer the institution.

In general, this recommendation was implemented Alternative scenarios were developed, although not the specific ones mentioned in the recommendation

III.7.c: Over the next five years, the City should gradually shift responsibility for staffing and revenue generation to the private board of the Mint Museum

The intent of this recommendation was honored, although the shift in responsibility was not done gradually, as recommended Rather, on July 1, 1992, all responsibility for the Mint Museum was transferred to its board

III.7.d: In fiscal year 1992, the compensation (salary and benefits) of the Mint Museum Director, and the supervision of the Director, should be assumed by the private board Funding for this position should continue to come from the City, but should be made through the allocation process of the new ASC.

This recommendation has been partially recommended While responsibility for compensation and supervision of the Museum Director was assumed by the private board at the start of FY93, funding from this position comes from a variety of sources, rather than from the City, as recommended

III.7.e: The City should not completely terminate its departmental relationship with the Mint Museum in the next five years unless it is prepared to provide subsidies which meet 85% of the current direct and indirect costs during that period and to help create an endowment for future operations

In general, this recommendation has been implemented The Mint ended its status as a City department at the beginning of FY93 and no additional direct subsidy from the City was forthcoming However the arrangement between the Mint, the ASC, and the City has provided for the on-going growth of the Museum

Part IV: Allocations

Recommendation IV.1: The City and County should continue to underwrite directly the facility-related costs associated with buildings that they own. All other cultural funds should be allocated through the new ASC

This recommendation has been implemented, with the exception of County support for Spirit Square Center for Arts and Education, Inc , which is used both for facilities support and programming

IV.1.a: The City or County should pick up all or a negotiated portion of the cost of site maintenance, maintenance of City-owned collections, structural maintenance of building and improvements (including maintenance of mechanical systems), most minor improvements, insurance, and utilities (including sewer, water, electric, waste disposal, but not telephone)

This recommendation has been implemented

IV.1.b: The initial negotiation on the amount of facility-related cost to be borne by the City or County should be carried out between the staff of the City or County and a representative of the organizational tenant. The President and Chairman of the new ASC may make recommendations to the City Manager or County Manager as appropriate and may provide technical assistance to the landlord when requested

This recommendation has been implemented

IV.1.c: Existing leases or occupancy agreements between the City or County and organizational tenants should be reviewed with the goal of amending them to similarly meet the criteria outlined in IV 1 a Ultimately, such arrangements should be continued in ten-year operating agreements between the City or County and the organizational tenants with a mechanism for possible extensions

This recommendation has been implemented

IV.1.d: Facility-related support to an organization should not preclude City or County support for any other activity

This recommendation has been implemented

IV.1.e: All facility-related costs should be shown in the City or County's General Services budget

This recommendation has been implemented

Recommendation IV.2
The new ASC should develop separate programs and separate accounts for City, County, and private dollars raised for regranting purposes

This recommendation has not been implemented

IV.2.a: Private sector funds should be used to support the basic operational and program costs of cultural organizations and for other related purposes City regrant funds can also be used to support basic operational and program costs and should also be linked to specific projects with a clear benefit to the citizens of Charlotte County funds should be used for basic operating and program support, educational programs, outreach, and other related activities.

This recommendation has not been implemented for several reasons First, it was felt that having two separate grants processes — one each for public and private sector funds — would be cumbersome to administer Second, it was felt that earmarking each pool of money for specific uses would create difficulties The consultants now believe that the original recommendation was not useful and that the current system has proven to work well

IV.2.b: Specific criteria for grant-making and separate accounting reports should be submitted to the City and to the County in conjunction with funds regranted to cultural organizations

This recommendation has been implemented

IV.2.c: The goals of funding programs should emphasize. enhancing the quality and excellence of cultural activities, expanding programs to children, increasing the financial stability of the cultural community, expansion of markets, and developing appropriate service to and representation of the entire community

This recommendation has been implemented All of the goals described in this recommendation are part of the criteria for grants review

IV.2.d: All grants will be made for specified amounts and periods and will not be automatically renewed.

This recommendation has been implemented

Recommendation IV.3: The new ASC should develop new methods of supporting the basic operating costs of large cultural institutions based on fairness in allocating dollars.

Elements of this recommendation have been implemented, as discussed below

IV.3.a: The "Basic Operating Support for Large Organizations" category should be established for organizations with non-capital revenues from the previous fiscal year in excess of $250,000 as determined by an audited financial statement. Revenues will customarily mean all funds raised by an organization except for capital expenditures and endowments

Generally, ASC has not separated groups by budget size for operating support The concern was that, given there are a relatively small number of organizations applying for support, it is more difficult to allocate funds to two groups based on budget size without knowing what the need is among all applicants Such "pre-allocation" was seen as unfair The consultants believe that the existing system works well and that there is no need to implement this recommendation

IV.3.b: Eligibility should be established based on organizations meeting certain criteria: nonprofit incorporated status, two years of continuous programming in at least four different months of the year, two or more full-time paid staff, and a Board rotation policy A group with three consecutive years of deficit operation in the immediately preceding fiscal years would be ineligible to apply

This recommendation has been implemented

IV.3.c: Funding levels should be based on three factors· an organization's rating by an independent panel, an organization's budget size, and the total amount of dollars available for regranting purposes

This recommendation has been implemented

IV.3.d: Ratings should be developed based on a scoring system based on points. By way of example, the scores might be Program Excellence = a points; Administrative Capability = b points; Financial Stability = c points; Multi-cultural Emphasis = d points (cf Recommendation VI 2, VI.2.a, and VI 2.b), Audience Reach = e points; Educational Merit = f points; Regional Impact = g points; Past Success in Meeting Funding Goals (cf., Recommendation IV.2.c) = h points The Board of the new ASC should establish minimum scores in all categories below which an applicant will be denied funding.

This recommendation has been implemented and a point system instituted, although minimum scores were not established Instead an overall evaluation is employed This system is more effective because it allows for greater flexibility while still assuring that important standards are maintained

IV.3.e: In determining funding levels, the Basic Operating Support grant should take into account the amount an organization is already receiving in direct facility-related subsidy from the City or County. Special dispensation should be made for organizations occupying their own facilities which are ineligible for City/County support or rental subsidy.

This recommendation has not been implemented ASC's system of allocation does not make a distinction between groups that do or do not receive facility support from the City or County This is not seen as a problem although ASC intends to build this distinction into the system in the future

IV.3.f: Under no circumstances should the Basic Operating Support grant and the facility-related subsidy exceed 50% of an organization's actual cash revenue (non-capital) from the previous fiscal year plus the projected facility-related subsidy for the current year for organizations with budgets under $500,000

This recommendation has not been implemented because it has been difficult to limit the funding of some affiliates to under 50 percent without causing substantial damage to those institutions ASC anticipates that this problem will be eliminated as specific organizations grow out of the situation

IV.3.g: Under no circumstances should the Basic Operating Support grant and the facility-related subsidy exceed 40% of an organization's actual cash revenue (non-capital) from the previous fiscal year plus the projected facility-related subsidy for the current year for organizations with budgets of $500,000 and over.

This recommendation has not been implemented for the same reason described above

Recommendation IV.4: The new ASC should develop a method of supporting the basic operating costs of smaller cultural institutions

IV.4.a: The "Basic Operating Support for Smaller Organizations" category should be established for organizations with non-capital revenues up to $250,000 a year as determined by a certified financial statement.

This recommendation has been implemented All smaller groups are reviewed in a separate ASC panel for "developing groups" defined as those with budgets generally under $150,000

IV.4.b: Eligibility should be established based on organizations meeting certain criteria nonprofit incorporated status, one year of continuous programming in at least three different months of the year, one paid staff member, a Board rotation policy A group with three consecutive years of deficit operation in the immediately preceding fiscal years should be ineligible to apply.

This recommendation has been implemented

IV.4.c: Funding levels should be based on three factors· an organization's rating by an independent panel, an organization's budget size, and the total amount of dollars available for regranting purposes.

This recommendation has been implemented

IV.4.d: Ratings should be based on a scoring system similar to the one proposed for larger organizations (cf IV.3 d)

This recommendation has been implemented

IV.4.e: Under no circumstances should the Basic Operating Support grant exceed 50% of the actual cash revenue (non-capital) from the previous fiscal year for organizations with budgets up to $250,000.

This recommendation has been implemented

Recommendation IV.5: A new grant category — called the "Developing Organization/Artist Program" (cf. Recommendation VI 3) — should be open to arts organizations with budgets of less than $75,000 and for artists.

In general, this recommendation was implemented, although not specifically as written Rather than a separate program, a panel within the Basic Operating Grant program — one of five — was created for "developing" organizations and artists

IV.5.a: Incorporated and non-incorporated organizations should be eligible for assistance under this category

This recommendation was not implemented Organizations that are not incorporated are not eligible for funding

IV.5.b: The new ASC should take steps to establish a program of technical assistance for groups and artists in this category. Emphasis should be placed on development of appropriate business skills and assistance in making grants applications Alternatively, the "Developing Organization/ Artist" category should provide smaller grants (for example, between $1,000 and $5,000) primarily for technical assistance and should not preclude eligibility for grants under any other category, including those made to provide performance space.

This recommendation has not been implemented ASC priorities have been to fund basic operating support and arts education and no pool of money has yet been identified to support this initiative However, some of the marketing grants have focused in this area and some technical assistance has been provided This is a critical area, particularly to the smaller arts groups

IV.5.c: Applications for funding should be rated as recommended for other grants programs However, the scoring system should be modified to reflect different priorities A possible scoring system might be Need = a points; Appropriateness of Proposed Project = b points; Multi-cultural Emphasis = c points The Board of the new ASC should establish minimum scores in each category below which an applicant will be denied funding

This recommendation has not been implemented

IV.5.d: Applicants should be eligible for grants covering up to 100% of the proposed project cost

This recommendation has not been implemented, since support for developing groups is operating rather than project support

Recommendation IV.6: An "Institutional Stabilization Program" should be created by the new ASC to address the severe undercapitalization of cultural groups in Charlotte/Mecklenburg

As written here, this recommendation has not been implemented (cf , IV 6 a -f) However, stabilization is one of five major criteria for BOG funding and ASC's recently completed endowment campaign allowed donor designation for specific cultural groups for stabilization In addition, a three-year challenge grant from the National Endowment for the Arts Locals Program was designed to reduce organizational debt and build cash reserves These programs have been effective in decreasing deficits and increasing cash reserves and endowments, as discussed in Recommendation I 7 a above As of FY94, cash reserves totalled 8 8 percent of total affiliate income, up from 5 7 percent in FY91 (excluding the PAC) The consultants do not believe this is an adequate level of cash reserve (cf , below IV 6 a)

IV.6.a: The "Institutional Stabilization Program" should encourage cultural organizations to eliminate accumulated deficits and build unrestricted cash reserves equal to 25% of annual operating expenses (which is a national standard for such organizations)

This recommendation was not implemented The notion of building unrestricted cash reserves was not seen as a priority, given the available resources and the recent completion of the endowment fund drive The consultant reiterate emphatically that the current level of cash reserves (excluding PAC) which stands at 8 8% is inadequate and makes organization vulnerable Many fund existing years operating costs out of subsequent year ticket income, for example, and few have the kind of reserves that allow for strategic investment in new ventures Further, the organizations are vulnerable to sudden downturns in the economy and in their income The unrestricted reserve level of 25% of operating budget was established by the Ford Foundation in 1983 as a benchmark and has stood the test of time – it is still used as a benchmark Charlotte/Mecklenburg should develop strategies to help groups achieve this level

IV.6.b: The "Institutional Stabilization Program" should also encourage organizations with adequate unrestricted cash reserves to build a Board-designated program development reserve equal to 25% of annual operating expenses as well as an endowment.

Cf, Recommendation IV 6 a

IV.6.c: The new ASC should use the vehicle of challenge grants to facilitate and promote institutional stabilization Funding should be provided to organizations willing to match grants from the Council to eliminate accumulated deficits, build unrestricted or restricted cash reserves, or raise endowments Initial matches should be on a dollar for dollar basis, increasing to three organization dollars to one Council dollar as organizations achieve greater stability

Cf, Recommendation IV 6 a

IV.6.d: Grants should be provided only after the matching funds have been credited to deficit, reserve, or endowment and there is a demonstrable change in financial condition as evidenced by an audited financial statement.

Cf, Recommendation IV 6 a

Recommendation IV.7: The new ASC should develop an artist fellowship program from private sector funds.

This recommendation has not been implemented There are grants to emerging artists that were recently expanded to encompass a six county region, but these do not represent a fellowship program

IV.7.a: To the extent that other counties are willing to participate financially, the program should be extended to artists in the 14-county region

Cf, Recommendation IV 7

IV.7.b: A minimum number of fellowships (for example, five $7,500 grants) should be given each year in designated disciplines and media

Cf, Recommendation IV 7

IV.7.c: Out-of-region judges should be used both for the initial screening of slides and videotapes of work and for the final selection of artists

Cf, Recommendation IV 7

IV.7.d: All applicants for fellowships in the visual arts should agree to participate in a joint exhibition of their work that will be open in Charlotte and tour to sites in the region.

Cf, Recommendation IV 7

Recommendation IV.8: Other grant programs should be created by the new ASC as needed

This recommendation has been implemented, although few new programs have been required — notably the Challenge program described above and the arts education grant program

Recommendation IV.9: Applications for grants and fellowships should be reviewed by panels making recommendations to an Allocations Committee of the new ASC. Final decisions on grants should be in the hands of its Board.

This recommendation has been implemented, although there is no fellowship program

IV.9.a: Panels should include at least one Council Board member, individuals with expertise in the area being judged, civic leadership and individuals representing the cultural diversity of the community

This recommendation has been implemented

IV.9.b: Panelists should be nominated by the community and selected by the Board of the new ASC. No staff or Board member of any applicant organization should serve on any panel or on the Allocations Review Committee. No panelist should serve more than three consecutive years

This recommendation has been implemented

IV.9.c: For the Basic Operating Support categories, each local panelist should be assigned organizations whose applications should be reviewed in depth. Such a review should include at least one site visit and a written report using forms provided by the new ASC

This recommendation has been implemented

IV.9.d: Panelists who are professionals in the arts should be paid an honorarium of $75 for each day of panel service and $50 for each site visit plus travel expenses.

This recommendation has not been implemented

IV.9.e: There should be one out-of-town panelist on each panel and at least one out-of-town advisor on the Allocations Committee.

This recommendation has not been implemented While the ASC will use out-of-town advisors if necessary to assure that all art forms are represented on the panel and to avoid conflicts of interest among local cultural groups, it prefers to use local panelists because of their greater understanding of the cultural community Based on discussions with executive directors of cultural organizations at ASC retreats, there is no consensus on this issue The consultants still believe that out-of-town representatives bring an important perspective to the grant-making process, especially in the area of artistry which is often difficult for local representatives to judge objectively

IV.9.f: Panels for the Basic Operating Support Program should be organized according to discipline (e.g , Music, Dance Theatre, Science, etc.) Panels for other grants programs should be assembled as needed and can be project specific (e g., Artist Fellowships) The staff of the new ASC should recommend the chair of each panel to be approved by a majority vote of the Allocations Committee.

This recommendation has been implemented

IV.9.g: The Allocations Committee should be composed of panel chairs and three Board members of the new ASC

This recommendation has been implemented

Recommendation IV.10: Provisions should be built into changes in allocations systems to assure that existing cultural organizations are protected from severe short-term cuts in funding

This recommendation has been implemented

IV.10.a: No cultural group should lose more than 10% in grant support in any year based on FY 91 funding levels, assuming its level of excellence in programming and management is adequate and is maintained and the new ASC has adequate funds. Maintenance of standards will be judged by comparing panel ratings from one year to the next.

This recommendation has been implemented

Recommendation IV.11: Funding levels, budget criteria, and other financial indicators in grants programs should be reviewed every three years by the Oversight Committee and the Board of the new ASC and adjusted as appropriate by the Board.

This recommendation has been implemented, although the review is done every year The criteria haven't changed, although ASC has altered the point arrangement to address changes

Part V: Public Art

Recommendation V.1: The City Council and the County Commission should charge the Charlotte/Mecklenburg Art Commission with the responsibility of drafting the policy, procedures, and budget for the development and maintenance of a public art collection

This recommendation has been implemented

V.1.a: Art Commission policies should include recommendations on: acceptance/refusal of gifts of art by the City or County, solicitation of tax deductible cash contributions for art acquisition, deaccessioning (selling or

otherwise disposing of works of art), condition monitoring, maintenance, inventory/cataloging, and other related matters

This recommendation has been implemented

Recommendation V.2: The Charlotte Mecklenburg Art Commission should be charged with the development of public art plans for the City and County to be incorporated into the comprehensive cultural plans prepared for the City and County by the new Arts and Science Council.

This recommendation is being implemented, although work is just beginning

V.2.a: The Art Commission should develop a five-year public art plan as well as annual public art plans

This recommendation has just begun to be implemented

Recommendation V.3: The City and County's public art ordinances (and/or policy statements in conjunction with the ordinances) should be updated to reflect changing national standards of leading programs across the United States.

This recommendation has been implemented, although the ordinance does not reflect changing national standards

V.3.a: To the extent allowed by law on individual projects, site specific requirements should be lifted.

This recommendation has been implemented, as long as projects do not involve bonds

V.3.b: The ordinances should stipulate that the City Council and the County Commission review and approve public art plans, not individual works of public art.

This recommendation has been implemented

V.3.c: The ordinances should be expanded to include all public buildings (schools, maintenance facilities, parks without structures, historic building, firehouses, etc.) and all other Capital Improvement Projects where funds can legally be subject to percent for art

This recommendation has been partially implemented — neither schools nor historic buildings were included in the ordinances

V.3.d: The ordinances should create a *Fund for Public Art* to be used to implement the public art plan The *Fund for Public Art* should be permitted to expend up to 18 percent of total funding for administration and art selection, condition monitoring and maintenance oversight, public art education, and technical assistance.

This recommendation has been implemented, although the 15% currently allocated may not be adequate

V.3.e: There should be provisions which would allow the *Fund for Public Art* to carry funds over from one year to the next in order to smooth out the annual budgets for the program

This recommendation has not been implemented and the program is experiencing some difficulties in the administration of multi-year projects

V.3.f: The City and County should take care of routine maintenance of public works of art In addition, the City and County should require each site to pay 1% of the original acquisition price of public art annually into the *Fund for Public Art* to assure specialized maintenance and reconstruction of works of public art outside of the percent for art budget.

This recommendation has been implemented, although the arrangement is that the site is responsible for putting maintenance into its budget

Recommendation V.4: The Art Commission should be reconstituted so as to assure proper expertise and qualifications of members

This recommendation has been implemented

V.4.a: The Art Commission should be made up of nine members with knowledge of and interest in the arts representing the cultural diversity of the community. These individuals should serve staggered three-year terms Commissioners should be nominated by the Board of the new Arts and Science Council and approved by the City Council and the County Commission No commissioner should be allowed to serve more than two consecutive terms

This recommendation has been implemented, although there are more than nine members

V.4.b: The Art Commission should select an out-of-town advisor each year with expertise in public art who comes to Charlotte at least once and provides a national perspective on other programs and approaches

This recommendation has not been implemented

Recommendation V.5: By 1995, the Art Commission and the new Arts and Science Council should recommend a plan for the implementation of a private percent for art program.

Technically this recommendation has not been implemented because there is no ordinance that mandates even a voluntary private sector program However, ASC's public art staff is working effectively with the private sector on a case-by-case basis While that arrangement has obvious drawbacks, it appears to be strategically useful at the present time

V.5.a: The so-called *Art Incentive Program* should be limited to commercial construction or renovation, exclusive of housing, on projects over $250,000 in construction costs.

Cf, Recommendation V 5

V.5.b: The *Art Incentive Program* should require that 1% of construction costs be allocated for the arts in Charlotte in the form of an amenity fee to be paid by developers.

Cf, Recommendation V 5

V.5.c: The *Art Incentive Program* should permit developers to use a portion of the 1% for site specific art work for their projects. The balance of the 1% would be paid into the *Fund for Public Art* to be used for capital projects and programs involving individual artists The distribution agency for the program-related funds would be the new Cultural Council

Cf, Recommendation V 5

V.5.d: All projects involving the installation of art work under the *Art Incentive Program* should be subject to review and approval by the Art Commission Art would have to be accessible to the public Public Art

staff should be available to work with developers to assist in the art selection process

Cf, Recommendation V 5

V.5.e: The exact percentage of the 1% eligible to be spent for on-site art would depend on the budget of the project and the proposed work Details should be worked out in negotiations among public and private leaders in the community

Cf, Recommendation V 5

V.5.f: Because of the considerable amount of coordination required to administer the *Art Incentive Program*, up to 18% of the 1% fee should be allowed for staffing and related costs surrounding technical assistance, adjudication, artist selection, and project monitoring

Cf, Recommendation V 5

Recommendation V.6: The administration of all public art programs should be under the auspices of the new Arts and Science Council

This recommendation has been implemented Staff is now housed within the ASC, which has responsibility for oversight of the public art program, working with the Public Art Commission

V.6.a: The *Fund for Public Art* and the funds from the *Art Incentive Program* should be managed by the new Cultural Council which should also be eligible to receive other gifts and grants to support public art

This recommendation has been implemented

V.6.b: Adequate staffing and contractual assistance for the public art programs should be determined by the Art Commission in consultation with the President of the new Cultural Council The Director of the Program should be hired by and should report to the President of the Cultural Council and the staff will be funded out of the 18 percent allowed for administration.

This recommendation has been implemented

V.6.c: The Director of the Public Art Program and the President of the new Cultural Council should work closely with Planning, Engineering,

Legal, and other staff of the City and County to assure a smooth public/private partnership in the administration of the Public Art programs

This recommendation has been implemented

Part VI: Multi-cultural Issues

Note Cultural diversity is a vital component of the recommendations outlined within the Cultural Action Plan. For the purposes of this report, cultural diversity and multi-culturalism are defined as referring to people of non-western descent, or more precisely, people who are African American, Hispanic, Asian or Native American.

Recommendation VI.1: The new ASC should reflect multi-cultural concerns and priorities

This recommendation has been implemented, as discussed below

VI.1.a: The Minority Affairs Task Force of the current Arts and Science Council and the Multi-cultural Sub-committee of the Cultural Action Plan should be reconstituted into a standing Multi-cultural Committee of the new ASC and should be reflective of the culturally diverse groups within the region.

The recommendation has been implemented, although a task force (rather than a standing committee) for cultural diversity has been established ASC has de-emphasized standing committees so the structure of a task force is more appropriate to emphasize the importance placed on diversity

VI.1.b: The new ASC should set up a means by which to monitor its responsiveness to the issues and the needs for cultural diversity throughout Charlotte and the surrounding region.

This recommendation has been implemented, at first through the allocation of 20 percent of the points for BOG to cultural diversity and eventually through the requirement of a three-year cultural diversity plan from all BOG organizations There is some concern among arts groups that arts groups and the Cultural Diversity Task Force are not communicating well and that mechanisms to allow for greater dialogue are necessary

Recommendation VI.2: An applicant organization's track record in the area of multi-culturalism should be a prominent part of the new ASC's evaluation in connection with regranted funds from the City, County, and private sector.

This recommendation has been implemented

VI.2.a: Scoring criteria for Basic Operating Support grants should allow adequate points for cultural diversity issues including an organization's track record in programming, audience composition and expansion efforts, target communities served, as well as racial composition of senior staff and Board

This recommendation has been implemented

VI.2.b: The new ASC should establish a minimum score for cultural diversity issues below which an applicant will be denied funding

This recommendation has not been implemented, in large part because ASC has preferred to avoid firm limits so that it can retain flexibility There is no indication that this approach has hampered the movement toward cultural diversity among arts groups

VI.2.c: Each applicant for funding should submit a statement on cultural diversity, citing accomplishments of the past year and outlining quantifiable objectives for the coming year. Panelists should compare statements of actual accomplishments from one year with the statements of intent/objectives from the previous year

This recommendation has been implemented and indeed, the required cultural diversity plans take this recommendation one step further

Recommendation VI.3: The new grant category, "Developing Organization and Artist Program" (referenced under Recommendation IV 5), should encourage support for multi-cultural groups and individuals

This recommendation has not been implemented

VI.3.a: "Cultural Diversity" should account for a substantial portion of the scoring criteria

This recommendation has been implemented

Recommendation VI.4: A technical assistance program should be created for all cultural organizations to assist them in dealing with issues of cultural diversity

This recommendation has not been implemented

VI.4.a: Funds should be available for retreats, workshops, consultant assistance, executive searches, and Board development efforts in connection with multi-cultural issues and concerns.

Cf, Recommendation VI 4

Part VII: Regional Initiatives

Recommendation VII.1: All future policy and planning for cultural development should take into account a multi-county region surrounding Mecklenburg County

In general, this recommendation has not been implemented While it is clear that regionalism is an increasingly important concern, there is no mechanism that assures that the needs of the multi-county region surrounding Mecklenburg County are factored into organizational planning efforts

VII.1.a: A Regional Directors Working Group should be established, composed of the Directors of Arts Councils or other designated leadership in Anson, Cabarrus, Catawba, Chester, Cleveland, Caston, Iredell, Lancaster, Lincoln, Mecklenburg, Rowan, Stanley, Union, and York Counties, to meet regularly and develop a regional approach to cultural development.

This recommendation has been implemented, although regular meetings have not been held, nor has a regional approach to cultural development been enunciated The Carolinas Cultural Consortium (CCC) presently meets on an ad hoc basis Overcoming the distrust of arts councils in the region after the PAC campaign has been problematic The difference in size of these agencies (ASC with a budget of $9 million dwarfs the budget of the next largest group at $250,000) contributes to widely differing capabilities and priorities

While regionalism is a priority and while there may be some

movement within this group to greater collaboration, this may not be the best mechanism to foster regionalism in cultural development

VII.1.b: The Regional Directors Working Group should determine the most effective ways to develop programs of regional exchange including the use of cultural facilities.

Technically, this recommendation has been implemented CCC has set goals and objectives in this area However, little beyond that has been accomplished

VII.1.c: The Regional Directors Working Group should determine the most effective ways to regionalize arts education initiatives (as described in Part II).

Technically, the recommendation has been implemented CCC proposed a $4 million regional arts education endowment, although no action has been taken on implementation

VII.1.d: The new ASC should attempt to negotiate an agreement with arts leaders in other counties according to which the Council will match the counties' dollars used for programs developed or originating in Charlotte.

This recommendation has not been implemented

Recommendation VII.2: Cultural organizations in Charlotte and the surrounding region should continue to build a regional base through audience development efforts, regional touring, the development of ancillary programming sites, and the production of programs on public media which can be broadcast throughout the region

This recommendation has been partially implemented in that there has been growth of a stronger regional base at the Mint Museum and the Performing Arts Center Less has been accomplished at other affiliates, although there is general agreement that more needs to be done in this area There is currently no unified effort to address this issue

VII.2.a: Cultural organizations should establish "Friends of " organizations in numerous communities in the region and program special events designed to attract individuals from surrounding Counties

This recommendation has been partially implemented, although it is without coordination from ASC and is simply the result of activities of particular organizations

VII.2.b: Performing arts organizations should develop more touring packages at different price levels which can go into a variety of performing spaces including schools.

This recommendation has not been implemented There is little expansion beyond what existed before the 1991 Cultural Action Plan

VII.2.c: Museums and other organizations with exhibit programs should begin to explore the possibility of developing ancillary sites in the region.

This recommendation has been partially implemented — there has been some progress at both Discovery Place and the Mint Museum

VII.2.d: Funds should be made available through the new ASC for local cultural organizations to produce radio, television, and videotaped programs which can be broadcast and distributed throughout the region

This recommendation has been implemented in a small way ASC has funded the broadcasts of several affiliates on WTVI

Recommendation VII.3: Through the Regional Directors Working Group, the new ASC should coordinate a regional marketing plan designed to reflect the mutual benefits of regional cooperation and collaboration and to promote cultural attractions and institutions in the City of Charlotte and the surrounding region.

This recommendation has not been implemented

VII.3.a: The marketing plan should encourage attendance at regional cultural organizations and events.

Cf, Recommendation VII 3

VII.3.b: The marketing plan should promote touring programs

Cf, Recommendation VII 3

VII.3.c: The marketing plan should include special membership opportunities, ticket discounts, and organized trips to promote attendance at cultural events and institutions

Cf, Recommendation VII 3

VII.3.d: The marketing efforts should utilize the media, the Convention and Visitors Bureau, the Chamber of Commerce, and other institutions in Charlotte/Mecklenburg with a regional focus

Cf, Recommendation VII 3

Part VIII: Funding and Budgets

Recommendation VIII.1: The funding of the recommendations of this cultural plan should be undertaken jointly by the private sector, the City, and the County

In general, this recommendation has been implemented Private sector support through ASC's annual fund drive has increased from $2,300,000 in FY91 to $3,512,000 in FY95, a 52 7 percent increase During roughly the same period, the County's aggregate support grew by 50 percent (from $1,770,000 in FY91 to $2,657,000 in FY95) and the City's aggregate support grew by about 35 percent (from $2,720,000 in FY 92 to $3,679,000 in FY95), although much of that growth was in facility support, which accounted for $1,553,364 in FY95 Growth in City support to ASC (and thus available for support to arts groups) increased by only 6 8 percent between FY91 and FY95

While there has certainly been growth in funding from all sectors, there is now concern as to whether growth in public support can be sustained This is an important concern, since the on-going health of the cultural community is dependent on an effective public/private partnership that this funding represents

Recommendation VIII.2: Increased revenue earned by cultural groups should be part of the long-term financial growth plan in Charlotte

This recommendation has been partially implemented but there still remains much work to be done Earned revenue among all affiliates as a group did increase since FY91 both in dollars and as a percent of total revenue Earned income represented 42 percent of total income in FY91 and 53 percent in FY95 for all groups However, this percentage increase can all be attributed to the opening of the PAC If one eliminates PAC from the calculation, earned revenue as a percent of total revenue did not change significantly for other organizations as a group and stood at 43% in FY95 (it was 44% in FY91) As noted in a separate section of this report, public participation in the arts represents

one of the greatest challenges facing Charlotte/ Mecklenburg in the future and earned revenue from attendance is one aspect of this challenge

VIII.2.a: To increase earned income, cultural groups must consider more popular programming, regional touring, ancillary programming sites, and enhanced and cooperative marketing efforts.

Work on this recommendation has been on-going and the results have been mixed Popular programming has increased Regional touring is down because it is not yet seen as cost effective Ancillary programming sites show mixed results

A more positive note is a marketing consortium that has been established through a grant from the Knight Foundation The PAC, Charlotte Rep, NCDT, and the Opera are involved in the program, which is run by the PAC This is the first season and ticket sales are up for all four groups

Recommendation VIII.3: The cultural community must more vigorously pursue major individual gifts as a source of funding for operations and endowment.

This recommendation has been partially implemented, although major individual gifts remain a problematic area of fund raising for cultural groups in Charlotte In addition to the on-going individual contributions to ASC's annual fund, the NEA-funded Challenge Program encouraged the affiliates to generate additional individual giving Individual gifts were also made as part of ASC's recent endowment campaign Unfortunately, there are no statistics that directly address major individual gifts, and, according to statistics from the ASC's annual fund drive, individual giving has remained constant at 44 percent of the total campaign between FY91 and FY95

VIII.3.a: Because major gifts from individuals correlate with institutional stability nationwide, the cultural organizations in Charlotte should establish as a minimum collective goal the doubling of direct gifts from individuals over the next five years.

This recommendation was not formally implemented

VIII.3.b: A Planned Giving Officer, with sufficient qualifications and staff assistance, should be provided to help cultural groups with major individual gift fund raising, planned giving and endowment planning. The

new ASC should consider the placement of this function at either the Council or the Foundation for the Carolinas.

This recommendation has not been implemented However, some affiliates have expressed interest in a joint staff position (housed either at the ASC or the Foundation for the Carolinas) to conduct research of fund-raising prospects

VIII.3.c: The Council should explore options for maintaining and managing a joint endowment fund which can maintain specific accounts for cultural groups Serious consideration should be given to some type of collaboration with the Foundation for the Carolinas.

This recommendation has been implemented A successful endowment campaign, which includes dedicated endowments for specific cultural groups, has recently been completed and a sophisticated management arrangement for that endowment has been established No collaboration with the Foundation for the Carolinas has been developed

VIII.3.d: The Council should arrange for appropriate technical assistance to those organizations wishing to develop and manage their own in-house endowments.

This recommendation has been partially implemented While no arrangements for technical assistance have been made, the ASC has established a joint endowment management system and affiliates are able to pool their endowment dollars in that if they so choose

Recommendation VIII.4: The City and County should commit to maintain their roles as supporters of our cultural community Increases in earned income and private contributions should be matched with increases in municipal funding.

There is agreement in principal among the various parties about this recommendation However there is some imbalance in the arrangement In particular, in FY92, aggregate local public funding was $5 3 million and the aggregate arts community budget was $19 5 million Public support thus represented about 27 percent of total support In FY95, aggregate public support was $6 3 million and the aggregate arts community budget was $33 3 million, thus public support shrank to 19 percent of total support Once income from the new cultural endowment (representing private contributions) comes on line, this percent will decrease further

This is of great concern If the underlying partnership between the cultural groups and the public and private sectors is to continue to grow, it will require that all parties continue to maintain their support at appropriate levels

VIII.4.a: The hotel/motel tax was intended to support the arts, among a variety of things Very little of these funds do so today. The City should support the new funding called for in this report with a substantial portion of these hotel/motel taxes So that the hotel/motel tax funds may be freed to support cultural activities, the City should institute an admissions tax on all live events, excluding conventions.

This recommendation has not been implemented, although the matter is raised each year with little or no progress made The concern about increasing taxes is clearly a factor However, identifying and securing a dedicated source of public revenue for arts and culture remains a critical priority, whether or not the particular sources identified in the recommendation are still considered viable

Recommendation VIII.5: Leaders in the business community, elected officials, and cultural community representatives should open up a dialogue with the National Arts Stabilization Fund (NASF) to determine whether Charlotte might be an appropriate site for this important national funding program.

Staff contact was made with NASF several years ago Charlotte's decision to proceed on stabilization initiatives on its own has been borne out by very positive results Given changes in NASF's structure and operations since this recommendation was written, it no longer makes sense to pursue the recommendation

CHARLOTTE PHILHARMONIC ORCHESTRA

BACKGROUND OF ORCHESTRA

Need for outlet for hundreds of highly trained musicians
Need for unique and innovative programming
Charlotte rapidly growing city with untapped audiences

ACCOMPLISHMENTS

Is a 501-C3 tax-exempt non profit
Operates in the black
Has operated 7 seasons without aid of government dollars nor dollars from ASC
Budget rapidly growing from $11,000 1st season to $390,000 this year
Has a Board of Directors about 20 that meet monthly
Audience growing to capacity filled auditoriums, with many sold out concerts (2600 seats)
Philharmonic has allowed over 600 children to perform with the orchestra (education)
Philharmonic has featured several child prodigies as guest artists with orchestra
Philharmonic has an open door policy to all regardless of race, creed, sex, or national origin
Has its own Philharmonic Chorus of some 100 members
Donates 10% of house seats to minorities, elderly, drug & alcohol rehab centers, etc
Has featured ballet regularly on concerts, also was the 1st to include ballroom dancers on a regular orchestra concert
Has been recognized on 2 seperate occasions by the Mayor proclaiming Charlotte Philharmonic Orchestra Day for the contribution we have made to the life of the city
Has just released its first C D entitled "Timeless Moments"
Philharmonic has performed with recording artists as Natalie Cole, Linda Rondstadt, John Tesh, and Yanni
Has received corporate assistance and sponsorship from friends in the community as Hoechst Celanese, Home Federal and Savings, Westinghouse, Altell, St Paul Insurance, Philip Morris, Cannon, Beck Imports of Charlotte and Cogentrix

The Philharmonic Orchestra is truly an asset to Charlotte, offering a unique program of classics and Broadway showtunes, at affordable prices Concerts feature guest artists ranging from world class violinists and pianists, and opera singers to the finest in local Broadway entertainers Guests performers from City Ballet and ballroom dance studios often appear with the orchestra giving the concert-goer a wholesome and inspiring evening of entertainment

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Exhibit A

ARTS & SCIENCE COUNCIL

1. Why do you not fund the Charlotte Philharmonic Orchestra?

Response:

Prior to the establishment of the Charlotte Philharmonic Orchestra, our community counted two symphony orchestras with clear and distinct missions the fully professional Charlotte Symphony Orchestra and the all-amateur Charlotte Repertory Orchestra Mr Moehring auditioned with the Charlotte Repertory Orchestra for the position of music conductor when the position became vacant He was not offered the position In 1990, Mr Moehring established a third symphony orchestra, the Charlotte Philharmonic Orchestra

In the spring of 1992, the Charlotte Philharmonic Orchestra applied to the Arts & Science Council (ASC) for a FY93 Basic Operating Grant A panel of volunteer citizens reviewed Mr Moehring's application/presentation and voted not to award a Basic Operating Grant to the Charlotte Philharmonic Orchestra The panel expressed concern that the organization was driven by Mr and Mrs Moehring instead of a board of directors that would ensure a "community" purpose Additionally, the subject of educational outreach was not sufficiently addressed by the application, and the panel expressed reservation that the Philharmonic's future mission was directed toward becoming a professional orchestra and thus duplicated a service already available

In the spring of 1993, the Charlotte Philharmonic Orchestra applied to the ASC for a FY94 Basic Operating Grant Another panel of volunteer citizens reviewed Mr Moehring's application/presentation and voted not to award a Basic Operating Grant to the Charlotte Philharmonic Orchestra On objective scales, the application scored 109 of 225 points in the area of Organizational Management, 124 of 225 points in the area of Fiscal Accountability, 165 of 270 points in the area of Programming, and 84 of 180 in the area of Cultural Diversity In total, the Philharmonic earned only 482 of a possible 900 points

The FY94 volunteer panel concluded that the Philharmonic was 1) unrealistic about its financial and long-term goals, b) lacking in support from the board of directors, c) unable to respond to questions of the panelists during the presentation, and d) neglectful in addressing the concerns of the previous year's FY93 panel of volunteers

On June 1, 1993, the concern of the ASC grants panels were substantiated ASC staff met with three recently resigned board members of the Charlotte Philharmonic at their request a past board chair and two past treasurers of the Philharmonic board In this meeting, a list of 16 individuals who had resigned from the Philharmonic board of directors within the previous year was submitted in writing

The three resigned board members who arranged the meeting with ASC staff urged us to be extremely cautious before considering the Philharmonic for funding While no documentable evidence was submitted, all three felt that the Philharmonic was being run with unsound financial practices under the leadership of Al and Pat Moehring They felt that the Philharmonic was not functioning as a nonprofit organization serving the best interests of the public The list of resigned board members included three past board treasurers disillusioned with the Philharmonic's financial practices

In the spring of 1994, the Charlotte Philharmonic Orchestra applied to ASC for a FY95 Basic Operating Grant Another panel of volunteer citizens reviewed Mr Moehring's application and voted not to award the Charlotte Philharmonic an operating grant The panel expressed discomfort with the Philharmonic's financial presentation The approach to budgeting was considered unsound The absence of a board financial officer for the third year was noted Cash flow projections appeared to be an averaging of numbers without references to the monetary highs and lows of a normal season

The panel was disturbed with the Philharmonic's failure to address ASC objectives in the area of cultural diversity Again the panel expressed concern over the stability of the Philharmonic board of directors Finally, the panel was dismayed that there did not appear to be significant improvements as a result of the prior-year panel comments Accordingly, the Philharmonic received a composite score of 430 points out of a possible 1,000, as compared to three other arts organizations reviewed by the same panel, each of which scored over 800 points During the 1994 ASC annual campaign, Mr Moehring broke ASC policy by actively organizing individuals to designate campaign gifts to ASC for the Philharmonic ASC runs a "united" fund drive and does not accept designated giving to the campaign Mr Moehring orchestrated this effort in full knowledge of the campaign policy

Prior to the spring of 1995 application process, the Charlotte Philharmonic executive committee of its board of directors resigned as a group During the spring of 1995, the Philharmonic applied to ASC for a FY96 Basic Operating Grant and another panel of volunteer citizens voted not to award a grant to the Philharmonic The panelists again expressed concern that the organization did not function with a stable board of directors playing an integral role in the organization; satisfactory answers were not given to the question of board resignations The panel observed that the Philharmonic had once again failed to address concerns of prior panels They also noted that a functional plan for diversity was lacking and that the education program appeared to be different from the curriculum based goals prioritized by ASC

Should you have further questions on this issue, we are available at ASC at your convenience Thank you for your thoughtful consideration

TO COUNCILMAN DON REID & CHARLOTTE CITY COUNCIL

ANSWER to Arts & Science Council response of question Why do you not fund the Charlotte Philharmonic Orchestra?

Forward,

In a meeting on Nov 5, 1996, Michael Marsicano and Bill Simms made it clear to Albert Moehring, that the Philharmonic Orchestra not being funded was primarily due to the top six major ASC donors not wanting to provide funding to another orchestra, other than the Charlotte Symphony, that aspired to be a professional orchestra

Further, if the ASC did provide such funding, these corporations would withdraw their funding from the Arts & Science Council and go back to a direct donor/recipient method of funding (Tab 23) If this indeed is true, it proves that NOT City Council or County Commissioner run and govern Charlotte/Mecklenburg, but the major corporate power brokers This is the true answer, why the Philharmonic Orchestra is not funded

Answer,

Paragraph 1,

It is true that there were two symphonic orchestras in Charlotte prior to the formation of the Charlotte Philharmonic However, only the Charlotte Symphony was a member of the Arts & Science Council (ASC) and was the only funded ASC orchestra before Dec 31, 1990

In a Charlotte Observer Article of October 4, 1990 (Tab 16) "Wanted One Home, One Conductor For One Orchestra", the Charlotte Repertory Orchestra was out of business Yes, I did offer to help them but never auditioned for the position I was told that my help was not wanted that they would resolve their own problems if indeed they could be resolved They gave a similar answer to Winthrop College With the Repertory Orchestra appearing to be out of business, I began the thrust for the Charlotte Philharmonic Orchestra

This entire paragraph has no relevance whatsoever to the issue of not funding the Philharmonic

Paragraph 2,

Again the ASC is totally inaccurate The Charlotte Philharmonic applied in 1991 for funding from the inception of the orchestra to 1995 (Tab 11) During the first application period of 1991, the Philharmonic received praise from the ASC, for a well presented application This would soon change!

Indeed in 1992, the ASC panel voted not to fund the Philharmonic and gave unsound reasons as (1) "the organization was driven by Mr and Mrs Moehring instead of a Board of Directors that would ensure a "community" purpose" ASC also says (2) " that educational outreach was not sufficiently addressed and (3) the panel expressed reservation of the Philharmonic's future mission being directed

toward becoming a professional orchestra " The pressure was on to preserve the Charlotte Symphony, in deep financial debt and soon to go on strike

(1) Communities have been well served by individuals in the past Charlotte has benefited from the unselfish contribution of people like, the Belks, Hugh Mc Coll, Jr , Bill Lee, Marie Rowe, George Shinn and the Richardsons We would be worse off in Charlotte if we were without contributions of inspired, philanthropic and unselfish individuals However, as you can clearly see by examining the Philharmonic Monthly Board Minutes (Tab 5), the Board was clearly in charge of leading and directing The Moehring's were then and are now only in the position of staff as is Mr Marsicano and ASC Board In fact the minutes will show that on September 17, 1991 Albert Moehring handed the leadership of the Board over by resigning as presiding President and having an election of officers The minutes of Feb 5, 91, May 7, 91, July 9, 91, Aug 13, 91, and Sept 17, 91, will reflect Pat Moehrings repeated attempts to resign as Secretary of the Board On Sept 17, 91 the Board finally took action with Janice Kearney being placed in that position

"Community purpose" Definition please??? How does the Philharmonic not qualify under this The *Philharmonic lives or dies on its community service and purpose, what the community wants is* measured by the seats which are filled and the dollars collected monthly What better objective measurement The present "Objective scale" is "What pleases the ASC " You too, Arts & Science, are servants of the "community "

(2) The Philharmonic has repeatedly stated that its educational outreach would need to differ from that of the Charlotte Symphony since most Philharmonic musicians have other daytime vocations/employment The Philharmonic was the **first** to invite hundreds of Suzuki violinists to join the orchestra on stage during a performance as well as using young and talented pianists and harpists to perform as soloist with the orchestra Charlotte City Ballet is regularly featured with 10-15 year old ballet dancers The Philharmonic has also provided many hundreds of FREE tickets to Mecklenburg County and surrounding county schools both private, public as well as home schoolers(Tab 25) The Philharmonic has also been instrumental in starting string programs in local schools

(3) The reservation of the Philharmonic's future ambitions came from Michael Marsicano, who as an ASC staff member, interfered with the grant panel interview and personally asked the question of Albert Moehring, "Where do you envision the Philharmonic Orchestra twenty years from now?" The answer was, "In twenty years, I would hope that the Philharmonic Orchestra would be fully professional Meaning, that each and every musician is paid and reimbursed for their time and expenses spent in playing with the Philharmonic " At this point Mr Marsicano exploded with a 10-15 minute retort of how the ASC is unable to support the Charlotte Symphony let alone another orchestra But, what is wrong about this mission? Our American Heritage is based upon improvement through healthy competition Indeed we have laws to ensure it anti-trust laws But what if the Charlotte Symphony goes bust, and again we face that possibility What then? The Philharmonic Orchestra is now in position to assume the responsibility as the fully professional orchestra, regardless of the efforts to the contrary by ASC

Paragraph 3

The Philharmonic has applied a number of years for a Basic Operating Grant from ASC and has repeatedly been denied funding The basis for this remains with (3) above However, let us examine the issues outlined by ASC under their scoring system "Organizational Management" Please provide a

written "Objective scale" which is being applied To date ASC hasn't "Fiscal Accountability" Please provide a written "Objective scale" which is being applied To date ASC hasn't "Programming" Please provide a written "Objective scale" which is being applied To date ASC hasn't "Cultural Diversity" Please provide a written "Objective scale" which is being applied To date ASC hasn't

"Organizational Management" Although the Philharmonic has a small staff of three paid employees, they all work long and extended hours with no extra pay whether 8 hours per day are clocked or 18 hours The office and all office equipment is free of charge to the Philharmonic That means "NO COST" involved Sounds like very frugal management to me Management has met and exceeded all objectives set before it by the Philharmonic Board of Directors

"Fiscal Accountability" (Tab 23) ASC written policy is that all "Affiliates" earning gross revenues above $300,000 must submit a formal independent audit Organizations between $100,000 and $300,000 must submit a review or compiled financial statements by a CPA and signed by the organization's Treasurer Organizations below $100,000 must submit year end financial statements on forms available at the ASC

The Philharmonic has proven over and above this criteria, performing annual audits from day one even though gross revenues for the first six years were (1) $15,729 (2) $21,808 (3) $88,539 (4) $131,507 (5) $144,270 (6) $238,807 (Tabs 17, 18, 19, 20, 21, 22 and charts Tab 23) Also monthly financial statements from professional accountants after the first year and most important of all, "No accumulated deficit"

"Programming" The Philharmonic's programming is as diverse as the many thousands who attend our concerts (See photocopies of programs, Tab 24) Additionally, we were the orchestra of choice with such nationally renowned artists as Natalie Cole, Yanni, John Tesh and Linda Ronstadt The programs range from Classical to Opera, Broadway, Spirituals and pop songs including seasonal favorites from Christmas to Hanukah, St Patricks to Fourth of July and everything in between What is the size of a typical Symphony audience vs the Philharmonic? Is the dwindling Symphony audience and poor programming judged more appropriate by ASC than the "Objective scale" set by "Charlottean's Attendance" at concerts What arrogance for the ASC to presume it knows more about what is good for Charlotte than Charlotteans

"Cultural Diversity" What does this mean??? Is an orchestra judged by sound or by the color of a musicians skin? Is a concert attendee examined by whether he or she is there because they enjoy the program presented or because of their ethnic heritage? If indeed the ASC expects us to degrade an individual to judge by color and meeting a quota system, then we did great! The Philharmonic has had and does now have more African American and Asians in its orchestra then the Symphony and Repertory Orchestra Combined As a matter of fact the Repertory Orchestra has NO minorities in the orchestra A simple examination of past and present picture will bear this out In the audience, through the free ticket program, the Philharmonic has been privileged to count as its audience members from Cities in Schools, Homeless Shelters, Alcohol and Drug Rehab Centers and many, many more We are the ONLY arts organization with this outreach (See Tab 25)

Paragraph 4

The ASC panel in FY 94 finds the Philharmonic 1) unrealistic about its long term goals 2) lacking in support from the Board of Directors 3) unable to respond to questions 4) neglectful in addressing the concerns of previous years panel

When someone responds to questions, the other party needs to listen-not sit there with a blank stare of, "I don't care what you say, my mind is made up" or "Don t confuse me with the facts" All records and concerts with FREE tickets were made available to the panel members Very few came to an on sight visit and only one or two out of ten bothered to show up at the concert

Again the issue of (1) above is the desire to compensate players, making the Phiharmonic a professional orchestra Is the Philharmonic unrealistic in wanting to monetarily reimburse musicians for time, gasoline, baby sitters, parking, instrument maintenance and repair? Or is the goal of staying financially in the black unrealistic? For the Charlotte Symphony, YES! Is the long term goal of the ASC and Symphony to stay in Charlotte providing performances, whatever the cost to tax payers and irrespective of how many Charlotteans go to the performances? What about the cost of seats?

The issue of lack of Board support (2) can again be clarified by examining the monthly Board Minutes The requirement for ASC "Affiliate" status is quarterly Board meeting We have exceeded the standard set Specifically, what questions were not responded to and what specifically was the Philharmonic neglectful in, addressing concerns? We feel that all previous concerns were well addressed, examine the grant applications (Tab 12,13,144,15)

Paragraph 5

This indicates the continual interference of ASC in affiliates affairs ASC has been the direct cause of numerous board member resignations by threats and intimidation including ours Example Community School of the Arts, Spirit Square, Oratorio Singers Desolving one autonomous organization after another Paragraph 5 is just another example of undermining and the conspiratorial nature of ASC (Tab 23)

ASC doesn't name the three board members of the June 1, 1993 meeting Nor will you find any minutes or documentation to substantiate any wrong doing by the Philharmonic's, nor Albert and Patricia Moehring We hereby provide you the names through simple deduction and examination of minutes (Tab 5 & 6), board attendance (Tab 5 & 6), to substantiate the Philharmonic position

- The three board members were Charles Bowling, past Chair, Tom Conrad, past Treasurer and John Blair, past Treasurer The reasons for their action is simply defined by examining the records and documents which we have enclosed (Tab 5 & 6) An explanation is also provided for their departure from the Philharmonic as well as the list of others The ASC number of 16, as usual is incorrect The actual number is 18 and we will provide complete and total information on each

Initially, Board Members would place names up for nomination without an interview or formal contact Simply, I know this person and I think they will help This practice has stopped and we now interview prospective candidates Also, by-laws state if a Board Member misses three consecutive meetings with

an unexcused absence, the Board can remove the member from its roster With this in mind, let us examine the records

John Blair	nominated and voted in as Director, 12/30/92 attended four meetings, Removed 5/17/93 Reason Slow response to questions and phone calls, poor records, slow paying bills and invoices, did not attend concerts, showed up at curtain time (1 1/2 hours late)with change cash for at door ticket sales, canceled appointments without reason, missed ASC Grant Committee appointment, delayed filing sales tax refund costing Philharmonic $1,000 in lost sales tax refunds, was attempting to drum up business for himself, was unreachable in person only by message machine (See May 93 minutes, Tab'
Charles Bowling	nominated and voted in as Director, 12/3/90 attended 26 meetings, worked hard and well Resigned 5/17/93 after Holly Ashton maneuvered for herself, the Chairmanship
Tom Bush	nominated and voted in as Director, 12/3/90 Removed due to no interest and never came to any meetings
Gina Columna	nominated and voted in as Director, 8/13/91 attended one meeting 8/13/91, expressed no interest, Removed 6/1/92
Tom Conrad	came to Board, volunteered as Treasurer Daughter played in orchestra Devised a scheme by which the Philharmonic would issue promissory notes to musicians for services rendered and promise to pay at some future date The Board found this practice ridiculous and unsound, not adopting to even bring it up for a motion Mr Conrads radical behavior was also questioned, therefore the Board did not elect Mr Conrad as Treasurer for 1992 At this time Mr Conrad became extremely angry and destroyed all the book keeping he had done Only the actual check stubs and receipts were returned Mr Mel Morris, CPA, the next Treasurer, totally reconstructed the books and prepared them for audit by Hunter & Hunter
Harry Creemers	nominated and voted in as Director, 5/7/91 attended no meetings, Removed 12/30/92
Dick Daniel	nominated and voted in as Director, 1/15/91 attended one meeting 2/5/91, moved to CA, Resigned 7/9/91
Jim Duffy	nominated and voted in as Director, 8/13/91 attended no meetings, Removed 12/30/92
Charles Hartman	nominated and voted in as Director, 12/3/90 attended three meetings, Resigned 6/18/91 Reason Was insurance agent with Heidenreich Insurance Company Leaving company to start own insurance agency Wanted to devote all energy to making his business succeed

Linda Hawkins	nominated and voted in as Director, 4/3/91 attended one meeting, Resigned 9/17/91 Reason Too many demands and pressure at home and on the job
Dr Tunis Hunt	nominated and voted in as Director, 7/13/92 attended nine meetings, Resigned 5/17/93 Reason Was voted as President of State of NC Chiropractic Association Battling numerous new legislative issues ie Clinton Health Plan Needed to devote all energy toward fighting this plan
Peggy Irvin	nominated and voted in as Director, 4/9/91 Due to position as Guild President attended 9 meetings, held a number of successful Guild fund raising events Resigned 8/10/92 due to not pursuing Guild Presidency Tired of pressure also taking new job as Realtor, just got license
Timothy Lewis	nominated and voted in as Director, 8/13/91 attended two meetings, Resigned 12/30/92 Reason Employer J A Jones is sending him all over the country Cannot commit any time to Philharmonic
Anne Mc Mahon	nominated and voted in as Director, 12/3/90 attended no meetings, Removed 5/7/91 Reason Moving to San Francisco, CA
Mel Morris	nominated and voted in as Director, 1/21/92 attended nine meetings, Resigned 1/18/93 Reason New accounting practice taking more time Philharmonic books are becoming more intricate with growth, taking too much time to do on a pro bono basis Will only continue if paid to do so We couldn't afford it He worked hard, rebuilt Tom Conrads destroyed work Handed over clean and accurate records
Anne Schrader	nominated and voted in as Director, 8/13/91 attended one meeting, Resigned 10/15/91 Reason Decided to go back into political arena
Rob Thomas	nominated and voted in as Director, 1/21/92 attended one meeting, Resigned 8/10/92 Reason Employer, First Citizens Bank was sending him to Raleigh on a continues basis Help establish banking relationship VISA and MasterCard as well Supervises account to this day
Samuel Wilson	nominated and voted in as Director, 12/3/90 attended three meetings, Resigned 7/9/91 Reason Getting too busy with new law practice with Tom Bush

Paragraph 6

In paragraph 6, the Arts & Science admits to meeting with three past Board Members who spread undocumented information as fact To this day the Arts & Science has continued to spread this rumor as fact without any documentation This is slander! If indeed the two past Treasurers and one past Chair, had concerns or documentation, regarding "unsound financial practices under the leadership of Al and

Pat Moehring", then they would have had a fiduciary responsibility and even a personal liability for not disclosing such information to the Board of Directors We submit herewith under Tab 5, 6, 7, 8, 9 and 10 a total of 77 monthly Board Meetings from Organizational Inception through February 1997 No Board Member at any time during any meeting whether regular or special meeting ever questioned any financial practices, nor have 4 independent financial audits during the same period expressed any concerns Additionally, during this time frame, the Board of Directors had as active members, 1 past Circuit Court Justice and attorney, 1 additional attorney at law with his firm as the Philharmonic's legal council, and 1 Assistant District Attorney These men would not jeopardize their reputation or careers for a young upstart arts organization as the Charlotte Philharmonic Society

The examination of Mr Conrad's records will show that as of August 1991, Albert Moehring was owed $49,500 in unpaid salary, which continued to mount until the end of the year Mr Moehring forgave the debt to the Philharmonic due to the financial strain it would cause the organization and by Dec 31, 1991 had only received $1,569 24 in reimbursed expenses Almost $1,600 total, for 13 months of 70-80 hours per week, plus providing free office space and all office equipment to the Philharmonic Orchestra This was to the Moehrings detriment, not the Philharmonic's

The question of "the Philharmonic not functioning as a nonprofit organization serving the best interest of the public" can best be answered by referencing to the list of concerts presented under Tab 24, and letters of gratitude under Tab 25 from Free Ticket recipients, as well as examining the 70-75 piece orchestra, the 100 voice chorus, the 60 member Guild and the 18 20 member Board of Directors

However, the major issue is, if the ASC truly felt that the Philharmonic Orchestra was being financially mishandled, or that it was not functioning as a nonprofit serving the best interest of the public, then the ASC failed in it's fiduciary responsibility to 1) fully investigate and 2) if evidence found, expel the Charlotte Philharmonic as an "ASC Affiliate" By not doing the above, and not taking any action whatsoever, the ASC acknowledges by action, that the Charlotte Philharmonic met all affiliate requirements

Yes, it is true that we had many board members resign in the early years, due to our practice of voting in members without prior interviews and by being an unimportant arts organization to be associated with However, during the same period the average board membership was 22 members over a 30 month period Not exactly a mom and pop operation All removed or resigned members during this time period are explained above Again, had any of these directors had any questions of financial or ethical wrong doing, they had a fiduciary responsibility and personal financial liability for not disclosing any suspicions to the Board of Directors either in session or privately There is no record whatsoever, documented with the organization, or in possession of current/past board members, of any wrong doing whatsoever, or the suspicion of it

Paragraph 7

In the spring of 1994 the Philharmonic did submit for a Basic Operating Grant (Tab 14) A "discomfort with the Philharmonic s financial presentation" is sited Indeed we missed our 1995 revenue goal of $273,042, but this did include a ASC Grant request of $76,842 which means we needed to raise $196,200 in 1995 It took the Philharmonic until 1996 (Tab 21), the next year, to reach $249,321 42 of gross revenues, without any Arts & Science support whatsoever This is within $37,373 of the Philharmonic's projection in 1994 This 1996 projection included $80,684 of Arts & Science support,

therefore the Philharmonic far exceeded their projection It seems the "discomfort" factor is that we are growing too strong and too fast to please Arts & Science Council

Indeed the Treasurer was missing from the 1994 meeting due to her employer, John Crosland, not allowing her to leave work for the ASC meeting However, a number of other board members did attend, including the then chair Holly Ashton, who gave a complete and detailed report If you recall, the board took action and dismissed the previous Treasurer from his duties for missing the previous year ASC Grant meeting, among other problems the Philharmonic Board cited with Mr Blair

The averaging in the Page 12 cash flow projection of the application was due to a computer error

Paragraph 8

It is obvious to anyone who attends our concerts that the Philharmonic has a greater than average participation of minorities in the orchestra and audience The ASC has never issued a written guideline by which you can assess whether you have fallen short or exceeded their numbers The Philharmonic feels that the employment of a musician is based on ability, skill and musicianship not skin color If the skin color becomes the criteria, that in our opinion is "DISCRIMINATION"

The Board issue is covered above

The panel s dismay was that the Philharmonic is growing and succeeding beyond all expectations, without ASC assistance Bigger halls, better quality of sound, larger crowds, increasing revenues, more corporate support and a larger donor base, these are not reasons for concern

What is unsaid by the ASC, is that for all the Grant Applications, the Philharmonic should have been placed in competition with the "Developing Organizations Panel" where competition would have been more equal and fairer Instead the ASC placed the Philharmonic in the "Music/Dance Panel" grouping, where the Philharmonic was judged against the 20 X s greater budget of the Charlotte Symphony (almost $5,000,000) and the fully professional NC Dance Theater, the financial strong Community Concert Association ($500,000) cash reserves, and the Charlotte Choral Society This is outright discrimination against the Philharmonic Orchestra (See category placement sheets before each grant request Tab 12, 13, 14, 15)

During the 1994 ASC annual campaign, the Philharmonic under the direction of Chair Holly Ashton, not Mr Moehring, broke with ASC policy by actively organizing individuals to designate campaign gifts to ASC for the Philharmonic (Tab 8) This was due to many of our concert goers asking Board Members whether we had received their gift they sent for us in care of the Arts & Science Council The ASC statement that it doesn't receive "designated" gifts, needs to check its own newspaper accounts where designated accounts and gifts were given to Charlotte Symphony, Charlotte Repertory Theater and NC Dance Additionally, the ASC was also naming the Charlotte Philharmonic Orchestra in all fund raising material to corporate entities as a beneficiary of contributions made to ASC The Philharmonic Board felt the need to get the word out that this was to the contrary Mr Moehring was told in a telephone conversation with ASC staff, that the Philharmonic could do fund raising during the black-out period because the Philharmonic was not funded by ASC If Mr Marsicano were concerned about the Philharmonic holding its own fund drive, he could have taken action to expell the Philharmonic Orchestra as an "ASC Affiliate", this he did not do because he could not The Philharmonic was an

unfunded affiliate and not bound by the black-out ruling and could approach anyone, anytime, anyplace

Paragraph 9

During September 1994, the Arts & Science Council and the Executive Committee of the Charlotte Philharmonic Society, had a secretly arranged meeting (minutes of the meeting please, ASC ?) Albert Moehring was excluded from this meeting, even though he is also a member of the Executive Committe as well as Founder and Chief Executive Officer After learning of the meeting, the meeting still took place, over Mr Moehring s adamant objections The end result was that all those who attended the September 1994 ASC meeting resigned from the Philharmonic Board of Directors immediately after the meeting We have no knowledge of what was said or what took place during this meeting, however, judging by the end result, it is obvious that the Arts & Science Council conspired the destruction of the Charlotte Philharmonic Society, an independent corporate entity from the ASC

The Philharmonic with great determination decided to try one last time to approach the ASC for funding To site an unstable Board after the ASC practically destroyed it 6 months earlier is totally crazy To state that "unsatisfactory answers were given for board resignations" is due to the Philharmonic, not ever being provided with any documentation of the September 1994 meeting of ASC and Philharmonic Executive Board All resignations were simply for personal reasons Therefore, we have no knowledge of what was said by ASC to cause all of the Executive Committee to resign However, examination of all six years of Board Minutes, will prove that at all times did the Philharmonic Society function with an active Board of Directors playing an integral role in the organization This is contrary to the statement by ASC in this paragraph The remaining concerns of the panel in this paragraph have already been sufficiently addressed above, in this answer and all supportive documentation provided

Conclusion:

Regardless of Mr Moehring's repeated attempts to bring harmony in a relationship between ASC and the Philharmonic, the ASC has become more aggressive and antagonistic toward the Philharmonic Orchestra It is clearly evident from all documentation, grant requests and letters, the following

- the stronger **musically**, the Philharmonic Orchestra has become
- the stronger **financially**, the Philharmonic Orchestra has become
- the larger the **audience** base for the Philharmonic has become
- the larger the **volunteer** base for the Philharmonic has become
- the stronger **business** and **corporate** ties for the Philharmonic have become

the more the Philharmonic has been criticized and penalized in ASC Grant Requests. This is ultimate discrimination and anti-trust in nature. ASC has also publicly and privately slandered the Philharmonic Society without any evidence or documentation. What a liability!

As a final note, the Philharmonic received a letter from Michael Marsicano, representing the views of the ASC Board, dated November 1996 stating: as long as the Philharmonic remains on a course of desiring to become a professional orchestra, the ASC would NEVER fund the Philharmonic.

As a result of all of the above, the Charlotte Philharmonic Orchestra resigned as an affiliate of the Arts & Science Council. There is no purpose of belonging without the possibility of any funding.

Charlotte Philharmonic Orchestra
Albert E. Moehring Music Director/Conductor

November 7, 1996

Fax & USPS

Michael Marsicano, President
Charlotte Mecklenburg Arts & Science Council
227 West Trade Street, Suite 250
Charlotte, NC 28202

Dear Michael

I am responding with this letter as a follow up to my meeting with you and Bill Simms on Tuesday, November 5th

In our meeting you and Bill made it clear to me that the Philharmonic Orchestra not being funded was primarily due to the top six major ASC donors not wanting to provide funding to another orchestra, other than the Charlotte Symphony, that aspired to be a professional orchestra

Further, if the ASC did provide such funding, these corporations would withdraw their funding from the Arts & Science Council and go back to a direct donor/recipient method of funding

You then indicated that this policy of not funding the Philharmonic could change if we would redirect or re-focus our purpose I would appreciate receiving your specific outline of the conditions and/or change of purpose which would allow the ASC to consider funding the Philharmonic As I mentioned to you, without the possibility of funding, there is no need for the Philharmonic Orchestra to continue to be an Affiliate

If some common ground can be found, my Board would consider rescinding their action of November 4

Please respond to me as quickly as possible I do understand that this decision will have an effect on your upcoming campaign

Thank you for meeting with me and exploring this critical issue

Sincerely,

Albert E Moehring
President/CEO

cc Bill Simms
Cindee Patterson
CPO Board Members

Post Office Box 470987
Charlotte NC 28247 0987
(704) 846 2788 Fax (704) 847 6043

Charlotte Philharmonic Orchestra

Albert E. Moehring Music Director/Conductor

November 4, 1996

HAND DELIVERY

Michael Marsicano, President
Charlotte Mecklenburg Arts & Science Council
227 West Trade Street, Suite 250
Charlotte, NC 28202

Dear Mr Marsicano

One of the first things we, the Charlotte Philharmonic Orchestra, did after formation was to apply to the Arts & Science Council for "Affiliate" status We, as a fledgling organization, thought we would receive financial assistance and advice from the ASC In addition, our expectation were that we would receive fair and equal consideration as that given to the other Affiliates

However, over the past six years, the expectations of the CPO have not been met We have not received funding, we have not received consideration for our growth, nor have we received consideration for our contribution to the cultural life of our community

It is our opinion that the ASC has acted with bias and prejudice We have always operated with the highest level of financial acumen, integrity, and community spirit All indications and "hearsay" would reveal that we will never receive funding from the Arts & Science Council

We therefore, resign from the Arts & Science Council as an "Affiliate", effective immediately, and we expect that you will cease and desist the use of the Charlotte Philharmonic Orchestra name in any future communications, publications, fund drives, and any other promotional materials.

J. Arlen Smith, Chairman

Albert E Moehring, President

George L. Dann, Vice-President

John Edwards, Vice-President

Post Office Box 470987
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(704) 846 2788 Fax (704) 847 6043

November 14, 1996

Mr Albert E Moehring
President/CEO
Charlotte Philharmonic Orchestra
Post Office Box 470987
Charlotte, North Carolina 28247

Dear Al

I am writing in response to your letters of Monday, November 4, and Thursday, November 7, 1996 The ASC Executive Committee discussed both letters on Tuesday, November 12, 1996, and accepts the resignation of the Charlotte Philharmonic Orchestra (CPO) from the Arts & Science Council as communicated in your correspondence of November 4

In your letter of November 7, you suggest an interest in redirecting or refocusing the purpose of the CPO The ASC Executive Committee continues to believe this is not the time to encourage the development of a second professional symphony Also, it is not our place to suggest alternative purposes for cultural institutions Should the CPO decide on its own to alter its long-term goal of becoming a professional symphony (and find a distinct niche in the area of symphonic music), we leave open the possibility of a new ASC-CPO relationship in the future

Also, I am writing in response to our meeting on Tuesday, November 5, 1996, with Bill Simms The purpose of our meeting was to discuss a memorandum I had written at Bill's request to address relationship issues between ASC and the Charlotte Philharmonic Orchestra (CPO) The memorandum responded to nine questions you had asked Bill in a previous meeting

During our November 5 meeting, you expressed concern about my written response to one of your questions I have looked into your concern and discovered a misunderstanding on my part that led me to respond incorrectly I apologize for the misunderstanding

It was my original understanding that you had asked the following Why was the CPO grant application reviewed by the Developing Organizations Panel and not by the Music Panel? The response I gave was, and remains, appropriate to any cultural group that has been placed in the Developing Organizations Review Panel

227 West Trade Street • Suite 250 • Charlotte NC 28202 • Telephone 704 372 9667 • Facsimile 704 372 8210

It did not occur to me that the question I was answering was, to begin with, factually incorrect CPO was never placed in the Developing Organizations Review Panel Accordingly, my response makes no sense, and I acknowledge your concern with it I now know that your question was the opposite of what I understood it to be -- namely --Why was the CPO grant application reviewed by the Music/Dance Panel and not by the Developing Organizations Panel? I have consulted with the ASC grants officer and her records Please consider the following response to your question

During the FY93 BOG Application cycle we had 8 of 24 cultural groups apply that might have been categorized as developing organizations (relatively young groups with low budgets) In order to balance the panel review process, 4 of the 8 were placed in other panels as follows the Afro-American Children s Theatre was placed in the Theater Panel the Charlotte Children s Choir was placed in the Choral Music Panel and the CPO and the Charlotte City Ballet were placed in the Music/Dance Panel This seemed particularly appropriate for CPO and the City Ballet because they were proposing budgets in excess of $150 000 Most developing' groups have budgets less than $150 000

During the FY93 cycle neither the Charlotte Repertory Orchestra (reviewed by the Emerging Organizations Panel) nor the CPO (reviewed by the Music/Dance Panel) were awarded grants

After the FY93 cycle the developing ' groups that had been placed out of their art form panel, and grouped for review as ' emerging groups petitioned to be placed in their art form panels To accommodate them in FY94 there was no developing group review panel

During this FY94 cycle CPO and the Charlotte Repertory Orchestra were both placed in the same Music/Dance Panel again no emerging/developing group panel was seated in FY94 CPO was not funded that year, and the Charlotte Repertory Orchestra was funded that year for the first time

After the FY94 cycle the developing groups decided the process was more fair to them if they were grouped together so as not to compete with large-budget organizations (the original intent) Accordingly in FY95 we reinstated the Developing Groups Panel By FY95 the proposed CPO budget ($273 042) was out of the developing range -- they remained in the Music/Dance Panel The proposed budget size of the Charlotte Repertory Orchestra was $42,945, and we placed them back in the Developing Panel

The FY95 format of panel placement was carried forward in FY96 and FY97

During our November 5 meeting with Bill, you expressed concerns about another issue that I was not asked to address in the memorandum Your concerns related to inconsistent treatment between CPO and the Charlotte Repertory Orchestra Below you will find my response to your concerns

1 As noted above, the first year that the Charlotte Repertory Orchestra (CRO) was funded, the CPO and CRO were reviewed in the same panel by the same group of volunteer citizens Accordingly, one cannot claim that the panel review process was inconsistent by virtue of different panel placement in the year CRO was first funded

Both groups were reviewed that year in the same panel that reviewed the fully professional Charlotte Symphony

2 The mission of the CRO is to "provide opportunities for accomplished volunteer musicians" and to "provide a challenging environment for serious avocational musicians " Since the purpose of the CRO is to support the amateur, ASC reviews CRO as a community symphony, not as a professional symphony As a community symphony, the part-time employment of Dr Stephen Plate satisfies our eligibility requirement for a "paid professional maintaining daily activities " In addition to his conducting responsibilities, Dr Plate schedules all rehearsals and performances, coordinates all space rentals, manages all contracts regarding rehearsals and performances, and hires fill-in and feature artists Other duties are managed by Board members in consultation with Dr Plate

3 Since the purpose of CRO is to provide a forum for avocational musicians, it is not their purpose to pay musicians On occasion, however, CRO is unable to perform a scheduled piece because a complete cast of volunteers is unavailable for that particular concert At these times, CRO provides a stipend/honorarium to fill a particular need

We specifically checked with CRO regarding the question of Rose Strugatsky's participation with the Orchestra Ms Strugatsky does not play with CRO on a regular basis However, when she does perform with CRO, she receives an honorarium

We find no inconsistent treatment in this area because CRO does not, by purpose, intend to provide remuneration to its members The long-range goal of CRO is to be nothing more than an amateur orchestra CPO has stated its intentions are otherwise We understand its practices are directed toward an increasingly professionalized orchestra

4 Although the CRO budget is very modest, it has grown dramatically on a percentage basis as follows Between FY93 and FY94 - up 102%, between FY94 and FY95 -

up 9%, and between FY95 and FY96 - up 45% Clearly CRO demonstrates an ability to generate earned income and private support On a larger scale, CPO has also generated significant growth in revenues However, as you have pointed out, revenue growth expectations are eligibility requirements for application, they do not guarantee funding

5 Since FY94, the first year CRO received Basic Operating Grant funding, the Orchestra has had minority representation on its Board Specifically, in FY94, 2 of 13 (or 15%) of CRO's Board members were African American, in FY95, the numbers were 4 of 15 (or 27%), and in FY96, 4 of 16 (or 25%) In our current fiscal year, 4 of 21 (or 19%) of CRO's Board members are African American

6 The Basic Operating Grant panels of volunteers reviewing applications for FY94, FY95, and FY96 each commented that CPO failed to address the panel comments/ concerns of the prior year Organizations that repeatedly fail to recognize or address the panel comments year after year typically fail to receive funding CRO, on the other hand, has an excellent track record of paying attention to panel comments and concerns of the previous year

With bullet points one through five above, I have tried to address your concerns surrounding the issue of inconsistent treatment I conclude that ASC has not been inconsistent in its treatment of CPO

In accepting the resignation of CPO, the ASC Executive Committee recognized that the relationship between our organizations has been less than satisfactory to both parties A major source of contention has been, and continues to be, the issue of purpose, we do not believe the time is right to encourage the development of a second professional symphony

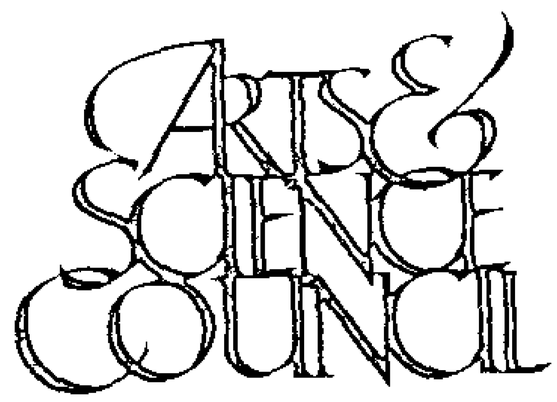
Thank you for your thoughtful consideration

Sincerely yours,

Michael Marsicano
President

MM/kg

philharm doc



MEMORANDUM

TO Bill Simms

FROM Michael Marsicano

DATE September 13, 1996

RE Charlotte Philharmonic Orchestra

Please accept this memorandum as a response to your request for my reflections on the issues presented to you by Al Mohring It is my understanding that you will share this memorandum with Al as an outline for discussion between the three of us in a subsequent meeting I look forward to meeting with you and Al, and I am available at your convenience If you would like my secretary, Kim Graham, to schedule the meeting, she would be pleased to do so

Consider the following responses

1) **The question of professionalism?**
ASC funds the Charlotte Symphony as a fully professional orchestra and the Charlotte Repertory Orchestra as a community amateur orchestra The BOG Committee has accepted the two orchestras in the same light as they accept Charlotte Repertory Theatre (a professional equity company) and Theatre Charlotte (community amateur theatre) The BOG Committee believes professional and amateur groups are "bookends" having legitimate purposes that do not duplicate services

During a BOG application presentation, the panel understood Al to say that his goal over time was to establish a professional orchestra Given the fact that we are having a difficult time in Charlotte supporting one professional orchestra, the BOG Committee was concerned about ASC's ability to financially sustain a second orchestra on its way to professional status, and which, over time, would expect increasing grant support

2) The question of minority participation?

Cultural diversity and arts education have been multi-year priorities at ASC, all groups have been asked to make progress in both areas The first BOG panel was concerned about the minority participation figures presented by the Charlotte Philharmonic Orchestra The second BOG panel that reviewed the Charlotte Philharmonic Orchestra in a subsequent year did not register cultural diversity issues as cause for concern with the Philharmonic

The Charlotte Symphony Orchestra has made progress in the area of cultural diversity but not as much as the BOG panels would like them to make However, the Charlotte Symphony Orchestra, and all BOG recipients, have been required to develop a written three-year plan to achieve cultural diversity goals consistent with ASC goals The plan has been approved by ASC's Cultural Diversity Committee I do not know if the Philharmonic has a formal plan to address diversity issues

It is impossible for me to compare the progress of the Philharmonic as compared to the Symphony because I do not have recent data on the Philharmonic Therefore, I can neither endorse nor refute Al's position that the Philharmonic is more diverse in its practices than the Symphony

3) The question of panel groupings (Developing versus Music/Dance)?

Developmentally, the Charlotte Philharmonic is a "developing" arts institution "Developing" is defined as a low-budget operation with limited infrastructure and operating on a year-round basis 10 years or less These institutions are grouped together to avoid comparison between them and larger, more established institutions as an attempt on our part to ensure a fair competition If Al would like to be compared to Opera Carolina, Charlotte Symphony, etc , we can accommodate his request and place his institution in future Music/Dance panel review processes

4) The question of Philharmonic Board members resigning after a meeting with ASC representatives?

Having attended the meeting in question, I do not recall anything discussed that might have prompted Philharmonic Board resignations Also, it is my understanding that board members have resigned from the Philharmonic Board on other occasions as well

5) **The question of ASC Board policy in the 1994 BOG application process that ranked the funding of new groups as a low priority?**

Prior to 1991, ASC did not operate with an open application process for the distribution of BOG dollars For the past five years, ASC has operated with an open application process However, during one of these years (1994-95), the ASC Board, faced with limited new dollars that year, decided to rank the funding of new groups as a low priority This did not mean that new groups would not be considered for funding, rather, ASC felt it best to advise new groups that they were entering the process as a low priority Further, ASC felt it would be a disservice not to advise groups of this decision since the application process is quite extensive and time consuming The ASC Board specifically requested that I deliver the message to both the Philharmonic and the Carolina Concert Association

We believe that ASC should act responsibly in determining where the priorities for funding must be placed given the expectations of our donor community

6) **The question of Al's understanding that I will not meet with him without a lawyer?**

I do not recall saying to Al that I would not meet with him without a lawyer I do recall saying to Al that I would not meet with him without someone else with us My reasons for the statement are quite simple

In 1994, the ASC Executive Committee of the Board instructed me to meet with Al and to inform him that the funding of new groups was a low priority I communicated this fact to Al Unfortunately, Al has reported on several occasions that I said, "you can apply if you want to apply, but the Philharmonic will not get funded " This is not what I said at all Hence, to avoid future misrepresentation of facts, I would prefer to meet with Al in the presence of another party However, legal representation was never on my mind

7) **The question of not returning designated donations to the Philharmonic?**

ASC does not accept designated gifts to the United Fund Drive Representatives of the Philharmonic have been informed of this policy on repeated occasions Despite these communications, donors have been encouraged to designate their gifts to ASC for the Philharmonic by representatives of the Philharmonic Every time we have found a check or pledge with a designation to the Philharmonic, we have sent it back to the donor

If we have failed to return designated gifts, it is because we have not found them Our record of returning several designated gifts to Philharmonic donors is indicative of our attempts to return all designated checks/pledges With 30,000 annual donors and the hands of over 800 volunteers in the campaign, it is entirely possible we may have missed a few designations We have spent countless hours reviewing records because the Philharmonic has accused us of misappropriating contributions ASC should never have been put into this position in the first place

8) **The question of special rates/parking fees at the Performing Arts Center?**

ASC has no formal control over the policies of the Performing Arts Center

9) **The question of a legal connection involving Wachovia?**

I am unable to address this issue since I am uncertain of the question Until given additional information, I will defer a response which might be unclear Perhaps this can be addressed during our meeting

Bill, ASC regrets the tension with Charlotte Philharmonic As the community's primary support base for cultural organizations, it is in our best interest to have harmonious relationships with all groups Unfortunately, our inability to award a grant to the Charlotte Philharmonic Orchestra has resulted in a very strained position for both parties However, this should not mean we cannot maintain open, amiable discussion I welcome the opportunity to meet with Al and you in hopes of establishing an improved relationship with Charlotte Philharmonic

/kg

January 27, 1995

Mr Ed Crutchfield, President
First Union National Bank
One First Union Center
Charlotte, NC 28288 0001

Re First Union/ASC Fund Drive

Dear Mr Crutchfield

Recently a copy of your January 5, 1995, First Union letter entitled 'Know Wonder" was sent to me

The Charlotte Philharmonic Orchestra was mentioned in your letter for which I am very appreciative Many First Union's employees are involved with our organization, both as orchestra members and volunteers They were very surprised to read that we had received Arts and Science money This error was embarrassing to me since we inform our members and volunteers of any and all funding we receive The Philharmonic Orchestra is an Arts and Science Council affiliate organization, but does not now, nor has it ever received any funding from the Arts and Science Council

The Charlotte Philharmonic Orchestra is one of this nation s fastest growing orchestras and we are quickly becoming one of Charlotte's more popular Arts organization We have operated on a very low and tight budget and have continued in the black from our inception We have been financially responsible and accountable because of a comprehensive audit process We receive no government or Arts and Science funding and have supported ourselves on ticket sales and small donations We are looking for and need corporate involvement

I would appreciate an opportunity to meet with you to discuss how First Union can play a role in helping the Charlotte Philharmonic Orchestra

Sincerely,

Albert E Moehring
Executive Director

no wonder your eyes are gleaming no wonder your toes are tapping no wonder your arms are reaching

Know Wonder.

January 5, 1995

Dear Fellow Employee

Knowing the wonder of the arts and sciences brings excitement, challenge and beauty to our lives We can see the wonder of graceful North Carolina Dance Theatre performers, hear the wonder of the Charlotte Philharmonic Orchestra and feel the wonder of sea urchins and star fish in the "touch pool" at Discovery Place These are some of the things your contribution to the Arts & Science Council helps pay for in the schools as well as through other organizations such as The Carolina Raptor Center, Charlotte Repertory Theatre, The Mint Museum of Art, Afro-American Cultural Center, Opera Carolina and The Light Factory Photographic Arts Center

Starting January 17, our 1995 Arts & Science Council fundraising drive, 'Know Wonder," will begin We are asking you to join us in making an important contribution to the future of our community Your help is needed to finance almost 40 arts and science organizations in Mecklenburg County that help others 'know wonder' through the Arts & Science Council

Last year, First Union employees contributed more than $275,000 to the Arts & Science Council We need your help again this year to reach our 1995 goal of $[redacted]

The Arts & Science Council is one of the best ways we know to take an active role in supporting activities that encourage us to look at the world in new and exciting ways 'Know wonder" is more than a clever play on words, it's the experience of a child in the Challenger Space Center at Discovery Place It's the sensation a senior citizen feels as he digs his hands into clay at Spirit Square It's the Arts in Education Grants at work in Charlotte-Mecklenburg public schools, funding projects that enhance the teaching of music, dance, drama and visual arts

With your help, "no wonder" First Union's tradition of interest and support continues to be successful

Sincerely,

Ed Crutchfield

Ed Crutchfield

Marion Cowell
Campaign Chair

Robert Atwood
Campaign Chair

FIRST UNION®

no wonder your fingers are snapping no wonder your lips are smiling no wonder your heart is singing no wonder your feet are dancing

no wonder your spirit is soaring no wonder your eyes are gleaming your toes are tapping

no wonder your lips are smiling no wonder your fingers are snapping no wonder your heart is singing no wonder your feet are dancing

Charlotte Housing Authority

Financial Partners Presentation

to

City Council

March 18, 1997

Financial Partners Presentation

Request From
City Council

Charlotte Housing Authority

March 18, 1997

We Are ...

The Charlotte Housing Authority is chartered as a public corporation under the laws of the State of North Carolina under Chapter 157 of the General Statues.

This law empowers the Mayor and City Council to appoint the Authority's seven member Board of Commissioners.

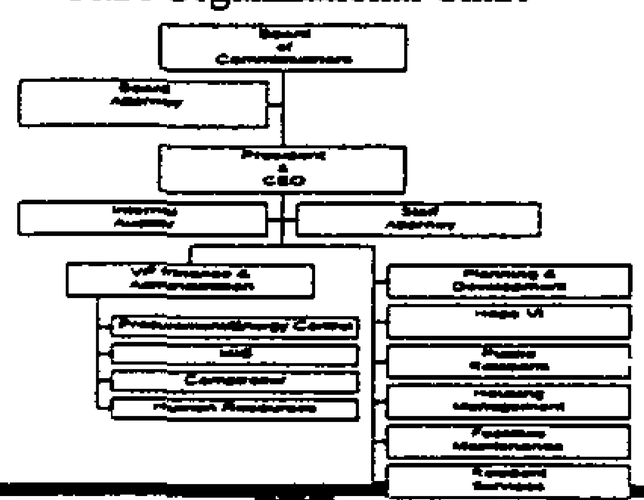
Mission Statement

- The CHA serves those Charlotte families from diverse social and economic backgrounds with housing needs requiring the services provided by the Authority Its mission is to support and assist these families to enhance their quality of life while requiring those who are capable or who can develop capability to transition from dependency to self-sufficiency and economic independence
  - Adopted 1996

Operating Results

The CHA provides housing and related services to over 6,000 families through public housing and Section 8 programs. The specific results are that over 21,000 Charlotte citizens are being furnished housing who would otherwise be homeless or living in substandard or over-crowded conditions.

CHA Organizational Chart



Significant Operational Improvements

- **Prior to 1990**
  - Low Reserve Level
  - Lack of Financial Control System
  - Performance Funding System Ineffective
  - Weak Human Resources Function
  - Five Years of Significant Audit Findings
- **Currently**
  - Strong Financial Reserve
  - Effective Financial Control System
  - Improved HUD Performance Rating
  - Educated & Trained Staff
  - No Audit Findings for 2 Years

Planning And Implementation Efforts

- Five Year Business Plan
- Strategic Plan
- Annual Management Plans
- Recipient of 2 HOPE VI Grants
- Collaborative Efforts With Business Community and Local Government

Program Overview

- Public Housing
- Section 8 Housing
- CHA Properties, Inc
- McAlpine Terrace/ Glen Cove
- Red Carpet
- Turnkey III
- Transitional Families
  - Stepping Stone
  - Gateway
  - FSS
  - Bootstrap
- SNAP
- Drug Elimination
- Youth Sports

Program Overview

- CHA Scholarship Fund
- Comprehensive Grant Program
- HOPE VI
  - Earle Village
  - Dalton Village
- Family Investment Center Southside Homes
- Housing Opportunities for People with AIDS (HOPWA)

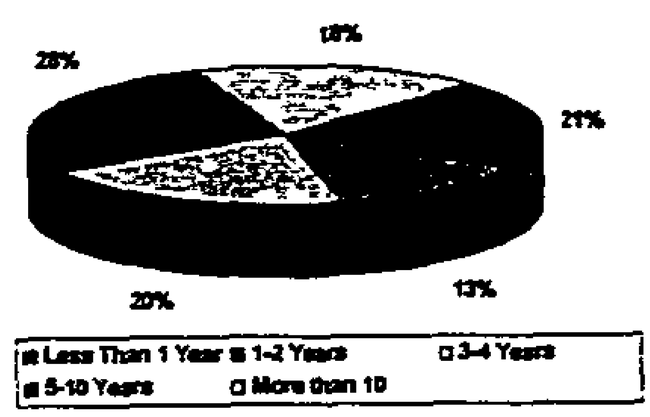
of Units - Code Requirements

- Public Housing Units 3,969
- Section 8 Certificates and Vouchers 2,460
- Total = 6,429
- Less than 5 units are not up to code per City inspection
- Repairs are underway
- HUD recently confirmed Housing Quality Standards (HQS) are being met by CHA

Waiting List

- As of February 1997
  - Public Housing 2,272
  - Section 8 2,559
    - Section 8 Waiting List has been closed since October 1993

Duration of Resident Occupancy



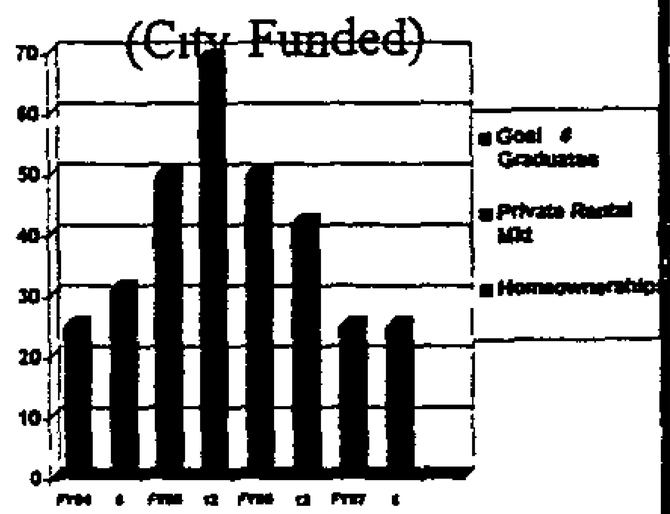
What Is Family Self-Sufficiency?

What does Family Self-Sufficiency mean to you? Let's arrive at a definition upon which we can all agree -- the City of Charlotte, Mecklenburg County, HUD, the CHA

What FSS Means To The CHA. .

FSS is a program designed for public housing residents to help them become independent of public assistance and move into private market housing (rental or home ownership) and the economic mainstream.

FSS PROGRAM GRADUATES (City Funded)



City FSS Success - To Date

- 172 families have graduated from the program since 1994
- An additional 5 families have graduated from the FSS Program since January 1, 1997
- 125 families are in the last 2 years of the 5 year program

Future of FSS

- New Director of Resident Services
- Revision of FSS Program Guidelines
- Addition of Staff to Monitor Programs
- Formalize Case Management Training and Practices
- Computerized Tracking Program

Safe Neighborhood Awareness Program (SNAP)

- 1996 Accomplishments at Targeted Sites
  - 36% decrease in calls for police service
  - 15% decrease in violent crimes
  - 40% decrease in domestic violence offenses
  - 38% decrease in juvenile arrests
  - 100% of crime victims provided assistance
- Source: Charlotte-Mecklenburg Police Department, 1995-1996

FUTURE OF SNAP

- 5% Reduction in Crime at Targeted Sites
- Increase Number of Resident Patrols
- Expand Victim Assistance
- Develop Formal Mechanisms for Addressing Residents' Concerns
- Ongoing Program Monitoring for Tracking Grant Compliance

Operating Receipts

(Rounded 000's)

Dwelling Rental	$ 7,494,000
Federal Grant/Subsidy	$ 50,718,000
City	$ 833,000
Other	$ 469,000
Total	**$ 59,514,000**

- City Provides Less Than 1.5% of CHA Receipts

Overdue Rent

- As of February 28, 1997
  - 321 (9%) of 3,683 residents are past due
  - Total Past Due = $67,221
  - Total Rent Charged in February was $551,922

Private Sector Funding

- CHA does not solicit funds from the private sector

Operating Expenditures

(Rounded 000 s)

Administration	$ 5,720,000
Resident Services	$ 2,678,000
Utilities	$ 5,091,000
Maint. & Operations	$ 3,916,000
General Expense	$ 3,389,000
Rent to Owners (S8)	$10,967,000
Total Operating	**$31,761,000**

Nonroutine Expenditures

(Rounded 000's)

Designated Capital Impr	$ 5,433,000
Betterments & Additions	$ 1,729,000
Restrict/Des. Funds	$20,725,000
Total Nonroutine	**$27,887,000**
Debt. Svc. & Reserve	$ 197,000
Total Expenditures	**$59,845,000**

Budget Summary

(Rounded 000 s)

- Operating Receipt $59,514,000
- Expenditures $59,845,000
- Operating Loss $ (331,000)
  (Funded from Reserves)

Financial Shortfall

- 1997-98 Budget estimates shortfall to be funded from reserves of $331,000
- HUD Performance Funding System (PFS)
  - Based on 1974-75 expenditures
  - 15% lower than the next lowest funded large housing authority in NC
  - If funded at average of large NC agencies, the CHA would receive $2 million more per year

Answers To Other Specific Questions

Salary Structure

- Salary Comparability Study Completed 1994
- CHA Wages Are Now Competitive for the Market Area
- Salaries for New Positions are Based on the Salary Compensation Plan

Insurance

- Health
  - Eligible after 30 days
  - Employee Premium Paid 100% by CHA
  - Dependent Coverage Paid 100% by Employee
  - Includes Dental and Vision
  - $20 000 Life Insurance Paid by CHA
- Disability
  - Mandatory - 50% paid by CHA

Retirement Plan

- Mandatory Participation after 6 months
- Tax Deferred
- Employee Contributes 5.5% of Salary
- CHA Contributes 7 5% of Salary which becomes vested 20% per year
- 100% Vested after 5 years of participation

CHA Budget FYE 3/31/98

		CONVENTIONAL	GROVE PLACE	MCALPINE/ GLEN COVE	STEPPING STONE	MAYFIELD TERR / VILLA COURTS (CHAP, INC.)	RED CARPET	TURNKEY	SENECA WOODS	SECTION 8	HOPE VI DALTON VILLAGE	HOPE VI EARLE VILLAGE	COMP GRANT	OTHER GRANTS	GRAND TOTALS
	OPERATING RECEIPTS														7,493,879
010	Dwelling Rental/HAP Payments	6 103 756	135,760	771 184	371 520	401,731	497,172	37,884	174,580						50,480,844
030	Subsidy/Grants	6,858 517		274,992	50,000					10,966,758	6,097,958	15,788,204	6,149,808	2,294,377	116,246
020	Excess Utilities	116 246													12,000
030	Nondwelling Rental	12 000													58,108,487
	Total Rental Income/Grants	12,093 519	135,760	1,046,176	421,520	401,731	497 172	37,884	174,580	10,966 758	6,097,958	15,788,204	6,149,808	2,294,377	176,262
050	Interest	137 683			1,000	28 300	2 000		200	7 679					1,232,331
060	Other Operating Receipts	132 697	650	9 760	7 566	5 037	5 046	400	2,357	1,070 617					56,514,060
	Total Operating Receipts	12,363,799	136,400	1,055,936	430,486	433,068	504,218	38,284	177,137	12,044,384	6,097,958	15,788,204	6,149,808	2,294,377	
	OPERATING EXPENDITURES														
	Administration														
110	Salaries	2,201 077	9 466	52 388	67,187	63 282	67,726	1 858	32 903	487,858	188 929	473 660	566 378	38 241	4,235,010
120	Admin Other	663 521	19 284	105 860	19 460	21 784	23 658	2,036	16,438	195,808	37 328	90 000	166 865	119 385	1,481 306
190	Total Adm'n Expense	2,864,598	28,750	158,228	86,647	76,016	91,383	3,892	49,341	683,766	226,257	563,660	733,243	155,626	5,720,406
	Tenant Services														
210	Salaries	220 188	10,858	16,500	29 975	6,261	6,532			58,055	88 238	195,874	32,120	769,202	1,431,883
220	Recr, Pub , & Other	31 272		1,084	886	61	903				229,590	258 353	23,000	77,875	626,024
230	Contract Costs	11,566			308	21	314				105,515	455,000		49,150	621,667
290	Total Tenant Expense	264,990	10,858	18,584	31,169	6,333	7,749			58,055	423,343	909,227	55,120	896,227	2,679,454
	Utilities														
310	Labor														5,090,519
320	Utilities	4,709 839	13,140	97 248	34 954	104,920	95 200	10 520	26,000						5,595,818
390	Total Utilities Expense	4,709,839	13,140	97 248	34,954	104,920	95,200	10,520	26,000						
	Ordinary Maint & Operations												17,258		1,934,480
410	Labor	1,710,383	8 617	82 607	31 143	61,341	29,116	6 740	16,404						839,422
420	Materials	755 290	7,000	16,464	10 980	12 169	28 901	2 374	6,234					3 000	1,141 939
430	Contract Costs	897 790	7 221	112 800	31 952	31,304	34 831	6,000	15 061				17,258	3,000	3,916,861
450	Total Ordinary Maint	3 363,443	22,738	181,891	74,076	94,804	92,842	16,114	39,699						
	Protective Services														
460	Labor														
470	Materials														
480	Contract Costs														
490	Total Protect Services														
	General Expenses														648,085
510	Insurance	529 080	4,808	18,065	21,940	16,838	23,286	2,185	6,806	23,080					159 044
520	PILOT/Taxes	52 618		83 004					23,524						620,659
530	Interest/Lease			445 272	53 174	29 092	69 753		23 268						1,746,168
540	Employee Benefits	950 268	6 587	31 118	29 510	25 266	23 774	1 747	11 801	123 482	63,748	153,993	141,623	185,252	138 540
550	Collection Losses	108 167	2,715		7 430	6 035	9 943	758	3,492						78 847
560	Other General	20 974			605	496	817			64 166					3,360 243
590	Total General	1 658 068	14 111	577 457	112,659	78 728	127 374	4,690	68 889	200,718	63 748	153,993	141 623	185 252	20,794 784
600	Total Routine Expenses	12 881,874	89,396	1 041 408	339,504	359 797	414 549	35 218	182,929	942 539	713,348	1,626,880	947,241	1 240 105	10,966 788
610	*Rent to Owners*									10 966 788					31,761,672
690	Total Operating Expenses	12 881,874	89,396	1,041 408	339,504	359,797	414,549	35,218	182,929	11,909,327	713,348	1,626,880	947,241	1,240,105	
	Nonroutine Expenditures														
710	Extraordinary Maintenance				46 300	6 000							4 524 384	858,284	5,432,948
720	Replacement of Equipment														
730	Betterments & Additions	4 655	3,900							8,000	393 027	443 400	678,183	198,008	1 729 173
740	Other Nonroutine Expenditures	15 000									6 991 583	13 717 924			20 724 507
790	Total Nonroutine Expenditures	19 655	3 900		46 300	6 000				8 000	7 384 610	14 161 324	5 202 567	1 054 272	27 886,628
890	Total Operating Expenditures	12,881 529	93 296	1 041 408	385 804	365,797	414 549	35 218	182,929	11 917 327	8,097 958	15 788,204	6,149 808	2,294 377	59 648,260
	Residual Receipts (Deficit)	(517 730)	43 103	14 530	44 685	67 270	89 669	3 066	(5 792)	127,057	0	0	0	0	(134 139)
	Maintenance Replacement Reserve		9 000	13 260					5 000						27 260
	Residual Receipts (Deficit)	(517 730)	34 104	1 270	44 685	67 270	89 669	3,066	(10 792)	127 057	0	0	0	0	(161,399)
	Debt Service Principal				41 650	59 056	63 204		5 971						169 881
	Cash Flow	(517,730)	34,104	1,270	3,035	8,214	26,465	3,066	(16,763)	127,057	0	0	0	0	(331,279)

Privatized

◆ Lawn Maintenance	$ 238,000
◆ Painting	$ 143,000
◆ Pest Control	$ 96,000
◆ Management (McAlpine/Glen Cove)	$ 54,000
◆ Fleet Management (City of Charlotte)	$ 57,000

Targeted For Privatization

- Management of Earle Village and Grove Place
- Vacancy Preparation
- Janitorial Services at High-Rise Sites
- Property Management
- Unit/Property Maintenance

CHARLOTTE

CHARLOTTE

Charlotte Convention & Visitors Bureau

Budget Presentation
March 18, 1997

Summary

- Executive Summary
- Organizational Overview
- CCVB Productivity
- Return on Investment
- Travel Industry Vision

Executive Summary

History

- Established in 1984
- A private, not-for-profit corporation

Governance

- Policy is set by a 33-member board of directors
- Two people are appointed by the City Council

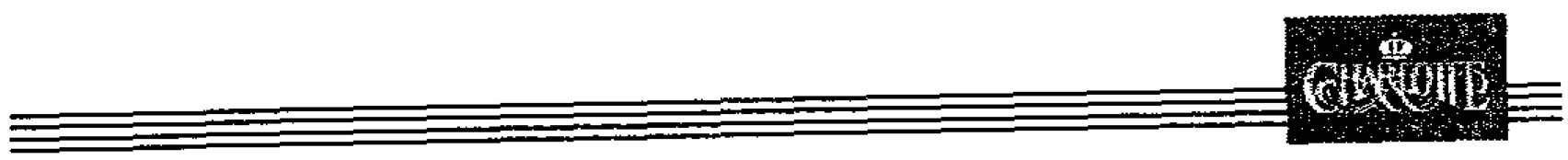
Executive Summary

Mission Statement

- The CCVB aggressively markets and sells our hospitality industry's assets for the maximum economic impact of our community

Economic Impact

- Charlotte is the number one travel destination in North Carolina, generating $1 9 billion in revenue and accounting for 35,800 jobs locally



Executive Summary

Membership

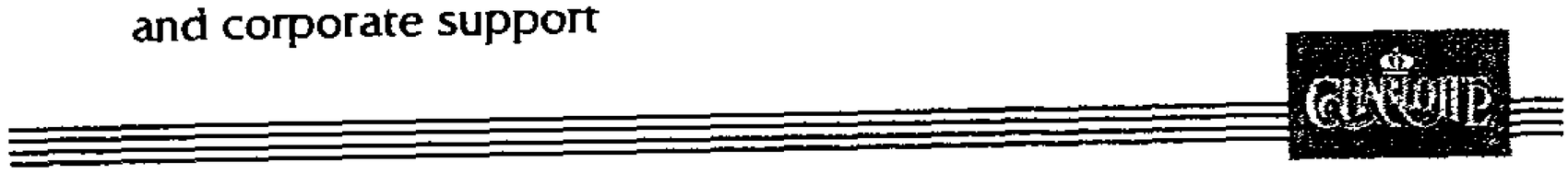
652 Total Members

Operating Budget

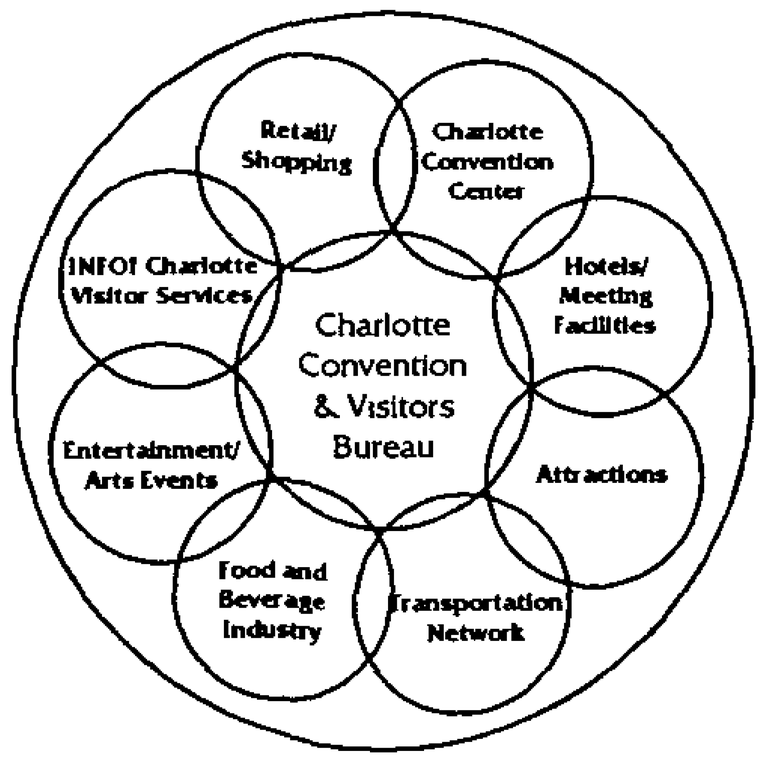
$3,400,000 (1996 fiscal year)

Income Sources

- CCVB is financed primarily by a portion of Mecklenburg County's 6% occupancy tax and 1% prepared food and beverage tax The Bureau's other sources of income include membership dues and corporate support



"The Charlotte Destination Team"



Organizational Overview

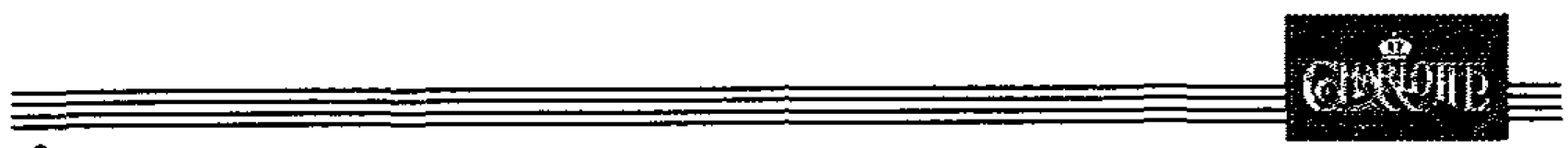
Implemented reorganization of seven direct reports to the President/CEO to three

- Sales Division
  - Consolidated Charlotte Convention Center, Conference, Sports and Group Travel Sales
- Marketing Division
  - Consolidated all communications, public relations and INFO! Charlotte visitor services
- Financial Division
  - Consolidated finance, accounting, office administration, membership and information systems

Organizational Overview

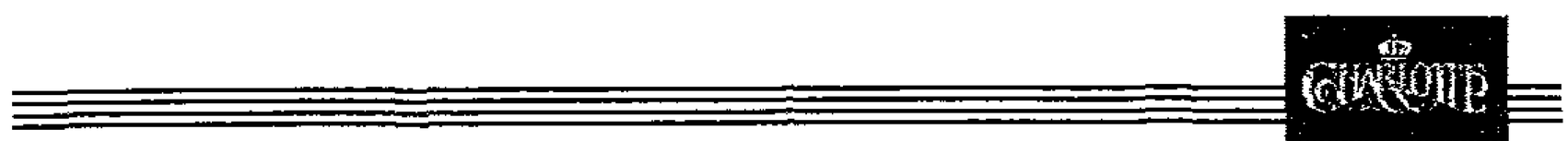
Division of Responsibilities

Sales Division	Marketing Division	Finance Administration Membership



Sales Division

- Charlotte Convention Center Sales
- Conference Sales
- Sports Sales
- Group Travel Sales
- Convention Services
- Computerized Convention Housing
- Co-op Sales Programs
- Washington, DC Satellite Office
- Proposal Solicitation
- Pre-Post Convention Tours
- Transportation System Coordination
- Client Event Management



Marketing Division

- Advertising
- Sales Promotion
- Direct Marketing
- Brochure Production
- Audio Visual Production
- Public Relations
- INFO! Charlotte Operations
- Leisure Tourism Marketing
- Visitors Services - 800#, ad fulfillment
- Special Events Grants Program
- Co-op Marketing Programs

Finance Administration Membership

- Finance Administration
- Accounting
- Membership Sales & Service
- Benefit Administration
- Office Management
- Information Systems
- City Contract Administration

CCVB Sales Division
Key Feeder Markets

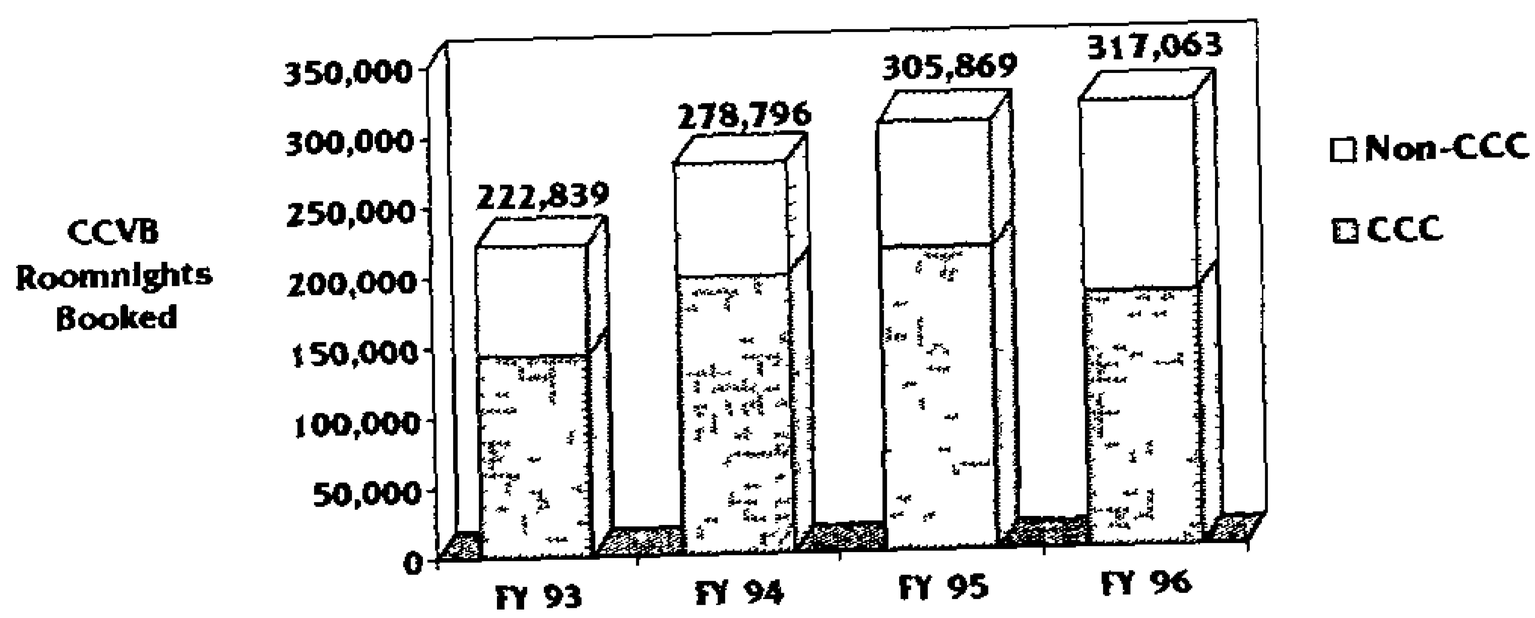
Geographic Regions

- Washington, DC
- Northeast
- Carolinas
- Southeast
- Midwest
- West
- International

Target Markets

- Trade Associations
- Professional Societies
- Religious Associations
- Sporting Events
- Tour & Travel Group Markets

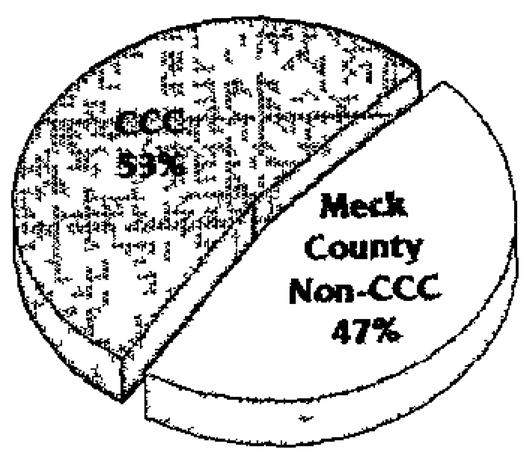
CCVB Booking Analysis



Source: CCVB Staff

Booking Analysis

Calendar Year 1991 - 2006



Total CCVB Roomnights
(Booked 1991 2006)

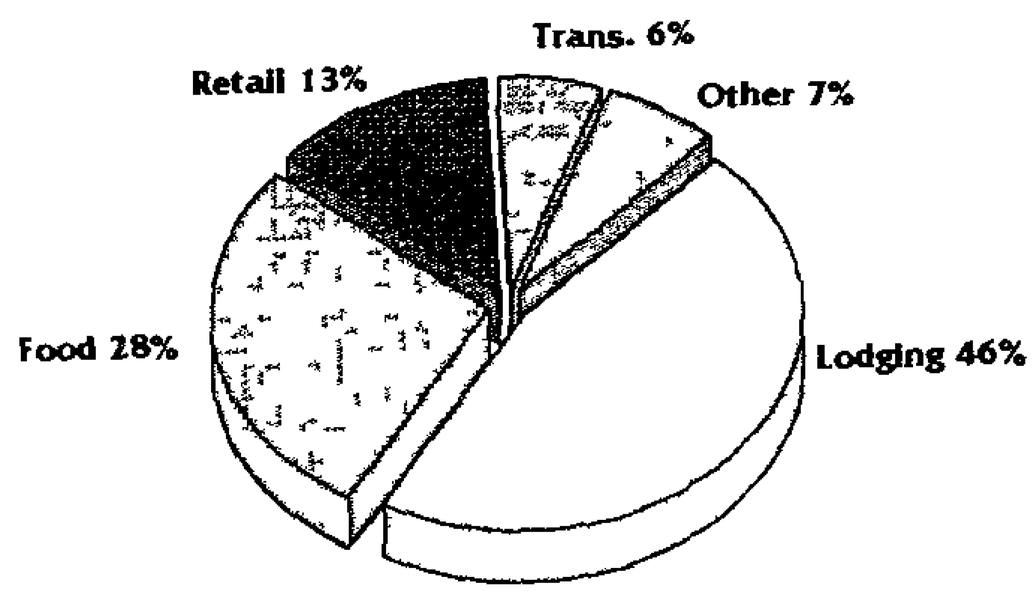
Total CCVB Roomnights Booked - 1,545,238

Estimated Economic Impact $369 million

Source: CCVB Staff and IACVB 1995 Convention Income Survey

Estimated Economic Impact Analysis

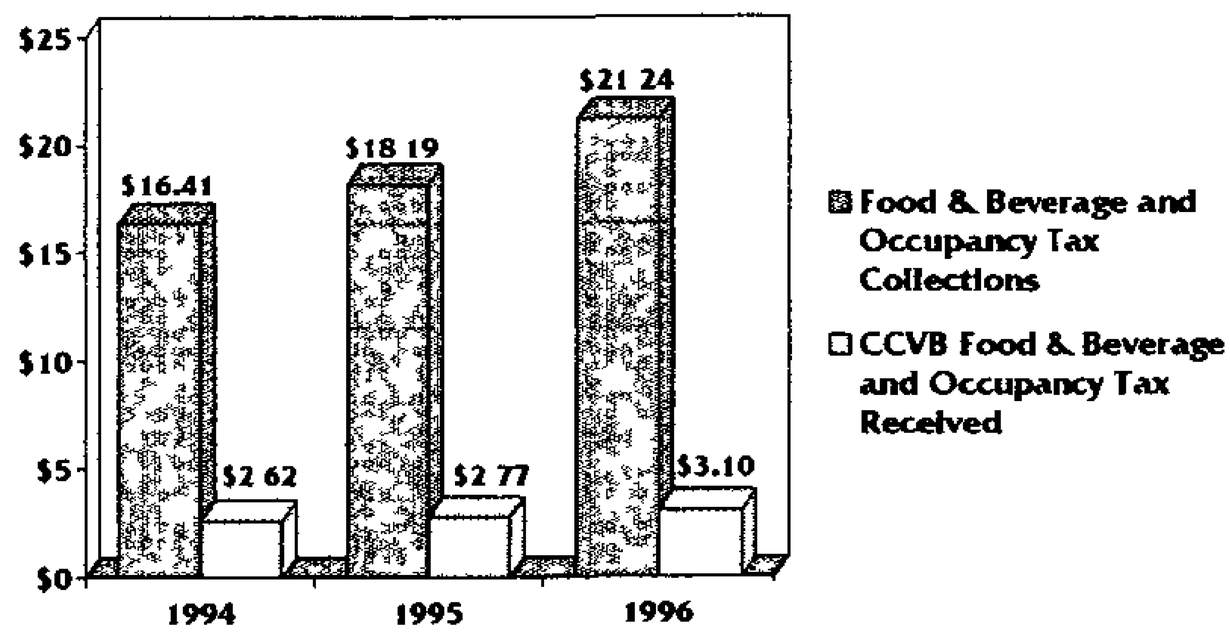
Spending Generated Per Day



Total $193.24

Source: IACVB 1995 Convention Income Survey

Mecklenburg County Occupancy & Prepared Food & Beverage Tax Analysis



Source: City of Charlotte CCVB Staff

CCVB Sales ROI Economic Impact/Budget

CCVB Fiscal Year	# of Groups Booked	# of Room Nights	Est. Economic $ Impact	CCVB Budget
FY '94	138	278,796	$75,782,000	$2,852,000
FY '95	167	305,869	$77,074,000	$3,030,000
FY '96	190	317,063	$81,509,000	$3,424,000

The average CCVB ROI (estimated economic impact to CCVB budget) from FY '94 - FY '96 is *25 to 1*

CCVB Sales ROI
Taxes Generated/Budget

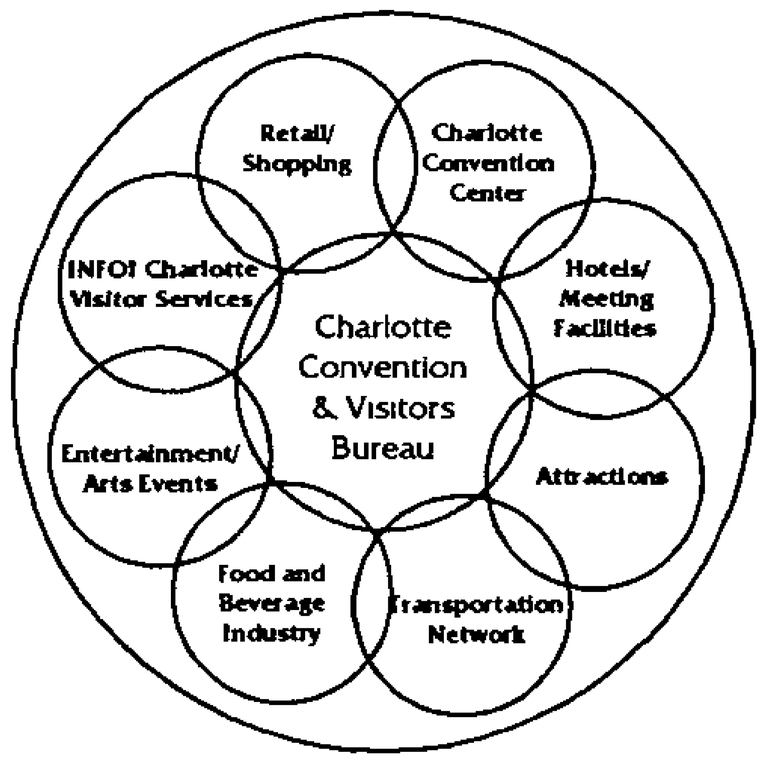
CCVB Fiscal Year	Est Econ Impact	Est. Lodging Tax	Est Prepared Food & Bev. Tax	Est Sales Tax - NC	Est. Sales Tax - Meck.	Total Est. Taxes Generated by CCVB
FY '94	$75,782,000	$2,091,080	$212,000	$2,637,000	$1,318,000	$6,258,000
FY '95	$77,074,000	$2,127,000	$215,000	$2,682,000	$1,341,000	$6,365,000
FY '96	$81,509,000	$2,249,000	$228,000	$3,836,000	$1,418,000	$6,731,000

The average CCVB ROI (total estimated taxes generated to CCVB budget) from FY '94 - FY '96 is *2.1 to 1*

Travel & Tourism Vision

- *"Team Charlotte: The Power of Working Together"*
- *Destination 2000* Community Summit
- Travel Industry Growth

"The Charlotte Destination Team"



TEAM CHARLOTTE
The Power Of Working Together

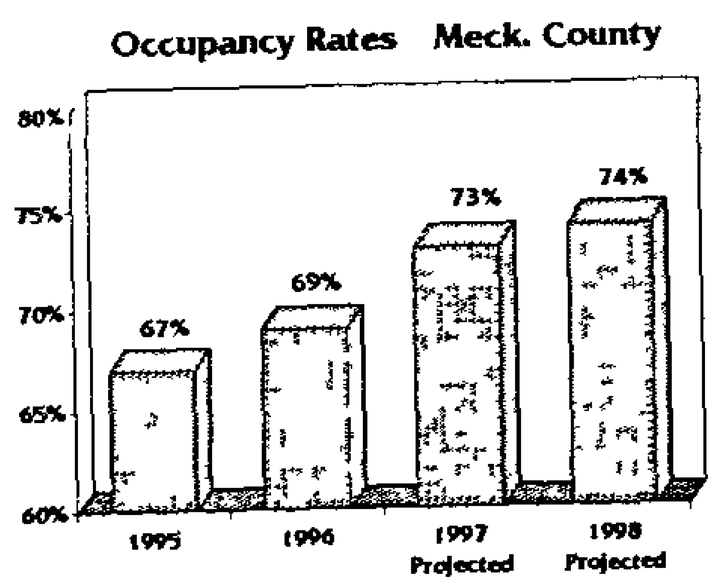
Destination 2000 Summit

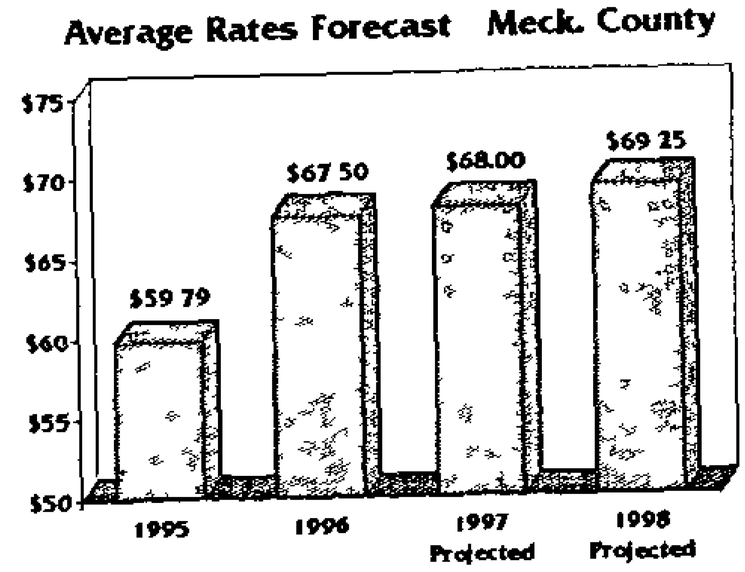
Community Forum May 6, Charlotte Convention Center

▸ Platforms	▸ Co-Chairs
Public/Private Partnerships	Mayor Pat McCrory
Travel & Tourism	Freda Nicholson
Community Development	Jim Hance
Image & Awareness	Rolfe Neill

Travel & Tourism

Industry Growth





Source: Horwath Hospitality Group

Charlotte Convention & Visitors Bureau

Budget Presentation

March 18, 1997

Charlotte Convention & Visitors Bureau 122 East Stonewall Street Charlotte NC 28202 1838 (704) 334 2282 (800) 231 4636 Fax (704) 342 3972

CHARLOTTE℠

OUR CITY HAS NO LIMITS

Charlotte Convention & Visitors Bureau

Budget Presentation

March 18, 1997

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

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Travel Industry Vision	18 - 22
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I. CHARLOTTE CONVENTION & VISITORS BUREAU
Executive Summary

A. History:

The history of the CCVB dates back to the 1970's when it was a division of the Charlotte Chamber of Commerce Members of Mecklenburg's travel industry recognized that in order to reach its full potential as a destination, the county needed a separate entity entirely dedicated to promoting the county as a site for meetings, convention, sporting events and as a tourism destination The Charlotte Convention & Visitors Bureau was established in 1984

Governance.

The Bureau is a private, not-for profit corporation Policy is set by a 33 member board of directors which is composed of representatives from the Charlotte City Council the Mecklenburg Board of County Commissioners, the Charlotte Chamber and the Coliseum Authority, as well as individuals representing the lodging, travel and business communities Also, two people are appointed by the City Council

B. Mission Statement:

The CCVB aggressively markets and sells our hospitality industry's assets for the maximum economic impact of our community

Economic Impact

Travel and tourism is the world's largest industry with $3 4 trillion in annual revenues,
and the second largest industry in the United States with $356 5 billion in annual expenditures By the 2000, tourism is expected to be North Carolina's largest industry **Charlotte is the number one travel destination in the state of North Carolina, generating $1.9 billion in revenue and accounting for 35,800 jobs locally.**

The majority of visitors to Mecklenburg County are business travelers (**49%**) Twenty seven percent (**27%**) come for meetings and conventions or on motorcoach tours The remainder are leisure/transient travelers (**24%**)

From calendar year 1993 through 2006, the CCVB has booked 1,316,146 room nights for groups selecting Charlotte as their convention, meeting or sports destination **These groups will generate an estimated direct delegate spending of over $315 million** (Direct delegate spending refers to out-of-town visitors expenditures in hotels, restaurants, retail stores, taxis, etc)

Membership

652 Total Members

Our members represent several segments of the business and hospitality community Restaurants, Financial Institutions Accommodations, Sporting Events, Transportation Services, Meeting Planners, Specialty Shops Services Florists, Tourism/Attractions, Museums, Caterers, Printers, Convention/Trade Show/Conference Markets, and many more

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

Operating Budget

$3,400,000 (1996 fiscal year)

Income Sources:

CCVB is financed primarily by a portion of Mecklenburg County's 6% occupancy tax and 1% prepared food and beverage tax The Bureau's other sources of income include membership dues and corporate support

1996 Fiscal Year Tax Collections -
* 6% Occupancy tax collections - $12 3 million
* 1% Prepared Food & Beverage tax collections $8 9 million

Organizational Structure

Executive Management
- General operations, overall management, information systems and administration
- Liaison to CCVB Board of Directors and community

Convention Sales Division
- Maximizing group room nights in Mecklenburg County accommodations
- Charlotte Convention Center Sales, Conference/ Sports Sales, Tourism Sales
- Convention Services, Computerized Housing/Reservations, Pre and Post Convention Planning

Marketing Division
- Maximizing tourism visitation into Mecklenburg County
- Marketing, Advertising, Promotion and Public Relations, Visitor Services

Financial, Administration & Membership
- Finance, Accounting and Employee Benefit Administration
- Membership Sales and Services
- Information systems & office administration

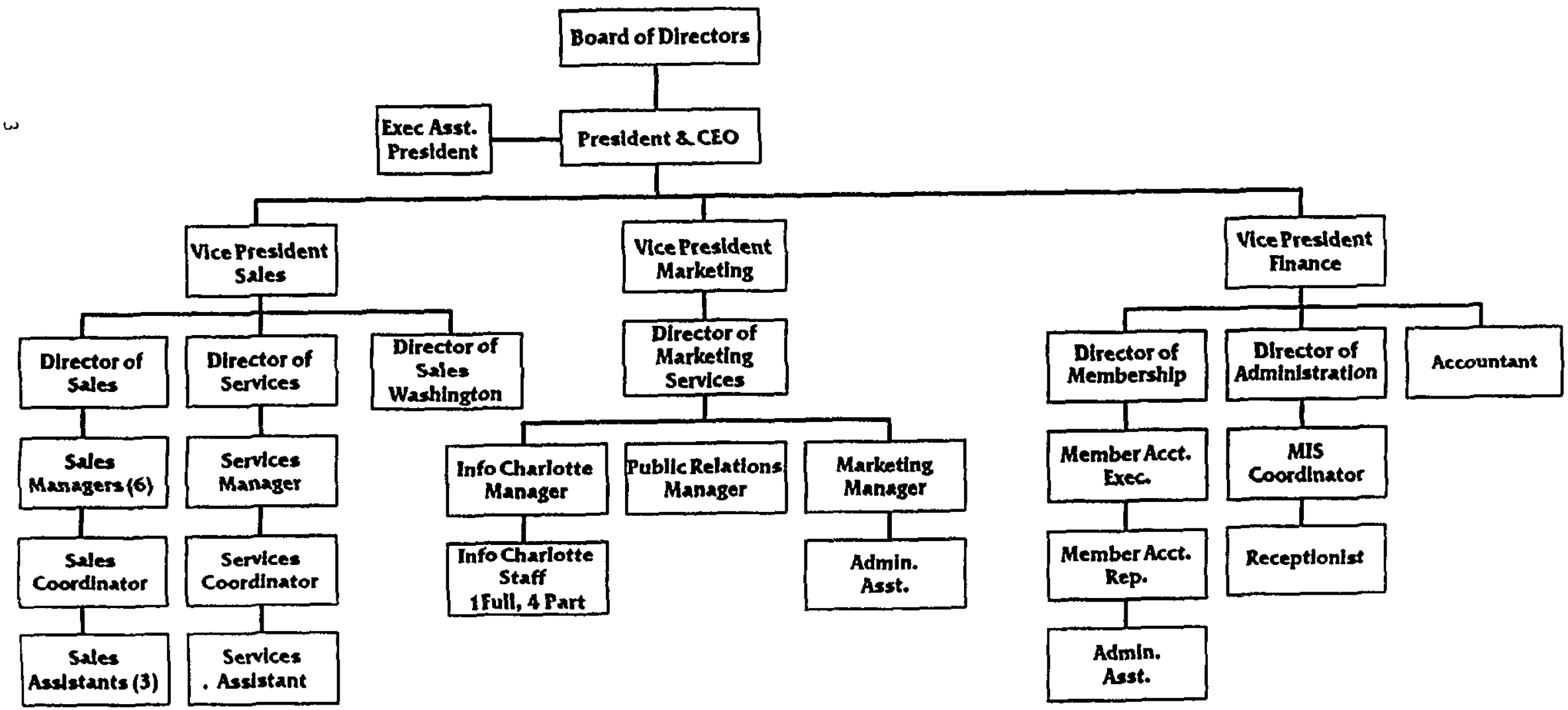
C. Travel & Tourism Vision:

- CCVB positioning statement of "*Team Charlotte The Power of Working Together*" will serve as the philosophical guide for the organization into the 21st century The CCVB is responsible to a diverse hospitality community for the future success of the travel and tourism industry

- The CCVB **DESTINATION 2000** summit in May of 1997 for the first time will being together business and community leaders to hold an open forum on community issues that affect the future of Charlotte and the travel and tourism industry A long term strategic plan for the travel and tourism industry will be formed with input from the **DESTINATION 2000** summit

- The CCVB remains optimistic about the growth and success of the travel and tourism industry Industry hotel occupancy rates are projected to climb to 74% in calendar year 1998, with average rates reaching $69 25

Charlotte Convention & Visitors Bureau, Inc.
FY 1997 Organizational Chart



ORGANIZATION OVERVIEW

CHARLOTTE CONVENTION & VISITORS BUREAU

DIVISION OF RESPONSIBILITIES

Sales Division

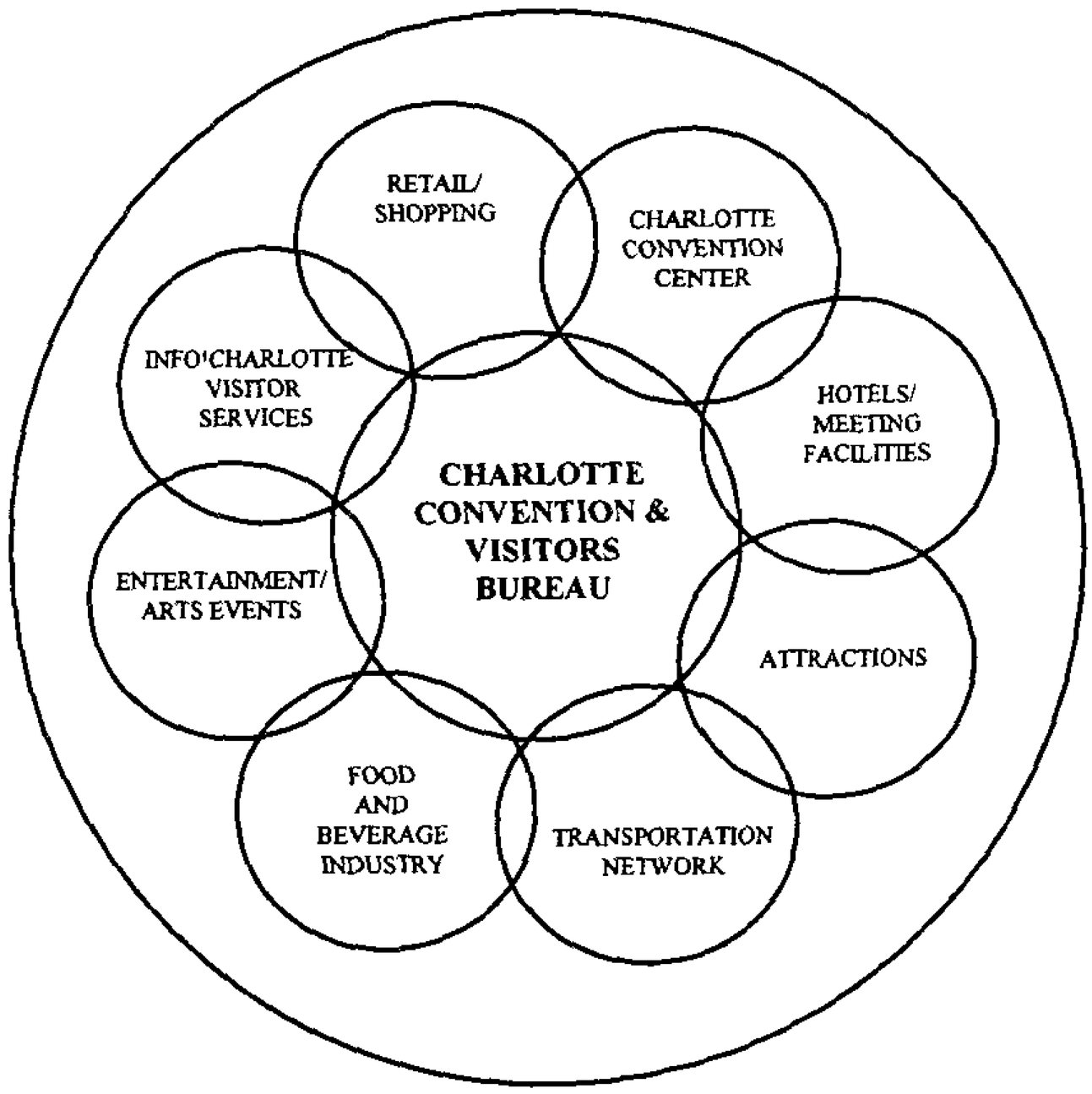
- Charlotte Convention Center Sales
- Conference Sales
- Sports Sales
- Group Travel Sales
- Convention Services
- Computerized Convention Housing
- Co op Sales Programs
- Washington, DC Satellite Office
- Proposal Solicitation
- Pre/Post Convention Tours
- Transportation System Coordination
- Client Event Management

Marketing Division

- Advertising
- Sales Promotion
- Direct Marketing
- Brochure Production
- Audio Visual Production
- Public Relations
- INFO! Charlotte Operations
- Leisure Tourism Marketing
- Visitors Services 800#, ad fulfillment
- Special Events Grants Program
- Co-op Marketing Programs

Finance Administration Membership

- Finance Administration
- Accounting
- Membership Sales & Service
- Benefit Administration
- Office Management
- Information Systems
- City Contract Administration



"The Charlotte Destination Team"

Charlotte Convention & Visitors Bureau
Business Plan

	JULY '96	AUG.	SEPT. '96
CCVB SALES:			
*Convention Center -	Sales Calls/WDC MPI/Nashville	Sales Calls/NY, Philadelphia, Nashville ASAE/Boston	Sales Calls/Atlanta
*Conference/Sports -	AENC/Raleigh Meeting World/NY	AENC/Raleigh NCACVB	AENC/Raleigh Affordable Mtgs./WDC MPI/Carolinas
*Tourism -	NCT&T Tourism Caucus	NCACVB SE Tourism Soc. Conference	Telemarketing Blitz Travel Council
MARKETING:			
Publications & Projects:			
*Convention Center -	"Team Charlotte" Ad Production CD-Rom Trade Show & Sales Presentation Support	ASAE Pre-Mailer CCC Marketing Brochures Image Brochure	Client Event Direct Mail/ WDC,NY,Chicago, Atlanta Meeting Planners Guide
*Conference/Sports -	Sports Direct Mail Bid Presentation Support Meeting World Mailer Uptown Map/Visitor Map Specialty Advertising	Image Brochure	Meeting Planners Guide Affordable Meetings Mailer Trade Show Booth Modifications
*Tourism/Leisure -	Quarterly Calendar of Events Specialty Advertising Visitor Maps	Image Brochure	Fall Visitors Guide Specialty Advertising
Advertising Schedule:			
*Convention Center -	Assn. Management/SE USAE/WDC (all months)	Assn. Management/ASAE GWSAE Executive Update PCMA Convene	
*Conference/Sports -	Affordable Mtgs. Directory AENC Directory AENC Newsletter	Reunions Directory	Business Journal
*Tourism/Leisure -	Regional Newspaper Advertising Southern Living Olympic Com. Guide Rand McNally AAA Road Atlas N.C. Welcome Ctr Touch & Go	Regional Newspaper Advertising AAA Go Magazine TCNC-Newspaper insert Trip Magazine NC Museums Directory Rand McNally AAA Road Atlas N.C. Welcome Ctr Touch & Go	Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr Touch & Go
MEMBERSHIP/LOCAL:			
*Collateral -	Monthly Membership Event Invitations Communique' Newsletter	Communique' Newsletter - Annual Report Hospitality Tourism News Ad Advance Copy Newsletter	Communique' Newsletter Convention & Trade Show Calendar Industry Report Membership Sales Kit Modifications
*Events -	Membership Orientation Info Charlotte/VSI Ongoing	Annual Meeting Attraction Meeting	Coffee Talk, Hospitality Training Quarterly Source
PUBLIC RELATIONS:	Programs, Press Releases, Media Relations Ongoing Horwath Hosp. Lodging Industry Stats CCVB Image Awareness Holiday Cards	Annual Meeting Advance Copy Business Journal M & C Special Section	

Charlotte Convention & Visitors Bureau
Business Plan

OCT. '96	NOV.	DEC. '96
Sales Calls/WDC, Chicago NCBMP NCACVB	Sales Calls/Denver	IAEM/Los Angeles GWSAE/WDC CSAE/Chicago
AENC/Raleigh National Softball/LV Olympic Congress/Indianapolis	AENC/Raleigh MPI/Carolinas	AENC Trade Show
Canadian Sales Mission	World Travel Mart/London NTA Fall UK Sales Mission	NCACVB Travel Council
Key Direct Mail Launch Internet Upgrades National Softball, Olympic Congress Mailers	Vested Magazine Destination Newsletter	IAEM Pre-Mailer CSAE Holiday Mailer
	Destination Newsletter Vested Magazine	Conference Direct Mail CD-Rom Modifications
PostMark Newsletter Quarterly Calendar of Events	CD-Rom Tour & Travel Specific Tourism Video Updates	
PCMA Convene OMFG Black Meetings & Tourism		GWSAE Executive Update Meetings & Conventions
Community Pride Magazine	Reunions Directory	
Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr Touch & Go	N.C. Travel Guide Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr. Touch & Go	Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr. Touch & Go
Communique Newsletter Advance Copy Hospitality Tourism News Ad "How to Work With Your CVB" Guide	Communique' Newsletter Membership Directory	Communique' Newsletter Convention & Trade Show Calendar Industry Report Hospitality Tourism News Ad
Member Orientation	Attractions Meeting Holiday Social Hospitality Training	Coffee Talk Quarterly Source
Advance Copy Holiday Cards	Business Journal M & C Special Section	Editorial Boards Holiday Cards Info Charlotte/VBI Report

Charlotte Convention & Visitors Bureau
Business Plan

	JAN. '97	FEB.	MARCH '97
CCVB SALES:			
*Convention Sales -	RCMA/Tulsa, OK PCMA/San Antonio	Destination Showcase/WDC We Love NY/NY	Sales Calls/Atlanta, Chicago SISO Fam
*Conference/Sports -	MPI NCACVB AENC/Raleigh	AENC/Raleigh	AENC/Raleigh MPI/Carolinas NCACVB
*Tourism -	Bank Travel Show German Sales Mission United Motorcoach/Charlotte	Travel South Receptive Services Summitt NCACVB	NCACVB AAA Blitz Telemarketing Blitz
MARKETING:			
Publications & Projects			
*Convention Center -	RCMA Mailer RCMA Event	Destination Showcase Pre-Mailer Image Brochure	Key Direct Mail SISO Fam
*Conference/Sports -	AENC-Premailer	RCMA Pre-Mailer Specialty Advertising	Conference Direct Mail Image Brochure
*Tourism/Leisure -	Group Tour Planner Quarterly Calendar of Events	PostMark Newsletter Itinerary Direct Mail	Spring Visitors Guide
Advertising Schedules:			
*Convention Center -	Association Management/SE USAE/PCMA	GWSAE Exec. Update PCMA Convene	GWSAE Exec. Update
*Conference/Sports -	Business Journal		Community Pride Business N.C. Reunions Directory
*Tourism/Leisure -	Travel South-UK Guide Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr Touch & Go	TCNC-Newspaper Insert SETS-Newspaper Insert Southern Living-N.C. Travel Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr Touch & Go	Rand McNally Atlas AAA Road Atlas N C. Welcome Ctr Touch & Go
MEMBERSHIP/LOCAL:			
*Collateral -	Communique' Newsletter Grants Brochure Advance Copy Membership Blitz Collateral Membership Sales Brochure	Communique' Newsletter Hospitality Tourism News Ad	Communique' Newsletter Convention & Trade Show Calendar Advance Copy Industry Report
*Events -	Membership Orientation Membership Blitz	Attractions Meeting Hospitality Training	Business Exchange Coffee Talk Quarterly Source
PUBLIC RELATIONS	"Tourism 2000" Summitt Advance Copy	Business Journal M & C M & C Special Section	Advance Copy

Charlotte Convention & Visitors Bureau
Business Plan

APRIL '97	MAY	JUNE 97
Sales Calls/Chicago, St. Louis NCBMP	Sales Calls/NY GWSAE/WDC	NCACVB
AENC/Raleigh	AENC/Raleigh MPI/Carolinas	AENC-Golf/Raleigh MPI/Charlotte
	NCACVB	POW WOW Domestic
NCBMP Mailer Destination Newsletter	GWSAE Springtime Pre-Mailer	
NCBMP Mailer Destination Newsletter		
Quarterly Calendar of Events		
RCMA Convention South	GWSAE Executive Update	
Business Journal Successful Meetings - Southern Guide		
Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr. Touch & Go	Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr. Touch & Go	Southern Living Travel Section Rand McNally Atlas AAA Road Atlas N.C. Welcome Ctr. Touch & Go
Communique' Newsletter Hospitality Trade News Ad	Communique' Newsletter - National Tourism Week Advance Copy	Communique' Newsletter Convention & Trade Show Calendar Industry Report
Attractions Meeting Corporate Breakfast Membership Orientation	National Tourism Week Hospitality Training	Business Exchange Coffee Talk Quarterly Source
Business Journal M & C Special Section	National Tourism Week Advance Copy VSI 1st Anniversary Report	

CHARLOTTE CONVENTION & VISITORS BUREAU

Sales and Marketing Overview

The Charlotte Convention & Visitors Bureau (CCVB) conducts an ambitious and diverse sales and marketing program It features outbound marketing, in-person sales calls, participation in industry tradeshows and conventions, client site inspections and client familiarization trips Our marketing programs support these efforts through advertising, direct marketing, sales promotion, brochures, collateral and audio/visual production and public relations Our guiding principles are

- To generate maximum economic impact measured through hotel tax collections, prepared food and beverage tax and hotel occupancies
- Recognition of our obligations to a broad geographic spectrum and diverse constituent base
- Provide superior event service support
- Evaluation of group arrival patterns and rate requirements with existing market mix
- A foundation of strong convention sales with an emphasis on need period groups
- Utilization of a balanced marketing mix to position Charlotte as a viable southeastern destination for meetings and conventions, sporting events and leisure visitation

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

KEY FEEDER MARKETS

GEOGRAPHIC REGIONS

Washington, DC

- Single largest group feeder market for Charlotte due to association headquarters concentration Operate full-time regional office

Northeast

- Focus on New York/New Jersey, with additional emphasis on Boston and Philadelphia Nine sales trips scheduled

Carolinas

- Continued relationships with state association market Expanding outreach to corporate accounts

Southeast

- Efforts primarily targeted toward Atlanta including four sales trips plus special events

Midwest

- Chicago remains a primary lead source Additional trips to Ohio and St Louis have been productive

West

- Receiving increased attention following market reassignments Travel schedule includes sales trips to Texas Colorado and California

International

- Primary efforts involve tourism promotion to the United Kingdom, Germany and Canada

TARGET MARKETS

Trade Associations
Professional Societies
Religious Associations
Sporting Events
Tour & Travel Group Markets

KEY TRADESHOW REPRESENTATION INCLUDES

American Society of Association Executives
Chicago Society of Association Executives
Greater Washington Society of Association Executives
International Association for Exposition Management
International Association of Convention & Visitor Bureaus
Meeting Professionals International
National Coalition of Black Meeting Planners
National Tour Association
Professional Convention Management Association
Religious Conference Management Association
Travel Industry Association of America

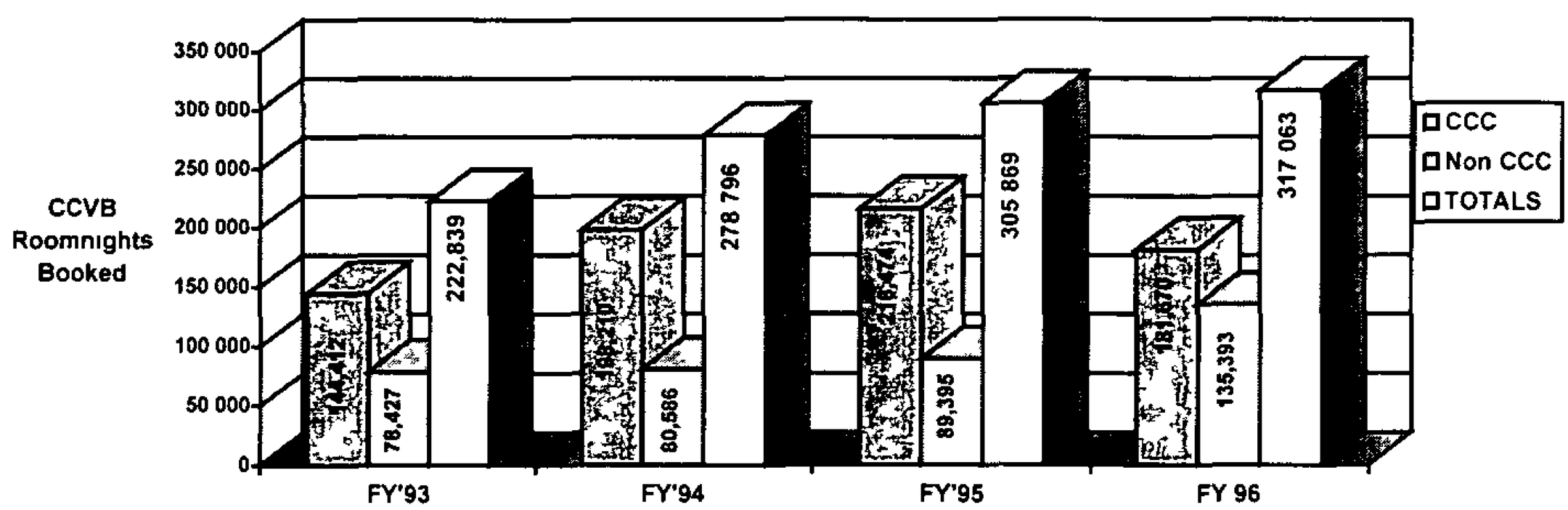
CHARLOTTE CONVENTION & VISITORS BUREAU

INDUSTRY RELATIONS

- Industry Marketing Partners
    - Organizational partners with the CCVB whose activities augment CCVB marketing efforts
        - NC Division of Travel & Tourism
        - NC Association of Convention & Visitors Bureaus
        - International Association of Convention & Visitors Bureaus
        - Charlotte Chamber of Commerce
        - Charlotte Regional Sports Commission
        - Charlotte Uptown Development Corporation
- Major Travel Industry Affiliations
    - American Society of Association Executives (ASAE)
    - Professional Conference Management Association (PCMA)
    - Religious Conference Management Association (RCMA)
    - National Coalition of Black Meeting Planners (NCBMP)
    - International Association of Exposition Management (IAEM)
    - Travel South Regional Partnership
    - Southeast Tourism Society (SETS)
    - National Tour Association (NTA)
    - American Bus Association (ABA)
    - Travel Industry of America (TIA)
    - Association of Convention Marketing Executives (ACME)
    - Meeting Professionals International (MPI)
- Major Awards
    - *Successful Meetings* Magazine **Pinnacle Service Award** 1991 -1996
    - *Meetings & Conventions* Magazine **Gold Service Award** 1993 1996
    - ASAE **Prima Marketing Awards**
    - **Aster Award**
    - USAE **Vide Audio/Visual Award**
    - *Facilities* Magazine **Top Destination Award**
    - Charlotte Ad Club **Addy Awards**
    - **Golden Pyramid Award** for Specialty Advertising

CCVB
BOOKING ANALYSIS

FISCAL YEAR	CCC	NON-CCC	TOTAL
FY'96 #'s			
# Bookings	47	143	190
# Roomnights	181 670	135 393	317 063
Est Economic Impact	$44 827 000	$36 682 000	$81 509 000
FY'95 #'s			
# Bookings	62	105	167
# Roomnights	216 474	89 395	305 869
Est Economic Impact	$51 437 000	$25 637 000	$77 074 000
FY'94 #'s			
# Bookings	34	104	138
# Roomnights	198 210	80 586	278 796
Est Economic Impact	$45 846 000	$29,936 000	$75 782 000
FY'93 #'s			
# Bookings	30	122	152
# Roomnights	144 412	78 427	222 839
Est Economic Impact	$35 493 000	$19 102 000	$54 595 000



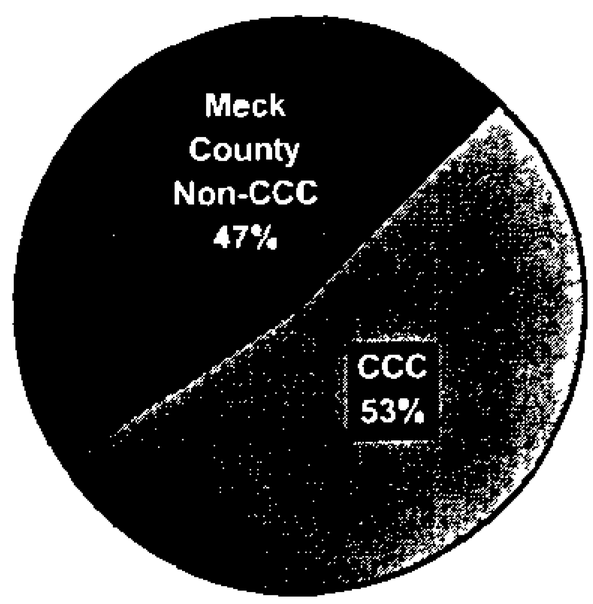
Charlotte Convention and Visitors Bureau

BOOKING ANALYSIS

Calendar Year 1991 - 2006

Total CCVB Roomnights Booked	1,545,238	(100%)
Est Economic Impact $369 million		
Total CCVB Joint Marketing Bookings for Charlotte Convention Center	816,854	(53%)
Est Economic Impact $195 million		
Total CCVB Non-Convention Center for Mecklenburg County Meeting & Sports Facilities	728 384	(47%)
Est Economic Impact $174 million		

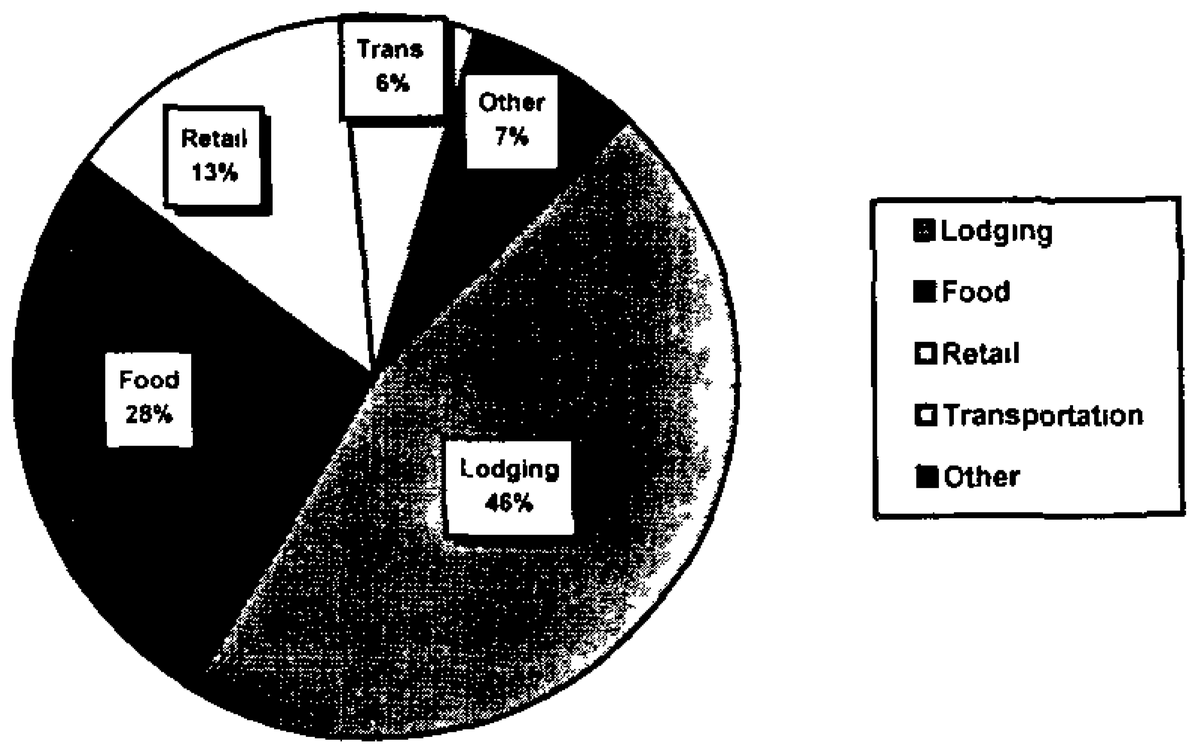
TOTAL CCVB ROOMNIGHTS
(Booked 1991 - 2006)



Source CCVB Staff and IACVB 1995 Convention Income Survey

CHARLOTTE
OUR CITY HAS NO LIMITS

Estimated Economic Impact Analysis



All Conventions
Spending Generated Per Day
1995

Lodging	
Hotel Rooms	$ 89 07
Food	
Hotel Restaurants	23 39
Other Restaurants	23 78
Hospitality Suites	6 40
Retail	
Retail Stores	25 04
Other	
Admission to Shows	3 32
Recreation	1 52
Sporting Events	0 76
Sightseeing	2 92
Other	5 49
Transportation	
Local Transportation	3 73
Auto Rental	5 05
Gasoline	2 78
TOTAL	**$193 24**

Source IACVB 1995 Convention Income Survey

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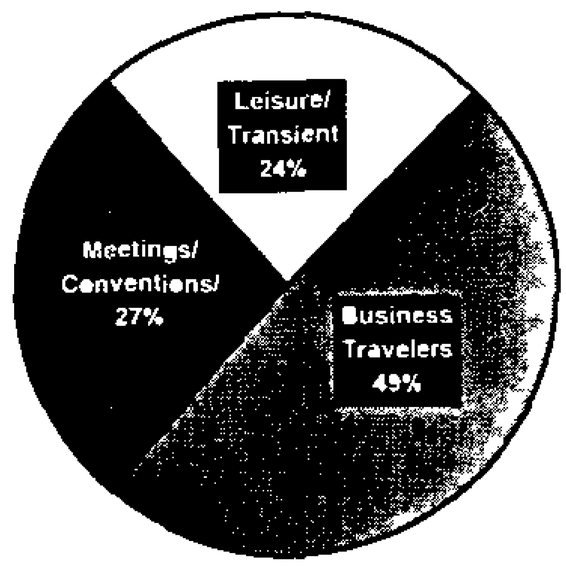
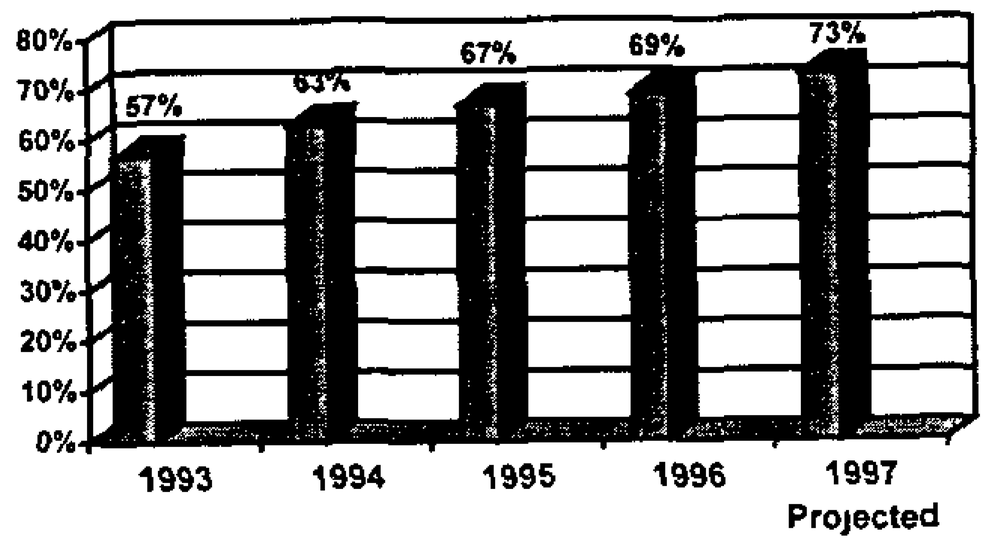
MECKLENBURG COUNTY LODGING INDUSTRY

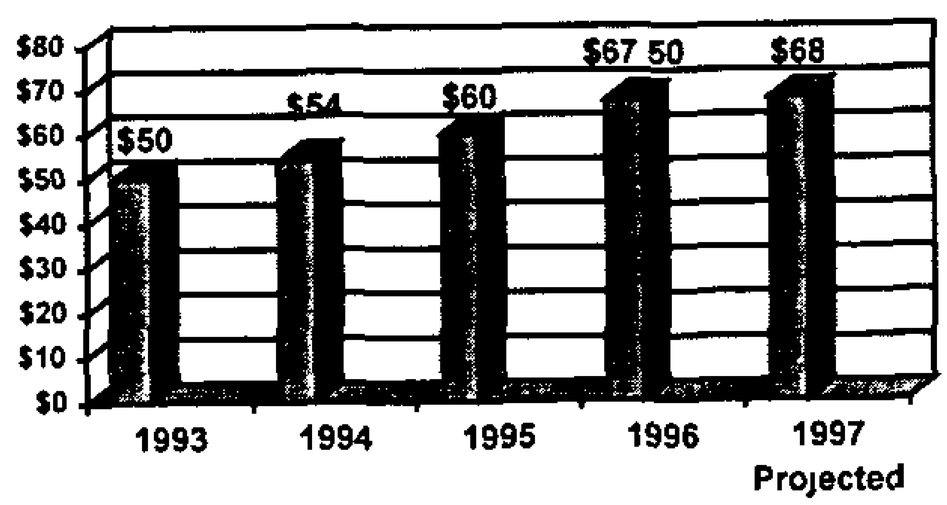
Mecklenburg County Lodging Business Mix



Lodging Industry Occupancy Rates



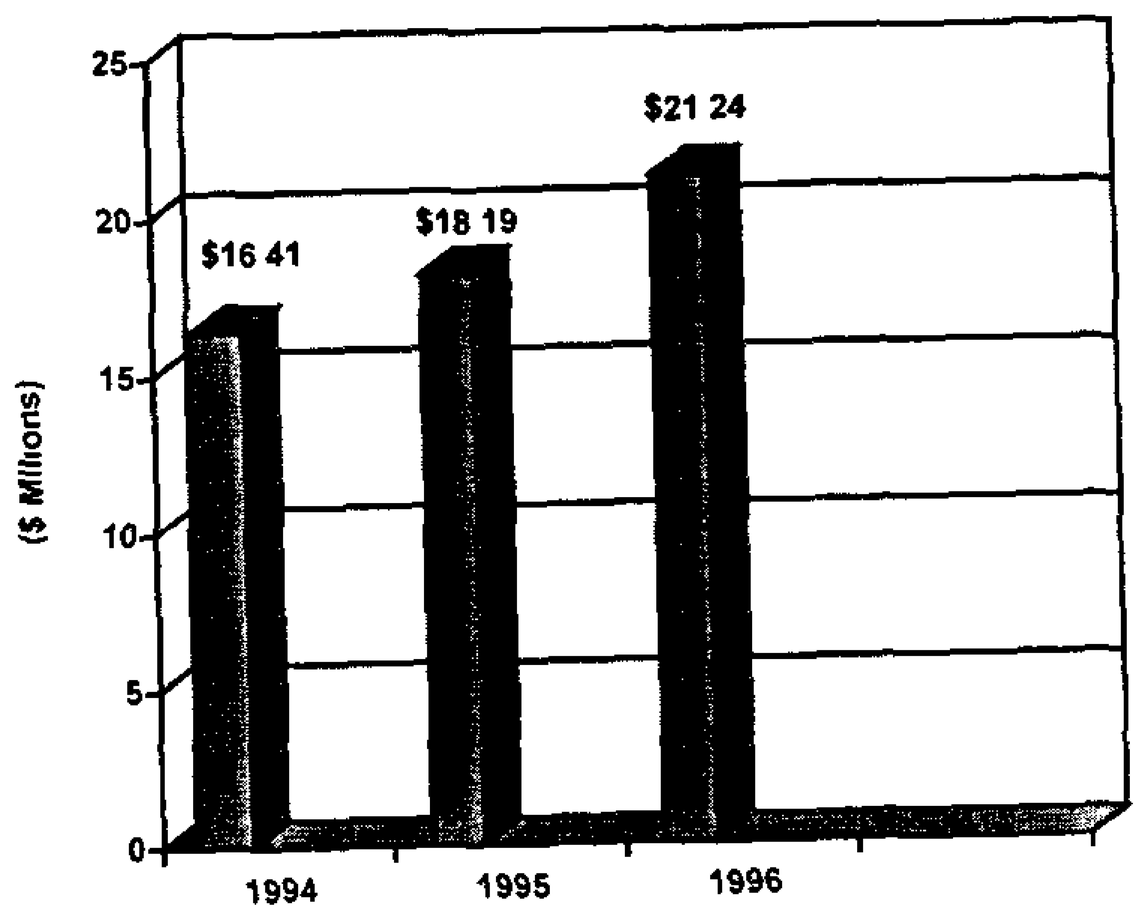
Lodging Industry Average Rates



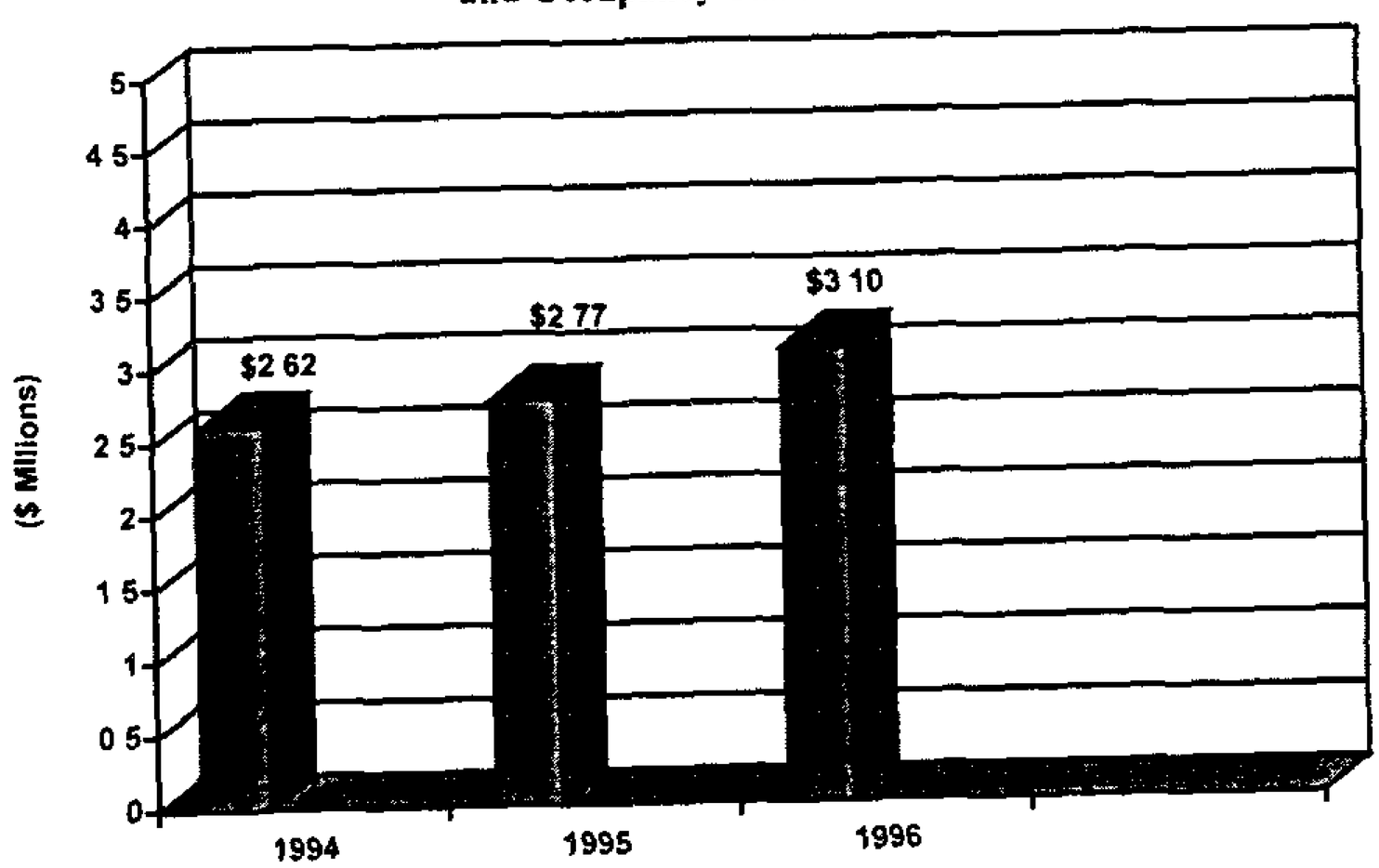
Source Horwath Hospitality Group

Mecklenburg County Occupancy & Prepared Food & Beverage Tax Analysis

Mecklenburg County
Food & Beverage
and Occupancy Tax Collections



CCVB Food & Beverage
and Occupancy Tax Received



Source City of Charlotte, CCVB Staff

CCVB SALES

PRODUCTIVITY/ROI

CCVB FISCAL YEAR	# OF GROUPS BOOKED	# OF ROOM NIGHTS*	EST. ECONOMIC $ IMPACT**	CCVB BUDGET
FY'94	138	278,796	$75,782,000	$2,852,000
FY'95	167	305,869	$77,074,000	$3,030,000
FY'96	190	317,063	$81,509,000	$3,424,000

The average CCVB ROI (Estimated economic impact to CCVB budget) from FY'94 - FY'96 is *25 to 1*.

* <u># of Roomnights</u> represents all definite roomnights booked by the CCVB including Charlotte Convention Center joint marketing efforts and all Mecklenburg County meeting and sports facility bookings

** <u>Est Economic Impact</u> based on 1995 International Association of Convention &Visitors Bureaus Convention Income Study of direct delegate spending

CCVB SALES ROI

Productivity/Tax Generation

CCVB Fiscal Yr	Est Est. Econ Impact	Est Lodging Tax	Est Prepared Food & Bev. Tax	Est Sales Tax - NC	Est Sales Tax - Meck.	Total Est Taxes Generated By CCVB
FY'94	$75,782,000	$2 091,080	$212,000	$2,637,000	$1,318,000	$6,258,000
FY'95	$77,074,000	$2,127,000	$215,000	$2,682,000	$1,341,000	$6,365,000
FY'96	$81,509 000	$2,249,000	$228,000	$2,836,000	$1,418 000	$6,731,000

The average CCVB ROI (total estimated taxes generated to CCVB budget) from FY'94 - FY'96 is *2.1 to 1.*

Estimates based on convention, conference and sports roomnights booked and tracked directly by the CCVB. CCVB sales and marketing programs and advertising do impact lodging and prepared food and beverage revenues in other business and leisure markets, but they are not specifically tracked by the CCVB.

Lodging tax estimate 46% of total EEI @ 6%

Prepared food & beverage tax estimate 28% of total EEI @ 1%

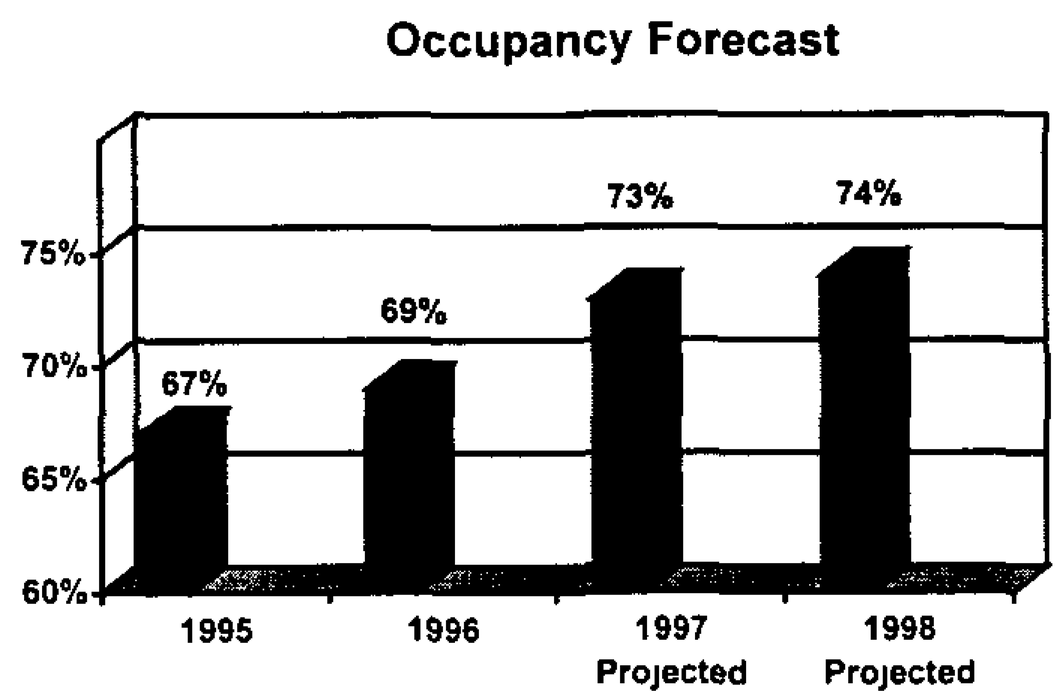
Sales tax estimate 87% of total EEI (not including transportation and other categories) @ 4% for NC State sales tax and 2% for Mecklenburg County sales tax estimates

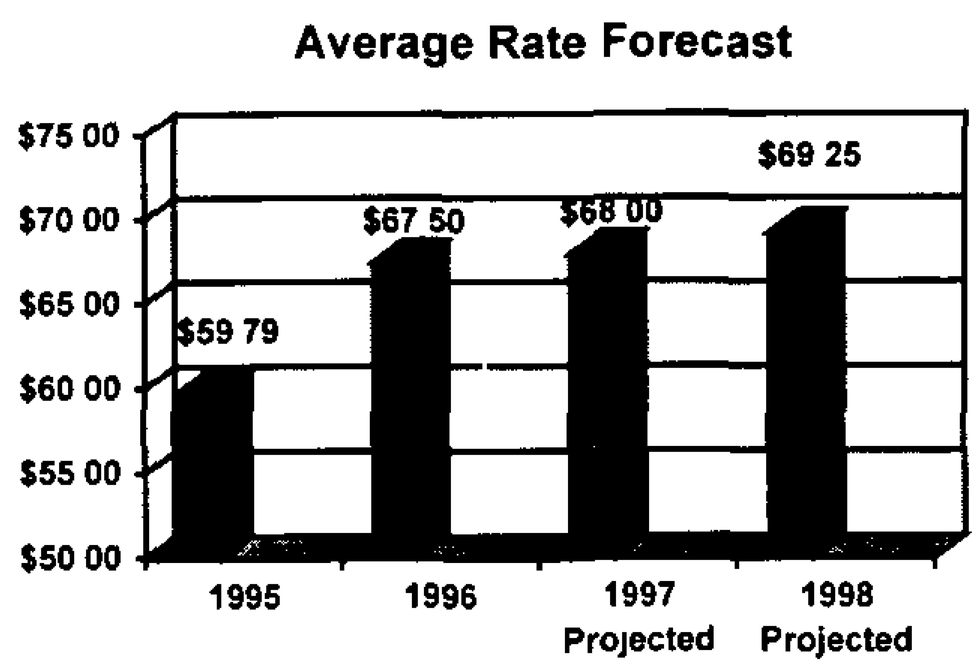
TRAVEL & TOURISM VISION

- CCVB positioning statement of ***"Team Charlotte: The Power of Working Together"*** will serve as the philosophical guide for the organization into the 21st century The CCVB is responsible to a diverse hospitality community for the future success of the travel and tourism industry

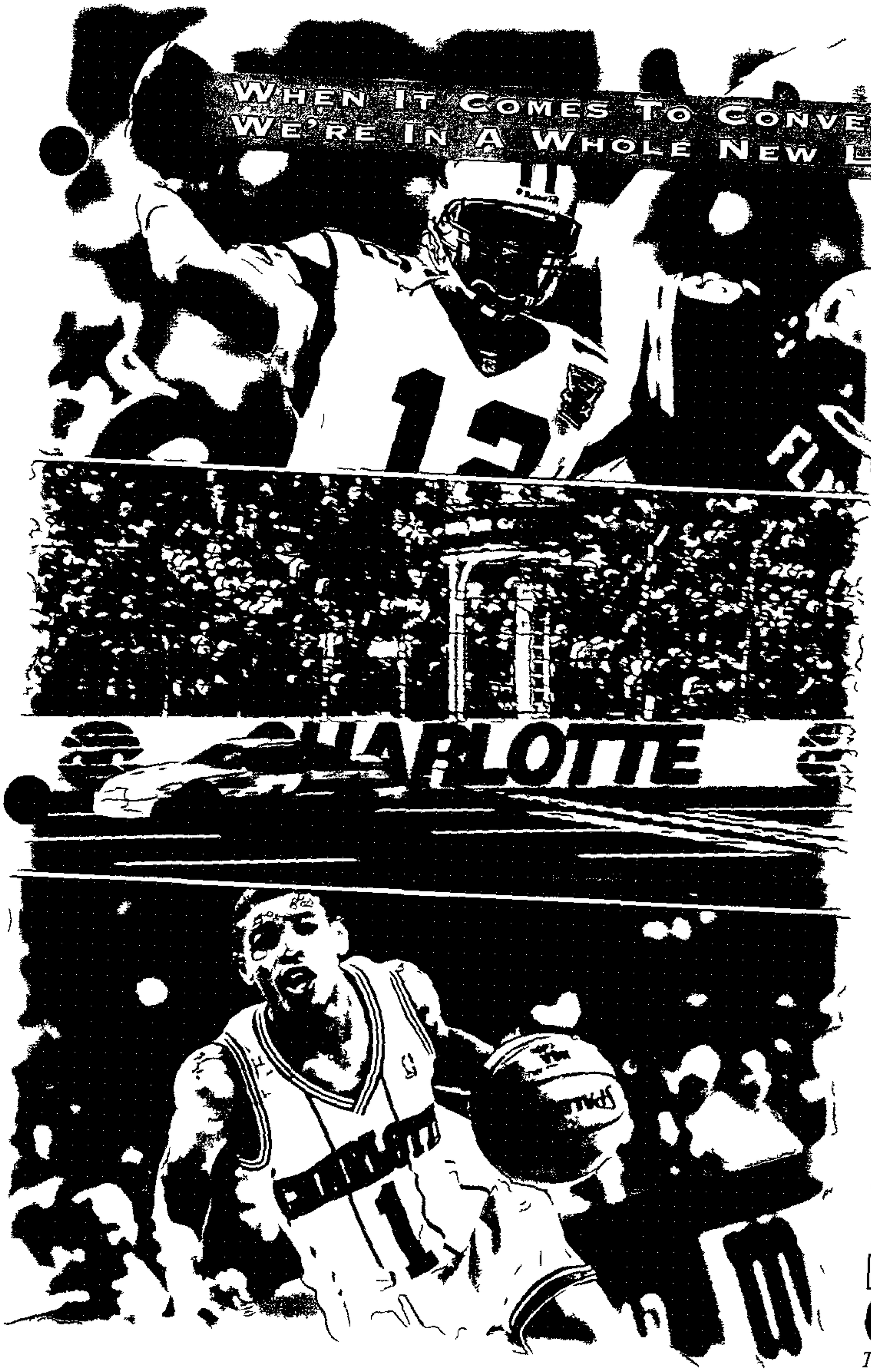
- The CCVB **DESTINATION 2000** summit in May of 1997 for the first time will bring together business and community leaders to hold an open forum on community issues that affect the future of Charlotte and the travel and tourism industry A long-term strategic plan for the travel and tourism industry will be formed with input from the **DESTINATION 2000** summit

- The CCVB remains optimistic about the growth and success of the travel and tourism industry Industry hotel occupancy rates are projected to climb to 74% in calendar year 1998, with hotel average rates reaching $69 25





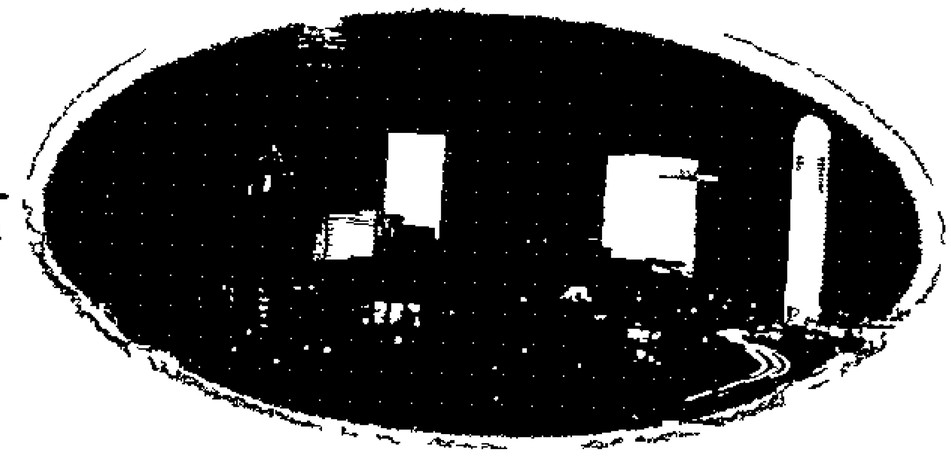
When It Comes To Convention Cities, We're In A Whole New League.

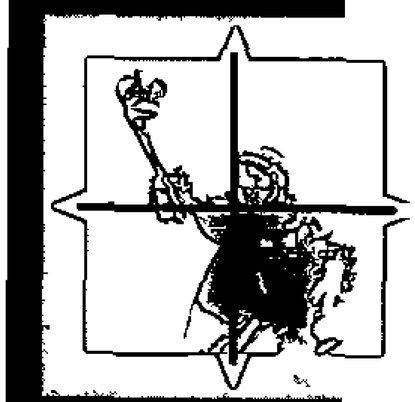


Charlotte has become a major league city because we truly believe in the power of the team concept ***Team Charlotte*** *brings together the best of public and private concerns to help bring the best to our city Through these efforts we ve opened the shining new Charlotte Convention Center to rave reviews The NFL's Carolina Panthers kicked off their inaugural season in their new home the 72 000 seat Ericsson Stadium The Charlotte Hornets continue to lead the NBA in attendance, while the Charlotte Motor Speedway hosts the third most widely attended sporting event in the country–NASCAR s Coca Cola 600 Combined with our all star line up of restaurants hotels and attractions,* ***Team Charlotte*** *will help your experience in our city reach a higher level*

TEAM CHARLOTTE
The Power Of Working Together

The Charlotte Convention & Visitors Bureau (800) 722 1394
The Charlotte Convention Center (800) 437 7488





DESTINATION 2000

Fact Sheet

WHO: The Charlotte Convention & Visitors Bureau Co-chaired by Mayor Patrick McCrory, NationsBank Vice Chairman Jim Hance, Discovery Place President and CEO Freda Nicholson and Charlotte Observer Publisher Rolfe Neill

WHAT: Destination 2000 is a community forum that will bring together the leaders of Charlotte and Mecklenburg County to address community issues that will keep Charlotte in the forefront

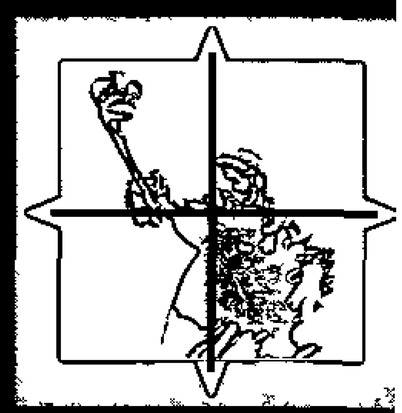
**as a travel and tourism destination*
**as a place to relocate and grow a thriving business*
**as a great place to call home*

Through Destination 2000, the CCVB can develop a vision that will guide our future progress This will be a high-profile public awareness effort that will include

**a half-hour documentary on PBS stations (produced by WTVI)*
**a series of focus groups with key community leaders*
**original research on public attitudes*
**a Summit Forum in May resulting in a planned course of action*

The Charlotte Convention & Visitors Bureau is looking to its strongest community leaders to define what it will take to keep Charlotte on the move as we head toward the millennium

122 E Stonewall St
Charlotte, NC 28202
704-334-2282
Fax 704-342-3972



THE AGENDA

During Destination 2000, four platform issues will be featured, each spearheaded by a community visionary The issues are strong hitting – major areas of concern for a city that is experiencing growth pains Co-chairs Mayor Patrick McCrory, NationsBank Vice Chairman Jim Hance, Discovery Place President and CEO, and Charlotte Observer Publisher Rolfe Neill will lead the discussion into four major areas

**Image and Awareness*
**Community Development*
**Travel and Tourism*
**Public/Private Partnerships*

Prior to the summit, four focus groups, made up of community leaders will be conducted to discuss the platform issues

Every day, throughout the city, discussions are being held about these four platform issues Budgets are being planned. Decisions are being made—Destination 2000 will bring the decision-makers together to create a vision that we can all live with

WHEN:

Focus groups will meet March 24, 25, 26, 27

Community Destination 2000 Summit will be held May 6

WHERE: Destination 2000 Summit will be held in the Charlotte Convention Center

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Charlotte, NC 28202
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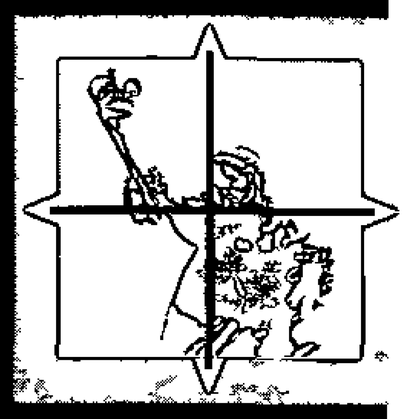
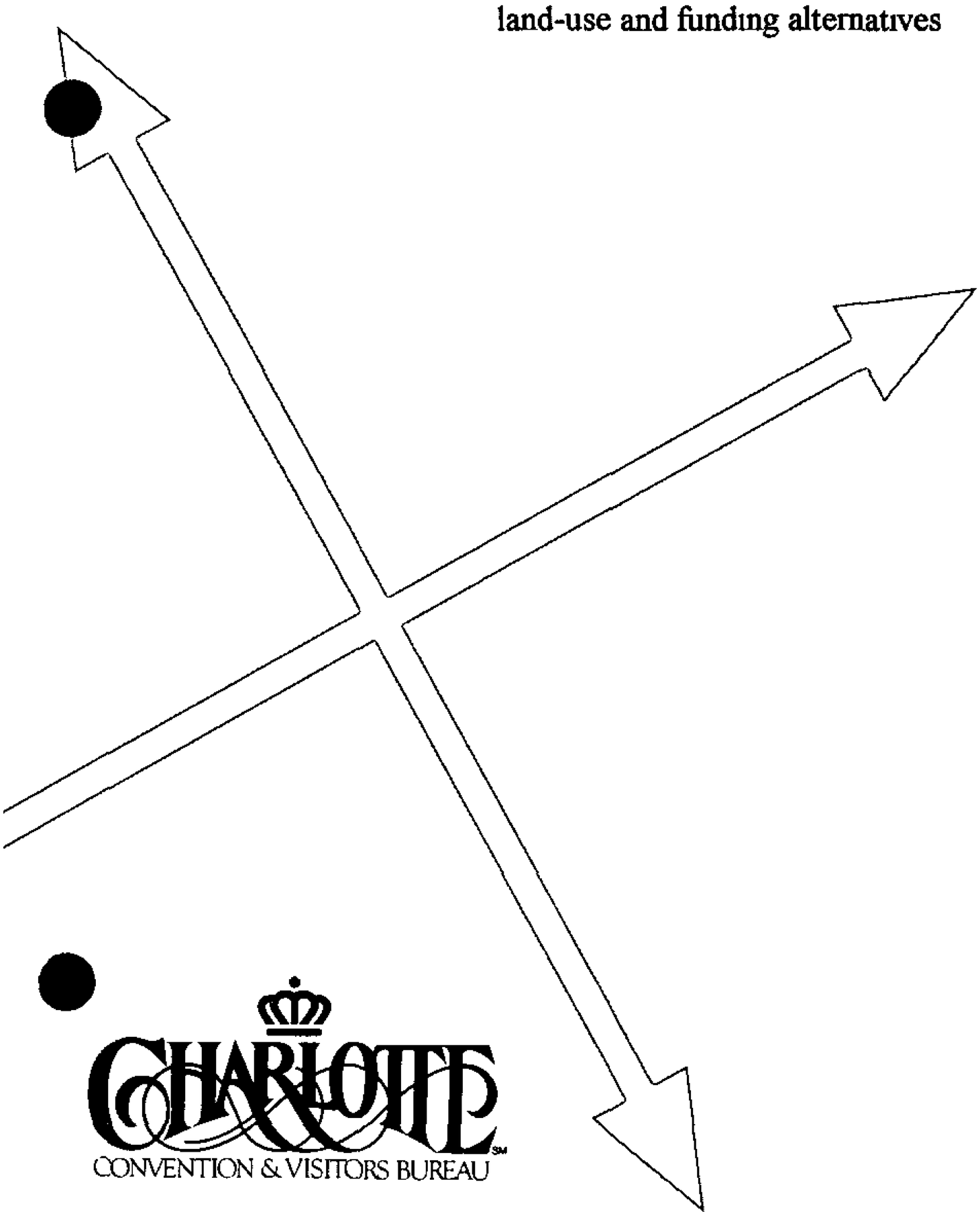


WHY: Travel and Tourism Touches Everyone of Us

The Visitor Business

**Generates new tax revenues for community services and projects, such as road, education facilities, libraries, hospitals and other tax-funded government services*
**Hold local personal taxes down Without the revenue from visitors, North Carolina families would pay $112 more in state taxes and $63 more in local taxes, annually*
**Increases business for local attractions, restaurants, hotels, retail stores and transportation already in place*

After completion of the Destination 2000 Summit, a long-term strategic plan will be developed that will help the community and its political leadership deal with pressing issues, such as the development of transportation options, land-use and funding alternatives



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CHARLOTTE CONVENTION & VISITORS BUREAU

Balanced Scorecard Overview

FY 1998

Topic

Balanced Scorecard Overview

Summary of Objectives

Leadership/Priority Programs Strategy

Recognition Strategy

Goal-based Dialogue Strategy

Conceed

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

CCVB Balanced Scorecard Overview

Mission

"The CCVB will aggressively market and sell our hospitality industry's assets for the maximum economic impact within our community"

Strategy

- Exercise leadership to define and implement priority programs
- Maximize local recognition and visibility of both the CCVB and the industry
- Practice goal-based dialogue

Perspectives	Objectives
Customer	1 Create business opportunities visibility & education for members 2 Deliver service value for price to group business decision makers 3 Deliver product satisfaction to individual visitors 4 Create an organization that recognizes staff as a Customer
Financial	1 Increase sales/room/food tax revenue to the City 2 Generate financially successful meetings/convention attendance 3 Increase local business to all area business 4 Maximize staff output within budget parameters
Internal	1 Sell the destination for need period room nights 2 Distribute information to targeted markets 3 Enhance dialogue with Government & Hospitality industry 4 Service & solicit new members
Learning	1 Increase staff's marketplace knowledge 2 Set goals and goal-based performance appraisals 3 Gain staff focus & work priority 4 Improve internal operating efficiencies

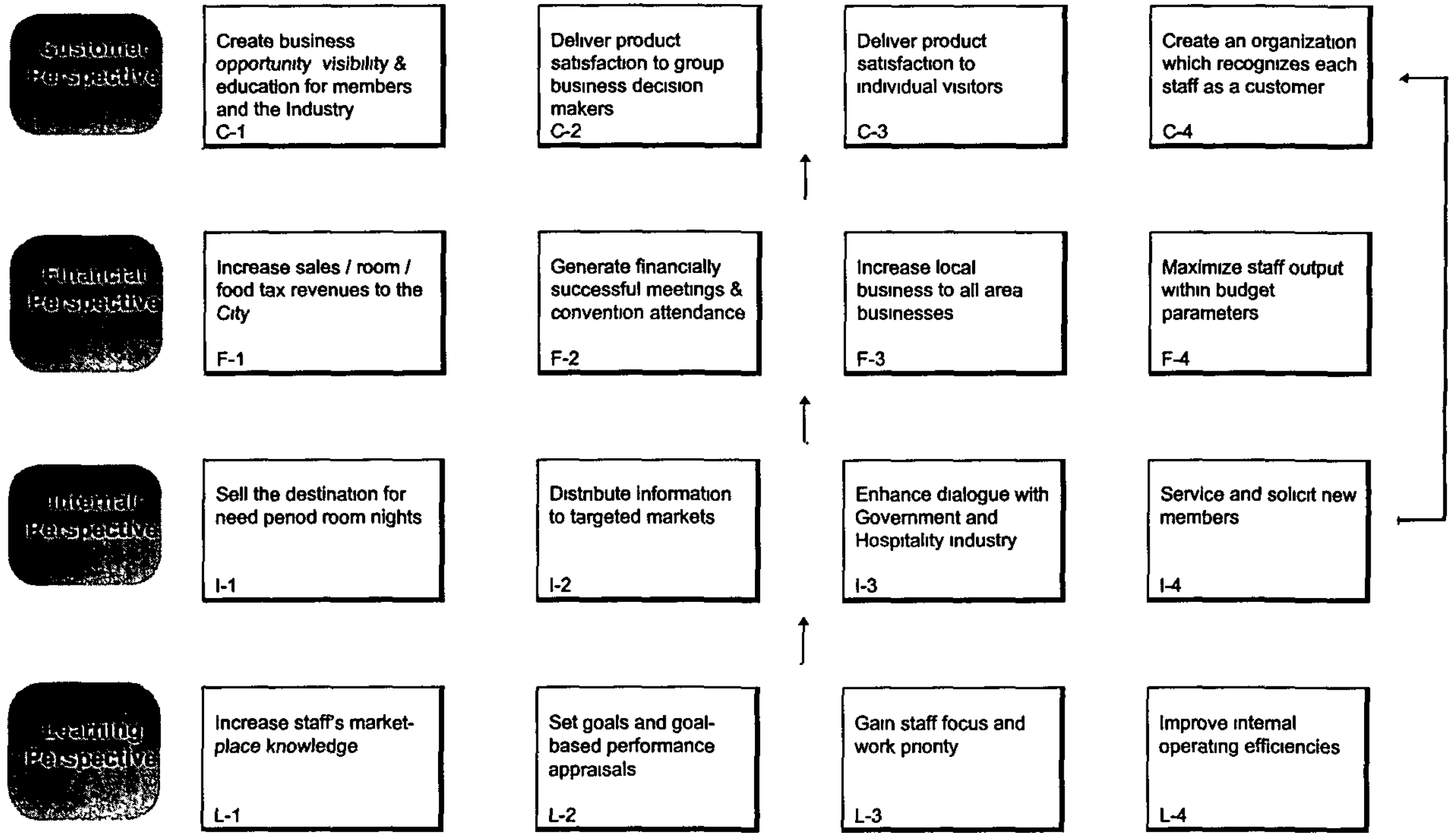
Victories

Involvement
Market Growth
Progressive Business Management
Exceptional Service Delivery
Recognition

Forces

Industry Goal Diversity **Evolving City Relationship**
CCVB Role Definition
Strong Economy **Goal-Based Dialogue**

CCVB Summary of Objectives



Strategy:

"Exercise leadership to define and implement priority programs"

Deliver product satisfaction to group business decision makers

Deliver product satisfaction to individual visitors

Increase taxes to the City

Generate financially successful attendance

Increase local area business

Maximize staff output within budget parameters

Sell the destination for need period room nights

Distribute information to targeted markets

Increase staff's marketplace knowledge

Gain staff focus and work priority

Objective	Measure
Deliver product satisfaction to business decision makers Deliver product satisfaction to individuals	☐ client feedback rebooking percentage ☐ compliments and complaints
Increase sales/ room / food tax revenue to City Generate financially successful attendance Increase local business to all area business Maximize staff output within budget parameters	☐ tax revenue increase ☐ number of rebookings ☐ *attendance targets met / exceeded* ☐ membership growth ☐ membership retention ☐ expense vs budget ☐ staff job retention
Sell the destination for need period room nights Distribute information to targeted markets	☐ tentative room nights booked ☐ definite room nights booked ☐ targeted business sold ☐ marketing controls feedback
Increase staff's market-place knowledge Gain staff focus and work priority	☐ demonstrates skills knowledge ☐ staff attitude & performance ☐ productivity

Strategy:

"Maximize local recognition and visibility of both the CCVB and the Industry"

Create business opportunity visibility education for members

Deliver product satisfaction to group business decision makers

Increase taxes to the City

Maximize staff output within budget parameters

Sell the destination for need periods

Distribute information to target markets

Enhance dialogue with City and Industry

Service and solicit new members

Set goals and goal-based performance appraisals

Gain staff focus and work priority

Objective	Measure
Create opportunity & education for members Deliver product satisfaction to business decision makers	☐ increase corporate membership ☐ increase Bureau involvement ☐ customer feedback room nights booked
Increase sales/ room / food tax revenue to City Maximize staff output within budget parameters	☐ tax revenue increase ☐ expense vs budget ☐ staff job retention
Sell the destination for need period room nights Distribute information to targeted markets Enhance dialogue with the City and the Industry Service and solicit new members	☐ tentative room nights booked ☐ definite room nights booked ☐ targeted business sold ☐ marketing controls feedback ☐ joint planning sessions ☐ formal status updates ☐ attendance at member meetings ☐ membership calls
Set goals and goal-based performance appraisals Gain staff focus and work priority	☐ goals and appraisals set ☐ new service development ☐ staff attitude & performance ☐ productivity

Strategy:

"Practice Goal-Based Dialogue"

Create an organization which recognizes each *staff as a customer*

Maximize staff output within budget parameters

Enhance dialogue *with Government*, Hospitality & internal divisions and teams

Set goals and goal-based performance appraisals

Gain staff focus and work priority

Improve internal operating efficiencies

Objective	Measure
Create an organization which recognizes each staff as a customer	☐ employee satisfaction by *survey* ☐ employee retention ☐ membership satisfaction survey
Maximize staff output within budget parameters	☐ expense vs budget ☐ staff job retention ☐ productivity
Enhance dialogue with Government, Hospitality, and internal divisions and teams	☐ joint planning sessions ☐ joint status updates ☐ effective meetings
Set goals and goal-based performance appraisals	☐ goals and appraisals set ☐ new service development
Gain staff focus and work *priority*	☐ staff attitude and performance ☐ productivity
Improve internal work efficiencies	☐ service innovations ☐ task efficiency ratios

CHARLOTTE CONVENTION & VISITORS BUREAU

&

AUDITORIUM-COLISEUM-CONVENTION CENTER AUTHORITY

I **Charlotte Convention Center Marketing Agreement (agreement finalized May 1993)**

Executive Summary of Major Recommendations

A Recognition that expenditures of the Charlotte Convention Center (CCC) marketing funds by both the CCC and the Charlotte Convention & Visitors Bureau (CCVB) are designed to generate more tax revenues and economic stimulation to Charlotte as well as to maximize the utilization of the Charlotte Convention Center

B Recognition that the Charlotte Convention Center is being built primarily as an economic stimulus tool to enhance the local and regional economy The priorities of the joint marketing efforts should be maximizing occupancy and prepared food tax revenues as well as achieving usage of the facility that equates to projected building revenues Accomplishing this goal will generate additional revenues for the local and regional economy, the city's general fund, the CCVB and the Authority and will more than offset any increased operating deficits at the CCC

C Recognition that the financial forecast of the revenue from the occupancy tax and prepared food and beverage tax are adequate to cover all projected debt service, marketing funds, operating costs as well as some future capital needs of the CCC Recognition that these financial forecasts can be achieved with a booking guideline policy that is oriented towards maximizing occupancy tax revenues and achieving projected CCC revenues

D Recognition that current marketing dollars spent may not be sufficient in future years to properly market Charlotte as a destination for conventions, meetings and tradeshows and that these marketing dollars are inconsistent with other communities examined in the consultants' report Belief that marketing dollars should be increased to a minimum of 15% of net annual tax revenues beginning in fiscal year 1994 The 15% net annual fax revenues for marketing support will allow for inflation and dollar increases beyond the current $1 5 million allocation, but will not necessarily insure that Charlotte remains competitive This 15% net annual tax revenue will allow Charlotte to be comparable with other competing cities in fiscal year 2000 assuming competing city budgets don't increase

E Recognition that the CCC tax revenue streams should be used to help offset the facility s operating deficits This allocation will allow for more flexibility in convention center bid packages in order for Charlotte to be more competitive in the marketplace when necessary We propose a manageable-sized and quick-acting CCC bid underwriting committee be formed to oversee the marketing underwriting and determine the most beneficial bid packages when additional incentives are deemed necessary

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F We support the marketing dollars allocation of 70% to the CCVB and 30% to the CCC with an annual marketing plan approved by the Auditorium-Coliseum-Convention Center Authority (ACCCA) and the CCVB Board of Directors Detailed allocations will need to be agreed upon for the 70/30 split of marketing funds Operations marketing expenses such as sales trips, tradeshow registrations, travel and entertainment expenses should remain separate whereas advertising and promotional marketing dollars will be pooled into a common marketing fund and reallocated on a mutually agreed upon basis All joint marketing and public relations efforts will require mutual approval from both organizations prior to implementation

G Shift direct sales market segmentation as follows

CCC Scientific/Engineering, Healthcare/Dental, Corporate, Computers and Computer Applications, Consumer Shows (18 months an in), Local and Special Events (time limit)

CCVB All remaining nation and regional associations

Examples Education, Religious, Farm/Agricultural, Textile, Communications, Financial and Legal, Food Processing and Distribution, Sports and Recreation Industrial, Landscape and Garden, Manufacturing, Sanitation and Waste Management Transportation and other areas

The vertical markets listed above are limited to lead development Once a lead is identified the CCC and CCVB work jointly to secure the business for Charlotte (Note the enclosed CCVB/CCC Sales Process Summary - Attachment A) Both sales staffs will continue joint marketing efforts in soliciting conventions and tradeshows at sales blitzes sales presentations, tradeshows and bid presentations, etc This joint sales agreement is considered quite progressive in the industry and allows for a cutting-edge, customer-oriented approach to the direct sales effort This system allows for the Authority to have a viable sales team with responsibilities for 18 month and out within certain vertical markets In addition, the Authority would be responsible for all 18 month and in business at the CCC

H We support one person at the CCC to control the blocking of tentative dates and confirmations Any type of date blocking must be done with approval of both CCC and CCVB representatives working on the event A computer link-up will provide instant access availability to CCVB in order to provide clients with timely information The blocking of tentative dates and confirmations should be structured within a 48-hour time frame to insure rapid customer response

I Agreement on a flexible time frame to accommodate those shows or events which, by agreement, shall be grandfathered into the building These shows or events should be considered on a case-by-case basis with mutual approval by both organizations prior to commitments

J We support the incentive plan as outlined in the consultants' report whereby 15% (30% in total - 15% ACCCA, 15% CCVB) of net tax revenues <u>above</u> projected collections will be allocated to both the ACCCA and the CCVB We agree that each organization should hold 1/3 of each extra allocation for a "rainy day" reserve to cover years in which revenues may not exceed projections We support that the remaining portion of these incentive monies be allocated to CCC bid incentives, reduced rentals, shuttle systems and other beneficial underwriting needs in order to drive business into Charlotte and the CCC

ATTACHMENT A

I CCVB/CCC Sales Process Summary

Responsibility

CCVB/CCC/Hotels	A		Direct sales efforts and/or marketing communications support generates a sales lead for Charlotte and the Charlotte Convention Center (CCC)
CCVB/CCC	B		This sales lead is qualified to determine whether the business meets the city of Charlotte's booking requirements
CCVB	C		A formal lead sent to Charlotte convention hotels with complete group specifications and history (Note the enclosed sample lead form)
CCVB/Hotels	D		Analyze and compile all citywide hotel facility availability and projected group rate information
CCVB	E		Charlotte's formal proposal is compiled for hosting the prospective group
CCVB	F		Bid presentation book is customized to address prospective client needs A typical bid presentation book would include the following information
CCVB		1	Executive summary
CCVB		2	Letters of invitation Mayor, CCVB President, Authority Managing Directory, USAirways District Manager, Local Committee
CCVB/Hotels		3	Hotel proposals Date availability, room block information, convention rates/special incentives, hotel function space commitments, reservation procedure, cancellation policy, etc
CCC		4	CCC Proposal Cover letter, tentative exhibit/function outline, date confirmations facility and service rates
CCVB		5	CCVB Convention Services Automated housing service, registration assistance, Charlotte Ambassadors program information brochures, marketing and/or public relations support, pre- and post-convention plans, spouse and youth programs, CCVB member services
CCVB		6	Charlotte Marketing Information Destination information, airline information, off-site function information, restaurant and entertainment information - shuttles, tours, charters etc
CCVB/CCC/Hotels	G		Ongoing account solicitation involving CCC and hotel sales professionals as appropriate
CCVB/CCC	H		Coordinate client site inspection of Charlotte, the CCC, hotels and city CCVB amenities CCVB arranges site inspection logistics, accommodations and airfare
CCVB	J		Communication with hotels and service providers on an ongoing basis to solidify city proposal

CCVB/CCC/Hotels	K	Submit and/or personally present bid to board or decision-making committee
CCVB	L	Final notification to all participating parties upon the final group decision
CCVB/CCC	M	Definite business referred to CCVB Convention Services for appropriate follow up Sales efforts continue to solicit definite and lost business for future Charlotte bookings
CCVB/CCC/Hotels	N	Hosting the group's meeting needs and requirements when actually in Charlotte