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## AGENDA NOTES:

### **February 15 Zoning Meeting To Continue on February 29**

*Staff Resources: Ed McKinney, Planning, 704-336-8307, [emckinney@charlottenc.gov](mailto:emckinney@charlottenc.gov)*

Due to the number of Zoning decisions and hearings, staff estimates that the February 15 Zoning Meeting would extend beyond midnight. At this past Monday's Council Business Meeting, the City Manager discussed options for recessing the Zoning meeting and continuing at a later date. Upon conferring with Council about availability, the best date and time for resuming the Zoning meeting is Monday, February 29 at 5:00 p.m. (5:00 p.m. Dinner Briefing in CH-14 followed by 5:30 meeting in the Meeting Chamber). At the February 15 Zoning Meeting, Council would vote to recess the meeting and continue on February 29.

## INFORMATION:

### **Today's Council Packet Distribution (Including Zoning Notebook) to Occur Tomorrow February 11**

*Staff Resource: Katie McCoy, City Manager's Office, 704-336-5017, [kdmccoy@charlottenc.gov](mailto:kdmccoy@charlottenc.gov)*

Delivery of today's Council packets will be postponed to Thursday, February 11. Due to the large number of Zoning decisions and hearings scheduled for February 15, the Zoning Notebooks will not be ready for distribution today. There are no other time sensitive items planned for delivery today, so the packets will be held for distribution along with the Zoning notebooks tomorrow. The Friday packet delivery is expected to occur on schedule.

### **Semi-Annual Report on Disposal of Surplus Personal Property Valued at Less Than \$30,000**

*Staff Resources: Robert Campbell, M&FS, 704-336-7905, [rcampbell@charlottenc.gov](mailto:rcampbell@charlottenc.gov)*

*Kay Elmore, M&FS, 704-336-2524, [kelfmore@charlottenc.gov](mailto:kelfmore@charlottenc.gov)*

*Rex Dye, M&FS, 704-432-5285, [rdye@charlottenc.gov](mailto:rdye@charlottenc.gov)*

Procurement Management, a division of the Finance Office within Management & Financial Services, manages the disposal of the City's end-of-life and surplus property through the Asset Recovery & Disposal (ARD) program. This program seeks to maximize the value of end-of-life property by using different disposal strategies that may vary depending upon the asset type and condition. One of the disposal tools is the declaration of single items or groups of personal property items valued at \$30,000 or less as surplus, with disposal through a competitive process. This authority was granted by City Council and requires a semi-annual reporting of all property sold under this authority. Per requirements of the resolution and in compliance with North Carolina General Statute 160A-266 (c), the report attached below details the property sold or exchanged, to whom it was sold, or with whom it was exchanged, and the amount of money or other consideration received for each sale or exchange. The report covers property disposed of by this method for the period 7/1/2015 through 12/31/2015.



Semi-annual Report  
on Disposal of Surp.p

### **Safe Home (Housing Rehabilitation) Program Revisions**

*Staff Resources: Warren Wooten, NBS, 704-336-2489, [twooten@charlottenc.gov](mailto:twooten@charlottenc.gov)*

*Pamela Wideman, NBS, 704-336-3488, [pwideman@charlottenc.gov](mailto:pwideman@charlottenc.gov)*

On February 13, 2016, Neighborhood & Business Services (NBS) staff provided an update to the Housing and Neighborhood Development Committee on the Safe Home Program, including recommended program revisions.

The Safe Home Program is the City's primary housing rehabilitation program. Through this program, elderly and/or disabled homeowners earning up to 60% of the area median income (\$40,320) can receive repairs to their home. Typical repairs address code violations, lead hazard removal, energy efficiency retrofits, and handicap accessibility modifications.

The program is currently oversubscribed, with a waiting list of over 200 applicants who have not been given certainty on their eligibility or the timeframe for when they may receive service. The current program design limits NBS' ability to respond to the changing dynamics of the Charlotte community such as older housing stock, an aging population that lives longer and are on fixed incomes, tougher lending requirement for repair loans, and a community emphasis on reducing code violations. In order to respond to the current waiting list and implement a program that can respond to the changing dynamics of the Charlotte community, applicant intake will be temporarily suspended beginning March 1, 2016 through October 2016. During this time, staff will work through the backlog and serve all eligible applicants on the current waiting list.

Going forward, the program will continue focusing on preserving the existing housing stock and eliminate a future waiting list by implementing a yearly application process. As a result of the new process, residents will be provided more efficient response on their eligibility for the program and the time in which they will be served. The program will also allow for targeting of resources in areas of greater need and include the flexibility to respond to changing neighborhood dynamics.

During this transition period, the City's Lead Hazard Control program and Emergency Repair program will continue accepting applications. Those interested can call 704-336-3311 to request service.

### **ShotSpotter Contract**

*Staff Resource: Steve Willis, CMPD, 704-619-3407, [swillis@cmpd.org](mailto:swillis@cmpd.org)*

The Charlotte Mecklenburg Police Department has chosen not to renew its \$160,000 with ShotSpotter.

The system operated as designed. However, based on its experience with the system, CMPD feels the return on investment was not high enough to justify a renewal. While the service performed as designed and within contract agreements, CMPD was not successful in identifying, arresting, and prosecuting persons responsible for illegally discharging firearms in the areas of coverage as frequently as hoped. Although the system was able to identify the area where shooting occurred, when officers arrived there was little evidence or suspects to

discover. CMPD was, however, able to identify and arrest persons for other offenses they encountered in the area identified by the system. CMPD believes this funding will have a greater impact when reallocated to other crime reduction initiatives such as street level crime cameras, Real Time Crime Center technology, and body cameras.

**ATTACHMENTS:**

January 21 Economic Development & Global Competitiveness Committee Summary



ED&GC Summary  
1-21-16.pdf

List of Surplus Property disposed using resolution for disposal valued at less than \$30,000  
July 1, 2015 through December 31, 2015 (fy2016)

Date Sold	Lot #	Auction #	Property Description	Sold To	Price	Site
6/30/15	174	460	City e-auction (metal chairs -25) . Lot 174.. Govdeals	Richard Floyd	\$136.00	GovDeals.com
6/30/15	175	461	City e-auction (metal chairs -25) . Lot 175.. Govdeals	Kossi Koffi	\$204.00	GovDeals.com
6/30/15	176	462	City e-auction (metal bar stools -11) . Lot 176.. Govdeals	Richard Floyd	\$166.00	GovDeals.com
6/30/15	177	463	City e-auction (metal bar stools -10) . Lot 177.. Govdeals	Leesa Godfrey	\$202.00	GovDeals.com
6/30/15	178	464	City e-auction (metal chairs -25) . Lot 178.. Govdeals	Leesa Godfrey	\$264.00	GovDeals.com
6/30/15	179	465	City e-auction (metal chairs -19) . Lot 179.. Govdeals	Richard Floyd	\$161.00	GovDeals.com
7/1/15	180	466	City e-auction (metal chairs -25) . Lot 180.. Govdeals	Kossi Koffi	\$141.00	GovDeals.com
7/1/15	181	467	City e-auction (metal chairs -25) . Lot 181.. Govdeals	Leesa Godfrey	\$106.01	GovDeals.com
7/1/15	182	468	City e-auction (assorted furniture-48) . Lot 182.. Govdeals	Lisa Geraci	\$126.00	GovDeals.com
7/1/15	183	469	City e-auction (assorted kitchen items-76) . Lot 183.. Govdeals	James Hannon	\$361.01	GovDeals.com
7/1/15	184	470	City e-auction (folding chairs-125) . Lot 184.. Govdeals	Richard Floyd	\$705.00	GovDeals.com
7/1/15	185	471	City e-auction (folding chairs-101) . Lot 185.. Govdeals	Richard Floyd	\$649.00	GovDeals.com
7/1/15	186	472	City e-auction (folding chairs-100) . Lot 186.. Govdeals	Theodore Nsai	\$668.00	GovDeals.com
7/2/15	187	473	City e-auction (folding chairs-100) . Lot 187.. Govdeals	Richard Floyd	\$563.00	GovDeals.com
7/2/15	188	474	City e-auction (folding chairs-101) . Lot 188.. Govdeals	Richard Floyd	\$400.00	GovDeals.com
7/2/15	189	475	city e-auction (double oven - 1) ..lot 189 .. Govdeals	Rick Funkhouser	\$250.00	GovDeals.com
7/2/15	190	476	city e-auction (dishwasher - 1) ..lot 190 .. Govdeals	Roger Kidd	\$106.00	GovDeals.com
7/2/15	191	477	city e-auction (freezer - 1) ..lot 191 .. Govdeals	Rick Funkhouser	\$106.00	GovDeals.com
7/2/15	192	478	city e-auction (assorted file cabinets- 21) ..lot 192 .. GovDeals	Bristol Shew	\$398.00	GovDeals.com
8/3/15	193	479	city e-auction (microtiles-screens,ect- 245) ..lot 193 .. GovDeals	Shawn Gelsdorf	\$26,001.00	GovDeals.com
8/3/15	194	480	city e-auction (bowflex,bike,golf clubs- 17) ..lot 194 .. GovDeals	Darin Porter	\$51.00	GovDeals.com
8/3/15	195	481	city e-auction (neon sign- 1) ..lot 195 .. GovDeals	Richard Floyd	\$126.00	GovDeals.com
8/3/15	196	482	city e-auction (assorted 35mm film- 1000) ..lot 196 .. GovDeals	Mohamed Abdelmonem	\$402.00	GovDeals.com
8/3/15	197	483	city e-auction (fans,hose attachments,LED brake light- 20) ..lot 197 .. GovDeals	Chad Suttles	\$303.67	GovDeals.com
8/3/15	198	484	city e-auction (assorted ext ladders- 7) ..lot 198 .. GovDeals	Milton Sigmon	\$398.00	GovDeals.com
8/3/15	199	485	city e-auction (assorted lockers- 5) ..lot 199 .. GovDeals	Richard Floyd	\$201.00	GovDeals.com
8/3/15	200	486	city e-auction (ambulance stretcher- 1) ..lot 200 .. GovDeals	Jesse Hampton	\$551.00	GovDeals.com
8/4/15	201	487	airport e-auction (rocking chairs- 9) ..lot 201 .. GovDeals	Bill Calhoun	\$400.00	GovDeals.com
8/4/15	202	488	airport e-auction (rocking chairs- 10) ..lot 202 .. GovDeals	Bill Calhoun	\$453.00	GovDeals.com
8/4/15	203	489	airport e-auction (rocking chairs- 10) ..lot 203 .. GovDeals	Bill Calhoun	\$455.00	GovDeals.com
8/4/15	204	490	airport e-auction (rocking chairs- 10) ..lot 204 .. GovDeals	Stanley Lamperski	\$441.00	GovDeals.com
8/4/15	205	491	airport e-auction (rocking chairs- 10) ..lot 205 .. GovDeals	Jerry Calhoun	\$455.00	GovDeals.com
8/5/15	206	493	airport e-auction (rocking chairs- 10) ..lot 206 .. GovDeals	Milton Sigmon	\$359.00	GovDeals.com
8/5/15	207	494	airport e-auction (rocking chairs- 10) ..lot 207 .. GovDeals	George Peebles	\$323.00	GovDeals.com
8/5/15	208	495	airport e-auction (rocking chairs- 10) ..lot 208 .. GovDeals	Stanley Lamperski	\$326.00	GovDeals.com
8/5/15	209	496	airport e-auction (rocking chairs- 10) ..lot 209 .. GovDeals	Carol Boswell	\$358.00	GovDeals.com
8/5/15	210	497	airport e-auction (rocking chairs- 10) ..lot 210 .. GovDeals	Ronald Taylor	\$346.00	GovDeals.com
8/4/15	211	492	city e-auction (assorted office furniture,etc - 64) ..lot 211 .. GovDeals	Richard Floyd	\$492.00	GovDeals.com
8/5/15	212	498	city e-auction (assorted chairs- 92) ..lot 212 .. GovDeals	Richard Floyd	\$400.00	GovDeals.com
8/5/15	213	499	city e-auction (cigarette receptacles- 13) ..lot 213 .. GovDeals	Jerry Calhoun	\$391.00	GovDeals.com
8/31/15	214	500	city e-auction (file cabinets - 25) ..lot 214.. GovDeals	Richard Floyd	\$111.00	GovDeals.com
8/31/15	215	501	city e-auction (asorted chairs- 78) ..lot 215 .. GovDeals	Richard Floyd	\$401.00	GovDeals.com
8/31/15	216	502	city e-auction (assorted furniture - 59) ..lot 216 .. GovDeals	Richard Floyd	\$301.00	GovDeals.com
8/31/15	217	503	airport e-auction (accent lighting - 288) ..lot 217 .. GovDeals	Motaz Abuyounis	\$852.00	GovDeals.com
8/31/15	218	504	airport e-auction (accent lighting - 333) ..lot 218 .. GovDeals	Rebekkah Clark	\$331.00	GovDeals.com
8/31/15	219	505	city e-auction (asorted garage items- 4) ..lot 219 .. GovDeals	Robert Reisig	\$512.11	GovDeals.com
8/31/15	220	506	city e-auction (HP plotter/scanner- 1) ..lot 220 .. GovDeals	Chet Bohrer	\$200.99	GovDeals.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JO FINDLAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES FAILE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRUCE GOULD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RONALD COMEAU	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER CARROLL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RONALD JOHNSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOYCE CAMPBELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KENNETH BERKO	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STEPHEN PHILEMON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JULIAN NALL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRIAN WESTERHOLT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER SOTARDI	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DANIEL MANDELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HUNTER KITCHEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DUSTIN SPILLMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHELSEA BRUNO	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JULI TREADWAY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	USA BOLDT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LISHA WECK	\$40.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOSEPH TAYLOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CATHERINE ADAMS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	C GRAY WHEELER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	J HARRY WEATHERLY JR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ARTHUR MELTON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SARAH FORTNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	VINCENT FALLON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JUSTIN GOBLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	NADALIE BOWERS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRANDON MERCHANT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK BATCHELOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JULIE BALDERSTON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	PAMELA MICHELLE MCCOY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRUCE HENDERSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES HOPSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KAREN BURNETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRENDAN HANEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - 12 sets of 2..CRVA	CRVA PAID	\$480.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JIM TAYLOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JENNIFER GARDNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TOM MURRAY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DERRICK CLOSE	\$160.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JORGE RODRIGUEZ	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BARBARA MCLENDON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BILLY MADDALON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHELTON DRUM	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JULIE REECE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - 27 sets of 2..CRVA	CHARLOTTE CHECKERS	\$1,080.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTINA COOK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SAMUEL EANES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEAN TAYLOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ANGELA MYERS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD MARTIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JUSTIN TAYLOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ALICE RICHEY	\$40.00	gocheckers.com
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9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DARYL HAMMOCK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LISA BISHOP	\$40.00	gocheckers.com
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9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GARY STEWART	\$40.00	gocheckers.com
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9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER THOMAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HEATHER LEE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ALAN DAVIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JUDY WILLIAMS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JULIE TRITTEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BARRY LINDENMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GEOFF CHEEK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ERICH SECHLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHANE TRIPLETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CARSON WARSTLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GEORGE FINLEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DEBRA JOHNSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CATHY MATHEWS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	EDWARD NAU	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATT ISAACS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD WESSSELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WYATT SIEBER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATTHEW HEPNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFFREY PINTEA	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOSEPH THOMAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JENNIFER PARLIER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK BOND	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JASON ROBERTS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LESLIE HORNE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM BENNETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BOBBY COCHRAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DANIEL EDWARDS	\$40.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TAMMY VERNON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ELLEN THOMAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KATHRYN OVERHULTZ	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TIMOTHY HAGER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER CAWLEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	COREY BRUNK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GARY BOLEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KAREN KOEHLER-CESA	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TIM ESMONDE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	FRANK HEADEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL GRUBBS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HARVEY W LEE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DONALD BAKER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RYAN DALY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TODD PITCHER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES DAVIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KAMIN BRENNAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOSHUA THOMPSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATTHEW RIDENHOUR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DENNY DEATON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STEVEN GILL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KEVIN HANNA	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOHN CAPITANO	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOHN MCCAIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JASON CAULDER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER EAKER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARY FARRIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ERIK TRUETTE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID CRANMER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	EDWARD CALLAHAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL MILLEMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LARS LIPPARD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRIAN GARNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM BARRETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFFERY WILLIAMS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TODD TURNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL HOVIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DEBORAH NYE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TERRY OATES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	NATHAN OLSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	PATRICIA FISH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFFREY BENTLEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HAINES MAXWELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	FRANK KOCONIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JONATHAN COOPER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RON EDDY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARSHA HALL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KIMBERLY SIMPSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	VIRGINIA SAUNDERS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ANNE YONKE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	NICOLE HASH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LESLIE WRIGHT HALL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TERRIE HAGLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JESSICA MORGAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SUE RICHARDS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	IVAN COHEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHELLY BOTZENMAYER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JENNIFER HOUTI	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOEL HAGER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID HANNES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CRAIG SHINN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK GIACOMIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DIANE BURKLEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GINA DENNIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRYAN DUNN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID RICKARD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DWIGHT HOUSER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HOWARD CHERRY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KYLE DONAGHY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STERRY SHAFFER	\$40.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	NICHOLAS MCOWEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOE SMITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DANETTE GALLAHER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JACK PARKS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL PARKER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RODNEY HARM	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL PLUNKETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DONALD J GEIGER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD GRIGG	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CYNTHIA TURNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RUTH BORGHERESI	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOHN ANDERSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RANDY HOFFMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GRACE WHITLOCK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOSEPH JANELLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK SAVAGE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ANDREW MUNRO	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARCUS PLYLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BLAINE HURDLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	AUREN HEFKE-SMITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TERRY MAYES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CANDACE LAKE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MAX HOWARD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LYNNETTE CHIVERS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ANNE COOK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SUSAN NEELY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES SHAFFER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL GRIFFITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	AMY LADOGANA	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KAY PETERSEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOHN FEEZOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOE PRICE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LOGAN MCKEAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ROBERT THOMAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JANE ANN MAXWELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ART HOLDSCLAW	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SANDY GRDICH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GRIER STANFORD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HELEN PORTER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHEILA DEESE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID CRESS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HORACE GATES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GREG BABER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CHRISTOPHER SILLS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DONNA NOGAY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MELISSA BARRESI	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARY SABRINA GRADY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRENDA GUY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES KEISTLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK NEWTON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOSEPH SWEENEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL UPRIGHT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STEVE TURNER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KRISTIN OECHSLIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JASON LONG	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	NORMAN PATTON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATTHEW BROCK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARILYN BRASWELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	W KELVIN ANDERSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ALAN MAYFIELD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JENNIFER REID	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MILTON PAPPAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KYLE ENOCH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WHITNEY BISHOP	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ROSEMARY LUCAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD HAHN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TOM TAYLOR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES LIGHTSEY SR.	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM CALDWELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SCOTT HOOD	\$40.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD HORNE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICK COULSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFFERY KLUMPP	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM BARRETT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KEITH MASON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	PATRICK TRENCANSKY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	PAMELA HODGES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID CHAPMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATTHEW MCAULAY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STEVEN LAWRENCE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GRANT GLASER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	EDWARD SHERRILL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRIAN BALTOSIEWICH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JACKIE AUTEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM KING	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK SHAW	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ROYCE WHITE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	HAROLD ANDERSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LEIGH ROBINSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KEM JOHNSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SCOTT LANE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID RUSSELL	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	AMBER HERLOCKER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ADAM LAYMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JUSTIN RUMMAGE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	STEPHEN HUNT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JOHN BATTLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD JONES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JON SABIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RONALD THOMAS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	WILLIAM MCKINLEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ROMAN BECK	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LINDEY TRAUSSCH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	REBECCA KELLY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	EDWARD LEVINS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MATTHEW YOUNG	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD CHRISTENBURY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFF LENEAVE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DARIN GANTT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	REID CATHCART	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID F WALKER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHERRY SMITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BOBBY CRUMP	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFF DAVIS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TOM BREST	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GARY RUPPALT	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEFFREY OWEN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	GENEVA BIGGERS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JEAN OATES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BENJAMIN MCCORKLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	RICHARD WILLIAMS	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SUSAN VEERMAN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	AMY BARBEE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SUSAN JACKSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MICHAEL COBB	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	DAVID SMITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TRAVIS MEREDITH	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	TRAVIS ISAACSON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	SHAWN WILKES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARK OXENDINE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BETH AUSTIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CAROL CRUMP	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ROBERT HANES	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KEVIN HARWARD	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LANCE BLACKSHEAR	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	AARON HARVEY	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MELISSA TUTTLE	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	KEN AUSTIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	JAMES INGRAM	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	CAROLYN HUBBARD	\$40.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MARTY MOSTELLER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	BRYAN DILLON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	LUTHER FINCHER	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	ANDY DULIN	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 2..CRVA	MIKE BURTON	\$40.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ELSE GRADY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JONNA EICHRON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	EVAN COOPER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	PAUL JAMISON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DALE AMBROSINI	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CHARLES FINLEY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MARTIN CONTE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JASON REECE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOHN SANCHEZ	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOSEPH HARPER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DOUG MCLAREN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RONALD BROOKS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOHN FINCHER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CLINT CANNADAY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ARTIE BEATY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CARSON J WARSTLER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CHRISTOPHER LAWING	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MATTHEW SELF	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ERIC FELDMAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	STEVE HABEGGER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MARTIN LANE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DOUGLAS DANIEL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ANDREW BAUCOM	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MICHAEL CARTER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LAUREN SCHWOEBEL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	KEITH WILSON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	WALTER CRUMPLER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CHARLOTTE E HABERYAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JONATHON HAMILTON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DANIEL MISCH	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	NATE MITCHELL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LORETTA HEAVNER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LESLIE DEESE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	NICHOLAS AUTEN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JESSE KOZIOL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CHERYL L BALLARD	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ELIZABETH RICHARDSON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LEE GRIFFIN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	PETER ZEILER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LUNDEY TRAUSSCH	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MICHAEL HURD	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CRAIG FRANKS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOSEPH POWELL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ARTHUR LONG	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JON BARTON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ANDREW HERNDON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MICHAEL TAGGART	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RICHARD CHURCH	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	BEN MASON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	EDWARD BROWDER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	W. ERIC TROUTMAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	SUZANNE FORD	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	TERRY EDWARDS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOEL MADDEN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ROBERT TREADAWAY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DAVID CLIFFORD	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	SARAH DODD	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	STEPHEN KELLY	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JACK INGRAM	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LEAH POTEAT	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RALPH ROBERTS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DAVID MCCORKLE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	GEORGE GRILL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CARTER JOHNSON	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	SUSAN COLLINS	\$45.00	gocheckers.com

9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	GREGORY HOFFMAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	WILLIAM HOFFMAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MATTHEW BOYLAN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CURTIS COLLINS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	CATHERINE RITCH	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	LAVELL HALL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOHN BLACK	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	BRUCE GILLESPIE	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RANDY THOMAS	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JEANINE LEMMOND	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JUSTIN DELPH	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	DERRICK STRAWN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	BRIAN COOK	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RALPH CLUTZ	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JANET CLATER	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	ERIC MADDEN	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	MARTHA BROCK	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	RANDY MCCALL	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	STEPHANIE KING	\$45.00	gocheckers.com
9/14/15	na	na	city - agency agreement (Bojangles coliseum seats) - set of 3..CRVA	JOHN PARKS	\$45.00	gocheckers.com
10/7/15	1P	507	Police e-auction (assorted bikes - 12). Lot 1P..Govdeals	Roman Pristatsky	\$301.00	GovDeals.com
10/7/15	2P	508	Police e-auction (assorted bikes - 12). Lot 2P..Govdeals	Roman Pristatsky	\$171.00	GovDeals.com
10/7/15	3P	509	Police e-auction (assorted bikes - 12). Lot 3P..Govdeals	Roman Pristatsky	\$252.00	GovDeals.com
10/7/15	4P	510	Police e-auction (assorted bikes - 12). Lot 4P..Govdeals	Roman Pristatsky	\$124.00	GovDeals.com
10/7/15	5P	511	Police e-auction (assorted bikes - 12). Lot 5P..Govdeals	Steve Rose	\$252.00	GovDeals.com
10/7/15	6P	512	Police e-auction (assorted bikes, tires,lock - 15). Lot 6P..Govdeals	Roman Pristatsky	\$247.00	GovDeals.com
10/7/15	7P	513	Police e-auction (golf cart - 1) Lot 7P..Govdeals	Michael Smith	\$1,112.99	GovDeals.com
10/8/15	8P	514	Police e-auction (golf cart (utility) - 1). Lot 8P..Govdeals	David Czerr	\$1,361.00	GovDeals.com
10/8/15	9P	515	Police e-auction (scooter - 1). Lot 9P..Govdeals	Dwayne Heyward	\$161.00	GovDeals.com
10/8/15	10P	516	Police e-auction (HP computer towers - 54). Lot 10P..Govdeals	Jeannine Lusanga	\$612.00	GovDeals.com
10/8/15	11P	517	Police e-auction (assorted computers,monitors,etc - 42). Lot 11P..Govdeals	Wilbert Roland	\$186.00	GovDeals.com
10/8/15	12P	518	Police e-auction (assorted printers,monitors - 13). Lot 12P..Govdeals	Randy Woolard	\$50.00	GovDeals.com
10/8/15	13P	519	Police e-auction (assorted computers,monitors,etc - 46) Lot 13P..Govdeals	Wilbert Roland	\$250.00	GovDeals.com
10/8/15	14P	520	Police e-auction (go cart - 1) Lot 14P..Govdeals	Randy Woolard	\$601.00	GovDeals.com
10/12/15	15P	521	Police e-auction (assorted bolt cutters - 21) Lot 15P..Govdeals	Jeff Sweatman	\$107.00	GovDeals.com
10/12/15	16P	522	Police e-auction (assorted crowbars - 36) Lot 16P..Govdeals	Tom Fox	\$109.39	GovDeals.com
10/12/15	17P	523	Police e-auction (stove - 1) Lot 17P..Govdeals	Steven Cullison	\$228.50	GovDeals.com
10/12/15	18P	524	Police e-auction (assorted golf clubs, bags, etc - 17) Lot 18P..Govdeals	Ronald Atchley	\$70.00	GovDeals.com
10/12/15	19P	525	Police e-auction (assorted tv's - 4) Lot 19P..Govdeals	Steven Cullison	\$301.00	GovDeals.com
10/12/15	20P	526	Police e-auction (assorted foold sealers, bags - 14) Lot 20P..Govdeals	Victor Vuocolo	\$189.02	GovDeals.com
10/12/15	21P	527	Police e-auction (ipad - 1) Lot 21P..Govdeals	Billy Butler	\$412.00	GovDeals.com
10/12/15	22P	528	Police e-auction (nexus tablet - 2) Lot 22P..Govdeals	Charles Frazier	\$162.00	GovDeals.com
10/29/15	221	529	city e-auction (diner tables - 56) .. lot 221 .. Govdeals	Richard Floyd	\$501.00	GovDeals.com
10/29/15	222	530	city e-auction (chain hoists, pully, travl cutter, etc - 65) .. lot 222 .. GovDeals	Tim Beeman	\$679.00	GovDeals.com
10/29/15	223	531	city e-auction (coliseum sound system - 1)..lot 223 .. GovDeals	Jay Sweeney	\$4,501.99	GovDeals.com
10/29/15	224	532	city e-auction (large format printers- 2) .. lot 224 .. GovDeals	Chris Padgett	\$366.00	GovDeals.com
10/29/15	225	533	city e-auction (neon sign, lamp posts- 3) .. lot 225 .. GovDeals	Jonathan Phifer	\$213.00	GovDeals.com
10/29/15	226	534	city e-auction (assorted chairs - 50) .. Lot 226 .. GovDeals	Richard Floyd	\$75.00	GovDeals.com
10/29/15	227	535	city e-auction (round tables, recycle cans- 16) .. Lot 227 .. GovDeals	Karen Thomas	\$287.71	GovDeals.com
11/2/15	228	536	city e-auction (file cabinets- 16) .. Lot 228 .. GovDeals	Larry Walker	\$61.00	GovDeals.com
11/2/15	229	537	city e-auction (assorted office items- 62) .. lot 229 .. GovDeals	Kierra Guinn	\$73.00	GovDeals.com
11/2/15	230	538	city e-auction (assorted recreation equip - 265) .. lot 230 .. GovDeals	Ephraim Okafor	\$826.00	GovDeals.com
11/2/15	231	539	airport e-auction (assorted fixtures - 164) .. lot 231 .. GovDeals	Fouad Radwan Radwan	\$788.00	GovDeals.com
11/2/15	232	540	CMUD e-auction (meter registers - 6 pallets) .. lot 232 .. GovDeals	Xiaodong Qu	\$900.00	GovDeals.com
11/17/15	233	541	city e-auction (assorted cameras- 5)..lot 233 .. Govdeals	Jose Nunez	\$376.94	GovDeals.com
11/17/15	234	542	city e-auction (assorted video equipment - 27) .. Lot 234 .. GovDeals	Steve Alexander	\$162.61	GovDeals.com
11/17/15	235	543	city e-auction (assorted video and electronics- 23) .. Lot 235 .. GovDeals	Debbie Basnight	\$481.00	GovDeals.com
11/17/15	237	544	city e-auction (exercise equipment - 2) .. Lot 237 .. GovDeals	James Bledsoe	\$201.00	GovDeals.com
11/17/15	238	545	city e-auction (exercise equipment - 30) .. Lot 238 .. GovDeals	Christenna Wheeler	\$327.01	GovDeals.com
11/17/15	239	547	city e-auction (assorted office furniture,etc. - 104) .. Lot 239 .. GovDeals	Richard Floyd	\$751.00	GovDeals.com
12/18/15	na	na	CATS private sale (transit bus # 622, 2005 Gillig to Oxford, MS)	Oxford, Mississippi	\$4,800.00	Private sale
				<b>Total =</b>	<b>\$82,869.95</b>	
			<b>footnote:</b>			
			lot 236 has not been released for e-auction			

## COMMITTEE AGENDA TOPICS

### I. Regulatory Land Development User Fees Update

Action: Staff will provide background information on the referral to review the current Regulatory Land Development User Fees Policy and determine, if any, changes are needed. This item was referred to the ED&GC Committee by City Council at the conclusion of last year's budget process and will be discussed as part of the upcoming annual budget process.

### II. Brief Discussion of Focus Area Update Process for FY'2017

### III. Future Meeting Topics and Schedule

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## COMMITTEE INFORMATION

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**Council Members Present:** James Mitchell, Vi Lyles, Ed Driggs, Julie Eiselt and LaWana Mayfield

**Meeting Start & End Time:** Noon –1:20 p.m.

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## ATTACHMENTS

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1. User Fees Policy Presentation
2. Economic Development & Global Competitiveness FY2016 Strategic Focus Area Plan
3. Gartner Study Update

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## DISCUSSION HIGHLIGHTS

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**Mitchell:** Chairman Mitchell welcomed everyone to the meeting and asked for introductions. Today, we have three items on our agenda. Ms. Grier has provided for you all a copy of the agenda in the box up there so please feel free to take a copy of the agenda and the handouts. Mr. Kimble, I am going to turn it over to you so you can introduce the items on the agenda for today.

**Kimble:** Thank you Mr. Chairman and members of the Committee. This first item is regarding users' fees. I don't want to steal any of the thunder of the great team that is going to present this to you, but I will turn it over to them. It has been referred to this Committee at the end of last year's budget cycle. You will have several opportunities in forthcoming meetings to comment on this. At the end, we will show you the process that we suggest you follow and it takes a couple of months from start to finish to get to a point where we feel you might be willing to then make a recommendation. So without any further adieu, the two people who will lead this are Debra Campbell, Assistant City Manager, and Mike Davis from CDOT, and they are ably supported by Sarah Richards out of Management & Financial Services.

**Mitchell:** Ms. Campbell.

**Campbell:** Thank you Ron for that introduction. We appreciate you all being ready, able, and willing to take up this really important subject related to user fees. It is particularly important to the users. You have a number of

people who are in the audience that represent development industry. What we want to do today is to accomplish just a couple of things and this will be pretty much an overview of the process, an overview of the concept of user fees from a budgetary perspective, and then thirdly, just to get your concurrence again on the process, stakeholders that will be involved, and to give you an idea of the schedule of when we will come back to you all with recommendations. So, essentially, again, we are here because of the recommendation that came to this Committee as a result of the budget process last year. There was lots of discussion around a policy of how much of the fees should we recover related to certain services that the City provides. Again, that referral was made to your Committee. We're going to provide you with the background and definition of user fees, how they are calculated, policy implications of when you move that rate in terms of the recovery rate, the implications potentially from a policy perspective, among other things, and then as I said, the next steps. Mike Davis with Charlotte Department of Transportation, you guys usually see him probably standing up in the rezoning hearings when there is something related to transportation issues, but he is a jack of all trades and he is going to do most of the heavy lifting in terms of this presentation. So, I'm going to turn it over to Mike to give you the information on the user fees and the process.

#### **Regulatory Land Development User Fees Update**

**Davis:** Thank you Debra. So part of what I am going to do at first is just kind of give some history starting with really near-term history that only goes back as far as May 4<sup>th</sup>, and this kind of gets to why this was a referral to this Committee. On May 4<sup>th</sup> is when the City Manager first delivered a recommended budget with a user fee recovery rate that was very close to 100%. Shortly after that, May 18<sup>th</sup>, City Council considered that recommendation and asked staff to come back with some other options that at least considered some lower recovery rates. On May 26<sup>th</sup> Council then considered and agreed to a framework that recommended or included an 80% recovery rate on five of the total user fees that were in the budget, and the reason there were five is because those were five of the fees that seemed to represent the biggest proportional jump from what they had been in the prior year to last year's recommended budget. On June 8<sup>th</sup>, Council ultimately did adopt the FY16 budget that included user fees that, as a whole, were pretty close to 100%, but it did include an 80% recovery rate on what I will call the five frequently cited user fees, that will show up a couple more times in this presentation. Along with that, came the Council's referral of this topic, the user fee recovery rate policy, to this Committee, and that is why we are here. So, what I think we envision in terms of this Committee's work is, in part, to kind of cover that history and what that policy is, review the City's outreach, both that we have done as part of work for last year's budget, but also work we intend to do going forward, and then ultimately sort of confirm the policy that we have in hand for 100% or consider and implement anything different from that, so kind of what are user fees, any of the regulatory services that the City provides. They carry a cost and so the user fees represent both the City's direct cost for those services and the indirect cost. I am going to touch more on that in a minute, but once a year, those user fees get reevaluated as part of the City's annual budget process.

Since FY2006, City Council has had a policy to recover 100% of its cost to deliver those regulatory services. We have not been at 100%, and I will show you that history in a minute. A little more on just what are user fees, there are over 200 user fees included in the budget that come from eight different departments for a variety of things. We tend to talk a lot about those that affect the development industry, but there are some in categories that really do not have much to do with that. Some examples, clearly rezoning, subdivision, commercial plan reviews are those things that affect development permitting, but there are also many more that come from different areas like special events or passenger vehicle for hire that just have their own separate stakeholders and users. One other thing just to point out, and this is something we will come back to I think as we consider the implications of any user fee proposal, is to

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remember that in some cases and particularly in permitting, we individually categorize user fees because they come from different departments representing different costs, but the end user is dealing with how all those costs add up, and so we get to a point in the process where we are going to evaluate that. We are going to tend to talk about those in terms of the net impact of all those fees together.

**Mitchell:** One question.

**Davis:** Sure.

**Mitchell:** Councilmember Mayfield.

**Mayfield:** Thank you Mr. Chair. So I just did a quick flip through going back to the last slide, just for clarification, so the top example, land development, rezoning, subdivision, all of that. How are our user fees impacted when a text amendment comes in that is going to benefit a development since they are not paying the fee because we have seen quite a few of those come before us in the last year or so where the text amendment is coming through staff, so it seems like that is circumventing the user fee process. Are we tracking that?

**Davis:** I personally do not know how the text amendment fee is recovered. It might be that Debra knows how it is calculated.

**Campbell:** Two ways, one is it depends on who initiates the amendment. So if it is a privately initiated amendment, then that user pays the fee for the text amendment. If it's publicly initiated, then obviously the General Fund there is just no fee to staff to initiate that change.

**Mayfield:** So that is something, Mr. Chair that I would like for us to look into. It seems like we are having a number of text amendments that are coming under the public umbrella when it is coming through staff and to me that is kind of circumventing the process of, because it is benefiting private development but we are now creating this new discussion that is going to impact the entire city. I think there is a loophole in there that is being utilized.

**Campbell:** I think that is why we actually don't pass on that fee to a user. Most of the time, when there is a text amendment that is specifically impacting an industry, we ask the industry to essentially sponsor that text amendment and we get payment for it. But if it is something that we feel, and I keep saying we, I know I am not in Planning anymore, but if it is a planning-related zoning-related issue that has broad implications, we think that as the keeper of the ordinance that it should be a publicly initiated process. But that is probably much more detailed than you wanted, but that is why we don't pass that cost on to an individual user. We would not know who to charge it to.

**Mayfield:** I would think it would be the initiator.

**Campbell:** And that is us. If it is a publicly initiated one, then it is us. If it is a privately initiated one then there is a fee. That private person has to come in and pay.

**Mitchell:** Councilmember Eiselt.

**Eiselt:** Can you give me just a hypothetical example of that?

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**Campbell:** Sure. If someone wanted to come in and they are operating a dog kennel and they're saying, "well this particular aspect, this standard is impacting my property or our industry and it is really hard for us to find locations because you have these types of development standards". We would say okay is this something truly that is a city-wide issue, or is it your site? If it is your site, then you need to initiate it. We would then take that expense, do the assessment to determine if it's appropriate to recommend to Council to make that change.

**Eiselt:** So in that case, is the fee just a fee?

**Campbell:** It is a standard fee for text amendments right.

**Eiselt:** Okay.

**Campbell:** A text amendment is a rezoning.

**Eiselt:** Okay.

**Campbell:** The distinction is, one is you're rezoning property, the other is you actually are changing or amending the text of the ordinance in terms of development standards.

**Eiselt:** Okay, thank you.

**Mitchell:** Good dialogue. Councilmember Driggs.

**Driggs:** Thank you Mr. Chairman. Does the fee calculation include allocation of overheads and other costs?

**Campbell:** Yes, we are actually getting ready to go through that.

**Driggs:** Alright, I will wait.

**Campbell:** Okay.

**Davis:** We don't have a lot of detail on this particular slide, it is sort of conceptual. But the idea is the user fee calculation itself is not terribly sophisticated. It is basically, you take your costs, which include labor, operating expense, and overhead, and then you are distributing that over what we believe will be the number of occurrences of that activity in the coming year. Mr. Driggs, would you like me to stop there so we can talk about the cost side for a moment?

**Driggs:** Okay.

**Davis:** So, it is basically these three things. On the labor cost side, essentially what people are doing is tracking allocation of their time and then at a certain point in the year, which is where we are now, that is studied in order to determine how much staff time in terms of direct cost as associated with that activity. Then there are indirect costs that have to do with other staff who are involved in the City's operation that can include management, attorney support, risk management, things like that that have costs that get allocated into that model, and then there is also just the operating expenses that can be a space, or vehicles, or pens and pencils, things like that. The projected occurrences, the City's tradition on this has been to look at a five-year history leading up to that budget year of what the occurrences have been like in order to predict where we are going where we have varied from that has been when we hit the recession, it did not seem

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like it made sense to look at data through that recession period as a five-year average to predict where we are going. So in the last few years, it's been a little different but year to year, we are looking at a five-year average. Basically, you have your costs and the predicted number of occurrences and you distribute those out. That is your user fee for that activity.

**Mitchell:** Councilmember Driggs, are you okay?

**Driggs:** Thank you Mr. Chairman. That was the answer.

**Davis:** Okay. Now we're going to expand that historical view for a minute and talk about sort of the history of the 100% so it was again in fiscal year 2006 that Council took the policy view that we should be recovering the full costs of the services that we deliver for regulatory services. In FY2006, we were not at 100% and we began a multi-year approach to begin to recover at 100% and in FY2009, three years FY2012, is when we were going through a recession and rather than continue that march towards 100%, we held fees flat. Then in FY2013, kind of beginning to come out of that recession, we resumed that march towards 100%, and then last year in the face of some pretty specific budget challenges, the exercise became, we would like to be at 100% unless there is a really compelling rationale for why a given activity really just should not be at 100%.

I want to shift gears for just a second and we are going to come back to the history, but I wanted to sort of start to separate out two concepts. One is the math that goes into this that basically is some number crunching that staff does and contrast that with the policy tradeoffs, and that is what this slide is going to try to talk about, but at the end of the day what we are trying to do is deliver a service to an end user and that service has a cost and the 100% recovery model is simply, whatever that cost is, the first option is you fully recover that out of the fees that you collect from user fees.

**Driggs:** Mr. Chairman?

**Mitchell:** Yes, go ahead.

**Driggs:** I have to interrupt you there because I have a basic issue with that description. The City creates requirements and imposes those requirements and requires people who pay to comply with them and to demonstrate their compliance. This is being done for the benefit of the public. It is not like an enterprise zone where you have revenues related to the delivery of water or transportation services. This is a question of the public requires, if I go into a building, I would like to be confident it will not collapse. So, we have an environment where inspections occur in order to maintain the safety of that building. So, I am not completely comfortable with having the guy who builds the building absorb that entire cost and, in particular, the allocated overheads which could look like a subsidy, if you will, because you are distributing your costs more widely, you are achieving efficiencies. I don't think there is a presumption and I recognize that we apparently do have an adopted policy and I am kind of new to the conversation, but I don't think the presumption is 100% is the right number, and I will throw out also that when you look at our economic development goals and the incentives that we offer businesses and things like that, we have to be a little bit sensitive to not creating an onerous environment. The fact is, if we can just decide, as far as the user is concerned, I just get told this is what it costs us and this is what you would pay. So, there is not a whole lot of choice there. These are required by law to access these services and he is told how much they cost, and it has a little bit to me of the element of a tax to it in that sense, because that person is funding a service that actually benefits the public.

The other thing that I am concerned about is when we had our budget conversation; we were looking at user fees as a way of fixing a shortfall on revenue. I think we need to maintain a clear distinction between our revenue goals which have to do with our budget process and total amount of spending we think is appropriate to the City and this particular topic which has to do with allocation of costs to individuals. So there is an incidence effect that relates to how much money we raise through user fees versus what we get through the property tax and sales tax and our other sources, and I think they get kind of comingled. We are a little short on cash. Let us go back and revisit the question how much we get back from users and see if we can squeeze a little more money out there. That, to me, just mingles two conversations, so, I hope that in your further explanations that we can consider at least the possibility that 100% is not really the right place to go.

**Mitchell:** Mayor Pro Tem, did you want Debra to respond to that?

**Lyles:** I actually want to say, Ed has just captured the debate that this Council has had for user fees for the last, this is where my history is really a terrible burden to carry, but I think that you just concisely laid out the issue between where we have been with 80% to 100% exactly where we have been as a Council and the Council has done this consistently about every four or five years, we have that debate and the agreement around the 100% or some portion of it. I do want the staff to address the latter issue though, about the idea that we are using this to cover the tax base because the impact of 100% fees is when those fees are not recovered, those folks don't have jobs, and there actually have been layoffs or reassignments of people because those folks that are doing this work have gone to other places, which to me indicates that we are not trying to comingle tax fees, but I would like to have a little bit of staff, if my assumption around that is incorrect, I would like to know that, because I also would like to work through the auditing process that we have to calculate this which identifies whether or not we have comingled or whatever. The comingling is really the choice between what the recovery rate is to me. So when you say well what the benefit to the overall public is, how do we calculate that if we think that is accurate? But, I would say to you that one of the things about 100% is a consistent practice County-wide, and whether or not we think that is appropriate, but it does infer some argument to the idea that if those folks are not there, they are not working on that project, they do not have a job. So, one of the things about the public benefit is I think that that is an arguable point, but the Council has for the last several ten to 15 years agreed with the philosophy of it is a service provided even to a level of premier service provided sometime. But I do think you capped the argument though, so I would like the staff to address the latter as well as the former.

**Driggs:** I am glad I was able to revisit the whole conversation of the last few years. A final point that I would make is that when you have fluctuations in activity, you have the unfortunate consequence that the fees go up because of being allocated over fewer users at the precise time when the industry is hard hit anyway, and I have heard also some issues about that.

**Mitchell:** Staff.

**Campbell:** I think you are exactly right, Mr. Driggs. Ms. Lyles, you are exactly right in terms of capturing the history. We have been at this a long time. I will give an example maybe of the rezoning process. So that is in response to a request to rezone property to, in most instances, a much higher intensity public use, right? And so we are not initiating that rezoning. We are responding to it. We are saying that the zoning ordinance says that there are certain types of uses that are permitted in certain districts. If you want to do something different, then you have to go through the rezoning process and that is we charge a fee because there are, as you well know, there is lots of energy and time and analysis that is done to looking at that entire process. I give that example because yes, we think that that is in the public interest that rezoning be consistent with a broader and overall vision for the community, but without that person wanting

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to go through the rezoning process, the property would not be rezoned. We did not impose that on them. So I was trying to make a little bit of distinction about, for that particular fee that is demand responsive, right? So, someone comes in and requests that. Secondly, I give that example because all fees are not created equal and maybe the policy should not be applied to all of the fees and there should not just be a blanket 100% recovery for all fees. Then thirdly, I think I would offer to you that it is both a philosophical as well as a budgetary of revenue issue as well because when we had the budget shortfall, we looked at all revenue and we looked at all expenses and so everything was on the table. I think we did that based upon Council's direction to us to, we need to look at everything as a way to, I guess, achieve this, bring that gap a little closer.

**Mitchell:** Councilmember Driggs.

**Driggs:** I know I was party to all those conversations. I guess I am just trying to emphasize the difference between a legitimate service fee as a benefit to the developer and a tax which is to pay for a service for the public and I am not prejudging what the percentage is. I think for me personally, 100% is wrong, and the other thing is you set your budget targets and then you make funding decisions but you do not skew your policy on fees according to how badly you need the money.

**Campbell:** Absolutely.

**Davis:** The fair and smart thing, and then you figure out how to get to the, because you are going to have a situation on the fees where your fee revenue goes down and that is at a time when you are being squeezed in other areas too, and we do not want to go back and then just goose that under those circumstances.

**Campbell:** Absolutely, and what we based upon the history again. Can you go back to the first slide? Essentially, Council established 100% recovery and so you will see, what you just said about not setting policy in order to respond to economic climate or revenue.

**Driggs:** Yes.

**Campbell:** But we did. Even Council did, said 100% in 2006 was a policy, but we recognized that was going to be a very difficult thing to achieve in a time when we were having an economic downturn, so we did not pass those costs up, even though there were lots of staff that possibly did lose a job or didn't have work and had to be reassigned to do other things. But, I will stop there and Mike, we can continue the policy.

**Davis:** So actually some of the remainder of the slide is really meant to capture, I think, some of the discussion we just heard. One way of doing, a way to recover the cost of within the services is to recover the 100% and then with largely the rationale you have already laid out. There is a basis that you might say there is a public benefit which should cause there to be some subsidy from the General Fund. Then there is a third leg to this stool which is you can vary what that service delivery is. At the end of the day, you can scale up or down what it costs to deliver services. So, from a policy perspective, these are the three things that you can really sort of move around. What I would like to do now is just talk a little bit more about, just put some numbers to what has really been going on over the last, say, five years. Beginning at FY2013, we were at about a 75% recovery rate across all user fee categories and then over those next couple of years was trying, again, to sort of just ultimately achieve the Council policy of the 100% by steadily moving that direction and then it was in FY16 that that original Manager's recommended budget brought that total recovery rate to 93.8. That's the point where the discussion occurred about bringing back options, the five frequently cited examples came up and the idea was, well, take those five and bring those into the 80%

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recovery. When that was then occluded, it moved the needle a little bit; it went down to 92.4, so not a significant percentage difference. Whether this was considered a big or small number, it represented a \$155,000 subsidy by going down from 93.8 to 92.94. So that is the tradeoff. What does not come from user fees comes from General Fund, if you hold services delivery constant.

Part of how we brought the recommendations forward last year involved a couple of meaningful conversations with development industry stakeholders, one of which occurred in early May included the stakeholders that you see there. REBIC is here today, and thanks to them for organizing that meeting, to get sort of frequent users in a room to sort of discuss what the impacts of those recommended changes would be. We also followed up with sort of a similar cross section of folks in a Chamber Land Use Committee discussion that was held at the end of that month. What we heard then, this is a summary, it is not everything that was talked about, so we are taking perhaps some liberty to summarize what we heard, but the fees were increasing too dramatically from the prior year to that recommended budget.

**Mitchell:** Mayor Pro Tem.

**Lyles:** Is there a number with dramatically? Is it 5%, 10%, or just dramatically?

**Davis:** I don't recall that anyone ever put a number on that.

**Campbell:** It is greater than 5 or 10%.

**Davis:** Yes the actual changes.

**Campbell:** Some of the fees.

**Lyles:** That is what I am saying. Help me out, give me some context.

**Davis:** So what I can do quickly is show you.

**Lyles:** So it was 25% increases or do we have greater than?

**Campbell:** Some may have been more.

**Richards:** Yes, some were even more than that.

**Lyles:** Okay.

**Richards:** Some when you compiled them as the whole subdivision, it actually went back up.

**Lyles:** I see.

**Davis:** So these were the fees that were the five frequently cited and so the reason these were headline grabbing was because of that white box.

**Richards:** But we want to get back to the history.

**Lyles:** Okay, thank you. Oh it is not in here.

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**Davis:** It is not in here, but we can get that to you.

**Campbell:** It is not in your packet.

**Driggs:** Okay.

**Davis:** Sure, we can resend that out, but these were the ones that people basically said that proportional increase is too much. Keep in mind this is five out of say 200 or more fees being proposed at the time.

**Lyles:** But in the areas where we were having a lot of growth and development?

**Davis:** That is right.

**Lyles:** And I understand that, yes.

**Mitchell:** Councilmember Mayfield.

**Mayfield:** Thank you Mr. Chair, but I think when we had this discussion initially, even though it seemed like a big jump, what we realized is it is because we have not been really been doing the fees gradual increases over years the way we should have done, that really, in comparison, had it been gradual, this would have been the end result, but because we had that jump, that is why it seems so much higher with doubling, almost more than double, because we were not increasing the fees incrementally the way we should have. We basically let the development community because of the economy; we let it go too long. So now we are trying, I think we are trying to get back on track, but now the question becomes how we do that in a fair way so that we are not putting undue, unjust burden on the development community but also so that we are more in line with what fees are in comparable cities.

**Mitchell:** And to follow up, staff, if we could. I think the discussion around the fees is very appropriate because I think all of this is going to be a pro-business advisor for our community. It would be interesting to do the comparison where Charlotte is compared to Huntersville, Davidson and the surrounding areas. Can you all pull that and share with the Committee?

**Eiselt:** And to other markets too, because if it is too expensive to build in Charlotte compared to South Carolina.

**Campbell:** We've been doing a little bit of that research and what we want to make sure that we get because you saw the slide that Mike had about service, we need to make sure that we are comparing apples to apples in terms of what our service is and what their service is. But we are doing that research and a lot of the responses that we got back from our conversations with the development community was exactly that. Well not only costs X in Rock Hill or it only costs Y in Gastonia or Huntersville or wherever, but we wanted to make sure that we get comparable service levels in the costs.

**Eiselt:** That could be vis a vis property taxes. Because if you are just looking at the fees, okay well what is the property tax, how does it, somewhere it is evening out a little maybe or maybe not.

**Kimble:** Well that is harder to do because of the different structures and different state governments allowing the authority for you that is a local government to have more home rule powers than no home rule powers. It gets a little bit more difficult the deeper you into that.

**Mitchell:** Oh I am sorry Julie, you are still on the floor. Are you okay?

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**Eiselt:** Yes, I am good. Thank you Mr. Chair.

**Mitchell:** Okay, LaWana.

**Mayfield:** So with, still on the same topic and doing that comparison of apples to apples, when thinking about comparable cities, also recognizing the limitations that we have specifically in our current form of government because going back to bullet 11, we said that we are looking at quality of services, but in the third bullet point from some of our attendees at the meeting, they feel like the quality of services need to increase to balance the fees.

**Campbell:** That is correct.

**Mayfield:** I think it would be a good idea to look at it, but also look at what are we doing above and beyond because we may be doing a lot more for the fees that are being paid even though they might want more, we may be doing a lot more currently than what other communities are doing, but making sure we're looking at communities that are having some of the same challenges that we have because you cannot necessarily compares us in this case to a Ft. Worth, Texas, when they have home rule and we do not. So with looking at the limitations that keep being placed on us by our General Assembly, how do we continue to help the city grow in the best way? But knowing they are saying they would like an increase, what does that mean? What is it that you want to see more of that you don't feel like we are providing in comparison to what we are providing in comparison to what other communities are paying, what they are getting for their fees. I know that just creates a long spreadsheet, but to try to actually have a true picture of what we are talking about, I think it will be easier for us to then talk to the business community and have a better understanding of this is what you are getting compared to.

**Campbell:** What you are paying for in another community.

**Mayfield:** Right.

**Campbell:** Yes, excellent. Thank you.

**Mayfield:** Thank you.

**Davis:** Alright, so I think that was point number three.

**Campbell:** She is going to do our presentation.

**Davis:** So I think also what we heard was we need to kind of keep, sort of understand that user fees are part of a broader array of things that affect how competitive we are with surrounding markets including infrastructure and the overall processes that we are using. And also at the time, at least, that there was sentiment that considering what was going on in Raleigh, that there was some concern that we may be viewed as not a friendly place to do business and we do not want to compound that by having a discouraging fee climate. Then interestingly, I think at the close of those conversations, there was a sentiment that people feel like as long as they are getting value for their investment in that fee, that they are willing to support higher fees, which is why you get that relationship of show us the service and we will support those.

**Mitchell:** Mike, may I? Councilmember Driggs.

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**Driggs:** I just want to reinforce that point. I have had a couple of meetings with community developers talking about the Gartner Report and so on, and they say "we don't mind paying that". It is not about trying to do this on the cheap. Their issue was with the service, so I think we can do what we have to in order to give good service.

**Davis:** Okay and that is the last point on this slide. Clearly, the Gartner Report was on people's minds and remains on folk's minds. Well, there is a handout that is available. I do not know if those have gotten to you yet, but yesterday's Council-Manager Memo included sort of a summary of where the Gartner Report stands.

**Mitchell:** And let me say this Mike, for the Councilmembers, I guess Julie and myself, is this the full Gartner Report?

**Davis:** That is a summary of the key recommendations.

**Mitchell:** Can you find two copies for Julie and me? Julie, did you want a copy of the Gartner report?

**Eiselt:** Sure.

**Davis:** The full report.

**Mitchell:** Yes, can you provide two copies? Councilmember Driggs?

**Driggs:** I just wanted to say I talked to the County Manager Diorio about the Gartner Report. I was very encouraged by some of the developments there and there is a timetable for presentations to the Board of County Commissioners and the City Council, I think possibly in Committee, to report on the status of that. I emphasized the fact that people I am talking to in the developer's community are looking for a structural change that addresses customer service issues. I think they are really focused and I am looking forward to hearing that report. Thank you Mr. Chair.

**Mitchell:** Ms. Campbell.

**Campbell:** Ann Wall in the City Manager's Office is running that process with the project manager. Ann, is there anything you might want to add?

**Mitchell:** Ann, do you feel comfortable addressing some of the things or give us an update?

**Wall:** As Ms. Campbell has indicated, I have been working with a team of City staff, many of whom are here today to talk about the implementation of Gartner that has been a collaborative process with the County. The report you have in front of you identifies the seven broad categories of those Gartner recommendations and highlights some specific actions that have been taken for every single one of those recommendations. I did want to highlight just a few things for the Committee today. Under recommendation number two, just a couple of items that we are working on, a business wizard. We heard from the community about a need for smaller businesses to understand how to navigate the process. We are very close on awarding a contract for that business wizard. We're hoping to bring that along with the County, but we are really close on that. This process as a whole has really compelled the City and the County to work much closer together. I believe that staffs were coordinating but we really were not, we could always do better as it related to collaboration. City and County staff work very closely now together both on the broad sense about how we improve the process and then specifically project by project how we help development work through the City-County system. There are still opportunities for improvement.

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I do not want anybody to leave because we clearly have not fixed the holds. We are working very closely on that.

**Mitchell:** Julie.

**Eiselt:** The need for rezoning rewrite, did that come from the Gartner Report?

**Wall:** No ma'am.

**Eiselt:** So that is whole separate process?

**Wall:** That is a whole separate process.

**Eiselt:** Thank you.

**Wall:** One of the issues that we have heard very loudly from the development community has to do with holds. That is an incredibly complicated process. I see Councilmember Lyles shaking her head. It is incredibly complicated and what we have done is we have resolved some of the hold issues; some of the shorter term fixes on the holds. Some of that has to do with some very sort of labor intensive work on the City staff's part to actually research holds, mark holds, and weekly check holds. There are some technology improvements that have to be made in order for us to completely resolve the issue with holds. We are trying to work through that but that unfortunately, I would love to be able to report that we have been able to resolve the hold situation. We have resolved part of it, but there is more to come, but we are working on that.

We hear about culture and the need for culture. Some of the things that we have done is we have worked hand in hand with the development community to create a vision statement and also to understand expectations, City expectations of the development community and development community expectations of the City. Now our job is to be able to take that and apply that to our process. Unified development and City participation in that. I am sorry, Mike is this too much?

**Mitchell:** No, no go right ahead. Committee is this fine? Julie, are you okay?

**Eiselt:** I will catch up at some point.

**Driggs:** Mr. Chairman, I think, in fact, you are trying to do very quickly something that we ought to do in a broader scope.

**Lyles:** In fact, why do not we just notify the members of this Committee for when we have the meeting with the TAP Committee and everyone come that would like to.

**Campbell:** Yes.

**Driggs:** And I just wanted to repeat what I have been emphasizing and that is there a central cultural issue. There were issues raised by major developers about discrepancies between an improved area plan and the things that inspectors were going to accept on site and they expressed to me at times concern about objecting to these things for fear of reprisals and that, to me, is very upsetting. It's one of the reasons I appointed myself to get involved in this conversation. So I think I am encouraged from the conversation I had with the County Manager this morning that those things have been identified, are being taken

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seriously, and will be addressed in follow-up meetings and when the full report comes. I don't think we should attempt to dive into this especially without even seeing the report.

**Lyles:** As well as we have this assigned to another Committee, and I think we just need to make sure we have those folks invited so that we do that when it happens.

**Driggs:** Right, right. Thank you Mr. Chairman.

**Mitchell:** Ann thank you for being a point of contact for this debrief. It was great.

**Davis:** Okay, last slide here for you is just sort of what we anticipate to be next steps. So we are in this sort of January to February timeframe where staff is going to be doing the work of collecting data that will help inform what the City's costs are for delivering services and when we have that data compiled, we are going to come back to the Committee, either February 25<sup>th</sup> or March 10<sup>th</sup> to present a recommended user fee recovery rate or perhaps different recovery rates, I suppose, for different areas. After that Committee involvement with that information, we are going to go back out to a stakeholder group that we expect to be largely the same group of stakeholders that we met with earlier in the year. I understand many of those meetings have already been scheduled, again, are set to occur in March. Then we want to come back to this Committee on either March 24<sup>th</sup> or April 14<sup>th</sup> to continue that conversation and let you know what we feel like we heard what we learned in interacting with the industries at that point. Then ultimately, the Committee would recommend, I suppose, either an affirmation of the 100% or changes from that 100% policy to something different and then that would inform the City Manager's budget recommendation on May 2<sup>nd</sup> and then the scheduled City Council budget with option is June 13<sup>th</sup> which would include a user fee proposal.

**Mitchell:** Staff, thank you. Anything else Debra?

**Campbell:** Just a slight clarification. The Committee makes a recommendation to full Council, then full Council makes the final decision in terms of what the user fees are, and then lastly, we do have lots of other staff that are working on this project and I would be remiss if I did not recognize some of the folks around the wall.

**Mitchell:** Please do.

**Lyles:** They want to remain anonymous?

**Campbell:** I knew they did, so that is why I wanted to shed a little light, and I will let them remain anonymous in terms of not standing, or saying their names. But I did want you all to know that it is not just the three of us. It is a whole bunch of other folks that are working on this.

**Mitchell:** Other staff members thank you so much for your work and remain anonymous. Mayor Pro Tem and Councilmember Driggs.

**Lyles:** There are two things that I would like to ask you to do. When you are doing the stakeholder meetings, if there are areas that are beginning to pop up that you see are difficult or maybe they are not going to be reconciled, give us a heads up before the March 24<sup>th</sup> or April 14<sup>th</sup>.

**Campbell:** Absolutely.

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**Lyles:** I would like to make sure we are sharing that with the full group so that we have that information, we are all on the same page and aware of that. The second thing, I think that, if you can just help me remember how we verify and audit this process and if you can send something out about that, that would be very helpful as well.

**Campbell:** Sure will.

**Mitchell:** Councilmember Driggs.

**Driggs:** Yes, I was curious to know, how big an issue is this going to be for our budget conversation. The Finance people are beginning to pencil in some numbers and start to look ahead. Is the outcome of this a \$1 million issue or a \$5 million issue? What is the kind of range of possible outcomes?

**Mitchell:** Come on up and join us sir.

**Hershberger:** I will state my name for the record. Eric Hershberger, Management & Financial Services. The entire impact last year was a little over \$1 million when we went through this policy so just to kind of answer just kind of the veracity of the issue. I don't anticipate this being a major budgetary revenue type situation this year. We are going to go ahead with the current policy. If that changes, obviously it will change in accordance with whatever the Committee and Council wants. Does that kind of answer your question sir?

**Driggs:** What are the ripple effects in terms of our other revenue extremes or expenses? Are there some big decisions to be made on these?

**Hershberger:** I do not anticipate that no.

**Driggs:** Thank you.

**Mitchell:** Eric, thank you.

**Hershberger:** Anytime.

**Mitchell:** Staff, let me just do a recap. There were some takeaways from the Committee. Councilmember Mayfield had a spreadsheet of best practices. There was a Gartner Report for Councilmember Eiselt and myself. Mayor Pro Tem, the audit.

**Lyles:** The audit process.

**Mitchell:** Councilmember Driggs, you okay?

**Driggs:** Yes.

**Mitchell:** Okay.

**Driggs:** I just made some points that I hope they will consider.

**Campbell:** We got them. Thank you so much for the recap.

**Mitchell:** Thank you. Mr. Kimble, item number two.

**Brief Discussion of Focus Area Update Process for FY-2017**

**Kimble:** Thank you sir. As you know, you are headed towards the Retreat next week. This is a year in which your Focus Area Plan will need to be tweaked and updated. It's the second year because you are in a two-year budget cycle. You are in the second year. So this is not necessarily the year for a major overhaul but to take a look at it to tweak it, to amend it, to ways in which you feel comfortable as a Committee. The goal would be to start that in the Committee right after the Retreat. The goal is to get all of the five Focus Area Plans updated and tweaked by the time the end of March comes along so that you will have made a recommendation out of each Council Committee to the full Council and you usually make that decision at the Council level in either late March or early April on voting on all of the Focus Area Plan updates. So simply wanted to tell you about the process that we are working through in each one the five focus area committees and figuring out how we can bring this forward in a reasonable fashion but waiting until you have your Retreat to see if anything comes out of there that might lend good credibility to what you want to do with tweaking the plan.

**Mitchell:** Mayor Pro Tem.

**Lyles:** I am not on the Retreat Committee. Is anybody else on the Retreat Committee?

**Mitchell:** I am on the Retreat Committee.

**Lyles:** I don't know how much time we have allocated for this.

**Mitchell:** One to 5:00pm on Thursday.

**Lyles:** Four hours, so just generally, I just think that one of the things that I am struggling with is actually making our focus areas a little bit simpler to understand and having a clearer picture.

**Mayfield:** More focused.

**Lyles:** Ms. Mayfield always says it more simply than I do, so yes thank you. More focused, more understandable. I think for me, one of the things I have learned are our strategic plans need to kind of not be the kitchen sink, but actually the things that we are going to work on very diligently that we know apply to the future. So a lot of this, I just think not just for the economic development one, but in terms of every focus area, how we get it more focused, how do we get it more future, this is what we as a Council really believe our vision as a city is that you can live in, work in, move around in, and getting that so that people can understand it. I love the language and all of that, but when we are talking about our focus areas, I want us to be able to capture that in a way that our citizens understand it and we can have a lot of other things in it, but I think a lot of times, we have gotten so much. It's like what's today, what is five years from now, what is 25 years from now. So, just the comment as we as we get ready for the Retreat.

**Mitchell:** Councilmember Driggs.

**Driggs:** Mr. Chairman, I absolutely agree with that and I would say further that when I look at this. One of the things that I see when I look at this it has a little bit of a laundry list aspect to it and the critical thing about the focus area plan is what tough choices are we making to prioritize certain things. What is it that defines us and makes us different from other cities? To me, I do not know whether I would read this and say that is Charlotte.

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**Lyles:** It is everywhere.

**Driggs:** I would read this and say that is something that is absolutely desirable, and then I could go one step further and say we prepare these plans and I am not sure how actively they inform our work during the year. I think we put these plans in place and then we kind of deal with situations that come up, so I think it is in the same vein as what you said that we could make them kind of more specific to us. We could address tough questions about what comes, among all the desirable things, which ones matter most to us, and then how do we actually incorporate them more into our ongoing process.

**Kimble:** I have a five-word answer.

**Mitchell:** Go right ahead sir.

**Kimble:** We could not agree more.

**Lyles:** Thank you.

**Kimble:** I think that is a worthy goal that together we need to try and achieve and we support that.

**Mitchell:** Mayor Pro Tem.

**Lyles:** I also want to say that one of the things that we as a Council can do at the Retreat is actually talk about what is our vision. I always think like if I am living here, what do I see the city looking like and if we could agree on that, then how do we get there might be one of the things, and I know when we did this the last time, we could not get to a vision because of a number of different circumstances. I think not necessarily about vision. It was a number of different circumstances. I really hope that the Retreat Committee will allow us some time to actually describe what we as the Council see that we have heard from people, that our constituents, the interest groups that talk to us and say if we had the vision for Charlotte, what would it be. I think it is going to be agreement, and then where to we need to go to get there and the timeframe. I just have one last comment. Sometimes I think, as Ed said, it is a laundry list, and that does not mean that the laundry list is not important, but some of it is management of existing projects and things that are on the ground, on the way, that we still want to succeed, and there is the part of what do we want to tackle that we think is important to that vision. So I would not mind having a two-list process. I mean the organization is working on a number of really, really important projects, and some of them are going really well and moving. Some of them hit bumps and we need to come back and talk about them. But if we could actually have a management list of this is what we are managing, here are the ones that we need your support, guidance, amendments, adjustments, but then have our vision for focus areas, I think that that might help us.

**Mitchell:** Julie.

**Eiselt:** To add to that, where in this process do you get the measurables so that you can say how many opportunities did we grow the youth adult employment opportunities so that we can measure ourselves at the end of the year, at the end of six months, where are we in this process? The second one would be when you look at certain initiatives and key indicators, who is the Councilperson that is working with staff on that? I have a real big interest in foreign direct investment because of my international background, but, who is going to be the person to say, "hey, I'd love to get involved, how can I help by talking to people in the community, business leaders in the community," how can we keep that moving forward? So, that would be my question.

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- Kimble:** In response to the first half of your question, we only gave you half. We did not give you the other.
- Eiselt:** Okay.
- Kimble:** That is the super measures that create that. We figured that if we presented that to you today, we probably would dive into that and we would get distracted. You are going to get all that.
- Eiselt:** Okay.
- Kimble:** That will be part of the next, right after the Retreat, we will bring it back. You will see all of the super measures and so regarding the other, I think that is, we invite you in. It is a matter of the Council deciding what kind of process do you want to use to invite as many of you as what just included those processes.
- Eiselt:** And beyond just Committee Members.
- Kimble:** That is right.
- Eiselt:** Okay. That is all.
- Mitchell:** The question I have, and this might be for the experienced one, Ed, Mayor Pro Tem, and LaWana, is the term global competitiveness, how was that developed?
- Mayfield:** Right. You wanted to know that also?
- Mitchell:** Yes.
- Mayfield:** Yes, your temporary mayor came up with that.
- Mitchell:** Okay.
- Mayfield:** So when we were looking at Economic Development & Global Competitiveness, we had a number of conversations. We were just the Economic Development Committee and then as we continued to grow our former mayor had conversations.
- Eiselt:** Which one?
- Mayfield:** That short-term one, so he had a goal, the one that was here for a short period of time, not the one that went into transportation. He had based on conversations that happened with Councilmembers, Councilmember Howard was doing some work with international and from that came Rethink Charlotte and came the relationship, but there was a clear goal and an expectation and a desire to look at how were we showing up globally and internationally. So, what does our relationship with China look like? I always push what does our relationship with Africa look like because that is really the new frontier when we look at funding, but it was really looking at how are we showing up with Charlotte being so diverse with our international airport and how are we tying in that relationship and that partnership to have a global theme. I just do not think as a Committee in the two-year timeframe, we had the chance to really get it off the ground.
- Mitchell:** Okay.

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**Mayfield:** I think we had so many short fires that needed to be addressed that staff, in my opinion, was not given a clear direction on what that looks like. It would also be great that if there is conversation on the Retreat Committee, because I am also not on that Committee, to try to have a bullet section of what does global competitiveness look like for us today and what are our goals around it so that we can work with staff with some clear direction of what the expectation is because even though I was on the Committee. I did not personally walk away with a clear understanding of what our role was supposed to be outside of what was starting with Rethink Charlotte.

**Mitchell:** Okay.

**Mayfield:** Mayor Pro Tem Lyles is a part of that conversation and continuing that on, but I do not ever got back to the Committee in a way that was substantial for us to direct staff and correct me if I am wrong on that.

**Kimble:** I think that you are correct. We don't have a consolidated vision statement with initiatives around a global, but you have elements and that is the way to grow to it, and I think we are growing to it and that is the next step. But we have lots of elements of global competitiveness. They revolve around Smart City and the Smart District. They revolve around soccer for instance, trips to China for recruitment. Germany is a strong pole with energy, the big data and the University and the academic relationship. So there are elements there, but I agree. Pulling them together in some sort of vision for global competitiveness is what the next step is.

**Mitchell:** Councilmember Eiselt.

**Eiselt:** I was just going to say, included in that, one of the easiest steps to even take, because it is so broad. Are you are going about it regionally or are you going about industry-oriented? Even to say let us catalogue every, you probably have it, but every foreign company here, what countries are most represented and how do we use those partners to get more out of those countries.

**Mayfield:** And Germany is like, I think, our number one, but I hear very few conversations about that relationship with Germany, but we have that one trip that Council, where the Mayor's Office is invited to in China, I think annually, but I do not know what our relationship with Germany is.

**Kimble:** To be clearer, the Chamber is a very close-hand partner. Sven Gerzer from Germany is on staff here who has direct ties and connections to Germany and brings many people in from the Regional Partnership Chamber and City government and County government and we need that touch to Germany. So, there has been that, and the same with China. Eileen Cai is on staff with the Chamber for China.

**Mitchell:** Mayor Pro Tem.

**Lyles:** I think that what you are hearing is accurate but it was kind of like we all know this is important. How do we figure out a focus for it and recognize that we have tremendous international economic development platform in our city and starting at that point might be where we go. I think Ms. Mayfield has described it as we know it is important, now what do we do about it and, again, is it one of those things that we are just maintaining and managing or is there something that we want to do different, and I think we have talked about that in January, or at the Retreat.

**Mitchell:** At the Retreat. Mr. Driggs.

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**Driggs:** Is it about our ED Committee or about our commitment to global competitiveness?

**Mitchell:** It was both. I was trying to figure out if it was just the name and then was there a target or strategy around the name.

**Mayfield:** We might be the group that helped to actually bring some clarification around what that is.

**Driggs:** Okay.

**Mitchell:** One more item on the agenda was item number three.

#### **Future Meeting Topics and Schedule**

**Kimble:** Remember that this was an odd month and that you met on the first and third Thursdays, but we have agreed as a Committee to meet on the second and fourth, so your next meeting is on February 11th and there are many topics to choose from. I will be working with staff to see which ones are most ready and if you have some ideas, I would like to hear from you, but I think staff is trying to work through that complete list at the bottom of the page and try and do it in the ones that probably have to be done first because there is something waiting on those. So, we will be back in touch with you to let you know what those would be. We normally work with the Chair to be sure that he is clear on what our next meeting is going to look like between now and February 11th. But you have a lot in the cue.

**Lyles:** Yes and I hope maybe after the Retreat, we have some priority awareness, which ones need work and updating them and getting that.

**Mitchell:** Councilmember Mayfield.

**Mayfield:** It is on the same line, Mr. Chair. I would like to see what we have listed as last moving further up. That's how I look at our hiring initiative using anchor institutions because that's a clear priority that taps into multiple Committees because we have the opportunity there with time in. I don't know if we can ever really do it, but I think that we're missing an opportunity with some of our Committees working more closely together. So when you think about, for me, the three Committees that are most closely aligned are Economic Development, Budget, and Housing & Neighborhood Development because those three are the main conversations that lead a lot of our growth. So I don't know what it looks like, if it's trying to figure out a way for the Chairs, Vice Chairs to get together to have a discussion but we need to try to figure out how to come up with a collective plan and if it's other Committees, because we have a total of nine Committees that are represented.

**Lyles:** We have nine?

**Mayfield:** Yes, because out of 11 Councilmembers, you have a total of nine Committees.

**Kimble:** Five focus areas, but nine Committees.

**Mayfield:** Right, we have nine Committees for these five focus areas. There has to be some synergy between some of these Committees because with this conversation opposed to staff having to repeat it in each Committee, there's a way to say well step one of this goes to this Committee, step two, step three, and then the collective for us to have a broader conversation. But, I would like this, I am hoping as Mayor Pro

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Tem mentioned, that after the Retreat, we can prioritize some of this because some of these things, to me, are achievable in the near future whereas some of these conversations are still really three to five-year conversations that are still important, but let's go for some of the immediate wins.

**Mitchell:** Julie.

**Eiselt:** Well just to that point, I almost see it as saying what are the priorities of the Council first, and if it's Eastland Mall, which Committees have that intersection and then maybe it's divide and conquer. Who on those Committees are going to meet for that 10,000-foot discussion instead of every Committee Member, you know what I mean? How do we best use the resources from each Committee? This is a big Committee.

**Kimble:** The history going back 20 years was that the Council of the '90s would probably wrap their arms around three specific global priorities, right Ms. Lyles?

**Lyles:** Exactly.

**Kimble:** And then you would have a couple of really strong initiatives that you wanted to cover under each one of those for that year. We have deviated from that over the years and we have gotten to longer descriptions and more words about what you want to accomplish, and I think it's a good discussion to have. How do you get back to a more succinct list with specific initiatives that you want linked to those and get that accomplished?

**Mitchell:** The only comment I will make to the Committee, I know the at-large representatives heard on the campaign trail, some of you might have heard too, citizens want implementation. They want things done now. They are tired of the planning. They are tired of the neighborhood meetings. So, I think we have that focus as we go to Retreat. To your point Councilmember Mayfield, what three things we can accomplish this year in the two-year span and what is long range. Let's focus on getting some things done. Committee, thank you. Ed?

**Driggs:** On the High Growth Entrepreneur Strategy, we had a meeting earlier this week to talk about where we are. It was the general feeling that we are not actually getting tangible there. The City put a half million dollars out, right? The CRFE, and I'm on that Board, and one of the ideas that came out of the conversation then was could we repurpose that money which has not been taken down, only a portion of it has just been taken down, and use it to fund a committed resource like an actual staff person.

**Mitchell:** ED person?

**Driggs:** I wanted to kind of bring that up in this setting and see what Council might do, what steps we have to take in order to get a proposal like that in front of CRFE.

**Kimble:** CFRE or CRFE, which is it?

**Driggs:** Charlotte Regional Fund for Entrepreneurship.

**Kimble:** There is a Dinner Briefing presentation scheduled. I think it is on your February 11<sup>th</sup> agenda.

**Mumford:** Now the 18<sup>th</sup>.

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**Kimble:** Now the 18<sup>th</sup> of February for you to have that conversation. We've heard that you want to have that conversation. We are trying to schedule it to get it in front of you.

**Driggs:** Because I would like to bring it up as an actual item to refocus that because it has been sitting there.

**Kimble:** Right. Very good and you will have that opportunity very soon.

**Mitchell:** Mayor Pro Tem.

**Lyles:** I was not at the breakfast and I am sorry I missed it, but I have also heard that the Chamber has hired an entrepreneur staff person as well. There is some other activity going on and I don't know how all this works. So for me, I am going to need some background of who is making these choices and how do they fit together. I just do not know what the current landscape is for all of that. I want us to work well together and just understand what we are trying to do.

**Audience:** It is not a staff person but we have allotted some resources for a specific focus.

**Lyles:** Okay, I take back what I said. The Chamber has not hired a staff person. They have garnished some resources in this area to help us understand what we are trying to do.

**Mitchell:** Ed.

**Driggs:** I just want to mention that specifically was the topic. Dan Roselli has done a pretty good job of pulling all these threads together. He made the point that if whatever the dedicated resource is, is too closely identified for the City or the Chamber or some other entity that might smack of an agenda. The only agenda is to kind of tangibly produce some of the things that would make this a better environment. A study has been done. Nationally, it was a much bigger effort than we do in this area, but no one is really advancing. We had David Jones for a while who committed. Anyway, I look forward to your report. I would like to see us be able to put a little money behind some more actionable ideas.

**Kimble:** And I will tell you that the Chamber Retreat last September addressed the issue of entrepreneurship. They have realigned some resources. They've invited us in and those conversations have just started and we are going to be coming to you with some of those and Dan Roselli and Louis Freeman are in those conversations.

**Lyles:** Yes, I am hoping that all of these are working together.

**Kimble:** Yes so there is not a fragmenting and fracturing. I think there is a typical degree of cohesion to the entrepreneurship.

**Lyles:** Because just one person does not do anything.

**Mitchell:** Ed, you are a representative on the Board correct?

**Driggs:** That is correct.

**Mitchell:** February 18<sup>th</sup> the presentation at the Dinner Briefing. Committee, Councilmember Mayfield, we okay?

**Mayfield:** Move to close.

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**Mitchell:** Move to close. Councilmember Eiselt, you okay? Mayor Pro Tem?

**Lyles:** We are good.

**Mitchell:** Ed? All those in favor, stand up. Meeting dismissed.

Meeting adjourned at 1:20p.m.

**City Council**  
**Economic Development & Global Competitiveness Committee**

Thursday, January 21, 2016 at Noon  
Room CH-14

Committee Members: James Mitchell, Chair  
Vi Lyles, Vice Chair  
Ed Driggs  
Julie Eiselt  
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

**AGENDA**

**I. Regulatory Land Development User Fees Update – 45 minutes**  
*Staff: Debra Campbell, City Manager's Office & Mike Davis, Transportation*  
Action: Staff will provide background information on the referral to review the current Regulatory Land Development User Fees Policy and determine, if any, changes are needed. This item was referred to the ED&GC Committee by City Council at the conclusion of last year's budget process and will be discussed as part of the upcoming annual budget process.

**II. Brief Discussion of Focus Area Update Process for FY'2017 – 15 minutes**  
*Staff: Ron Kimble, City Manager's Office*  
Attachment

**III. Future Meeting Topics and Schedule – 5 minutes**  
*Staff: Ron Kimble, City Manager's Office*

Topics	Meeting Date	Lead Department
Eastland Mall Redevelopment	On-going as needed	Neighborhood & Business Services
Immigrant Integration Task Force Recommendations Updates	On-going as needed	Neighborhood & Business Services
Business Investment Grant Revisions	On-going as needed	Neighborhood & Business Services
High Growth Entrepreneur Strategy	On-going as needed	Neighborhood & Business Services
Charlotte Business INclusion Update	On-going as needed	Management & Financial Services
City Protocol Society	On-going as needed	Neighborhood & Business Services
Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium	Future discussions (TBD)	Neighborhood & Business Services
Applied Innovation Corridor Strategy & Planning	Discussions (TBD)	Neighborhood & Business Services
Pearl Park	Discussions (TBD)	City Manager's Office
Talent Pipeline (apprenticeship and pre-apprenticeship)	Discussions (TBD)	Neighborhood & Business Services
Review of Regulatory Land Development User Fees	On-going as needed	Management & Financial Services
Local Hiring Initiative Using Anchor Institutions and Economic Inclusion (referred by CM Howard on 11-23-15)	Discussions (TBD)	Neighborhood & Business Services

**IV. NEXT DATE: Thursday, February 11, 2016 at 12:00pm, Room CH-14**



## **Economic Development & Global Competitiveness** **FY2016 Strategic Focus Area Plan**

"Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages."

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City's economic development strategy will focus on:

- Developing a global logistics center at Charlotte/Douglas International Airport,
- Enhancing relationships with our universities and education system to support and commercialize research and technology,
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte's unique profile,
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth and young adults for employment success.

<b>FY2016 Initiatives</b>	<b>Key Indicators</b>
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none"> <li>• Increased utilization of the City's web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses</li> <li>• Source solutions to the City's needs from local start-ups and small businesses by using the Small Business Services program and Code for America Charlotte Brigade</li> <li>• Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program</li> <li>• Participation in Community Collaborative(s) to advance technology and promote digital inclusion to startup companies in light of Google Fiber's planned investment</li> </ul>
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> <li>• Private investment stimulated in targeted areas of opportunity and within areas identified by the Community Investment Plan and the Business Corridor Revitalization Plan. Examples include the Applied Innovation Corridor, the Northwest Corridor, the Eastland area, the West Boulevard area, and the Freedom Drive area</li> </ul>
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness, job creation, and job retention in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	<ul style="list-style-type: none"> <li>• Creation of a Global Logistics Center Strategy for the area surrounding the airport</li> <li>• Increased leads for foreign direct investment through the International Relations Office</li> <li>• Support of Charlotte's emergence as the center of a two-state energy hub by collaborating with partners, such as E4 Carolinas and CLT Joules</li> <li>• Re-tooling of the Business Investment Grant program to better align with business needs</li> <li>• Incorporate Smart City attributes as part of economic growth in Charlotte</li> </ul>
Introduce youth and young adults to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none"> <li>• Increased number of work experiences and summer internships through Mayor's Youth Employment Program</li> <li>• Creation of an apprenticeship strategy</li> </ul>
Grow Charlotte's tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> <li>• Continue to pursue a plan for the redevelopment of the Bojangles/Ovens area</li> <li>• Identified solutions for needs associated with amateur sports, such as swimming, tennis, baseball, rugby, lacrosse, and soccer</li> <li>• Maximized utilization of community-use days at Bank of America Stadium and BB&amp;T Ballpark</li> </ul>



## User Fees Policy

Economic Development & Global Competitiveness

January 21, 2016



### Outline

#### Goals for Today:

- 1) Why we are here: Council's Referral to Economic Development & Global Competitiveness Committee
- 2) Provide Background on User Fees and the Policy
- 3) Next Steps – Process Moving Forward



## User Fees Policy Background

- May 4 – Council Received City Manager’s Recommended Budget – *move user fee recovery closer to 100%*
- May 18 – Council discussed user fees along with other budget line items – *Asked staff to consider reduced fee scenarios*
- May 26 – Council agreed on framework for adjustments to Manager’s Recommended Budget – *includes 80% fee recovery rate for “frequently cited fee examples”*
- June 8 – Council adopted FY16 Budget including User Fees with the adjustment to 80% for five fees.
  - *Referred User Fee Policy to Economic Development & Global Competitiveness Committee to review & provide recommendations for changes, if needed to policy for FY17*

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## ED&GC Committee

### **Proposed Committee Work**

1. Review Process and Community Outreach
2. Provide policy direction on recovery rate, and recommendations for changes, if needed, for FY17 User Fee policy

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## User Fee Definition & Policy

- **Definition:** Fees for direct and indirect costs associated with regulatory services
- **Review Cycle:** Fees are reviewed and established annually as part of the budget process.
- **Council Policy:** Since FY2006, 100% recovery of fully allocated costs.

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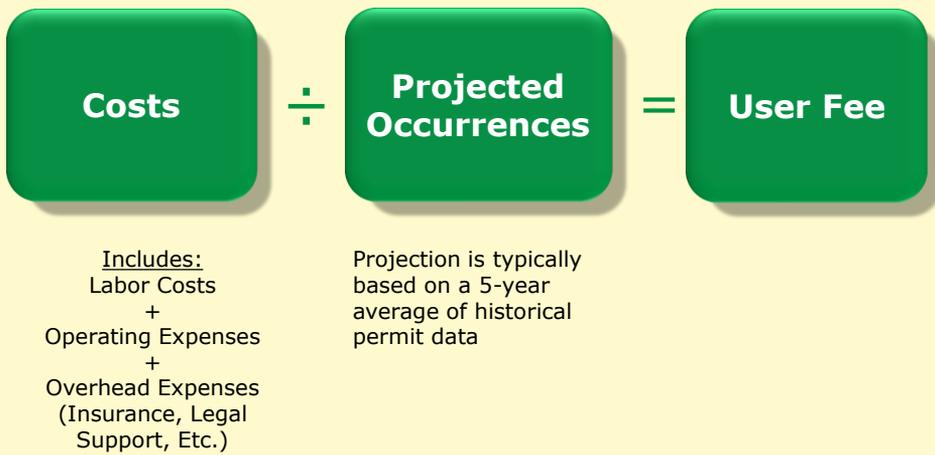
## Types of User Fees

- Annual budget includes user fees from eight (8) different departments.
- Examples include
  - Land Development: Rezoning, Subdivision, Commercial Plan Reviews, etc.
  - Special Events: Festivals & Parades
  - Passenger Vehicle For Hire
- Costs to users should be considered in groupings in some cases (Subdivision = Planning + CDOT + Engineering & Property Management)

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## Current User Fee Formula



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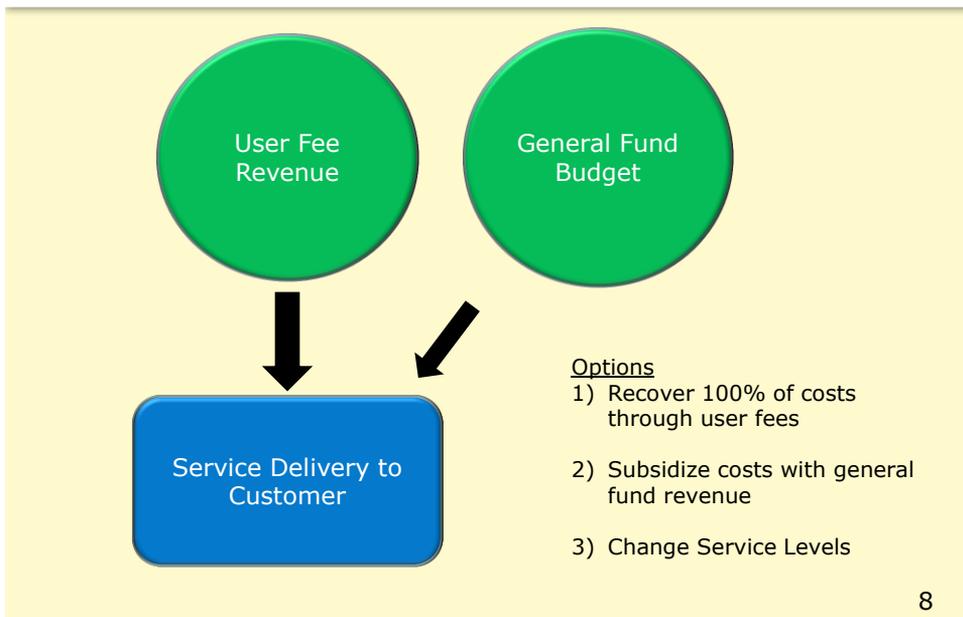
## Background on User Fee Policy

- Regulatory Fees:
  - FY2006- Fully-allocated Cost Recovery rate of 100%
  - Fees remained flat (FY2009-FY2012)
  - FY2013-Multi-year to gradually return to 100% full recovery
  - FY2016 – Considering budget shortfall and stress on general fund needed compelling justification to continue subsidizing the cost of the service.

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### Policy Tradeoffs

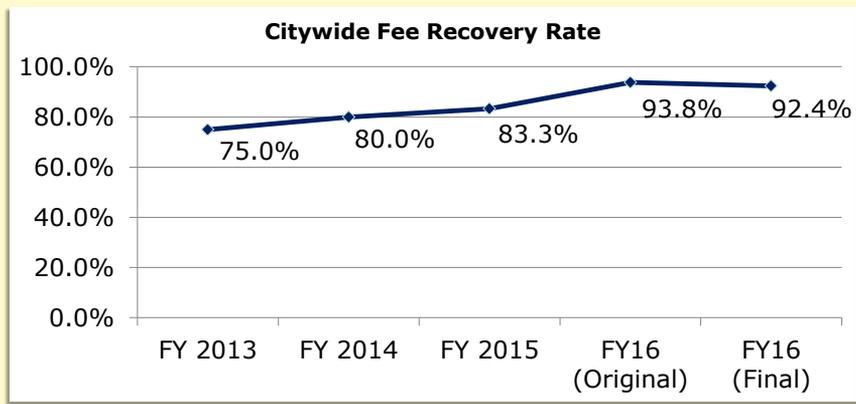


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### User Fee Cost Recovery

- FY2013-Multi-year to gradually return to 100% full recovery



- FY2016 Final Cost Recovery Rate includes Council's reduction in recovery rate to 80% for five frequently cited fees. Revenue reduction of \$155,135, and final recovery rate of 92.4%.

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## Background: FY16 Community Outreach

- Interdepartmental staff team hosted a meeting on 5/7/2015 with representatives from the development community to discuss proposed user fee changes and concerns
- Representatives included:
  - Real Estate & Building Industry Coalition (REBIC)
  - Charlotte Chamber
  - Bissell
  - Childress Klein
  - Knotts Development
  - Pappas Properties
  - Pace Development
  - Charter Properties
  - Woodfield Investments
- Staff attended Chamber Land Use Committee meeting 5/27/2015 to continue user fee discussion

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## Industry Feedback

### **Summary of Key Issues**

- Fees increasing too dramatically
- Costs to do business in the city and county getting too expensive
- Quality of services need to increase commensurate with fees
- Need a broader look at how we maintain the City's competitiveness with other cities and in the surrounding area (i.e fees, infrastructure financing, review and approval processes and etc.)
- Considering issues at the State, don't want to send the message we aren't a business friendly city
- All willing to pay for higher quality services
- Need to consider and implement Gartner Report

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### Next Steps-Process Moving Forward

Time Frame	Action	Community Outreach
January-February 2016	Staff prepares User Fee policy recommendations	
February 25 or March 10, 2016	ED&GC Committee review staff's draft recommendations	
March 2016	Stakeholders Meetings  Seeking feedback on recommendations and impacts	1. Charlotte Chambers Land Use 2. Charlotte Water Advisory 3. REBIC 4. Greater Charlotte Apartment 5. NAIOP 6. Development Services Technical Advisory Committee
March 24 or April 14, 2016	ED&GC Takes Action on User Fees Policy	
April 11 or April 25 2016	ED&GC Committee recommends any changes to User Fee Policy to Council for approval	
May 2, 2016	City Manager presents FY2017 Recommended Budget, including User Fees	
June 13, 2016	City Council Budget Adoption	

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Examples of FY2016 Reductions

Regulatory Fee	Current Fee	FY16 at 100%	% Change
EPM- Commercial Tree Ordinance Review & Inspection	\$1,570 + \$10/tree	\$1,370 + \$10/tree	-12.7
EPM-Detention/ Drainage Plan Review & Inspection	\$2,400 + \$100	\$1,970 + 100	-17.9
CDOT-Rezoning Minor	\$1,400	\$770	-45.0
Planning- Preliminary Plan Revisions	\$1,250	\$800	-36.0
Fire-Rezoning Petitions Major & Minor	125	\$70 \$35	-44.0 -72.0

**Note:** These are individual fees and generally are a part of a more comprehensive process.

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Most Frequently Cited Examples of Proposed FY2016 Changes in User Fees

Regulatory Fee	Current Fee	FY16 at 100%	% Change
CDOT-Commercial Bldg./Driveway Permit	\$100-300	\$740	146.0%
CDOT-Rezoning Major	\$1,400	\$3,770	169.3%
EPM-Major Commercial Subdivision (base fee) + \$100/acre	\$3,740	\$8,110	116.8%
EPM-Major Residential Subdivision (base fee) + \$100/acre	\$4,200	\$8,535	103.2%
Right of Way Permit Large Festivals (per day fee)	350	\$1,070	205.7%

**Note:** These are individual fees and generally are a part of a more comprehensive process.

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## **Gartner Study Update January 2016**

The City is partnering with Mecklenburg County in contracting with Gartner Consulting to assess current operations and for the development of a future state with a focus on improved customer satisfaction and the high-quality, cost effective delivery of Development Planning, Permitting and Inspection services.

In March, 2015, Gartner Consulting submitted its final report including seven (7) recommendations in regards to development planning, permitting and inspection services. Below is a listing of the Gartner recommendations and the initiatives that staff have developed in response.

These recommendations include:

### **Recommendation 1: Create Unified Development Services Governance Structure to Enable Improvements**

- a) **Governance:** City and County are conducting research to establish a properly structured governance body tasked to foster lasting collaboration between the City and County and follow through on change initiatives.

### **Recommendation 2: Redesign Unified Customer Service Model and Tailor to Different Customer Segments**

- a) **Business Permitting Wizard:** City and County staff selected the vendor for a business wizard that will assist customers in determining business location, site and building permit requirements, zoning issues, and fees. Presentation for Council approval is tentatively scheduled for 1<sup>st</sup> quarter, 2016.
- b) **Improved City-County Coordination:** City staff now reviews all plans submitted to the County through the County's EPM building permit system that have a City Engineering and/or Urban Forestry hold tagged to the project to determine if a review will be required by City staff. If the plan is already in review at the City, staff notes the County permit number on our Accela record so that the hold will be released upon plan approval. If the plans have already been approved by the City, staff removes the City Engineering and City Urban Forestry holds. If no review is required, staff removes the City Engineering and Urban Forestry hold. If it is determined that a review is required, staff contacts the submitter to direct them to submit plans to the City. City and County are establishing a "key words" list that will assist staff when directing customers to right contacts.
- c) **Holds.** Based on feedback managing 'holds' is a time-consuming challenge for staff and customers. City and County staff, with input from our customers, have begun workshops to identify and address issues associated with the placement of the holds in the County's system, Posse.

### **Recommendation 3: Orchestrate Cultural Shift and Enhance Partnership with Industry**

- a) **City-County Vision Statement:** City and County staff, in collaboration with the development industry, worked on the creation of a Unified Vision and Expectation statement. In November and December of 2015, the final versions of these statements were outlined to the development community. Presentation to staff is scheduled for February, 2016. Staff is working with both the City and County's Corporate Communication department for consistent branding and marketing opportunities.
  - 1. **The vision statement:** *Partnering with our customers to efficiently, effectively, and collaboratively build a safe and thriving community*

- b) **Develop Customer Personas:** The City and County collectively serve a group of customers that collaborate on projects. Understanding the customers' priorities needs and challenges will enable the County and City to deliver quality services. Customer Service Solutions, a Customer Service vendor, developed a template that identifies who customers are for the City, County and those customers that are serviced by both agencies.

**Recommendation 4: Simplify, Educate, and Establish Accountability of Delivery of Development Services**

- a) **City Fire and Charlotte Water Expanded Services:** City Fire and Charlotte Water are invited to all Pre-Submittal and Urban Conceptual meetings. Our customers welcome their participation especially in regards to site requirements.
- b) **City Unified Review:** Charlotte Water, Planning and Engineering are teaming to test the validity of having Charlotte Water's review as a part of the subdivision review process. Staff is currently working on the logistics for a pilot project to begin during fiscal year 2016.
- c) **Automated Rezoning Process:** Beginning July 1<sup>st</sup>, 2015, Planning's process to review administrative amendments to conditional rezonings is being managed on the City's development services database, Accela. Customers electronically submit the administrative amendment application and proposed amended plan through Accela Citizen Access and are able to track the status of the application through Accela.
- d) **Expedited Pre-Submittals:** Beginning July 1<sup>st</sup>, 2015, customers have the option to request an Expedited Commercial Pre-Submittal meeting if they do not wish to wait the typical 4 to 5 weeks for the free Pre-Submittal meeting. This optional fee funded request will allow a meeting to be scheduled, based on availability, typically within 2 weeks or less.
- e) **City Rezoning Teams:** Planning has established geographically based teams to evaluate rezoning proposals. Each team includes a rezoning staff member, long range planner, urban designer and subdivision representative.
- f) **City Rezoning Process:** City planning is working to streamline the rezoning process by reducing the time between application and approval and improving the partnership between staff, the development industry and the community for rezoning applications. Beginning design of utilizing the City's permitting database, Accela, for the rezoning process. Implementation 3<sup>rd</sup> quarter 2016.

**Recommendation 5: Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency**

- a) **City-County Web Portal:** Phase 1 of a unified web page with the County is under design.
- b) **Business Permitting Wizard** (please see details under Recommendation 2a)
- c) **Due Dates and Reviewer Names on Project Record:** Based on customer feedback, City staff worked with software vendor, Accela, to include due dates and reviewer names on each task for each submittal. Implemented October, 2015.

- d) **Seamless services with integrated technologies:** Upon completion of Governance and Gartner Phase II work, City and County will work together to establish a service delivery model offering streamlined and easy-to-understand services for our customers. City and County staff, with Gartner, have developed an evaluation framework matrix for a database evaluation.

**Recommendation 6: Improve Consistency of Code Interpretation and Application**

- a) **Automated Rezoning Process** (please see details under Recommendation 4c)
- b) **City Rezoning Process** (please see details under Recommendation 4f)

**Recommendation 7: Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability**

- a) **Metrics Development:** All reviews currently being monitored with the City's database, Accela, will be charted for determination of time spent under review with the City and of time spent at the customer's design firm to give a clearer metric for total review times. Implementation 1<sup>st</sup> quarter, 2016.

**Gartner Phase II:** Upon completion of the final report in March 2015, the City and County hired Gartner for additional services including:

- i. Define and validate current state;
- ii. Define streamlining and efficiency measures; and
- iii. Derive and submit final service delivery model recommendations
- iv. Final Gartner Phase II recommendation expected 2<sup>nd</sup> quarter of 2016.