# AGENDA

<table>
<thead>
<tr>
<th>Meeting Type:</th>
<th>B</th>
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</thead>
<tbody>
<tr>
<td>Date:</td>
<td>02/08/1993</td>
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<tr>
<td><strong>SUBJECT</strong></td>
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</tbody>
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City of Charlotte, City Clerk’s Office
<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Mayor Vinroot</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Campbell</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Chafete</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Hammond</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>McGough</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Majed</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Martin</td>
<td>✓</td>
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</tr>
<tr>
<td>Mariner</td>
<td>✓</td>
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</tr>
<tr>
<td>Pearson</td>
<td>✓</td>
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<tr>
<td>Reid</td>
<td>✓</td>
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</tr>
<tr>
<td>Scarborough</td>
<td>✓</td>
<td>x</td>
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<tr>
<td>Wheeler</td>
<td>✓</td>
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5:15 p.m.

Vinroot - White - Do ahead & get dinner
Fields - Zoning Administrator's office enforces zoning for Charlotte, Meck Co., the 6 small towns in the County, handle garage sale permits
McCoury - Maybe we could reduce or eliminate garage sale permits
McCoury

Fields
Fields
McCready - Recompute
White
Martin - Why do we work on policy
Fields - why he has to operate under?
Scarborough - Look at putting everything
together
Hammond
Fields - Perception is basically accurate
Hammond
Fields
Vinrostit
White
Vinrostit
Majed
Wheeler
Vinrostit
Hammond
Clodfelter
Hammond
Syfert
Clodfelter
Syfert
Hammond
Clodfelter
May 8
Major/Clodfelter - Incorporate Blatz standards into one body under City
McCrosby
White
Vinroot

VOTE - Unan.
McCrosby
Mangun
McCrosby/Clodfelter - Review Garage Sale Permit
White
Vinroot

McCrosby
Scarborough
White
McCrosby
Vinroot

White - #2 Convention Ctr Budget
Clark Readling - Very detailed budget
Clodfelter
Readling
Readling

Scarborough
Readling
Harmon
Reid
Reading
Reid
Reading
Reid
Reading
Reid
Reading
Reid
Reading
Reid
Reading
Reid
Reading
Reid
Reading
Reid
David Jarnes
Reading
Reid
Underhill
White
Underhill
Reid

We have not cut out anything that we feel are essential.
Vince
Majeeed
Readling - you will now get this
update every time you have an item on
Majeeed - M/WBE update Tape 1, side 2
Mergam
David Turner - Fireproofing
Readling
McCray
Tunderhill
McCray
Tunderhill -
McCray
Vince
Readling
Martin
Readling
Martin - Kind of things we had to
take out.
Readling - Value Engineering
Martin
Readling
Martin
Readling
Scarborough
Scavenge - Current 05.26
trying to streamline
Item No. 22 - lower s.c. 45-35
(Morgan - what else - leave at)

Scavenge
Martin - stress report - Antonio's item 10 -
White - tragic accident

Don Steger
Martin
Steger
Martin
Steger
Martin
Steger
Reid alcohol level
Steger
Martin
Reid
Steger

Mason

Adjourn 6:25 pm
<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Majer Vinroot</td>
<td>✓</td>
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<td>Campbell</td>
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<td>Colleet</td>
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<tr>
<td>Hammond</td>
<td>✓</td>
</tr>
<tr>
<td>McCray</td>
<td>✓</td>
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<tr>
<td>Moold</td>
<td>✓</td>
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<tr>
<td>Martin</td>
<td>✓</td>
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<tr>
<td>Morgan</td>
<td>✓</td>
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<tr>
<td>Paterson</td>
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<tr>
<td>Reid</td>
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<td>Ralstonagh</td>
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<tr>
<td>Wheeler</td>
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4:30

Vinroot
Hammond - Apologies
Vinroot - Recognize Dept. Officials from Nigeria
Vinroot - Ed

Muriel Helms - Employee of the year.
Ben Story - Runner-up Doris Rice

Vinroot
Gerald Collins
Vinroot
Paul Leder
Vinroot
Coffeltis - Wave Manager
White
Leder
White
Vinroot
Frank Young
Mayor Vinroot left
at 6:55 p.m.
Hammond
Young
7:06
#1 Cledfelter / Wheeler - App Min -unan.

#2 Wheeler / Scarborough Close - Min. -unan.
Scarborough / Wheeler App. -unan.

#3 Cledfelter / Wheeler Close Min. -unan.
Scarborough / Wheeler App. -unan.

#4 Hammond
Pat Barrett
Majed
Barrett - Slides showing work of Housing Partnership and justification for approval of item #4.

Pattern arrived at 7:17 p.m.

Hammond
Reid -
Barrett
Reid - P.H. Partnership
Barrett
Reid
Darrett - Most of candidates for homes can live on less than $6,000 per year. We refer back and forth between us & Habitat.

Reid
Darrett
Hammond
Martin

Hammond - written description of housing program by staff

White

McCrey
Darrett - Townhouses will be rentals - others home ownership

McCrey
Darrett
McCrey
Darrett
McCrey
Majed

Hammond
Scarborough - Remind Council - mission of HP is to provide to the "least of these"
Hammond
Morgan
Reid
Hammond
Reid

White - Simple - gap between value

Hammond
Wheeler / McCrory - Clearing - Univ.
Scarborough / Pattern - App
Wheeler - 2 appraisals
Barrett
Wheeler
J. W. Walton
Wheeler

Walton - 2 when acquiring property
McCrory
Hammond

VOTE - No - Reid

#5 Consent - Nothing Pulled
Scarborough / Clockfelter - App Consent 1st
Unan.

White - What just happened?
Hammond
6
White
Bergendorf
Duo Ponomakies, Dir. Economic Dev.
Job Training Program
Videos on City - Within - A - City
Debra Campbell -
opening event, nominations
on 2/22 to Citywide Review

McCreary
Campbell
McCreary
Scarbrough
Campbell 336-
Scarbrough
Ponomakies
Scarbrough
Ponomakies
Law
Ponomakies
Hammond
7
Hammond
Leid
Berg
J.W. Walton
Reid
Walton
Reid
Walton
Reid
O.D. Hammond
White
Hammond
Wheeler
Mccrery
Reid
O.D. Mccrery
Wheeler
Hammond
Presley - Slide & Presentation
Mangum - Explain Diamond Lane
Presley - Lane for Car Pool & Bikes vehicles only
White
Hammond
Martin - Why nothing in Bettie's Corp. Ed./Freedom Dr. Areas

Presley

Martin - How does Raleigh fund or justify mini-wards.

Hammond

Majeeed

Presley

Majeeed

Presley

Hammond

Charles Reed

David Lucas

Hammond

Scarborough - Are we creating 2 bus systems

Presley - 6 more wards for Special Transportation

Scarborough

Hammond

Majeeed

Presley - STS is operated by City Employees - not union Employees

Majeeed - Are there similar

Presley
Majed - are there similar systems that 
Presley operate on

Majed
Presley
Hammond
Martin

Presley
Martin

Presley
Lucas

Martin
Lucas

Interested in having one 
totally integrated system

Martin
Presley
Martin
Lucas
Martin
Hammond
Martin
Hammond
Scarborough
Hammond
Cloudfield - Maple to Transportation
Hammond
Clodfelter - Trust staff will
White - Yes
Hammond
Beth Vastine
Hammond - 1) Short term funding of
Transit System
2) Long term strategy

White - Expanded vision to start now
Beg $3.7m - $2.9m for states
Hammond

Clodfelter - maybe a 3rd piece -
Position of NCLM - Whether Charlotte
will support every other major
city in the State for Gasoline Tax
for Transportation + Transit
Clodfelter / Campbell - Approve Gas Tax
Wheeler

Mangum - League's position is 3 to 4
cents - Statewide Tax - not in
favor of property tax to fund
Transit - unless only temporary
Wheeler

Mangum
Hammond
Tinderell
Reid

Clodfelter
Hammond
Clodfelter
Reid

Morgan
Hammond

Vote - No - Reid - '10-1

Hammond
-Campbell

Hammond - Countywide Parking
Space Tax - Work out w/ County

McCrory

Cable - Would exempt non-profit & government

McCrory

Cable - Only commercial

McCrory - Apt. Complexes

Cable

McCrory - Public Housing units?

Cable

McCrory

Cable

White

McCrory - Change vote
Hammond
Reid
Hammond
White
Wheeler
White
Wheeler
White
Wheeler
Hammond
White - If you intend to pull the rug later, don't do it.

Martin - motion for discussion -
Martin / McCrory - cut services for savings

Mangum
Presley - No - Carmel
Mangum
Clothfelter - Vision was a rejection of Los Angeles & move forward.
If we cut service, we will retreat from the future.
Majeed - If we increase current fare from 80¢ to $1.00 3/4 mle
Hammond

Patterson - There is no free lunch. Won't work if we're afraid to make a tough choice. Can't get there without making those tough choices.

Massey - Maybe a step back to look at system may be the way to go to then move forward.

Scarborough

Martin - If we're not willing to raise taxes will have to cut taxes and make a decision on some of these proposals.

Majied/Scarborough

1. Increase fee 20 c
2. Increase license fee $1.00
3. Seek 1% tax on rental car
4. Look at working out parking space

Scarborough Tax

Martin - Withdraw Motion

McCrory/Leid - Cut Services

McCrory - We either have to cut services or increase property taxes
Hammond - Time to deal with it now.

Majed

Campbell

McCory - That's correct

Campbell

Hammond

Wheeler - Not going to support cutting bus service - $5 increase or car license tax, not property tax or

Patterson

Hammond

Vote - Substitute - Cut services

Yes: Mangum, McCory, Reid

8-3

Reid

Hammond

McCory

Hammond

McCory

White - Ruth Easterling willing to bring delegation to your meeting on 2/22.

Martin -

White
Martin -
White -
Hammond
#1 Free Ice
No - Mangum & Reid
#2 $10.00 License Tax
Yes - Majied, Scarborough
Martin, Campbell, Hammond
Mangum $5.00 -
No - McCrory, Reid

#3 - Rental Car

No - Chadfill, McCrory, Reid,
Martin

#4 Parking Space Int

No - Me, Reid

Majied -
Campbell
Majied / Campbell
ask Bling & Priestly
Martin to look at some of the coat
Hammond cuts for efficiency - No - Scarborough
Wheeler
Campbell
Hammond
White
Martin
White
Martin
White
Hammond
Clofield
White
Clofield
White
Wheeler
White
Campbell / Wheeler: Deny
Sales 0800 + Department 352
Patterson
Majed
Hammond
Campbell
White
Hammond
Majed
Hammond
Hammond - Long Term

Campbell / Scarborough - Staff - Power to develop a consensus
While with funding

Hammond
Reid

Hammond
Reid

White

VOTE - Unan.

Hammond - Marketing Contract for Transit - Bring back on an agenda

Scarborough

Hammond

Scarborough / Patterson

Underhill

Reid

VOTE - No Reid

BREAK 10:10
Star Camp Left
Recommence 10:25

Hammond

Scarborough / Martin Move #17 up

#17

Scarborough / Patterson approve

Reid

Scarborough

Hammond

Scarborough

J. W. Walton

Reid

Walters

McCrary

Walters

McCrary

Reid

Walters

Hammond

Vote - No McCrary

#8 Hammond to back to staff

for more work

Martin

Hammond

Patterson
Create a tool of opportunity -
Hammond
Patterson
Patterson/Scarborough Difer
Patterson - Move to Zoning Agenda
Hammond
McCrary
Jerry Dorell
Hammond
Reid
Jerry Dorell
Underhill
Hammond
Underhill
Reid
Underhill
Reid
Jerry
Hammond
VOTE - Unanimous
Morgan
#9 Hammond
Scarborough/Reid App.
Martin
Martin Cox
Aubrey Hart
Mike Garner
Ned Lyerly
McCrosky
Hammond
Martin - Legally
Underhill
Martin

Underhill - Information can only be
shared with other governmental
agencies.

Martin - All we can do is put it
on the form.

Underhill - May garnish the bank
account of that company, proseute
in criminal court, injunction
to stop someone from working
up a license. Cannot arrest.

City

Martin - Tax office would have to

Underhill - City has no authority

Wheeler

Underhill
Cox
Hammond
Cox
Hammond
Cox
Undecided - It already is.
Cox
Undecided
Cox

Huston / Martin
Cox
Junie Martin / McCrosy ask Henry to
VOTE-UNAN.

Approve
VOTE-UNAN.

Hammond
Clodfelter - Home Rule

#10 Hammond
Mangus / Clodfelter
VOTE-UNAN.

#11 Mangus / Wheeler App
Martin
<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>White</td>
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<tr>
<td>Hammond</td>
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<tr>
<td>Clodfelter</td>
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<td>Patterson</td>
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<td>Mangum</td>
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<td>Reid</td>
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<tr>
<td>#11 Scarborough</td>
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<tr>
<td>White</td>
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<td>Scarborough</td>
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<td>Hammond</td>
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<tr>
<td>Underhill</td>
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</table>

Hammond White will work out another date.

McCray #10 - Burglar Alarms

Reid, I can put these in Public Safety Committee.
#12 Hammond
Morgan / Clodfelter: Approve

#13 Morgan / Clodfelter
Scarborough
VJ Alexander
Scarborough
Alexander
VOTE - Tied.

#14 Morgan / Scarborough App.
Scarborough
Hammond
Scarborough
VOTE - Clodfelter will vote against
Hammond
Clodfelter
Patterson
Clodfelter
Patterson

McCrary - Why can't we approve a wider White 'Let us bring back neighborhood

Just say / No need. Deferred
Hammond
<table>
<thead>
<tr>
<th>Patterson</th>
<th>Underhill</th>
<th>Remarks: Staff investigates...</th>
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</thead>
<tbody>
<tr>
<td>Underhill</td>
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<tr>
<td>Sub: Patterson / Martin</td>
<td>Vote - No - Cloudfelter is in charge of...</td>
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<tr>
<td>Patterson / Wheeler</td>
<td>App. issue for homeowners</td>
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<tr>
<td>#15 Hammond</td>
<td>Martin</td>
<td>White - ask for RFP's</td>
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<tr>
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<td>Martin</td>
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<tr>
<td>Martin</td>
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<tr>
<td>White</td>
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<tr>
<td>Scarborough</td>
<td>Vote - No - Scarborough</td>
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<tr>
<td>#16 Morgan / Patterson</td>
<td>Hammond</td>
<td>App.</td>
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<td>Hammond</td>
<td>Reid</td>
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<td>Reid</td>
<td>Cloudfelter</td>
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<td>Reid</td>
<td>Hammond</td>
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<tr>
<td>Vote - No - Reid, McCoy, Wheeler</td>
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Walter

Mangum / Patterson Adjourn

11:30 p.m.
MAYOR'S SCHEDULE
February 8, 1993

6:30 p.m. CITIZENS' HEARING
✓ 1. Invocation
✓ 2. Recognize Muriel Helms from the Chamber of Commerce to present the 1992 City Employee of the Year Awards.
✓ 3. Michael Sainthill, 4725 Americana Avenue, 563-7738 - Drug Dealing
✓ 5. Ray Glinski, 9721 Watergate Road, (803) 325-1250 - General Comments
✓ 7. Libby Ginn, 314 Rensselaer Avenue, 376-2639 - License for Massage Therapists.
✓ 8. Davis J. Tolber, 1850 East Third Street, 342-4200 - License for Massage Therapists.
✓ 9. Kay Strayer, 409 Clarice Avenue, 359-0300 - License for Massage Therapists.
✓ 10. Steve Smith, 1289 Plaza Road Extension, 597-1666 - Bus Transportation
✓ 11. David Lucus, 513 Kentbrook Drive, 598-2526 - Bus Transportation
✓ 12. Telphia Beatty, 1631 Northbrook Drive, 399-0653 - Bus Transportation
✓ FRANK T YOUNG INCREASE IN TAXES

7:00 p.m. CITY COUNCIL MEETING

1. Announcements
   Tuesday, February 9, 4:00 p.m. Public Safety Committee - Room 270.
   Thursday, February 11, 5:00 p.m. Reception for State Legislators at Belk Stores Services Headquarters, 2801 West Tyvola Road. RSVP to Charlotte Chamber - 378-1332.

2. The following requests to speak to agenda items have been received:
   (a) Agenda Item No. 4 - Sale of Land to Housing Partnership
   ✓ (1) Pat Garrett, Charlotte-Mecklenburg Housing Partnership - 342-0933
   (b) Agenda Item No. 7 - Transit Funding Options
   ✓ (1) John Harris, 10627 Nations Ford Road - 538-8345
   ✓ (2) Charles Held, 5130 Tracewood Court - 563-6991
   ✓ (3) Beth Vantine
(c) Agenda Item No. 9 - Painting Contractors

(1) Sumter Cox, 555 Manning Drive - 525-2835

(2) Aubrey Hart, 3712 Selwyn Farms Lane - 523-7330

(3) Mike Garner, 2823 Shamrock Drive - 375-7378

(4) Ned Lyerly, 1215 McDowell Farms Road - 392-1585
# Meetings in February '93

## THE WEEK OF FEBRUARY 1 - 6

**1. Monday**
- 12 00 Noon  | PLANNING COMMISSION/Work Session - CMGC, 8th Floor Conference Room
- 2 00 p m   | PLANNING COMMISSION/Planning Committee - CMGC, 8th Floor Conference Room
- 3 30 p m   | CITY COUNCIL PERSONNEL AND FINANCE COMMITTEE - CMGC, Room 271
- 5 00 p m   | CITY COUNCIL WORKSHOP - CMGC, Conference Center

**2. Monday**
- 12 00 Noon  | CIVIL SERVICE BOARD/Hearing (Closed) - CMGC, Meeting Chamber Conference Room

## THE WEEK OF FEBRUARY 7 - 13

**6. Monday**
- 12 00 Noon  | INSURANCE & RISK MANAGEMENT ADVISORY BOARD - CMGC, 10th Floor Conference Room
- 12 15 p m   | CITY COUNCIL AGENDA REVIEW - CMGC, 15th Floor Conference Room
- 5 00 p m   | COUNCIL/MANAGER DINNER - CMGC, Conference Center
- 6 30 p m   | CITIZENS HEARING - CMGC, Meeting Chamber (Televised Live on Cable Channel 32)
- 7 00 p m   | CITY COUNCIL MEETING - CMGC, Meeting Chamber (Televised Live on Cable Channel 32)
- 7 00 p m   | HISTORIC LANDMARKS COMMISSION - Commission Office, 500 N Tryon St, Second Floor

**9. Tuesday**
- 3 00 p m   | HOUSING APPEALS BOARD - CMGC, 5th Floor Conference Room
- 4 00 p m   | CITY COUNCIL PUBLIC SAFETY COMMITTEE - CMGC, Rooms 270-271
- 4 00 p m   | AIRPORT ADVISORY COMMITTEE - Charlotte/Douglas International Airport, Conference Room A

**10. Wednesday**
- 8 00 a m   | CLEAN CITY COMMITTEE - CMGC, Room 270
- 8 30 a m   | CIVIL SERVICE BOARD - CMGC, 7th Floor Conference Room
- 3 00 p m   | HISTORIC DISTRICT COMMISSION - CMGC, 8th Floor Conference Room

**11. Thursday**
- 4 00 p m   | CHARLOTTE-MECKLENBURG ART COMMISSION/Executive Committee - CMGC, 8th Floor Conference Room

(Continued on back)
### THE WEEK OF FEBRUARY 14-20

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td><strong>15, Monday</strong></td>
<td></td>
<td><strong>MAYOR’S INTERNATIONAL CABINET</strong> - CMGC, Room 110</td>
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<td>8 00 a.m.</td>
<td><strong>COUNCIL/MANAGER DINNER</strong> - CMGC, Meeting Chamber Conference Room</td>
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<td>6 00 p.m.</td>
<td><strong>CITY COUNCIL MEETING/Zoning Hearings</strong> - CMGC, Meeting Chamber</td>
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<td><strong>16, Tuesday</strong></td>
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<td><strong>CITY COUNCIL/COUNTY COMMISSION/SCHOOL BOARD LUNCHEON/EDUCATION SUMMIT</strong> - Hyatt, SouthPark</td>
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<td>12 00 Noon</td>
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<td><strong>17, Wednesday</strong></td>
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<td><strong>CITY COUNCIL/COUNTY COMMISSION/CHAMBER OF COMMERCE BREAKFAST</strong> - CMGC, 11th Floor Conference Room</td>
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<td>7 30 a.m.</td>
<td><strong>CIVIL SERVICE BOARD/Hearing (Closed)</strong> - CMGC, Meeting Chamber Conference Room</td>
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<td>8 30 a.m.</td>
<td><strong>HOUSING AUTHORITY</strong> - Administrative Office, 1301 South Boulevard</td>
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<td>2 00 p.m.</td>
<td><strong>PLANNING COMMISSION/Executive Committee</strong> - CMGC, 8th Floor Conference Room</td>
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<td>4 30 p.m.</td>
<td><strong>CITIZENS CABLE OVERSIGHT COMMITTEE</strong> - CMGC, 7th Floor Conference Room</td>
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<td><strong>18, Thursday</strong></td>
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<td><strong>CMUD ADVISORY COMMITTEE</strong> - Vest Treatment Plant, 820 Beatties Ford Road</td>
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<td>7 00 p.m.</td>
<td><strong>CHARLOTTE TREE ADVISORY COMMISSION</strong> - CMGC, Room 270</td>
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<td><strong>19, Friday</strong></td>
<td></td>
<td><strong>PLANNING COMMISSION/Planning Liaison Committee</strong> - CMGC, 8th Floor Conference Room</td>
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### THE WEEK OF FEBRUARY 21-27

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<tr>
<th>Date</th>
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<tr>
<td><strong>22, Monday</strong></td>
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<td><strong>CITY COUNCIL AGENDA REVIEW</strong> - CMGC, 15th Floor Conference Room</td>
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<td>12 15 p.m.</td>
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<td>4 30 p.m.</td>
<td><strong>PLANNING COMMISSION/Zoning Committee</strong> - CMGC, 8th Floor Conference Room</td>
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<td>5 00 p.m.</td>
<td><strong>COUNCIL/MANAGER DINNER</strong> - CMGC, Conference Center</td>
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<td>6 30 p.m.</td>
<td><strong>CITIZENS HEARING</strong> - CMGC, Meeting Chamber (Televised Live on Cable Channel 32)</td>
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<td>7 00 p.m.</td>
<td><strong>CITY COUNCIL MEETING</strong> - CMGC, Meeting Chamber (Televised Live on Cable Channel 32)</td>
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<td><strong>23, Tuesday</strong></td>
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<td><strong>ZONING BOARD OF ADJUSTMENT</strong> - Hal Marshall Center, 700 N Tryon St, Building Standards Training Room</td>
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<td><strong>24, Wednesday</strong></td>
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<td><strong>PRIVATE INDUSTRY COUNCIL</strong> - CMGC, Conference Center</td>
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<td>8 30 a.m.</td>
<td><strong>CIVIL SERVICE BOARD/Hearing (Closed)</strong> - CMGC, Meeting Chamber Conference Room</td>
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<td>9 00 a.m.</td>
<td><strong>AUDITORIUM-COLISEUM-CONVENTION CENTER AUTHORITY</strong> - New Convention Center Office, 2940 One First Union Center</td>
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<td><strong>25, Thursday</strong></td>
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<td><strong>CHARLOTTE TRANSIT ADVISORY COMMITTEE</strong> - CMGC, Room 119</td>
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<td>4 30 p.m.</td>
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<td>5 00 p.m.</td>
<td><strong>CHARLOTTE-MECKLELBRUG ART COMMISSION</strong> - CMGC, 8th Floor Conference Room</td>
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These organizations will not meet in January:
- Advisory Energy Commission
- Community Relations Committee
- Firefighters Retirement Board
- Parade Permit Committee
- Volleyball Task Force
### Monday, February 8, 1993 City Council Agenda

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CITY COUNCIL MEETING
Monday, February 8, 1993

5:00 p.m. Conference Center

Council-Manager Dinner
• Zoning Enforcement
• Convention Center
  Budget Update

6:30 p.m. Meeting Chamber

Invocation

Citizens Hearing

7:00 p.m. Formal Business Meeting

Council Agenda
ITEM NO. - 2 -


PUBLIC HEARINGS

2. A. Conduct a public hearing to abandon a portion of China Grove Church Road.

B. Recommend adoption of a resolution to close a portion of China Grove Church Road.

Staff Resource: Scott Putnam

Abandonment:
Petitioner: City of Charlotte-Engineering Department

Right-of-Way to be Abandoned: A portion of China Grove Church Road (west side).

Location: South of Westinghouse Boulevard for a distance of approximately 375 feet.

Reason: The abandonment of this residual portion of the China Grove Church Road right-of-way and an easement from the adjoining property owner will enable the Sterling Community Association to install a neighborhood identification sign in this area.

Clearances:
In accordance with City (Charlotte Department of Transportation) policy, abandonment petitions sent to adjoining property owners, neighborhood associations, private utility companies, and City Departments for review.
Neighborhood Association - Sterling Community Association - No objection
Adjoining property owners - No objection
City Departments - Review has identified no apparent reason this closing would:

1. Be contrary to the public interest; or,
2. Deprive any individual(s) owning property in the vicinity reasonable ingress/egress to their property as outlined in NCGS 160A-299.

Attachment No. 1

3. A. Conduct a public hearing to abandon a portion of South Poplar Street.
B. Recommend adoption of a resolution to close a portion of South Poplar Street.

Staff Resource: Scott Putnam

Abandonment:
Petitioner:
Right-of-Way
Location:
Reason:

City of Charlotte-Engineering Department
A portion of South Poplar Street.
At the terminus of South Poplar Street south of West Hill Street.
To enable the City of Charlotte to meet its commitment to Knight Publishing Company to provide land for relocation of the railroad spur track associated with the proposed NFL stadium.

Clearances:
In accordance with City (Charlotte Department of Transportation) policy, abandonment petitions sent to adjoining property owners, neighborhood associations, private utility companies, and City Departments for review:

Business/Neighborhood Association -
Third Ward/Committee to Preserve - No objection
Third Ward Neighborhood Association - No objection
Charlotte Uptown Development Corporation - No objection
Chamber of Commerce/Central Charlotte Division - No objection
Adjoining property owners - No objection
City Departments - Review has identified no apparent reason this closing would:
1. Be contrary to the public interest; or,
2. Deprive any individual(s) owning property in the vicinity reasonable ingress/egress to their property as outlined in NCGS 160-299.

Attachment No. 2

4. A. Conduct a public hearing to consider the sale of three parcels of land totaling 4.05 acres in the Greenville Redevelopment area to the Charlotte-Mecklenburg Housing Partnership for its combined appraised value of $79,400 to develop approximately 40 single-family affordable houses.

B. Approve the sale of subject parcels to the Charlotte-Mecklenburg Housing Partnership.

Staff Resource: Del Borgsdorf

Details of the Sale

Why is the City doing this?
The public hearing is being held in accordance with State law, which requires that citizen input be heard prior to the proposed sale of City-owned land.

The City is being requested to sell 4.05 acres of land to the Charlotte-Mecklenburg Housing Partnership (CMHP) to develop approximately 40 single-family affordable homes. The specific locations of the three parcels are identified as tax codes 078-451-05, 078-452-21 and 078-453-03 (see attached tax map - Exhibit A).

- These homes will be Phase II of a previously approved agreement between the City and CMHP to build a total of 105 single-family, owner-occupied homes in the Greenville area.
• On December 11, 1989, the City Council approved the sale of 15 acres in the Greenville area to the CMHP to develop Phase I of affordable single-family, owner-occupied houses.

• To date, the CMHP has built and sold 40 houses through a joint development by the former NCNB Community Development Corporation and Crosland Properties.

Phase II

For Phase II the CMHP plans to act as its own developer and will contract with several builders in constructing these houses.

• The Phase II development will consist primarily of three-bedroom homes; four bedrooms will be built upon request.

• The three bedroom units (approximately 1,000 sq. ft.) will sell for $60,000 or under, and the four-bedroom units (approximately 1,330 sq. ft.) will sell for under $70,000.

• A site plan for the homes and the individual house plans for the three and four-bedroom homes are attached as Exhibit B.

• The CMHP has already begun construction on three houses for Phase II on land they had previously acquired from the City. The three units will initially be used as model units. All other houses will be pre-sold prior to construction.

• The CMHP will sell the houses in Phase II to families who qualify for financing under CMHP's homeownership program.

• The City's contract with the CMHP restricts buyers' incomes to 80% or less of the area median income.
How much will this cost?
If City Council approves the sale, the $79,400 received will be appropriated to the Innovative Housing Fund to purchase land for future development of assisted housing for persons earning 40% or less of median income.

Appraisals
The three properties were appraised by Charles H. Creech, an appraiser from the City's approved list of independent appraisers, and then reviewed by the City's Real Estate Division. The appraised value of the land was determined to be $0.45 per square foot. The combined value of the three parcels are $79,400 and the breakdown of the appraiser's report is as follows:

<table>
<thead>
<tr>
<th>Parcel</th>
<th>Sq. Ft.</th>
<th>Value</th>
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<tr>
<td>078-451-05</td>
<td>104,108</td>
<td>$46,800</td>
</tr>
<tr>
<td>078-452-21</td>
<td>37,026</td>
<td>16,700</td>
</tr>
<tr>
<td>078-453-03</td>
<td>35,284</td>
<td>$15,900</td>
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*Rounded

Background:
The subject parcels were acquired by the City as part of a comprehensive urban renewal project in the Greenville area, which was completed in the early 1970's. The proposed development is consistent with the Greenville Special Project Plan approved by City Council on September 28, 1987, which served as an update to the Greenville Urban Renewal Plan.

Clearances:
Community Development Department; Planning Committee of Planning Commission (Mandatory Referral Report No. 92-19, approved unanimously on November 2, 1992 - Exhibit C).

Attachment No. 3
VOTE ON CONSENT ITEMS

5. Agenda items 18 through 29 may be considered in one motion except for those items removed from the consent agenda as a result of a Councilmember making such a request of the City Clerk prior to the meeting.

Staff Resource: Pam Syfert

POLICY

6. Reports of the City Manager:

- City Within A City

Transit Funding Options.

Information on this item will be sent to Council on Friday, February 5.

Economic Development Legislation.

Information on this item will be sent to Council on Friday, February 5.
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Campbell/Wheeler Deny Sales Tax Option</td>
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<td>Tunan.</td>
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<tr>
<td>Campbell/Scarborough - Ask Staff to bring back a process to develop a process on the future of transit and how to fund it</td>
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<td>Tunan.</td>
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<td>Scarborough/Patterson Put Marketing Contract for Transit back on netto</td>
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<td>Retail agents</td>
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9. Recommend approval of recommendation of the Personnel and Finance Committee to request information from painting contractors concerning unemployment insurance, State taxes and Federal taxes with the Business Privilege License Tax application.

Staff Resource: Pam Syfert

Painting Contractors

Some months ago Mr. Sumter Cox, a painting contractor, approached the city to request assistance in bringing painting contractors into compliance with certain State and Federal regulations.

- Mr. Cox believes the failure of these contractors to follow withholding and tax provisions creates a problem for contractors who do follow the law because they are not price competitive.

There is also a cost to society in the lost taxes and exposure of employees not properly covered by such things as unemployment insurance and workers' compensation.

- Mr. Cox believes this situation would be greatly improved if the city would add a request to its Business Privilege License Tax (BPLT) form for relevant information concerning the contractor's tax and withholding status.

Personnel and Finance Committee

At its November 23, 1993 meeting the committee considered Mr. Cox's request and expressed concern that taking the requested action may not result in stopping the undesirable behavior. Nevertheless, after determining that some basic information that could show non-compliance could be collected without great expense, the committee voted 3-1 to ask City Council to direct the Tax Office to collect the requested data.
Committee Recommendation

Have the City Manager work with the County Tax Office to amend the BPLT form to collect data from painting contractors on State and Federal taxes, Social Security withholding, Unemployment Insurance and Workers' Compensation.

Background information from the Committee meeting is attached.

Attachment No. 4

10. Recommend approval of recommendations from the Personnel and Finance Committee regarding: 1) City-staff initiated innovations; and 2) committee assignments from Council's retreat.

Staff Resource: Pam Syfert

Committee Discussion

On February 1, the Personnel and Finance Committee met to discuss:

1. The status of City innovation efforts and two proposed innovations for Council consideration; and,

2. Assignments for City Council Committees resulting from Council's retreat and the services assessment process.

City Innovations

Council is requested to approve staff proceeding with the innovations listed below as #1 and #2. No changes are being recommended at this time. Any proposed changes will be brought back to City Council for action.

As part of the Rightsizing process, the City established a City-wide Innovations Team. Their charge has been to identify ways to save money, improve operations and customer services, and provide a conduit for ideas from employees throughout the organization. Department innovation teams have also been established to meet Rightsizing goals.

A list of innovations which have been implemented in the City was presented to the Personnel and Finance Committee and is attached.
Further, the City-wide Innovations Team has discussed some ideas which require City Council action before proceeding. These ideas, which are described below, relate to changes in departments providing direct services to the public.

The Personnel and Finance Committee reviewed the ideas and recommended that they be pursued by staff and brought back to City Council at a later date.

Innovation #1: Evaluate the option of allowing Solid Waste Services employees to take Veterans Day and Memorial Day as holidays. This will result in no garbage service on those two holidays. Benefits of the change include:

a. Cost savings estimated at $80,000 in overtime/holiday pay.
b. Improved employee morale.
c. Reduced citizen confusion concerning garbage collection during holidays.

If approved, staff will bring back information about the impact on customers and options to lessen the impact. Memorial Day holiday falls on Monday; Veterans Day holiday falls on Thursday.

This change can be made as part of the FY94 budget.

Innovation #2: Using established Fire Department criteria for response times, distances, etc., evaluate the number and location of fire stations which are required to meet—but not exceed—those criteria. Establish an evaluation process which involves citizens from the community.

It is not anticipated that this evaluation will be completed during the FY94 budget deliberations. The evaluation, which will be completed during FY94, will serve as the basis for updating the Fire Station Master Plan.
Council Committee Assignments

At Council's January 22 retreat, City Council identified 47 action items resulting from the services assessment process. Since the retreat, staff and Organization Consultants Incorporated (OCI) have summarized the action items. The Council Retreat Summary is attached.

On February 1, the Personnel and Finance Committee reviewed and approved the action items and the proposed Council Committee assignments. A summary of the Council Committee assignments is also attached.

Attachment No. 5

11. Recommend that City Council hold a workshop to discuss the result of the Mayor's Task Forces on Organization, Pay & Compensation and Privatization.

Information on this item will be sent to Council on Friday, February 5. 8:00am to 2:00pm. 3/5
SERVICE REDUCTIONS NECESSARY TO BALANCE FY94 BUDGET FOR CTS

Goal: Save $2.5 million by eliminating 56,800 annual service hours

1. Eliminate all express routes except Albemarle Rd. and Idlewild Rd. 21,300
2. Rescind all January '93 service improvements 10,690
3. Eliminate "convenience" routes and newest service #30 Crosstown and #5 Airport 7,500
4. Decrease frequency of service on low productivity routes to Service Standards minimums, and on high demand routes with frequent service. 17,310

#19 Park Rd. peak from every 15 minutes to every 30 minutes;
N. Tryon peak from every 10 minutes to every 15 minutes, midday from every 20 minutes to every 30 minutes;
Beatties Ford Rd. peak from every 5/10 minutes to every 15/20 minutes;
West Blvd. peak from every 5/10 minutes to every 10/15 minutes;
South Blvd. peak from every 20 minutes to every 30 minutes;
S. Tryon peak from every 12 minutes to every 15 minutes.

These cutbacks in service result in the elimination of 17.5% of CTS's annual service hours. It will mean the layoff of approximately 30 drivers and six mechanics. It would also cause standing loads on many of the routes, which is in violation of the current Service Standards.

/vp

SERVRED.94/VBTCTS
Using only current and projected transportation fund revenues to continue to operate CTS through FY96 will require dramatic cutbacks in CTS service. Approximately one third of the current bus service will have to be eliminated resulting in the layoff of 60 bus drivers and 15 mechanics.

The following bus service would be affected.

Service would be eliminated on the following routes:

#29 UNCC-Southpark  #55X Wilkinson Blvd Express
#30 Westside Crosstown  #61X Providence Rd. Express
#41X Pineville Express  #62X Rea Rd. Express
#45X Carmel Rd. Express  #64X Crown Point Express
#52X Uptown Connection  #65X Matthews Express
#53X Lawyers Rd. Express  #66X Sharon Rd. Express
#54X Harris Blvd. Express

Peak bus frequencies would be reduced from current levels ( ) to every 30 minutes on the following routes:

#1 Mt. Holly (15)  #12 South Blvd. (20)
#3 Plaza Rd. (20)  #16 South Tryon (12)
#4 Country Club (20)  #19 Park Rd. (20)
#7 Beatties Ford Rd. (10)  #21 Double Oaks (12)
#8 Tuckasegee (15)  #23 Sharon (20)
#9 Central Ave. (10)  #28 McAlway (25)
#10 West Blvd. (10)  #51X Idlewild Express (25)
#11 N. Tryon (10)

and to every 60 minutes on these routes:

#5 Freedom Dr/Airport (30)  #20 Queens Rd. (30)
#13 Nevins Rd. (40)  #22 Graham (30)
#14 Providence Rd. (30)  #24 Windsong (25)
#15 Randolph Rd. (30)  #27 Monroe Rd. (20)
#19 Park Rd. (20)

Midday frequencies would be reduced from current levels ( ) to every 30 minutes on these routes:

#7 Beatties Ford Rd. (15)
#9 Central Ave (15)
#10 West Blvd. (20)

Midday frequencies will be changed to every hour on these routes:

#1 Mt. Holly (30)  #19 Park Rd. (30)
#11 North Tryon (20)  #20 Queens Rd. (45)
#12 South Blvd. (30)  #22 Graham (30)
#17 Commonwealth (30)  #27 Monroe (30)
#18 Selwyn (30)

These reductions in service will result in full standing loads on many routes, which will require buses to pass up waiting passengers on peak demand trips many times each day.

/vp
2/4/93
Consider adding economic development legislation to the City's legislative package.

City Manager's Office

Explanation of Request

The Chamber of Commerce approached City Council and the County Commission with a request to amend existing State legislation. This legislation allows several counties to make infrastructure improvements to industrial zoned property and then dispose of the property for less than fair market value to an interested developer. While selling, the units of government are permitted to treat the increased tax value of the property, once it is improved by the buyer, as part of the consideration for the sale.

Purpose

The proposed legislation will allow cities to deal city-wide with private developers in a manner similar to the current legislation that allows the City to engage in public-private ventures in the uptown area. Currently it is difficult to market the airport and coliseum
property through negotiations with developers while we must comply with the State property disposition law.

The Chamber of Commerce is requesting that the City Council and the County Commission endorse amending existing legislation to allow us greater flexibility in recruiting industry and developing city property. With Council's approval, we are proposing to amend existing State legislation to include Charlotte-Mecklenburg and allow office and commercial development activities to be included under public/private negotiated deals.
Council is requested to approve a financing plan for short-term operations and long-term expansion of public transportation.

Department of Transportation

Explanation of Request:
City Council is asked to:

- As a short-term measure, authorize the City Manager to submit a FY 94-95 budget which uses additional property taxes to balance revenues and expenses. Also, submit separate bills to the legislature for:
  1. A county-wide parking tax (with Mecklenburg County's endorsement)
  2. Five additional dollars per vehicle license fee
  3. A 1% tax on rental car gross receipts.

- As a long-range strategy, authorize the City Manager to develop a legislative package for submission in this term of the North Carolina General Assembly for a local-option, point-of-collection 1% sales tax. In developing this package the Manager will develop a process that includes Council discussion and collaboration with the Mecklenburg Delegation; Mecklenburg County; regional towns, cities and counties; and the Charlotte Chamber.

- Additionally, the City will support all North Carolina League of Municipality efforts to secure a dedicated State-wide source of transit revenue.

Purpose:
- The requested short-term action addresses the projected FY 94 deficit of $3.7 million in the Public Transportation Fund, assuming first-year implementation of the regional transit vision.

- Property tax revenue would be used to balance the transit budget this fiscal year because of the uncertainty of legislative approval of alternative revenues and because of the time lag for collections if new revenues are approved.
* The requested long-term action begins to address the capital and operating funding needs of the regional public transportation vision presented to Council on January 23.

**Citizen Involvement:**
* The Transit Advisory Committee was involved in reviewing funding and transit service options during 1992.

**Background:**
* On January 6, 1992, Council held a workshop on transit financing. The issue was referred to Council's Transportation Committee.

* Council's Transportation Committee discussed the issue throughout 1992. In October 1992, the committee recommended that transit service and funding be included as a topic on Council's January 1993 retreat.

* On January 23, 1993, City staff presented a long-range regional land use and transit vision to Council at the annual retreat.

* The Department of Transportation and Charlotte Transit needs about 120 days to either expand or reduce service. In order to implement the first year expansion as outlined in the regional vision or to reduce service by approximately 20 percent to balance the transportation fund, staff needs direction by May 1 for September implementation.

* Because the General Assembly is already in session, City staff needs to prepare a bill as quickly as possible for submission to the Mecklenburg delegation. Further delay may result in a bill's not being accepted for the 1993 session.

* A shortfall in the FY94 transit budget of $3.7 million will reduce current Charlotte Transit service by nearly 20 percent as well as fail to implement the first-year improvements proposed in the regional transit vision. Approximately 30 drivers and 6 maintenance employees will lose jobs. There will be standing loads on many routes, particularly routes using West Boulevard, North Tryon Street, South Boulevard, Beatties Ford Road and South Tryon Street. All express routes except Albemarle Road and Idlewild Road Express would be eliminated.

**Clearances:**
Budget and Evaluation Department

**Bibliography:**
Additional information is available from the Transportation or Budget and Evaluation departments.
12. Recommend that Council designate the Assistant Police Chief for Operations to file written comments or objections to the issuance of ABC permits on behalf of the City Council and to appear at the hearings for contested permits.

Staff Resource: Don Steger

ABC Permits

North Carolina General Statute 18B-901 requires the ABC Board to notify the governing body of requests for ABC permits and gives the governing body 10 days to express any objections to the issuance of permits at a particular location.

- Recently, neighborhood groups have challenged the issuance of permits at some locations where alcohol sales have negatively impacted the neighborhood's quality of life, thus making the City's right to comment of increased importance.

- In the past, these requests for comments have come to the Mayor who has returned them after consultation with the Police Department.

- The Mayor prefers that he not be the designee since this activity can be time consuming and requires information the Mayor does not have.

- The ABC Board has notified the City that Council has never officially appointed anyone to act on their behalf in these matters.

Assistant Chief/Designee

The City Manager recommends that Council appoint the Assistant Chief of Police - Operations as its designee to comment on ABC permit applications and to appear at the hearings for contested permits. The Assistant Chief will be able to access crime statistics for the location involved, the criminal history of the applicant and other pertinent information that will enable him to comment on the appropriateness of the application.

Clearances: The City Manager, Police Department and City Attorney have approved this request.
13. Recommend adoption of a budget ordinance amending the Police Department's Table of Organization to add an Assets Forfeiture Attorney and appropriate $19,347 in Assets Forfeiture funds.

Staff Resource: Don Steger

Council Action
Council is requested to approve the Police Department's hiring of an attorney whose time would be devoted exclusively to assets forfeiture cases.

Special Attorney
The U. S. Attorney's Office has offered the Police Department the opportunity to have one of its attorneys sworn as a Special Assistant United States Attorney to prosecute forfeiture cases arising out of seizures made by the Charlotte Police Department and other police departments in Mecklenburg County.

Duties
The attorney's duties would include:

- Prosecution of assets forfeiture cases, especially some of the smaller cases that are currently not processed due to a shortage of personnel in the U. S. Attorney's Office.

- Coordination of the preparation of cases involving assets forfeiture and money laundering.

- Provision of assistance to the U. S. Attorney in the prosecution of major forfeiture cases.

- Act as a liaison between the Charlotte Police Department, the U. S. Attorney, the State Attorney General, the District Attorney, D.E.A. and all other agencies involved in assets forfeiture and money laundering cases.
* Provide legal assistance in other cases, such as public nuisance suits and code enforcement violations, which may involve the potential forfeiture of assets.

**Existing Workload**

Presently, the Police Attorney's office handles claims, lawsuits, recruit and in-service training, review of police policies and procedures, preparation of legal updates, and provision of legal advice to all police employees. The existing workload does not allow that office, as presently staffed, to handle the complex workload associated with assets forfeiture cases.

**Cost**

Addition of this position will strengthen and broaden the department's use of assets forfeiture laws as a sanction against criminals. It will result in the seizure of assets in a greater number of cases.

The Police Department proposes to fund the Assets Forfeiture Attorney position with assets forfeiture funds and has been assured by the U. S. Attorney that this is a legitimate use of those funds. The position will essentially pay for itself.

**Funding:**

Police Assets Forfeiture Account.

**Clearances:**

The City Manager, Budget and Evaluation, and the City Attorney have approved this request.
14. Recommend adoption of an ordinance amending Chapter 10 of the City Code that regulates banners and signage in the public right of way.

Staff Resource: Del Borgsdorf

Uptown Promotion

The City of Charlotte annually contracts with the Charlotte Chamber, through its Central Charlotte Division, to promote and market uptown Charlotte.

Banners

To further animate and promote uptown, the Central Charlotte Division has asked the City to modify its laws regulating banners and decorative signage uptown.

- Since the construction of the Tryon Mall, banners have been allowed to hang temporarily from specially designed poles.
- However, trees along Tryon Street now obscure these banners except during winter.
- In addition to this, as the number of cultural and civic events uptown grows, they need to be easily communicated to the public.
- Use of banners, pennants, flags and similar decorative signage is an effective way to do this while adding color and vitality to uptown.

Proposed Changes

The proposed changes would expand the scope of the banner and decorative signage activities to the entire uptown. It is the intent of these ordinances to allow:

- Banners across public right-of-way of selected streets.

Examples: Tryon Street, Third Street, Fourth Street.

The Charlotte Department of Transportation will be authorized to approve selected locations for pairs of specially designed banner poles to display banners across public right-of-way.
- Banners hanging over city streets and in/over sidewalk right-of-way.

Central Charlotte Division would continue to be permitted to put banners (and other flags, pennants, or other decorative signage) over the street and now, in addition, in/over sidewalk right-of-way.

- Where signs are placed on private property, written consent of property owners would be obtained.

- In all cases, CDOT would approve safety of the locations and design of the standard hardware.

- Central Charlotte Division would develop rules for administering the program for the approval of the City Manager or his designee.

- Since the purpose is to promote civic or cultural events, banners or signage for commercial activities would not be allowed.

Central Charlotte Division of the Chamber will ensure that appropriate liability insurance in favor of the City of Charlotte is obtained to cover any additional liability created through this animation program.

Funding: Central Charlotte Division of the Charlotte Chamber and private sector.

Clearances: Department of Transportation, Economic Development, City Attorney, Duke Power Company, Central Charlotte Division of the Charlotte Chamber.
Recommends (A) approval of an Emergency Shelter Grant Program application for $59,000 to provide homeless assistance as authorized by the Stewart B. McKinney Homeless Assistance Acts of 1987 and 1988, (B) approval to issue Requests for Proposals to local providers, and (C) adopt a budget ordinance to appropriate the $59,000 Federal grant.

Staff Resource: Del Borgsdorf

The Grant

On January 6, 1993 the Department of Housing and Urban Development (HUD) notified the City of its Emergency Shelter Grant (ESG) allocation of $59,000.

- The City must apply for these funds by February 19, 1993. Failure to meet this deadline may result in the reallocation of these funds by HUD to other jurisdictions.

- This fiscal year’s ESG allocation of $59,000 is $27,000 less than last year’s allocation of $86,000. This is due to a national reduction in the appropriation of ESG funds by Congress.

- In order to allow eligible homeless service providers to compete for the limited ESG funds, staff will issue Request for Proposals to local providers. A recommendation will be brought back to City Council in March regarding approval of contract(s) for the distribution of the ESG funds.

Background: The Stewart B. McKinney Homeless Assistance Acts of 1987 and 1988 authorized the Emergency Shelter Grant Program which provides funds to states and local governments to support programs targeted to homeless individuals and families.

The funds may be used for the following eligible activities:

- Renovation of facilities for emergency shelter
- Provision of essential services (up to 30% of the total grant)
- Payment of maintenance, operations and insurance
- Homeless prevention activities (up to 30% of the total grant)
- Staff costs for operations (up to 10% of the total grant)
From 1987 to 1991 the City contracted with Mecklenburg County for the administration and distribution of the ESG funds. Mecklenburg County then contracted with eligible local homeless care providers to carry out eligible ESG Program activities. In 1992 the County requested that it be removed from its contractual arrangement with the City to administer and distribute these funds. Because of the short time frame on committing the ESG funds, staff recommended to City Council that the City contract directly with the five agencies which the County had recommended receive the FY92 ESG funds. Therefore, on June 22, 1992 City Council approved the following distribution of funds:

- Uptown Shelter $32,000
- Salvation Army Women and Children's Shelter 10,000
- Charlotte Emergency Shelter 18,200
- Traveler's Aid Society 10,000
- Crisis Assistance Ministry 15,800

$86,000

Clearances: Community Development Department. The ESG Application has been sent to the Grant Review Committee.

Recommend approval of a loan of $42,188 to the Belmont Community Development Corporation for acquisition and rehabilitation of a single-family home at 1601 N. Harrill Street in the Belmont neighborhood for use as a temporary office and subsequent sale to a low-income family.

Staff Resource: Del Borgsdorf

Council Action

What is Council being asked to approve?

City Council is requested to approve a loan of $42,188 to the Belmont Community Development Corporation (CDC) to acquire and rehabilitate a house at 1601 N. Harrill Street in the Belmont neighborhood.

- The $42,188 loan will permit the CDC to acquire the house from First Union National Bank Community Real Estate Fund, Inc. at a cost of $10,761, and rehabilitate it to the City's substantial housing rehabilitation standards at a cost of $31,427.
• The property will serve as a temporary office and model home for the CDC, with the expectation that within 5 years it will be sold to a family earning 80% or less of the area median income.

Details

The loan is a 0% interest, deferred payment loan, with payment due in 5 years or upon sale of the property.

• The loan will be assumable, in that it may be rolled over in the event that it is sold to a qualified low-income family.

• It will also be renewable, in that after 5 years the CDC may request another 5-year term to continue using the property as an office if such is determined to be in the interest of the Belmont community.

Why is the City doing this?
City Council is being asked to approve this loan because, while it is below the $50,000 amount that is within the City Manager's discretion to approve, the terms of the loan are different from Council's approved Selective Rehabilitation Program. Under the Selective Rehabilitation Program, a loan to a non-profit organization is an amortized loan at 3% interest. The loan being requested by the CDC is a deferred payment, 0% interest loan.

The City's loan to the CDC for this project promotes the following City objectives:

• Builds the capacity of a community-based organization by providing it with a physical presence in the community and experience in developing affordable housing;

• Brings a formerly vacant, substandard housing unit into compliance with the Housing Code;

• Contributes to the redevelopment of the Belmont community by removing slum and blight;
ITEM NO. - 20 -

* For the period during which the property is used as an office, it creates space and opportunity for community meetings and the dissemination of information concerning affordable housing and commercial revitalization opportunities in the community; and

* At such time as the property is sold, it creates a homeownership opportunity for a low-income family.

What are Council's options?
1. Approve the loan as proposed
2. Amend the terms of the loan
3. Reject the loan

How much will this cost?
The total loan amount is $42,183, of which $10,761 is for acquisition and $31,487 is for rehabilitation. The source of funds for the City's loan is the federal Community Development Block Grant.

Background
Since the establishment of the Belmont Task Force in 1967 the City has been working to assist Belmont residents in revitalizing the neighborhood and responding to neighborhood needs. Implementing a key recommendation of the 1988 Belmont Task Force Report, the Belmont Community Development Corporation was incorporated in July 1990. The CDC's bylaws state its mission as one of pursuing economic development and empowering the residents of the Belmont community to participate in all aspects of such development.

As part of its HUD-approved Comprehensive Housing Development Strategy (CHAS), the City has made support for viable development projects sponsored by Community Housing Development Organizations (CHDOs) a high priority. The Belmont CDC meets the regulatory definition of CHDO, which requires at least one-third neighborhood representation on its Board.
The property that the CDC is proposing to acquire has been under code enforcement and was acquired by First Union National Bank Trust for the CDC under a corporative arrangement between the bank and two local CDCs. Financial analyses and the detailed rehabilitation work write-up prepared by Community Development Department staff demonstrate that it is economically feasible to acquire and rehabilitate the property for use as affordable housing.

Additional information and photos of the subject property are attached.

Clearances: Community Development Department.

Attachment No. 6

Consider $54,800 from the Development and Revitalization Fund be used as the City's 20% match for a City-Within-A-City loan by NationsBank of $219,200 to Ms. Karen Shaw for the Precious Child Day Care Academy.

Staff Resource: Del Borgsdorf

Council Action

City Council is requested to approve the use of $54,800 Development and Revitalization Funds as the City's 20% match for a loan by NationsBank of $219,200 to be made by NationsBank for the Precious Child Academy as part of the City-Within-A-City Loan/Equity Pool Program.

- The $219,200 bank loan will be for a term of 10 years and 8 months compared to the maximum 10-year term for bank terms as part of the City-Within-A-City Loan/Equity Program.

- The additional eight months is needed to enable the borrower to renovate the building to be used for the day-care center.

Details Why is the City doing this?
The purpose of the City-Within-A-City Loan/Equity Pool Program is to create a public/private venture which will increase lending opportunities for targeted areas of the City of Charlotte, thereby providing expanded economic development opportunities, particularly the creation of jobs.
This program will allow the banks, in partnership with the City, to make marginal loans that would not have been made without the use of the public/private venture funds being provided by the City.

Loans are to be made to individuals earning 80% or less of the median income for Charlotte or to companies or persons that will employ individuals within the City-Within-a-City boundary earning 80% or less of the median income for Charlotte.

The minimum loan amount will be $15,000, and one job is to be created for each $10,000 in City Development and Revitalization funds loaned.

The bank loans will be made to targeted borrowers for new businesses or the expansion of existing businesses. All loans are made with 80% bank contribution and 20% City contribution (with City funds being subordinated to bank debt).

The City funds will be available to the banks at a 0% interest rate.

This arrangement (subordinated, 0% interest loans) will enable the banks to view these funds as equity, thereby enhancing borrowing opportunities for targeted applicants.

**Jobs**
This project will create 10 jobs for low-to-moderate income persons by the required City-Within-A-City timeframe of two years. However, a total of 21 jobs will be created for low-to-moderate income individuals as a result of this loan. All jobs will be filled by City-Within-A-City residents.

**Location**
The day care center will be located in the recently annexed Sterling community. The Precious Child Academy location will be at 9815 China Grove Road which is between Packard Street and China Grove Church Road near the I-485 By-Pass. Precious Child Academy will provide much needed day care services to the residents of Sterling and other communities in this corridor of the City.
What are Council's options?

1. Approve the requested $54,800 loan for the Precious Child Academy. (If this option is chosen, day-care facilities will be available to the Sterling community, and 21 new jobs for low-to-moderate income persons in Charlotte will be available.)

2. Disapprove the requested $54,800 loan. (If this option is chosen, needed day-care services will not be available in the Sterling community, and 21 jobs for low-to-moderate income persons will not be created.)

Cost

How much will this cost?
The total cost of the project is $357,220 of which $54,800 is being requested from the City as its 20% matching funds. On October 28, 1991 City Council approved the use of $600,000 in Development and Revitalization Funds to match NationsBank's $3,000,000 commitment to the City-Within-A-City Loan/Equity Pool Program; therefore, no additional funds are being requested. The $54,800 will be drawn from the City's $600,000 commitment which has already been set aside for NationsBank's 80% contribution.

Background: See Attachment.

Clearances: Community Development Department.

Attachment No. 7
CONSENT

The consent portion of the agenda is divided into two sections: Consent I and Consent II.

Consent I consists of routine items that have been approved in the budget, are within the budget estimate, and have met MWBE criteria.

Consent II consists of items that have also been approved in the budget, but which may require additional explanation.
CONSENT I

BID LIST

18. Recommend adoption of the bid list as shown. The following contract awards are all low bid and within budget estimate unless otherwise noted. Each project or purchase was authorized in the annual budget and each is in compliance with M/WBE rules.

A. Crushed Stone D.O.T.-St. Maintenance

Recommendation: By Purchasing Director and Director of Transportation that the low bid, Martin Marietta, Charlotte, N.C. in the amount of $446,775.00 be accepted for award of contract.

B. 5 - Medium Duty Truck Cab and Chassis Water and Sewer, Street Maintenance

Recommendation: By Purchasing Director and various department heads that the low bid as submitted by Tar Heel Ford Truck, Charlotte, N.C. for $145,091.00 be awarded.

C. 4-15 Passenger Buses Aviation

Recommendation: By Purchasing Director and Aviation Director that the low bid be accepted for award of contract to National Transportation Service, Inc., Marietta, Ga. for $149,976.

D. FY93 Stormwater Maintenance Package C Engineering

Recommendation: By the City Engineer that the low bid of $189,950.00, as submitted by United Construction, be accepted for award on a unit price basis.
RESOLUTION

19. Recommend adoption of a resolution that eliminates the unused balance ($127,070,000) of the original $250,000,000 refunding bond authorization adopted by Council on November 9, 1992.

CODE ENFORCEMENT

20. Recommend adoption of an ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 601 Pinoca Street (Hoskins/Thomasboro Neighborhood).

MUNICIPAL AGREEMENT

21. Recommend approval of a municipal agreement between the City of Charlotte and the North Carolina Department of Transportation (NCDOT) relating to construction improvements to Westinghouse Boulevard from NC 49 to I-77 and adopt a resolution authorizing the Mayor to execute the agreement (Project U-2806).

SPEED LIMIT

22. Recommend adoption of an ordinance amending City Code Section 14-131(c) to change the speed limit on a portion of Carmel Road from Sharon View Road to Quail Hollow Road.

SET PUBLIC HEARING

23. Recommend adoption of a resolution of intent to abandon a portion of an alleyway west of Julien Street and set a public hearing for March 22, 1993.
Recommend (1) adoption of a budget ordinance appropriating $85,000 in police assets forfeiture funds to cover contract costs and (2) approval of a contract with Electronic Data Systems to provide training for police personnel in the operation of the Automatic Fingerprint Identification System (AFIS).

Six Months Training

The Automated Fingerprint Identification System (AFIS) purchased by the Police Department is expected to be fully operational by March 1, 1993. The system represents an investment of some $2.1 million and involves highly sophisticated technology, some of which is being used for the first time in Charlotte's AFIS system.

- In order to make optimum use of the AFIS system and assure that it is operated and maintained properly, the Police Department wishes to contract with the system's vendor, E.D.S. (Electronic Data Systems) to provide six months of training, from March 1, 1993 through August 31, 1993, to those personnel who will be responsible for the operation and maintenance of the system.

- The training will assure that the appropriate personnel will be proficient in the operation of the system.

- The cost of six months of training, to include two E.D.S. employees full-time, is $85,000. Council is requested to approve a budget ordinance appropriating $85,000 in police asset forfeiture funds to cover this expense.

Funding:

Police Assets Forfeiture Account.

Clearances:

The City Manager's Office, Budget and Evaluation, the City Attorney, and the Police Attorney have approved this request.
AGREEMENT

25. Recommend approval of an agreement for construction phase services with Gannett Fleming Corddry and Carpenter, Inc. for professional engineering services related to the additions and alterations to the Sugar Creek and Irwin Creek Wastewater Treatment Plants not to exceed $2,361,900.

Treatment Plant Agreement

The City has an existing design agreement with Gannett Fleming Corddry and Carpenter, Inc. for professional services relating to the additions and alterations to both the Sugar Creek and the Irwin Creek Wastewater Treatment Plants.

- Based upon new wastewater discharge permit requirements for both plants and to provide certain facilities deleted from prior construction projects, a new agreement is necessary to provide professional engineering services to construct those wastewater treatment needs.

- The Sugar Creek plant is to be upgraded and expanded to treat an additional five million gallons of wastewater per day.

- The Irwin Creek plant will only be upgraded with no additional capacity added.

Cost

Compensation for the construction phase services has a total cost ceiling not to exceed $2,361,900 and covers both treatment plants. This agreement extends for two years until mid-1995.

Funding: Sugar Creek and Irwin Creek Wastewater Treatment Plants Capital Accounts.

Clearances: The Utility Director.
CONTRACT RENEWAL

26. **Recommend the renewal of a contract with Barton Protective Services to continue security services for one year at the Charlotte Mecklenburg Government Center and City Hall for $164,702.72.**

**One Year Contract—No Increase**

On January 14, 1991 City Council awarded a contract to Barton Protective Services for $164,702.72 per year to provide security services at the Charlotte Mecklenburg Government Center and City Hall.

- This annual contract included the option to renew it at the end of each year based on performance, for a total of three years, and this is the last renewal request in accordance with the terms and length of the contract.

- Barton Protective Services provided satisfactory security service during the past contract year (2/9/92 – 2/3/93) in accordance with the contract specifications and performance requirements.

- The contract amount has been negotiated to remain at $164,702.72 for the third year. This service is necessary to continue providing security protection to the Charlotte Mecklenburg Government Center, City Hall and Governmental Plaza.

**Funding:** General Services Operating Budget.

**Clearances:** General Services Department, Budget & Evaluation Department and City Attorney’s office.
CHANGE ORDER

27. Recommend (1) adoption of a budget ordinance to appropriate $155,000 to the Steele Creek Sewer Force Main Account and (2) approval of Change Order No. 1 to the Steele Creek Force main contract for $188,080.

Change Order

Change Order No. 1 will provide:

- Payment to the contractor for increased quantity of tunnelling operations.

Budget ordinance will provide:

- Funds to cover construction, engineering services, and project contingency.

Additional Information:

- On June 22, 1992, City Council awarded the sanitary sewer construction contract for a 30-inch sewer line along Granite Street to the Steele Creek sewer force main to Dellinger, Incorporated for $625,061.64.

- Construction of the project will increase the flow capacity of sewer outfalls from the Steel Creek pump station. The need for increased capacity is based on proposed projects and development in the area.

- Adjustment of the estimated quantity for tunnelling operations is necessary due to an incorrect bid quantity assigned to the tunnelling line items.

- Change Order No. 1 will increase the contract price by $188,080. The new contract price will be $813,141.64.

Funding:
The budget ordinance appropriates prior Sewer Bonds of $144,295.36 from two closed accounts and $10,704.64 from the Water and Sewer Operating Fund Balance to the Steele Creek Force Main Capital Account.

Clearances: Utility Director.

Budget and Evaluation.
REHABILITATION LOAN

28. Recommend entering into a loan agreement with Joyce H. Kemp for $56,267 to rehabilitate and refinance her home located at 309 Whiting Avenue.

Details of the Loan
Joyce H. Kemp applied for amended assistance to her current rehabilitation loan on her house to correct the problem of water standing underneath her house, which is causing deterioration to the structure. The amended assistance amount is $5,423. The refinancing of Ms. Kemp’s existing indebtedness totaling $50,844 (Glendale Federal Bank - $22,059 and City of Charlotte - $28,785) will allow the City to be a first lien position and will reduce the City’s risk of exposure to foreclosure. The total loan amount to Ms. Kemp will be $56,267.

What are Council’s options?
1. Approve a $56,267 loan to rehabilitate and refinance Joyce H. Kemp’s home.
2. Approve a $5,423 loan to Joyce H. Kemp to rehabilitate her house and not refinance her existing indebtedness which leaves the City in a third lien position.
3. Not approve the loan agreement with Joyce H. Kemp.

The breakdown of total costs are:
- Rehabilitation Cost: $4,238
- Contingency: $424
- Attorney Fees/Closing Costs: $761
- Refinancing Existing Indebtedness: $50,844
- Total Loan Amount: $56,267

Background:
See Attachment

Clearances: The loan package has been reviewed by the Community Development Department, and all criteria to qualify for financial assistance have been met by the applicant in accordance with the requirements outlined in the Community Development Standard Rehabilitation Loan Program.

Attachment No. 9
PROPERTY TRANSACTIONS

29. Recommend approval of the following property transactions.

A. Project: F.A.R. Part 150 land Acquisition Program - Residential Purchase
   Owner(s): Ann L. Elliott & Jo Ann Crooms
   Property Address: 6408 Shoreline Drive
                    Charlotte, N. C. 28214
   Property to be acquired: .617 acres
   Improvements: 3 bedrooms, 2 bath, ranch w/basement
   Tax Value: $77,380.00 Purchase Price: $87,500.00
   Remarks: Purchase price was determined by an independent appraiser and a review by a second appraiser. Each appraisal takes into consideration specific quality and quantity of the house. The Tax Department has lowered the evaluations in Moores Park due to economic obsolescence (proximity to the Airport). The residential property was acquired per Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition and Relocation Act 1970. The owners are eligible for relocation benefits. Acquisition and relocation costs are eligible for Federal Aviation Administration reimbursement.

B. Project: F.A.R. Part 150 land Acquisition Program - Residential Purchase
   Owner(s): Bel-Char Realty and Development, Inc.
   Property Address: 6333 Virginia Avenue
                    Charlotte, N. C.
   Property to be acquired: .65 acres
   Improvements: 3 bedroom, 2 baths, ranch
   Tax Value: $74,990.00 Purchase Price: $94,500.00
   Remarks: Purchase price was determined by an independent appraiser and a review by a second appraiser. Each appraisal takes into consideration specific quality and quantity of the house. The Tax Department has lowered the evaluations in Moores Park due to economic obsolescence (proximity to the Airport). The residential property was acquired per Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition and Relocation Act 1970. The owners are eligible for relocation benefits. Acquisition and relocation costs are eligible for Federal Aviation Administration reimbursement.
House No. 1 B
The Greenville Neighborhood II
approximate scale 1/8 = 1'-0"
3 Bedroom/2 Bath  1003 sq. ft.
Charlotte-Mecklenburg Housing Partnership
House No. 2 A
Greenville Neighborhood II
3 Bedroom/2 Bath 1022 sq. ft.
Charlotte-Mecklenburg Housing Partnership
House No. 4 B
Greenville Neighborhood II
4 Bedroom/2 Bath 1329 sq. ft.
Charlotte-Mecklenburg Housing Partnership

Second floor
First floor
PROJECT PROPOSAL AND LOCATION

The Community Development Department proposes to sell three lots in the Greenville neighborhood to the Housing Partnership for the next phase of single-family construction. The three lots are tax parcels 078-451-05, 078-452-21, and 078-453-03. The lots will be subdivided into approximately 19 home sites. Total tax value of the three parcels is $116,120; an appraisal is being undertaken. All parcels are zoned R-5.

PROJECT JUSTIFICATION

This proposal carries out the City's policy of selling land obtained through the urban renewal process when a viable redevelopment project is submitted.

PROJECT IMPACT

This proposal conforms to the approval urban redevelopment plan for the Greenville area and the Greenville Special Project Plan. It allows the Housing Partnership to continue building single family homes for moderate income families.

RELATIONSHIP TO OTHER PUBLIC AND PRIVATE PROJECTS

The Housing Partnership receives funds from the City and this project supports the efforts of that organization.

PROJECT COST

The costs of disposing of this property have not yet been estimated.

STAFF RECOMMENDATION

Approval.

PLANNING COMMITTEE RECOMMENDATION

Approved unanimously by Planning Committee on November 2, 1992 (vote 5-0).
COMPLIANCE INFORMATION (BPLT FORM)

Employer

1. Federal Tax ID# ________________
2. State Tax ID# ________________
3. Employment Security Com. Account # ________________

Employees

SS# ________________
SS# ________________
SS# ________________
SS# ________________

Possible Inquiries

1. Proper withholding of state and federal taxes can be checked with this information.
2. Social Security withholding can be checked with this information.
3. Unemployment insurance compliance can be checked.
4. Three or more employees can trigger workers' compensation question.
PERSONNEL AND FINANCE COMMITTEE
November 23, 1992
EXECUTIVE SUMMARY

The Charlotte City Council Personnel and Finance Committee met on November 23, 1992, at 3:30 pm, in room 271 of the Charlotte-Mecklenburg Government Center with Chairman Hoyle Martin presiding. Committee members Ann Hammond, Don Reid and Ella Scarborough were present; Lynn Wheeler was absent.

Staff members in attendance: Greg Gaskins-Finance; Henry Underhill-City Attorney; Bill Wilder, Tim Mayes and Rachael Pulp-Human Resources; Pam Syfert and Darlene Shrum-City Manager's Office.

Also present: Butch Baker and Robin Pennington-Tax Office; Sumter Cox, painting contractor; and members of the news media.

Business Privilege License for Painting Contractors

Pam Syfert provided background on Sumter Cox's request that the City require painting contractors to furnish tax and workers' compensation insurance information on the Business Privilege Tax License application. He believes that requiring this information will be an incentive for contractors to comply the law regarding Social Security taxes, state and federal unemployment taxes, and workers' compensation insurance.

Henry Underhill informed the committee that the Institute of Government reported that contractors cannot be denied a business license for failure to include the information even if it is requested on the application. Information included on the license application can only be released to state and federal agencies.

Concerns were expressed that adding the information to the application may prove to be of no real benefit, and would not address the other occupations not currently required to hold state licenses. There was discussion of having Ella Scarborough, who is on the board of the North Carolina League of Municipalities (NCLM), pursue at the next board meeting how the League can assist in getting a Bill drafted for legislative approval to require state licensing for painting contractors.

Action Taken: Motion approved 3-1 to have the Tax Office include unemployment insurance and state and federal tax information for painting contractors on the Business Privilege Tax License application form.

Motion unanimously approved to have Ella Scarborough pursue at the next NCLM board meeting actions that the League may be able to take in pursuing state licensing for painting contractors.
Proposed Policy on Communicable Disease

Pam Syfert and Bill Wilder provided an overview of steps the City needs to take in developing a policy on communicable disease. Information on other cities’ policies were discussed. Also discussed were specific issues which must be considered in the policy including: Human Immunodeficiency Virus (HIV); Bloodborne Pathogens Standards; and Americans with Disabilities Act (ADA).

Action Taken: Motion approved unanimously to direct staff to proceed with drafting a policy addressing all components of communicable disease.

Meeting adjourned at 4:45 p.m.
Personnel and Finance Committee
November 23, 1992; 3:30 pm
Charlotte-Mecklenburg Government Center
Room 271

Committee members: Hoyle Martin, Chairman
Ann Hammond, Vice-Chairman
Don Reid
Ella Scarborough
Lynn Wheeler

A G E N D A

I. Business Privilege License for Painting Contractors
   (Attachment 1)
   A. Overview of Issue - Pam Syfert
   B. Proposed Changes to Business License - Greg Gaskins
   C. Discussion - Committee
   D. Recommendation to City Council - Committee

II. Proposed Policy on Communicable Disease
    (Attachment 2)
   A. Overview of Issue:
      Report from Other Cities - Pam Syfert
   B. Proposed City Policy - Bill Wilder
   C. Discussion/Suggestions - Committee

Attachments

C: Mayor and City Council
   Wendell White
   Pam Syfert
   Greg Gaskins
   Butch Baker
   Robin Pennington
   Henry Underhill
   Bill Guerrant
I. BUSINESS PRIVILEGE LICENSE FOR PAINTING CONTRACTORS

Action: Request from Sumter Cox that the City begin requiring painting contractors to furnish additional identification information on the application for the Business Privilege License.

Background: (See attached from Sumter Cox)

Mr. Cox believes the Business Privilege License requirement holds the best chance for bringing painting contractors into compliance with Federal and State regulations. Those regulations require employers to withhold State and Federal income taxes and social security taxes, and for employers to provide workers compensation coverage if they employ more than three individuals.

Mr. Cox believes that requiring that information on the Business Privilege License application will be an incentive for contractors to comply with the applicable laws and will provide information for State and Federal agencies to identify those businesses who are not complying.

City staff met with Mr. Cox and advised him that the Business Privilege License tax is primarily a revenue collection function and is not set up to be an effective regulatory method. Mr. Cox believes that this approach has the best potential for identifying painting contractors who are not complying with the regulations.

The City Attorney also advises that the information requested could not be released except to State or Federal agencies.

Committee Action:

City staff will present at the November 23 meeting the status of researching Mr. Cox's request. In summary:

1. The City can comply with Mr. Cox's request.
2. Using the Business Privilege License tax is not the best way to resolve the problem; other problems may be created.
3. The best solution seems to be State legislation to regulate painting contractors. That approach, however, is long term and expensive. Other local solutions have not been identified.

Mr. Cox has been invited to the Committee meeting; the staff is prepared to discuss the pros and cons of moving forward with this request.
"Unlawful Painting Contractors: The Costs to Society"

- W. Sumter Cox

There are approximately 400 residential painting contractors operating in Southeast Charlotte. This area is a magnet for painting contractors due to the size of its homes and the affluence of homeowners who can and will maintain these homes properly. Of these 400 contractors, a maximum of 15 are meeting the legal requirements for members of our industry.

What requirements are the remaining contractors ignoring - and why should you care?

These contractors are saving themselves thousands of dollars every year by not paying for a business license, not collecting withholding taxes from employees, not paying matching Social Security taxes, not paying state or federal unemployment taxes, and not providing workers’ compensation insurance for their employees. All of these activities are required by law. Their omissions are costly for lawful painting contractors, employees, clients and the general public.

Lawful contractors, who meet the above requirements, suffer because our reputation is tarnished by the activities of our unlawful counterparts. In addition, our federal and state unemployment taxes, and workers’ compensation insurance costs are higher in large part because of nonpayment by these violators. Many of us are also facing the costs of pre-employment physicals for potential employees - necessary to protect ourselves against claims for injuries that employees actually suffered while working for uninsured contractors.
The employees of these contractors may suffer the most. They are not eligible to receive Social Security or unemployment benefits. If they are injured on the job, they are not covered by workers' compensation insurance. In some cases, they seek employment with lawful contractors to gain access to insurance coverage - after they've been injured. All of us pay their hospital bills through our taxes and our own high hospital charges.

The general public is also victimized by these unlawful activities. A homeowner who hires a contractor may not know to request a certificate of insurance. This homeowner may discover that the contractor is without workers' compensation insurance too late, after an accident has occurred.

In addition, everyone may suffer from the indifference of these contractors - who are dealing with hazardous materials. Lawful contractors who are members of the Painting and Decorating Contractors of America (PDCA) are aware of new laws and regulations determined by OSHA and the EPA. These include Hazard Awareness Training for employees covering the handling, transportation, storage and disposal of paints and paint thinners; requirements for a respiratory protection, training and fitting program; and regulations on ladder use encompassing construction, inspection, maintenance, fall protection and training.

Laws and regulations are issued almost weekly concerning lead paint abatement, removal and disposal. New VOC laws regulating the amounts of Volatile Organic Compounds used in the making of paints and thinners necessitate retraining employees in the use of various products.

Painting contractors are required to comply with these new laws and regulations, or face fines that would put many of us out of business. Obviously, the time and cost of compliance is high, but most lawful contractors are making the commitment to do so. And the unlawful contractors? Many are not even aware of the new laws, let alone complying with them.
For years, members of PDCA have reported unlawful contractors to city authorities. Authorities will not send the police or sheriff to a job site where an unlicensed contractor is working. Instead, they will send a series of letters, if the contractor has a published business address, informing the contractor that he must comply with regulations. If these letters are ignored, that is generally the end of the matter.

The city will, however, aggressively penalize a licensed contractor if he is late renewing his license. In addition, the city will issue a license without requiring a contractor to provide federal, state and Employment Security Commission numbers, plus a certificate of workers’ compensation insurance.

Legitimate residential painting contractors are an endangered species - with an estimated 90% of all contractors in the field competing unfairly by ignoring important but costly regulations. It's time for our government to protect these contractors' employees, clients and the general public by forcing compliance by unlawful, potentially dangerous contractors.
Forget beggars, regulate painters

The Observer Forum

The writer is president W. Sum ter Cox Painting Contractors Inc.

The Charlotte Uptown Development Corp's proposal to protect the public by regulating panhandlers is ironic, considering the status of regulations addressing other risks facing the wallets and security of our citizens.

For example, painting contractors While most people realize money given a panhandler offers no tangible return, a citizen approached by a painting contractor expects work will be completed in a professional, safe manner in exchange for payment. At least part of this expectation is based on the understanding that our government regulates businesses on behalf of the public.

However, a painting contractor in Charlotte can refuse to buy a license collect taxes from employees, pay matching Social Security taxes, pay state or federal unemployment taxes or provide worker's compensation insurance for employees — and continue to operate — even though all of these activities are required by law.

For years members of the Painting and Decorating Contractors of America have reported "unlawful" contractors. Authorities will not send the police or sheriff to a job site where an unlicensed contractor is working. Instead, they will send a series of letters, if the contractor has a published business address, informing the contractor he must comply with regulations. If these letters are ignored, that generally ends the matter.

What happens to this contractor's employees? They are not eligible to receive Social Security or unemployment benefits if injured on the job. They are not covered by worker's compensation. Many join the ranks of the unemployed, the homeless — the beggars the CUDC wants to license.
CITY OF CHARLOTTE

EMPLOYEE INNOVATIONS AND SUGGESTIONS
The following pages list, by department, innovations and ideas that have been implemented in the City from July, 1991, through the present as part of the Rightsizing process. These ideas have come from the employees within the departments as well as through the City's Innovations Teams. A City-wide Innovations Team, comprised of employees throughout the city, was set up specifically to generate ideas to reduce the costs and improve the way services are provided to the community. Departmental innovations teams were also created to allow employees to focus on their own department.

The City will continue to utilize employee ideas and suggestions to improve services and reduce costs as part of the Rightsizing efforts.
<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>July, 1991</td>
<td>Shelter</td>
<td>Changed type of dog food. Used higher quality food for canines and in effect reduced the amount fed</td>
<td>$9,246</td>
<td></td>
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<tr>
<td>August, 1991</td>
<td>Enforcement</td>
<td>Relocated dangerous dog kenneling to shelter site.</td>
<td></td>
<td>$36,400</td>
</tr>
<tr>
<td>August, 1991</td>
<td>All</td>
<td>Redistributing the workload, reduced operating hours for shelter, and limiting night service to eleven priority categories resulted in the elimination of eight positions.</td>
<td>$189,083</td>
<td></td>
</tr>
<tr>
<td>February, 1992</td>
<td>Shelter</td>
<td>Changed feline preventative vaccine</td>
<td>$4,572</td>
<td></td>
</tr>
<tr>
<td>May, 1992</td>
<td>All</td>
<td>Did not fill director position when vacated. Department management is accomplished by a team consisting of three division managers</td>
<td>$62,120</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Enforcement</td>
<td>Set a cap on uniform allotment for enforcement personnel.</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Enforcement</td>
<td>Trap Loan Program was revised to eliminate staff dropping off traps to citizens. (Citizens now have the option of obtaining traps through private companies.) This results in staff reduction as a result of elimination of work. NOTE Animal Control will continue to remove and pick up animals from traps, and will continue to respond to situations that involve public safety, rabies control and domestic animal nuisances</td>
<td>$20,000</td>
<td></td>
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<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td><strong>$275,021</strong></td>
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<td>DATE</td>
<td>DIVISION</td>
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<tr>
<td>March, 1992</td>
<td>Budget &amp; Evaluation</td>
<td>Eliminated 8-month objectives report to reduce paperwork for departments. This will save departments 2 days’ work, as well as 2 days for each of seven budget analysts, resulting in an increase in productivity</td>
<td></td>
<td></td>
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<tr>
<td>March, 1992</td>
<td>Budget &amp; Evaluation</td>
<td>Worked with CIS and Planning to develop an automated Capital Improvement Program system. This resulted in significant reduction in paperwork and time to produce the document (estimated to be one week for each of eight departments and two weeks for two positions in Budget office), and also eliminating redundant data entry</td>
<td></td>
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<tr>
<td>December, 1992</td>
<td>Budget &amp; Evaluation</td>
<td>As a result of adding personal computers and streamlining work flow, eliminated one part-time clerical position</td>
<td>$10,000</td>
<td></td>
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<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
<td>COST AVOIDANCE</td>
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<tr>
<td></td>
<td>Street Maintenance</td>
<td>Purchased a large concrete saw to eliminate waiting time to borrow a saw from CMUD or rent from a vendor. (If a saw was unavailable crews were required to make shallow cuts and chip out the concrete in layers, which was very time consuming.)</td>
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<tr>
<td></td>
<td>Street Maintenance</td>
<td>Purchased an asphalt curb machine, which can extrude 100 feet of curb in 1.6 hours, versus taking a 3-man crew a day's work.</td>
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<td></td>
<td>Street Maintenance</td>
<td>Extra buckets were purchased for backhoes to eliminate waiting for bucket repair when when one breaks. A spare bucket can be installed and work can begin immediately.</td>
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<td></td>
<td>Street Maintenance</td>
<td>Replaced 3 one-ton rollers with 4 to 6 ton rollers. These rollers smooth and compact asphalt and take numerous passes to properly finish the job. Several crew member may stand idle waiting for the finish work. The heavier rollers will speed up the work since they require fewer passes.</td>
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<td></td>
<td>Street Maintenance</td>
<td>Radios have been installed in crew vehicles. This allows field supervisors to contact crews and give them directions regarding their next job without having to visit each crew. Crews also don't have to wait on the supervisor to arrive on the site to get direction.</td>
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<td></td>
<td>Street Maintenance</td>
<td>Field personnel that perform manual tasks have been issued lumbar back support belts to help decrease back injuries.</td>
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<td></td>
<td>Street Maintenance</td>
<td>Cellular phones have been issued to Field Operations Supervisors to help them complete administrative and investigative work while out in the field.</td>
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<td></td>
<td>Transportation Operations</td>
<td>Purchased a distiller that will recapture 90% of the toluene used in painting processes. This practically eliminates the waste disposal problems (used toluene is a hazardous waste)</td>
<td></td>
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<tr>
<td></td>
<td>Transportation Operations</td>
<td>Acquired a temperature sensor that detects the temperature of street surfaces. Crews are now able to work on streets on several days that would have been considered too cold.</td>
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<tr>
<td></td>
<td>Transportation Operations</td>
<td>Converted to air jacketed kettles to melt thermoplastic used for stripping. The air jacketed kettles heat the material in an hour, as opposed to two hours on the old oil jacketed kettles.</td>
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<tr>
<td></td>
<td>Transportation Engineering</td>
<td>Created a database program to track status of designs, traffic studies and state approvals. Also generates budget objective reports that had been compiled manually.</td>
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<td></td>
<td>Transportation Engineering</td>
<td>Developed standards for loop design and traffic signal display, to reduce design time.</td>
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<td></td>
<td>Transportation Engineering</td>
<td>Bus route schedules have been contracted out and computerized. Staff has been trained to modify the scheduled routes using computers.</td>
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<td></td>
<td>Transportation Planning</td>
<td>Purchased two laptop computers to change or correct traffic signal timing in the field. Eliminates the practice of bringing a traffic signal controller back into the shop for reprogramming.</td>
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<tr>
<td></td>
<td>Transportation Planning</td>
<td>Digitized base map for the City thoroughfare plan to facilitate changes and ensure map quality.</td>
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<tr>
<td></td>
<td>Transportation Planning</td>
<td>Developed computer software to compile selected portions of traffic counts. Saves staff time (approximately 100 hours) over manual compilation</td>
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<td></td>
<td>Transportation Planning</td>
<td>Developed a sidewalk inventory on thoroughfares. This will assist in construction of thoroughfares in the future.</td>
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<tr>
<td>DATE</td>
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<tr>
<td>April, 1992</td>
<td>All Divisions</td>
<td>Established Accident Review Boards in all divisions. These review boards complete the actual accident investigations (a centralized board had been responsible until this time), reducing the amount of time to complete the investigation, as well as quickly resolving any safety issues within the division. This also results in better communications within the division and between divisions regarding safety issues.</td>
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<tr>
<td>June, 1992</td>
<td>Wastewater Treatment</td>
<td>Sludge Judges - Employees designed an instrument known as a &quot;sludge judge&quot; which allows them to view the layers and thickness of wastewater and sludge. By fabricating this instrument in-house, the division saves $40 per unit.</td>
<td>$1,640</td>
<td></td>
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<tr>
<td>June, 1992</td>
<td>Wastewater Treatment</td>
<td>Roll-Up Canvas Covers were purchased for dump trucks. These covers only require one person to maneuver, so only one person is needed to deliver debris from the treatment plants to the dump. The covers that were used previously always required 2 people for each trip to the dump. This improves productivity at the plants.</td>
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<tr>
<td>June, 1992</td>
<td>Wastewater Treatment</td>
<td>A stationary lift for the clarifier gate at McDowell Treatment Plant was built to eliminate calling in a second employee to open the gate during high flows. This eliminated some overtime at the plant.</td>
<td>$585</td>
<td></td>
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<tr>
<td>June, 1992</td>
<td>Wastewater Treatment</td>
<td>Eliminated on-call supervisors’ driving requirement to visit plants on weekends. Typically supervisors drove an average of 94 miles each weekend to check on the five treatment plants.</td>
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<tr>
<td>July, 1992</td>
<td>CMUD Engineering</td>
<td>A pilot project is being conducted whereby construction inspectors initiate the chlorination process in newly constructed water pipes rather than requiring the water quality technician to make a trip for this purpose. The inspector is capable of starting the process, which saves the technician a trip (the inspector is already at the site). The technician does visit the site within 24 hours to perform required system testing. This improves productivity and saves mileage on vehicles.</td>
<td></td>
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<tr>
<td>July, 1992</td>
<td>Water Treatment</td>
<td>Eliminated pink and yellow copies of new main sterilization form. These copies were being provided to Engineering and the Water Shop but were not being used or filed. The original and one copy are still kept by Engineering and the Water Plant.</td>
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<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
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<tr>
<td>July, 1992</td>
<td>CMUD Engineering, Wastewater Collection</td>
<td>Two different methods were being used to record the location of sanitary sewer laterals. Some were being recorded upstream of a manhole, while others were being recorded downstream of the manhole. Procedures were put in place so they are only being recorded downstream of the manhole for consistency.</td>
<td></td>
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<tr>
<td>July, 1992</td>
<td>Wastewater Treatment</td>
<td>Store uniforms at MMDC to provide more space in the plants.</td>
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<tr>
<td>July, 1992</td>
<td>Wastewater Treatment</td>
<td>Vinyl gloves are provided at wastewater treatment plants for employees' personal protection from any waterborne diseases.</td>
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<tr>
<td>July, 1992</td>
<td>Wastewater Treatment</td>
<td>Extended the hours of operation at McAlpine for centrifuge, which draws water from the waste and thickens it. Prior to this, centrifuge was only being run one shift, and polymers were added to the waste to thicken. As a result, the plant was able to eliminate the use of polymers.</td>
<td>$52,000</td>
<td></td>
</tr>
<tr>
<td>August, 1992</td>
<td>CMUD Engineering</td>
<td>Eliminated weekly trip sheets which were used to log travel time to reduce paperwork for engineering employees.</td>
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<tr>
<td>August, 1992</td>
<td>CMUD Engineering</td>
<td>An alternative to the outside drop for sewer extensions was allowed. This method uses PVC pipe attached to a precast concrete manhole with stainless steel straps. It reduces the cost of construction where outside drops are needed. Cost savings are estimated at this time.</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>August, 1992</td>
<td>CMUD Engineering</td>
<td>Revised requirements now permit installation of 45 degree or 22.5 degree bend to be used to attach a sewer lateral from outside the manhole. This allows the service to be at the appropriate elevation for attaching to the manhole, but is a less expensive alternative to the outside drops. Cost savings are estimated at this time.</td>
<td></td>
<td></td>
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<tr>
<td>August, 1992</td>
<td>CMUD Engineering</td>
<td>Provide contractors the option of using carbide tip auger head to bore into manholes from underground as opposed to digging up the street to lay pipe and attach to the manhole. This method can be less expensive but does involve some risk. Contractors can choose traditional methods of digging up the street or trying this method.</td>
<td></td>
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<tr>
<td>August, 1992</td>
<td>CMUD Engineering</td>
<td>Eliminated requirement of recording easements for water meters. CMUD has implemented same procedures as Piedmont Natural Gas and Duke Power, who don't require easements for new service.</td>
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## Charlotte–Mecklenburg Utility Department (CMUD)

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION-TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
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</thead>
<tbody>
<tr>
<td>August, 1992</td>
<td>Wastewater Treatment</td>
<td>Required all wastewater treatment plant equipment operators to have Commercial Driver's License (CDL) to eliminate calling CDL operators from different plants when needed.</td>
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<tr>
<td>August, 1992</td>
<td>Wastewater Treatment</td>
<td>Set up corporate accounts at stores such as HQ or Lowes to receive discounts and eliminate driving time to Little Hardware. (CMUD had an account with this vendor, located uptown, and all employees were required to drive there, regardless of their location, to purchase some supplies.)</td>
<td></td>
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<tr>
<td>August, 1992</td>
<td>Wastewater Treatment</td>
<td>Contracts were established with vendor to single—source all rental equipment to achieve quantity discounts.</td>
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<tr>
<td>September, 1992</td>
<td>Wastewater Treatment</td>
<td>Use existing in—house resources to transport sludge vs contracting out CMUD was being charged $8,000 per month for hauling by an outside contractor. Instead, they are using an on—site Laborer II and existing equipment to provide the service as needed</td>
<td>$96,000</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Wastewater Treatment</td>
<td>Obtained beepers for McDowell and Mallard Creek plants to improve communications, especially during emergencies</td>
<td></td>
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</tr>
<tr>
<td>October, 1992</td>
<td>Customer Service</td>
<td>Eliminated providing &quot;floating&quot; meters to contractors, who would pay a $34 surcharge for the meter and move it from site to site to access water service at multiple construction sites. Many times the contractors were not paying the surcharge. The program is being eliminated and contractors are now required to apply for new service at each site, and pay the $30 connection fee for each site.</td>
<td></td>
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<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$160,225</td>
<td></td>
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<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
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<tr>
<td>July, 1991</td>
<td>Manager/Mayor</td>
<td>Redistributing work eliminated an administrative officer position</td>
<td>$38,440</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Manager/Mayor</td>
<td>Introduced work teams, which allowed an administrative officer to become part time rather than full time. Computers, phone mail and continued use of team concept also resulted in elimination of two support staff positions</td>
<td>$58,613</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Training Team</td>
<td>Constructed an &quot;Outward Bound&quot; training course through Fire Department's contribution of resources at a cost of $4,000 (Course was constructed by off-duty firefighters) Additional cost avoidance is realized in comparison to use of a consultant for this type of training.</td>
<td></td>
<td>$6,000</td>
</tr>
<tr>
<td>November, 1992</td>
<td>Internal Consulting/ Performance Management</td>
<td>Additional personal computers resulted in eliminating one office assistant position.</td>
<td>$20,230</td>
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$117,283
## Communications & Information Systems (CIS)

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<tr>
<th>DATE</th>
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<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
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<tbody>
<tr>
<td>August, 1991</td>
<td>Cable</td>
<td>Line Extensions – City did not have to pay to extend lines to Fire Station #27 through negotiations with Vision Cable</td>
<td>$1,127</td>
<td></td>
</tr>
<tr>
<td>October, 1991</td>
<td>Systems &amp; Programming</td>
<td>&quot;Train the Trainer&quot; Programs – Implemented a Train the Trainer program for departments in popular software packages (Word Perfect, Lotus, etc.)</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>November, 1991</td>
<td>Operations &amp; Maintenance, Systems &amp; Programming</td>
<td>CMGC Building Rewiring – Rewired building with in-house personnel to the level of quality needed for future communications needs. This increased efficiency without using consultant.</td>
<td></td>
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<tr>
<td>November, 1991</td>
<td>Operations &amp; Maintenance</td>
<td>Radio Area Network (RAN) System – Eliminated costly specialized data circuits through the implementation of the RAN system. Although the system incurred a one-time cost of $35,000, the annual savings in specialized phone lines for data transmission is $37,875, as well as $7,000 cost avoidance in equipment relocation costs</td>
<td>$37,875</td>
<td>$7,000</td>
</tr>
<tr>
<td>December, 1991</td>
<td>Operations &amp; Maintenance</td>
<td>LEC Phone Lease – Converted a lease for telephone equipment at the Law Enforcement Center from a month-to-month contract to a three-year agreement</td>
<td>$7,200</td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Maintenance Agreements for Phone Systems – Renegotiated costs for maintenance agreements for telephone systems with the new contract</td>
<td>$3,000</td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Systems &amp; Programming</td>
<td>Acquired capability to take 35 mm black and white photos and download to the computer, allowing photo identification of data</td>
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<tr>
<td>January, 1992</td>
<td>Systems &amp; Programming</td>
<td>Automated Sign In/Sign Out Board – An automated sign in/sign out board was implemented for CIS and CMUD staff, reducing personnel time to deliver messages to staff and eliminating one clerical position</td>
<td>$18,000</td>
<td></td>
</tr>
<tr>
<td>February, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Long-Distance Rates – Through a newly negotiated contract for long-distance services, the City has reduced costs by 30%</td>
<td>$24,000</td>
<td></td>
</tr>
<tr>
<td>February, 1992</td>
<td>Systems &amp; Programming</td>
<td>Solid Waste Data Collection – Redesigned data collection form for Solid Waste, resulting in reduced data entry time of 75%, and allowing more accurate tracking of crew work for analysis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>February, 1992</td>
<td>Systems &amp; Programming</td>
<td>Adding a &quot;training&quot; mode to the Fire Incident System, which allows additional training on the system and reduces the amount of training time required</td>
<td></td>
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</tbody>
</table>
## Communications & Information Systems (CIS)

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>March, 1992</td>
<td>Cable</td>
<td>Additional Revenues – Discovery of an error in reporting by cable operator resulted in increased revenues to City.</td>
<td>$59,013</td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Systems &amp; Programming</td>
<td>In-House Slide Capability – Acquired 35mm in—house slide producing equipment which reduces the cost per slide.</td>
<td>$1,625</td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Systems &amp; Programming</td>
<td>Reorganized Systems &amp; Programming Division into work teams which combines Systems Analysts and Programmer Analysts into teams to address user needs more efficiently and quickly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>PC Maintenance – PC maintenance for older systems has been reduced by purchasing used systems and dismantling them for parts (An additional cost avoidance is being realized by performing the work in—house vs contracting the work out in the amount of $64,000.)</td>
<td>$5,924</td>
<td>$56,000</td>
</tr>
<tr>
<td>June, 1992</td>
<td>Cable</td>
<td>Free Audit Reports – Agreement reached with Cable operator for the free provision of independently audited financial statements</td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td>June, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Conversion to Laser Printer for Mainframe – Paper consumption has been significantly reduced following the installation of a laser printer for the mainframe system. Also the printing time for Animal Control letters was reduced from three days to one day. The lease cost for the new printer is less than the maintenance charges on the old printer, and the printer uses less paper ($2,240 savings per week) than the old printer.</td>
<td>$116,480</td>
<td></td>
</tr>
<tr>
<td>June, 1992</td>
<td>Systems &amp; Programming</td>
<td>Software Licenses – Several software licenses were converted, traded in or combined with the County to result in substantial savings</td>
<td>$17,000</td>
<td></td>
</tr>
<tr>
<td>June, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>AT&amp;T Equipment Overcharges – Recouped approximately $12,500 from AT&amp;T for equipment overcharges. Monthly bills were audited, staff identified and corrected errors, resulting in cash refunds.</td>
<td>$12,500</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Cellular Phones – Through a special rate negotiated by this division, the City has been able to acquire cellular telephones and equipment at a substantial discount for all departments in the City. (The phones are provided free to the City; departments only pay for air time.)</td>
<td>$43,600</td>
<td></td>
</tr>
<tr>
<td>DATE</td>
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</tr>
<tr>
<td>August, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Pagers – Negotiations for new rates on pagers have resulted in a cost savings for user departments in the City. Rates were lowered from as much as $32 per month to as low as $4.90 per month per pager</td>
<td>$14,000</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Pay Telephone Revenue – Increased revenues from pay telephones that reside on City property. Those revenues are paid by a long distance carrier for the right of carrying long distance traffic on these phones.</td>
<td>$4,000</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Remote Connectivity Rates – Negotiations for new rates for 56 KDP circuits resulted in reduced rates for connecting the LAN system to remote locations</td>
<td></td>
<td>$18,300</td>
</tr>
<tr>
<td>September, 1992</td>
<td>Systems &amp; Programming</td>
<td>In-House Training – Training for the Geographic Information System (GIS) was provided by in-house staff rather than contracting with outside firm.</td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>October, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Southern Bell Trunk Charges – Lower rates were negotiated by direct communication with Southern Bell.</td>
<td>$4,500</td>
<td></td>
</tr>
<tr>
<td>November, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Southern Bell Rates – As a result of efforts spearheaded by CIS, the new proposed rates will save the City and County $900,000 over the next seven years. This applies to the ESSX service from Southern Bell as negotiated by the division.</td>
<td>$100,000</td>
<td></td>
</tr>
<tr>
<td>November, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Procurement of Electronic Parts – Parts contracts have been and are being negotiated to purchase electronic parts directly from the factory. Significant savings will be realized by not purchasing from a third party (20% savings on new part purchases).</td>
<td>$11,200</td>
<td></td>
</tr>
<tr>
<td>December, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>Consolidated FAX Purchases – Departmental purchases of fax machines have been consolidated within CIS resulting in reduced purchase costs.</td>
<td></td>
<td>$4,200</td>
</tr>
<tr>
<td>December, 1992</td>
<td>Operations &amp; Maintenance</td>
<td>&quot;PIN&quot; Numbers – Made long-distance identification numbers available to departments. Employees are assigned a code number they must use prior to making any long-distance phone calls. Allows for better tracking and eliminates unauthorized use of telephones.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$436,317</td>
<td></td>
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</tbody>
</table>
## Community Relations Committee

<table>
<thead>
<tr>
<th>DATE</th>
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</tr>
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<tbody>
<tr>
<td>July, 1991</td>
<td>Community Relations</td>
<td>Sexual Harassment Training – CRC staff provided sexual harassment training for over 300 City employees, including supervisors enrolled in the City's &quot;Quest&quot; Program. Service reduces the likelihood of the City being sued on sexual harassment charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1991</td>
<td>Community Relations</td>
<td>Duplex Functioning Copier – Purchased copier with duplex function (two-sided copying) which reduces department paper costs for numerous mailings</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>October, 1991</td>
<td>Community Relations</td>
<td>Exchange full-time position for part-time position – Dispute Settlement Program workload was realigned and a 40-hour position was exchanged for one 20-hour position, with an added 10 hours to an existing position (part-time) The net reduction of 10 staff hours is being provided by program volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March, 1992</td>
<td>Community Relations</td>
<td>Schedules subcommittee meetings at locations that do not require parking sticker validations.</td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Community Relations</td>
<td>Conflict Management Training – Provided conflict management training to Police, Engineering, Solid Waste and Human Resources Departments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Community Relations</td>
<td>ADA Coordinator – Used staff person to oversee City ADA Program and provide resource to City departments</td>
<td></td>
<td>$14,858</td>
</tr>
<tr>
<td>July, 1992</td>
<td>Community Relations</td>
<td>Computer Software &amp; Prater – Obtained new computer programs and color printer to expedite office work, produce slides, stationery, flyers and training materials in-house.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$1,300</td>
<td></td>
</tr>
<tr>
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</tr>
<tr>
<td>July, 1991</td>
<td>Design</td>
<td>Survey Crew Sizes — Reduce 4-man crews to 3-man crews Resulted in elimination of one survey side position Also acquired equipment that would allow use of 2-man crews for some types of work.</td>
<td>$20,000</td>
<td>$11,200</td>
</tr>
<tr>
<td>July, 1991</td>
<td>Administration</td>
<td>Print reports that must be routed to many people on Department printers; saves $0.02 per copy ($0.06 per photocopy vs. $0.04 per printer copy)</td>
<td>$2,600</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Real Estate</td>
<td>Due to internal reorganization, eliminated one Real Estate Agent I position.</td>
<td>$32,000</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Real Estate</td>
<td>Through work redistribution, eliminated one temporary Office Assistant III position.</td>
<td>$20,000</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Fiscal Control</td>
<td>Eliminated an Administrative Intern position for one year to help meet budget requirements.</td>
<td>$22,500</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Design</td>
<td>Eliminate Design Supervisor positions — Phasing out design supervisor positions eliminates dual level of project review and improves communication</td>
<td>$6,500</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Design</td>
<td>Demoted an Engineer I Project Manager position to a rotating Engineer I</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Construction</td>
<td>Hired three (3) temporary Construction Inspectors to bring the task in-house rather than use consultants for construction inspection</td>
<td>$30,000</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Construction</td>
<td>Purchased hand-held computer for construction inspector Allows inspector to remain on the job site while completing administrative duties Results in increased productivity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Design</td>
<td>Client Service Groups — Created client service groups consisting of representatives from Transportation, Fire, General Services, Planning, Community Development, and Engineering divisions in order to streamline communication, reduce time spent problem solving, and promote expertise in client area Also able to eliminate one Civil Engineer I position</td>
<td>$41,500</td>
<td></td>
</tr>
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<tr>
<td>July, 1991</td>
<td>Design</td>
<td>Design Teams — Created design teams to work on consultant contracts and in-house design projects. Provides in-house design personnel with a team member/reference for complex engineering questions and a team review to improve quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Public Service</td>
<td>Transferred several programs and one Engineering Assistant I to CDOT where programs are a &quot;better fit&quot; These programs required CDOT's approval, so this change saves time on projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>August, 1991</td>
<td>Contracts</td>
<td>Post Card Notifications — Implemented a postcard system to advertise RFQ's and bids, eliminating more expensive mailing options.</td>
<td>$1,700</td>
<td></td>
</tr>
<tr>
<td>September, 1991</td>
<td>Design</td>
<td>Upgraded survey equipment to automate data collection and eliminate use of consultants that were needed for certain survey work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November, 1991</td>
<td>Administration</td>
<td>Through the implementation of a computerized sign-in/sign-out board, that made it possible to quickly determine the location of an employee, one Office Assistant III (receptionist) position was eliminated. This position had been located on the 12th floor; now the 14th floor receptionist can answer calls and inquires alone.</td>
<td>$23,000</td>
<td></td>
</tr>
<tr>
<td>December, 1991</td>
<td>Special Projects</td>
<td>Job Enlargement — Transferred some complex administrative duties from project managers to Office Assistant V allowing division to manage a heavier workload (e.g., Convention Center, Law Enforcement Center) without adding additional staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Real Estate</td>
<td>Job Enlargement — Assigned Real Estate Agent I to manage building acquired for LEC site in addition to existing responsibilities. This allows the City to collect lease revenues and not hire a project manager.</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Design</td>
<td>Installed a computer at survey field office to process survey data. This equipment allows the data to be loaded into a computer and reviewed on location. If there are errors in the data, the survey must be taken again. Without this equipment, data had to be reviewed in the office, which could require another trip into the field if there were errors in the data. Results in improved employee productivity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Design/Program Mgmt</td>
<td>Converted a laser jet printer to be used as a plotter to avoid purchase cost of a plotter.</td>
<td></td>
<td>$22,000</td>
</tr>
<tr>
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<tr>
<td>February, 1992</td>
<td>Construction/Design/Contracts</td>
<td>Lockwood Neighborhood Reinvestment — This project is being completed by &quot;sketch plans&quot;, avoiding design cost. This concept may be utilized with other reinvestment projects in the future, depending upon complexity.</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>March, 1992</td>
<td>Design/Administration</td>
<td>Eliminate a temporary Office Assistant III position by sharing a full time Office Assistant III assigned to Administration Division.</td>
<td>$27,000</td>
<td></td>
</tr>
<tr>
<td>March, 1992</td>
<td>Contracts</td>
<td>Eliminate an Office Assistant IV position by providing personal computers to all members of the division. (Purchased 2 extra PC's)</td>
<td>$23,000</td>
<td></td>
</tr>
<tr>
<td>March, 1992</td>
<td>Planning</td>
<td>Planning Division Reorganization — Created a work team to handle blueprinting, manual and GIS drafting, map storage and Powell Bill mileage. Eliminated Map Room Supervisor position. Added a temporary drafting technician and contract out volume blueprinting services.</td>
<td>$11,400</td>
<td></td>
</tr>
<tr>
<td>March, 1992</td>
<td>Design</td>
<td>Implemented project scheduling system. Able to schedule projects within the division by &quot;design activities&quot;, resulting in better utilization of staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Design</td>
<td>Created departmental CAD support position in CIS from an existing position. Prior to this time, two Engineering Drafting Technician III's and one CIS Analyst were each spending over 25% of their time supporting the CAD system, reducing the productivity in the drafting area. This also provides better support to the system from one dedicated employee, and more efficient use of the technicians' time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Design</td>
<td>Purchased dictaphones for party chiefs to record job site comments at lower cost. Notes are better quality and more quickly transcribed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Design</td>
<td>Began charging contractors for restaking.</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Design</td>
<td>In-house pilot project to provide Phase One Environmental Assessments and Asbestos Investigations. Results will be compared with private sector to determine which is most competitive.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>October, 1992</td>
<td>Contracts</td>
<td>Division conducted a review of all contract procedures to streamline the processes. They were able to eliminate steps, procedures and sign-offs not necessary in the final product. This reduced execution time from approximately six weeks to ten days or less. Resulted in eliminating several review layers and provides faster service.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December, 1992</td>
<td>Planning</td>
<td>Worked to exchange some mapping services with Mecklenburg County Engineering. The county would manage topographic contracts for both jurisdictions and the City would maintain the street centerline map for the entire county. Council has approved this change, County Commissioners will vote in February. The result will be increased efficiency and productivity in both mapping operations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$264,200</td>
<td></td>
</tr>
<tr>
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<tr>
<td>July, 1991</td>
<td>Audit</td>
<td>Used personal computer programs to automatically produce repetitive reports and memorandums with variable data retrieved from the database tracking system, freeing office assistants for other tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Treasury</td>
<td>The duties of an Accountant II position were redistributed and streamlined (through personal computer automation) to allow for elimination of this position</td>
<td>$40,000</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Revenue</td>
<td>Assisted in establishing low-interest loan program with First Union National Bank to finance tapping privilege fees and connection charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Insurance &amp; Risk Mgmt.</td>
<td>Coordinated with Equipment Services to develop a more accurate methodology to document costs for damage done to City vehicles, including leasing costs, which are invoiced to third parties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1991</td>
<td>Treasury</td>
<td>Changed the Telerate Investment Information System from a dedicated phone line system to a matrix system that receives data through a satellite dish on the roof of the CMGC.</td>
<td>$1,200</td>
<td></td>
</tr>
<tr>
<td>September, 1991</td>
<td>Systems</td>
<td>Designed and implemented an automated contract accounting system Eliminated the need for an additional contract accountants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>October, 1991</td>
<td>Accounting</td>
<td>Automated document preparation to record City Council's approved budgetary transactions into the accounting records</td>
<td>$3,500</td>
<td></td>
</tr>
<tr>
<td>November, 1991</td>
<td>Accounting</td>
<td>Eliminated preparation of the City's Annual Financial Report</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>November, 1991</td>
<td>Accounting</td>
<td>Enhanced payroll system to increase efficiencies in payroll data input for Fire and Police departments, who have unique requirements due to shift work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December, 1991 to November, 1992</td>
<td>Treasury</td>
<td>Completed a series of major bond refunding transactions providing for the refinancing of several series of bonds issued during the period 1983–1988. More than $257 million of debt was refinanced at more attractive interest rates yielding net present value savings to the City of $6.3 million over the remaining life of the bonds.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Audit</td>
<td>Provided Queens College students unpaid internships to provide experience on audit projects Resulted in experience for students and assistance to the City at no cost</td>
<td></td>
<td></td>
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<tr>
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<tr>
<td>February, 1992</td>
<td>Revenue</td>
<td>Amended City Code to eliminate customer deposit requirement for new water/sewer accounts; also refunded existing deposits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Accounting</td>
<td>Implemented a mainframe automated Loan Receivable system to service loan receivables in-house. Loans were previously serviced by an outside agency.</td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>July, 1992</td>
<td>Insurance &amp; Risk Mgmt</td>
<td>Worked with Equipment Services and Budget to provide a fund for expense costs for property damage to the City fleet caused by third parties. Previously repair costs had to be absorbed by departments within their current budgets. This allows immediate access to funds for repairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Insurance &amp; Risk Mgmt</td>
<td>Developed an &quot;Accident Report Form&quot; for use by all departments to provide more uniform data for investigation and reporting. Also made data entry faster and more efficient</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Insurance &amp; Risk Mgmt</td>
<td>Worked with payroll and Human Resources on reducing Worker's Compensation supplement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Insurance &amp; Risk Mgmt</td>
<td>Handled an increased percentage of all reported claims in-house resulting in only a small percentage having to be administered by a third party</td>
<td>$182,098</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Systems</td>
<td>Reviewed all Dunn &amp; Bradstreet maintenance fees. Upon ascertaining that Human Resources did not require 4 modules, eliminated maintenance for those modules.</td>
<td></td>
<td>$11,200</td>
</tr>
<tr>
<td>September, 1992</td>
<td>Systems</td>
<td>Automated water/sewer customer returned checks with an automatic chargeback to water bill. This results in increased revenues collected and lower cost to collect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Systems</td>
<td>Installed a pilot Kronos Time Keeping System in CMUD to collect employee time for payroll purposes. Increased accuracy and decreased time required by CMUD to prepare input hours for payroll</td>
<td></td>
<td></td>
</tr>
<tr>
<td>October, 1992</td>
<td>Audit</td>
<td>Obtained a second personal computer for audit staff use, enabling the completion of 21 annexation related audits in a more timely and efficient manner, and eliminating the need for added staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
<td>COST AVOIDANCE</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>December, 1992</td>
<td>Systems</td>
<td>Automated the preparation of the Chart of Accounts. This provides a more timely and accurate chart of accounts and saves clerical time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>$319,498</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
<td>COST AVOIDANCE</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>July, 1991</td>
<td>Operations</td>
<td>Utilized sewing talents of a firefighter to repair salvage covers, rope bags, shower curtains, etc., while he was on duty.</td>
<td>$4,000</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Fire Prevention</td>
<td>Increased revenue by expanding the number of permits issued and amount of fees collected. (Prior permit categories totaled eight, now there are thirty-two. Prior fees were $25; now they range from $25 to $100)</td>
<td>$165,150</td>
<td></td>
</tr>
<tr>
<td>July, 1991</td>
<td>Operations</td>
<td>Divisional reorganization led to the trade-off of higher level positions in fire suppression for firefighter positions, resulting in cost savings. (A multi-functional ladder company replaced 3 fire captains and 3 engineers.)</td>
<td>$84,969</td>
<td></td>
</tr>
<tr>
<td>April, 1992</td>
<td>Logistics, Arson, Training</td>
<td>Installed fax machines at outlying support functions to increase communication and decrease travel time.</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>May, 1992</td>
<td>Operations</td>
<td>Utilized a firefighter with brick mason skills to construct a brick wall to mount a fire station sign.</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Operations</td>
<td>Entered into a contract that provides each firefighter (721) an allowance of $250 annually for uniform costs compared to previous purchasing method, which resulted in an average cost of $266 per firefighter</td>
<td>$11,975</td>
<td></td>
</tr>
<tr>
<td>August, 1992</td>
<td>Fire Investigations</td>
<td>Installed cellular telephones in two fire investigators' and eleven fire inspectors' cars to improve communications and productivity</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>August, 1992</td>
<td>Logistics</td>
<td>The division acquired a &quot;warehouse on wheels&quot; van. This van will contain supplies for fire stations and will replenish supplies at these stations on a regularly scheduled basis. This will significantly reduce the amount of inventory that is kept at fire stations, which will ultimately reduce costs for supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Fire Investigations</td>
<td>Implemented canine program to detect arson more efficiently and reduce overtime.</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Operations</td>
<td>Initiated pilot program using a defibrillator on first responder vehicles received through grant fund from Carolinas Medical Community. Increased the potential to save lives. (Equipment cost of $4,500 for twelve fire trucks)</td>
<td>$54,000</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$275,094</td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
<td>COST AVOIDANCE</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>August, 1991</td>
<td>Central Services</td>
<td>Used non-chemical treatment in HVAC systems (vs a chemical treatment technique) to reduce cost of maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1991</td>
<td>Equipment Services</td>
<td>Added a permanent part-time office assistant to administrative staff to eliminate overtime and temporary help</td>
<td>$12,480</td>
<td></td>
</tr>
<tr>
<td>October, 1991</td>
<td>Central Services</td>
<td>Used in-house resources to perform pest control services at Spratt Street, City Hall, CMGC and Discovery Place facilities.</td>
<td></td>
<td>$4,000</td>
</tr>
<tr>
<td>October, 1991</td>
<td>Central Services</td>
<td>Utilized time-of-day rates from Duke Power to reduce cost of electricity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November, 1991</td>
<td>Central Services</td>
<td>Reduce overtime charges through use of compensatory time and flex time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December, 1991</td>
<td>Central Services</td>
<td>Restructured divisional organization chart to include the position of CMGC Plaza Manager and creation of CMGC section of the division to improve management of divisional work activities Eliminated two positions</td>
<td>$72,942</td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Central Services</td>
<td>Installed meter on cooling tower at CMGC to deduct sewer charges from utility bill</td>
<td>$21,000</td>
<td></td>
</tr>
<tr>
<td>May, 1992</td>
<td>Central Services</td>
<td>Trained in-house personnel to use DDC control software to avoid hiring consultant for technical support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June, 1992</td>
<td>Central Services</td>
<td>Used JTPA employees to perform special project work such as the annual roof survey and cover words created by vacations, illness and slots traditionally held by college interns, at no cost to the Division</td>
<td>$8,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Central Services</td>
<td>Streamlined internal procedures to expedite the flow of contract paper work, encumbrances, etc., to reduce from 5 weeks to 2 weeks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Equipment Services</td>
<td>Through work redistribution and better management of the equipment replacement program, the division was able to eliminate one Auto Mechanic 1 position</td>
<td>$24,146</td>
<td></td>
</tr>
</tbody>
</table>
### General Services

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>July, 1992</td>
<td>Equipment Services</td>
<td>Installed FAX machines at four shops to expedite processing of invoices and take advantage of cash discounts. As a result, the division was able to reduce the fleet by one vehicle</td>
<td></td>
<td>$1,698</td>
</tr>
<tr>
<td>September, 1992</td>
<td>Central Services</td>
<td>Implemented self-directed work teams to improve communication and facilitate work completion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Equipment Services</td>
<td>Installed security system in four shops and eliminated security service contracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$140,266</td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>DIVISION</td>
<td>ACTION TAKEN</td>
<td>ACTUAL COST SAVINGS</td>
<td>COST AVOIDANCE</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>July, 1992</td>
<td>Compensation &amp; Appraisal</td>
<td>Through redistribution of responsibilities and the addition of personal computers, one Personnel Analyst III position was eliminated.</td>
<td>$38,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Compensation, Medical</td>
<td>Implemented changes to the City's employee injury leave (Workers' Compensation) program.</td>
<td>$157,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Benefits</td>
<td>Changes implemented in Group Health Plan for employees</td>
<td></td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$195,000</td>
<td></td>
</tr>
</tbody>
</table>
## Planning

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>July, 1991</td>
<td>Planning Division</td>
<td>Through the use of desktop publishing for the preparation of documents, graphic artist position was eliminated. (Software cost approximately $1,000, salary savings total $18,149)</td>
<td>$17,149</td>
<td></td>
</tr>
<tr>
<td>May, 1992</td>
<td>Planning Division</td>
<td>Purchased a computer model to assist in the development of school planning. This eliminates the continued need to hire a consultant to assist with school planning as well as saving Planning Division time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Planning Division</td>
<td>Redesigned the developmental process for the Corridor Program to shorten the time from initial design to actual implementation. Used a team approach with Planners and Engineers working together to speed up the design process. The team effort cuts weeks off projects time and is a more efficient process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>All Divisions</td>
<td>The departmental reorganization will change the department from a three division structure to two divisions, reducing one management position</td>
<td>$60,092</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td><strong>$77,241</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Purchasing

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>May, 1992</td>
<td></td>
<td>Installed voice mail for staff. This increases accessibility and responsiveness to meeting user and departments' needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May, 1992</td>
<td></td>
<td>Installed FAX machine. This reduces time and cost of postage, paper and supplies for handling informal quotes and purchase orders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous</td>
<td></td>
<td>Writing annual contracts for frequently purchased items, such as uniforms, computer and copier paper, etc. This results in lower per unit cost to the City and assists in developing budget projections. This will also reduce the number of informal bids and provide these products at guaranteed prices for extended time periods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous</td>
<td></td>
<td>Evaluating items currently being held in inventory for opportunities to standardize like items, as well as eliminate slow moving and obsolete items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June, 1992</td>
<td></td>
<td>Bid out auction held June 6, 1992. This resulted in higher revenues for fewer items sold as compared to the September, 1991 auction</td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td></td>
<td>Assisted in standardizing Police patrol cars to solid white vehicles with blue decals</td>
<td>$70,000</td>
<td></td>
</tr>
<tr>
<td>August, 1992</td>
<td></td>
<td>Changed City stationery from gold embossed crown and engraved lettering to printed gold crown logo. Also eliminated monarch size stationery</td>
<td>$17,990</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td></td>
<td>$147,990</td>
<td></td>
</tr>
</tbody>
</table>
### Solid Waste

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
<th>COST AVOIDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>September, 1991</td>
<td>Sanitation</td>
<td>Spiral Can Collection – Employees began collecting spiral cans in addition to milk jugs for recycling program without increasing work force</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January, 1992</td>
<td>Public Service</td>
<td>Replaced contracted answering service with voice mail for receiving service requests, inquiries, etc.</td>
<td>$1,200</td>
<td></td>
</tr>
<tr>
<td>February, 1992</td>
<td>Administration</td>
<td>Developed in-house slide presentation illustrating Solid Waste Services Department's activities</td>
<td></td>
<td>$300</td>
</tr>
<tr>
<td>February, 1992</td>
<td>Community Improvement</td>
<td>Eliminated mailing a majority of code violation letters by certified mail (saves $2.00 per letter mailed) after consulting the City Attorney, who determined that certified mail was only necessary when cases were in the litigation process</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>March, 1992</td>
<td>Sanitation</td>
<td>Privatized custodial services for Sanitation's facilities</td>
<td>$12,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Special Services</td>
<td>Revised the City's Snow Removal Program for the Tryon Street Mall sidewalk cleaning task to eliminate overtime.</td>
<td>$16,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Sanitation</td>
<td>Installed mobile radios in all refuse collection equipment to increase efficiency and improve communications. Also, the equipment that was installed was old Police radio equipment no longer usable for the Police Department</td>
<td>$99,000</td>
<td></td>
</tr>
<tr>
<td>July, 1992</td>
<td>Sanitation</td>
<td>Through a redesign in the vehicle specifications (low entry, walk-through cab) the division was able to reduce crews sizes from 3-person to 2-person crews</td>
<td>$123,412</td>
<td>$744,999</td>
</tr>
<tr>
<td>July, 1992</td>
<td>Administration</td>
<td>Opened a Departmental Supply Center. This facility, located on the Central Yard, services the needs of field employees, and has eliminated the down time that employees experienced waiting for clothing, supplies, etc., and also controls inventory. The responsibility for this function was absorbed without any increases in manpower or funds</td>
<td>$20,804</td>
<td></td>
</tr>
<tr>
<td>September, 1992</td>
<td>Special Services</td>
<td>Redesigned installation method for Christmas Tree lights in trees along Tryon Street Mall, resulting in reduced contracted labor costs</td>
<td>$30,000</td>
<td></td>
</tr>
<tr>
<td>November, 1992</td>
<td>Community Improvement, Public Service</td>
<td>Through the consolidation of some functions of these two divisions, two positions were eliminated (Community Improvement Inspector &amp; Supervisor)</td>
<td>$84,595</td>
<td></td>
</tr>
</tbody>
</table>
## Solid Waste

<table>
<thead>
<tr>
<th>DATE</th>
<th>DIVISION</th>
<th>ACTION TAKEN</th>
<th>ACTUAL COST SAVINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>January, 1993</td>
<td>Sanitation</td>
<td>Sanitation will eliminate the Labor Crew Chef II position which was approved for the multifamily recycling program. The work will be completed with existing resources (Savings are actual FY93 totals, will result in $32,273 annualized savings.)</td>
<td>$23,708</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$295,915</td>
</tr>
</tbody>
</table>
## SUMMARY OF SAVINGS

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ACTUAL COST SAVINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Control</td>
<td>$275,021</td>
</tr>
<tr>
<td>Budget &amp; Evaluation</td>
<td>$10,000</td>
</tr>
<tr>
<td>Charlotte Mecklenburg Utility Department (CMUD)</td>
<td>$160,225</td>
</tr>
<tr>
<td>City Manager</td>
<td>$117,283</td>
</tr>
<tr>
<td>Communications &amp; Information Systems (CIS)</td>
<td>$436,317</td>
</tr>
<tr>
<td>Community Relations Committee</td>
<td>$1,300</td>
</tr>
<tr>
<td>Engineering</td>
<td>$264,200</td>
</tr>
<tr>
<td>Finance</td>
<td>$319,498</td>
</tr>
<tr>
<td>Fire</td>
<td>$275,094</td>
</tr>
<tr>
<td>General Services</td>
<td>$140,266</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$195,000</td>
</tr>
<tr>
<td>Planning</td>
<td>$77,241</td>
</tr>
<tr>
<td>Purchasing</td>
<td>$147,990</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>$295,915</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,715,350</strong></td>
</tr>
<tr>
<td>ACTION ITEMS</td>
<td>VOTES</td>
</tr>
<tr>
<td>--------------</td>
<td>-------</td>
</tr>
<tr>
<td>POLICE</td>
<td></td>
</tr>
<tr>
<td>A1: &quot;Free the Chief&quot;</td>
<td></td>
</tr>
<tr>
<td>A2: Stop Serious Crime</td>
<td></td>
</tr>
<tr>
<td>A3: Make Community Feel Safe</td>
<td></td>
</tr>
<tr>
<td>A4: User Fees where possible (funeral escorts, taxicab ordinance, etc.)</td>
<td></td>
</tr>
<tr>
<td>A5: Use Volunteers and Civilians (put more officers on street)</td>
<td></td>
</tr>
<tr>
<td>A6: Animal Control—100% User Fee supported or privatize</td>
<td>11</td>
</tr>
<tr>
<td>SOLID WASTE SERVICES</td>
<td></td>
</tr>
<tr>
<td>A7: &quot;Free Wayman&quot;</td>
<td></td>
</tr>
<tr>
<td>A8: Privatization</td>
<td></td>
</tr>
<tr>
<td>A9: Eliminating Backyard Collection is option</td>
<td></td>
</tr>
<tr>
<td>A10: Review frequency of recycling</td>
<td></td>
</tr>
<tr>
<td>A11: Review source separation at household</td>
<td></td>
</tr>
<tr>
<td>A12: User fees for varying levels of service</td>
<td></td>
</tr>
<tr>
<td>A13: Central Business District—user fees for garbage collection (treat like commercial in other areas of City)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VOTES</th>
<th>CHARGE</th>
<th>COMMITTEE ASSIGNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>a. Presentation on Solid Waste Collection options for Charlotte; multi-year plan</td>
<td>a. Public Services</td>
</tr>
<tr>
<td>10</td>
<td>b. Receive report from Privatization Task Force</td>
<td>a. Public Services</td>
</tr>
<tr>
<td>9</td>
<td>9</td>
<td>Review user fee schedule for CBD or options available to businesses</td>
</tr>
<tr>
<td>ACTION ITEMS</td>
<td>VOTES</td>
<td>CHARGE</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>OTHER SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A14: Cable—Evaluate staffing for reduction</td>
<td>11</td>
<td>Review staffing of Cable operation</td>
</tr>
<tr>
<td>A15: Customer Service—Timeframe for consolidating other customer service</td>
<td>6</td>
<td>Staff report as part of budget</td>
</tr>
<tr>
<td>functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A16: PS&amp;I—look at organization and mission—modify / delete City Page</td>
<td>9</td>
<td>Review staffing and mission of PS&amp;I</td>
</tr>
<tr>
<td>A17: Cultural Facilities</td>
<td>8</td>
<td>No action; Review contracts as part of budget</td>
</tr>
<tr>
<td>A18: Community Agencies</td>
<td>7</td>
<td>No action, Review contracts as part of budget</td>
</tr>
<tr>
<td><strong>TRANSPORTATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1: Maintain Service at same funding level</td>
<td>6</td>
<td>No action, Review as part of budget</td>
</tr>
<tr>
<td>B2. Expand computerized signal control</td>
<td>10</td>
<td>Review computerized traffic control system; review costs of system</td>
</tr>
<tr>
<td>(Route 4 and Southpark and high traffic corridors) Use debt financing.</td>
<td></td>
<td>expansion.</td>
</tr>
<tr>
<td>B3: Construction permits should pay for traffic control during construction.</td>
<td>10</td>
<td>Review user fee schedule</td>
</tr>
<tr>
<td>B4. Review private sector traffic control program—recover 100% of program</td>
<td>10</td>
<td>Review user fee schedule</td>
</tr>
<tr>
<td>B5: Evaluate staffing and backlog of work in CDOT Public Service</td>
<td>10</td>
<td>Review staffing and workload of CDOT Public Service</td>
</tr>
<tr>
<td>ACTION ITEMS</td>
<td>VOTES</td>
<td>CHARGE</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>B6: Intersection improvement program—no change</td>
<td>5</td>
<td>No action; Review as part of budget</td>
</tr>
<tr>
<td>B7. Finance Street Light Program through Franchise Agreement</td>
<td>10</td>
<td>Review process to establish franchise agreements with local utility companies</td>
</tr>
<tr>
<td>B8: Analyze Street Maintenance activities for privatization opportunities</td>
<td>10</td>
<td>Receive report from Privatization Task Force</td>
</tr>
<tr>
<td>B9: Sell services of DOT planning to other government agencies</td>
<td>11</td>
<td>No action, Review as part of budget</td>
</tr>
<tr>
<td>B10: Improve planning and coordination of street repairs, curb and gutter, sidewalk, etc.</td>
<td>12</td>
<td>Review staff report on measures to improve planning and coordination</td>
</tr>
<tr>
<td>B11: Re-evaluate resurfacing policy</td>
<td>11</td>
<td>Review policies of street resurfacing program</td>
</tr>
<tr>
<td>B12: Pay contractors for snow and ice removal</td>
<td>9</td>
<td>Staff report as part of budget</td>
</tr>
<tr>
<td>PUBLIC FACILITIES AND ENGINEERING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B13: Review reduction in Engineering staff as a result in &quot;phasing down&quot; of CIP</td>
<td>10</td>
<td>Review staff report on allocation of staff for CIP projects</td>
</tr>
<tr>
<td>B14: Better management of City real estate—move to asset management philosophy</td>
<td>11</td>
<td>Review staff report and allocation of Real Estate resources</td>
</tr>
<tr>
<td>B15: Evaluate Landscape Maintenance for privatization</td>
<td>12</td>
<td>Receive report from Privatization Task Force</td>
</tr>
<tr>
<td>ACTION ITEMS</td>
<td>VOTES</td>
<td>CHARGE</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>B16 Evaluate Tree Maintenance for privatization</td>
<td>10</td>
<td>Receive report from Privatization Task Force</td>
</tr>
<tr>
<td>B17: Tree planting program—use savings from privatization to plant trees</td>
<td>9</td>
<td>Staff report as part of budget</td>
</tr>
<tr>
<td>B18 Review Tree purchase program—buy seedling stock and develop own nursery</td>
<td>8</td>
<td>Review staff report on tree purchase program with options</td>
</tr>
<tr>
<td>(Airport land), or public/private deal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLANNING &amp; ECONOMIC DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1: Move CUDC to CMGC</td>
<td>10</td>
<td>Review CUDC report on options</td>
</tr>
<tr>
<td>C2. Sell services of Planning to other government agencies</td>
<td>9</td>
<td>No action, Review as part of budget</td>
</tr>
<tr>
<td>C3 Consolidate tree/landscaping development requirements; redesign for one-stop; use generalists for plan review/approval and inspection</td>
<td>12</td>
<td>Review staff report with options for change</td>
</tr>
<tr>
<td>FIRE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C4: First Responder Program—consolidate EMS with Fire, Evaluate equipment sent to respond, train telecommunicators</td>
<td>9</td>
<td>Review city-county consolidation possibilities</td>
</tr>
<tr>
<td>Consolidate County Fire Marshall with City Fire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTION ITEMS</td>
<td>VOTES</td>
<td>CHARGE</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>C6: Look at combining Arson Investigation (Fire) with Police Investigation</td>
<td>8</td>
<td>Review staff report</td>
</tr>
<tr>
<td>NEIGHBORHOOD DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C5 &amp; C8: Neighborhood Teams—Create inter-departmental teams like Belmont,</td>
<td>11</td>
<td>Review staff report on City—Within-a-City and</td>
</tr>
<tr>
<td>design City services by neighborhood; use Neighborhood Centers as focus of</td>
<td></td>
<td>directions for future</td>
</tr>
<tr>
<td>services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use fire stations as &quot;neighborhood facilities&quot;—storefronts for Police</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMPLOYMENT &amp; TRAINING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C7. Coordinate Job Training with new jobs</td>
<td>9</td>
<td>Review staff on job training initiatives and options</td>
</tr>
<tr>
<td>Redesign and focus link on future job needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redesign and link better with community colleges and schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOUSING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C9. Review Housing programs—emphasize home ownership in existing neighborhoods</td>
<td>11</td>
<td>Review Housing programs and policies</td>
</tr>
<tr>
<td>C10. Improve on collections of loans and liens</td>
<td>10</td>
<td>Review staff report on collections practices and future directions</td>
</tr>
<tr>
<td>COMMUNITY RELATIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C11. Update mission of Community Relations; use more volunteers/community</td>
<td>11</td>
<td>Review staff report</td>
</tr>
<tr>
<td>groups, look at financing options</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Committee Assignments

Public Safety
1. Review user fees for Animal Control in order to make self-supporting.
2. Review City-County consolidation opportunities--EMS (Medic) and County Fire Marshall.
3. Review combining Arson Investigation (Fire) and Police Investigation.

Public Services
1. Review solid waste collection options.
2. Review user fees and service options for CBD garbage collection.
3. Review tree purchase program and options.
4. Review City-Within-A-City status and future deployment of "neighborhood service delivery."
5. BUDGET: Review FY94-98 Capital Improvement Program.

Regionalism
1. Review staffing of Cable franchise administration.
2. Review staffing and mission of FS&I.
3. Review allocation of Engineering staff for CIP projects.
4. Review allocation of Real Estate staff and plans to move to asset management philosophy.
5. Review options for moving CUDC to CMGC.

Transportation
1. Review computerized traffic control system (current geography and expansion plans).
2. Review user fees for traffic control during construction and private sector traffic control with off-duty police officers.
3. Evaluate staffing and backlog of work in CDOT Public Service.
4. Review street resurfacing program.
Planning

1. Review process to establish franchise agreements with utility companies.
2. Review measures to improve planning and coordination of street maintenance activities and other work in Street ROW (e.g. CMUD).
3. Review consolidation of tree/landscaping development requirements; "options" for "one-stop" development services.

CD & Housing

1. Review job training initiatives and options to link to community colleges and schools.
2. Review Housing policies and programs.
4. Review and update mission of Community Relations.

Personnel & Finance

BUDGET ISSUES:

1. Employee Compensation
2. Employee Benefits
3. Liability Insurance and Worker's Compensation
4. Funding for Cultural Facilities and Agencies
5. Funding for Community Agencies
SELECTIVE REHABILITATION LOAN VS. REPLACEMENT HOUSING
COST ANALYSIS

ADDRESS 1601 N. Harrell Street Census # 8

I. CODE ENFORCEMENT COST REVIEW (to be completed by HRS II)

Code Order: In Rem Repair
Demolition

Effective Year
Structure Built 1930
Style
# Bedrooms 2
Sq. Ft. (House) 837
Civil Penalty Amount
N/A

A. Current Tax Value of Structure $16,880
B. Land Value
SUB-TOTAL TAX VALUE $20,000
C. Estimated Cost to In Rem Repair to Code Standards

TOTAL $29,855

D. % of C divided by A 17.7%
< 65% of Value Yes No

E. Once HRS II completes above, forward to NDS.

F. Comments/Mitigative Concerns

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Name M. Jenkins
Date Completed 1/17/93
II. Estimate of Cost to Acquire & Rehabilitate Property (To be completed by Loan Agent)

A. Information received from HRS II

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negotiated Acquisition or Tax Value</td>
<td></td>
<td>$10,511</td>
</tr>
<tr>
<td>2. Rehabilitation (Actual)</td>
<td>$31,427</td>
<td>$21,487</td>
</tr>
</tbody>
</table>

Actual Rehab Cost

\[
\frac{\text{Actual Rehab Cost}}{\text{Sq. Ft.}} = \frac{31,427}{832} = 37.77
\]

Cost Per Sq. Ft.

3. Delinquent Taxes (if any) | $250 (est.) |
4. Outstanding Loans/Liens (if any) | $0 |

Sub-Total | $42,188 |

TOTAL | $42,188 |

Is Total > $50,000  Yes  No

B. Amount of Civil Penalties

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$N/A</td>
</tr>
</tbody>
</table>

III. Rehabilitation Feasibility/Replacement Housing

A. Cost to Replace Vs. Cost to Preserve (to be completed by L.A.)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Replacement Value: sq. ft. of structure x replacement per sq.ft. (based on average cost of CD new construction)</td>
<td>$832 sq. ft. x $41.45 =</td>
<td>$34,486.40</td>
</tr>
<tr>
<td>2. Delinquent Taxes (if any)</td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>3. Outstanding Loans/Liens (if any)</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL | $34,736.40 |

B. Rehabilitation Cost Vs. Replacement Housing Cost

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rehabilitation Cost</td>
<td>$31,427.00</td>
</tr>
<tr>
<td>2. Replacement Cost</td>
<td>$34,736.40</td>
</tr>
</tbody>
</table>

C. Is it feasible to rehabilitate vs. replacement house cost?

Yes  No

Name  [Signature]

Date Completed  2/1/93
**LOAN TO VALUE ANALYSIS**

**APPLICANT'S NAME:** Belmont Community Development Corp

**ADDRESS:** 1601 N. Harrell St.  
**CENSUS TRACT:** 8  
**Heated Sq. Ft.:** 832  
**Year Built:** 1928  
**Age:** 63 yrs

**PROJECTED LOAN AMOUNT:** $31,427.00

---

**I. LISTING OF COMPARABLES:**

<table>
<thead>
<tr>
<th>Comparable #1</th>
<th>Built 1990</th>
</tr>
</thead>
</table>
| **ADDRESS:** | 1708 N. Harrell St.  
| **ASKING PRICE OR ACTUAL SOLD PRICE:** | $24,900.00  
| **SQUARE FOOTAGE:** | 937  
| **COST PER SQUARE FOOT:** | $23.37  
| **(SALES/SOLD PRICE ÷ SQUARE FEET):** | ($21,900.00 ÷ 937) |

<table>
<thead>
<tr>
<th>Comparable #2</th>
<th>Built 1972</th>
</tr>
</thead>
</table>
| **ADDRESS:** | 1912 N. Harrell St.  
| **ASKING PRICE OR ACTUAL SOLD PRICE:** | $28,700.00  
| **SQUARE FOOTAGE:** | 1144  
| **COST PER SQUARE FOOT:** | $25.47  
| **(SALES/SOLD PRICE ÷ SQUARE FEET):** | ($26,700.00 ÷ 1144) |

<table>
<thead>
<tr>
<th>Comparable #3</th>
<th>Built 1978</th>
</tr>
</thead>
</table>
| **ADDRESS:** | 1007 Single Ave  
| **ASKING PRICE OR ACTUAL SOLD PRICE:** | $16,500.00  
| **SQUARE FOOTAGE:** | 648  
| **COST PER SQUARE FOOT:** | $25.76  
| **(SALES/SOLD PRICE ÷ SQUARE FEET):** | ($16,500.00 ÷ 648) |

---

**II. LOAN TO VALUE**

1) **LOAN AMOUNT:** $31,427.00

2) **AVERAGE VALUE AMOUNT:** $19,790.00  
   (AVERAGE OF SELL OR SOLD PRICES OF COMPARABLES: #1, #2, #3)

3) **LOAN TO VALUE:** $31,427.00  
   $19,790.00  = 159  
   (LOAN ÷ VALUE)
BACKGROUND

Terms of Loans

<table>
<thead>
<tr>
<th>Bank</th>
<th>Amount</th>
<th>Rate</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>NationsBank</td>
<td>$219,200</td>
<td>8% (Approximate - to be set at closing)</td>
<td>10 years and 8 months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8 months - interest only</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(during renovation period)</td>
</tr>
<tr>
<td>City of Charlotte</td>
<td>$54,800</td>
<td>0%</td>
<td>12 years and 4 months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(21 months longer than the bank term)</td>
</tr>
</tbody>
</table>

Security

NationsBank and City of Charlotte deed of trust on land and improvements at 9815 China Grove Church Road, Charlotte, North Carolina. Security interest in equipment, supplies, furniture and fixtures located at 9815 China Grove Church Road, Charlotte, North Carolina. Assignment of life insurance on the life of Ms. Karen A. Shaw in the amount of $50,000.

Value of 9815 China Grove Road* $310,220

<table>
<thead>
<tr>
<th>Bank</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NationsBank loan</td>
<td>(219,200)</td>
</tr>
<tr>
<td>City of Charlotte loan</td>
<td>(54,800)</td>
</tr>
<tr>
<td>Collateral Margin After Loans</td>
<td>$36,220</td>
</tr>
</tbody>
</table>

*Based on the cost of land, cost of renovation and furniture fixtures and equipment. The appraisal for the building was ordered but has yet to be received.

Collateral positions will be as follows:

1st lien position - NationsBank
2nd lien position - City of Charlotte

Project Costs

Soft Cost:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect Fee</td>
<td>$7,000</td>
</tr>
<tr>
<td>Environmental Fee</td>
<td>2,300</td>
</tr>
<tr>
<td>Appraisal Fee</td>
<td>2,300</td>
</tr>
<tr>
<td>SBA (guarantee) fee</td>
<td>3,800</td>
</tr>
<tr>
<td>Attorney fee</td>
<td>3,000</td>
</tr>
<tr>
<td>Intern Interest Expenses</td>
<td>5,000</td>
</tr>
<tr>
<td>Working Capital (Salaries etc.)</td>
<td>20,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>3,600</td>
</tr>
<tr>
<td>Total Soft Costs</td>
<td>$47,000</td>
</tr>
</tbody>
</table>
Hard Cost:
- Land and building: $50,000
- Renovations: $181,000
- Kitchen equipment: $28,550
- Van: $27,000
- Playground equipment: $10,000
- Furniture: $6,620
- Supplies: $6,000
- Kitchen Accessories: $1,050

Total Hard Costs: $310,220

Total Project Cost: $357,220
Less: Borrower's Donations: $63,200
Borrower's Equity: $20,000

Amount Financed: $274,000

80% NationsBank loan (SBA guaranteed): $219,200
20% City loan: $54,800
Total Loans Financed: $274,000

Jobs to be Created Over a Three-Year Period

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers</td>
<td>19</td>
<td>$5.25/hour</td>
</tr>
<tr>
<td>Van Driver</td>
<td>1</td>
<td>$5.50/hour</td>
</tr>
<tr>
<td>Cook</td>
<td>1</td>
<td>$5.50/hour</td>
</tr>
</tbody>
</table>

CWAC Loan Program Status Report

- CWAC Loans Approved and Closed to Date:

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Loan Amount</th>
<th>Bank</th>
<th>Jobs to be Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darlene Adams</td>
<td>$11,000/$44,000</td>
<td>Wachovia</td>
<td>3</td>
</tr>
<tr>
<td>Floyd's Restaurant</td>
<td>$6,000/$24,000</td>
<td>Republic</td>
<td>1</td>
</tr>
<tr>
<td>CrossRoads Restaurant</td>
<td>$19,000/$76,000</td>
<td>Bank of Meck.</td>
<td>3</td>
</tr>
<tr>
<td>Evans Financial Group</td>
<td>$10,700/$42,800</td>
<td>First Union</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>$46,700/$186,800</td>
<td></td>
<td>11</td>
</tr>
</tbody>
</table>

- CWAC Bank Commitments Received/Loans Being Processed:

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Loan Amount</th>
<th>Bank</th>
<th>Jobs to be Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen Shaw</td>
<td>$54,800/$219,200</td>
<td>NationsBank</td>
<td>21</td>
</tr>
<tr>
<td>Clayborne Hartford</td>
<td>$25,400/$101,600</td>
<td>BB&amp;T</td>
<td>2.5</td>
</tr>
<tr>
<td>Eric Evans</td>
<td>$6,000/$30,000</td>
<td>Southern</td>
<td>2</td>
</tr>
<tr>
<td>Vernon Lankford</td>
<td>$8,000/$32,000</td>
<td>National</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$94,200/$382,800</td>
<td>First Union</td>
<td></td>
</tr>
</tbody>
</table>

Total: 26.5
- CWAC Loans Awaiting Finalized Bank Commitment Letters:

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Loan Amount City/Bank</th>
<th>Bank</th>
<th>Jobs to be Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phyllis Benton</td>
<td>$56,640/$283,200</td>
<td>NationsBank</td>
<td>TBD</td>
</tr>
<tr>
<td>Norman Garnes</td>
<td>$93,642/374,567</td>
<td>Wachovia</td>
<td>9.5</td>
</tr>
<tr>
<td>Total</td>
<td>$150,282/$657,767</td>
<td></td>
<td>9.5</td>
</tr>
</tbody>
</table>
Request for Council Action

February 8, 1993

In the City Council from the City Manager:

Request for Action:

Adopt an Ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 601 Pinoca Street (Hoskins/Thomasboro Neighborhood).

Responsible Department: Community Development

This request should be organized according to the following categories: Background, Explanation of Request, Source of Funding, Clearances, Bibliography.

What is Council being asked to approve?

Adopt an Ordinance authorizing the use of In Rem Remedy to demolish and remove the dwelling located at 601 Pinoca Street owned by Billy Joe Badger and Charles W. Badger.

Why is the City doing this?

The dwelling was inspected at 601 Pinoca Street as a result of a field observation in a Concentrated Code Enforcement area and was found to be in violation of the Housing Code. The owner was ordered to demolish the structure since the estimated cost to repair the structure is more than 65% of the estimated value. The owner did not comply with the Order to demolish the structure by April 19, 1992; therefore, City Council is being asked to adopt an ordinance to use the In Rem Remedy to demolish the structure.

An Acquisition/Disposition Analysis has been performed by CD staff (see Exhibit A). It has been determined it is not feasible to preserve this structure. In this case, demolition is being recommended because the estimated In Rem Repair cost of $16,075 is 104% of the $15,495 estimated tax value of the structure (after the fire). Also, the estimated cost of $188,394 (including outstanding liens and judgments) to acquire and rehabilitate the structure makes it not economically feasible to do.

What are Council's options?

N/A

How much will this cost?

The estimated cost to demolish this structure is $3,500. Funds for the demolition of 601 Pinoca Street are available in the General Fund-In Rem Account. A lien will be placed against the property for the cost incurred.
What is citizen input on this issue?
The owner will be notified of this In Rem action being presented to City Council on February 8, 1993.

Background:
See Attachment

Clearances:
Community Development Department

Bibliography:
Housing Code of the City of Charlotte as amended, case file on 601 Pinoca Street.
BACKGROUND

- Property Address: 601 Pinoca Street
- Owner: Billy Joe Badger & Charles W. Badger
- Census Tract: #43.02
- Council District: #2
- Neighborhood: Hoskins/Thomasboro
- Date of Inspection: 10/22/91
- Owner Notified of Hearing: 10/23/91
- Hearing Held: 11/12/91
- Owners Ordered to Demolish
  Dwelling by: 1/28/92 (Mail Returned Unclaimed)
- Owners Ordered to Demolish
  Dwelling By: 3/2/92 (Mail Returned Unclaimed)
- Findings of Fact & Order was advertised in the Mecklenburg Times on
  3/20/92 because the owners could not be served by certified mail.
- Owners Ordered to Demolish
  Dwelling By: 4/19/92
- Title search was ordered and received on 8/18/92. The title search
  revealed there were parties in interest to the property.
- Complaint & Notice of Hearing was advertised in the Mecklenburg Times on
  9/15/92 because address of one of the parties in interest was unknown.
- Hearing Held: 10/15/92
- Findings of Fact & Order to demolish the property was advertised in the
  Mecklenburg Times on 10/27/92.
- Parties In Interest Ordered to
  Demolish Dwelling By: 11/26/92
- Structure Occupied: No
- Repairs include major structural, mechanical, electrical and plumbing due
  to extensive fire damage.
Feasibility to Save or Demolish Structure:

An Acquisition/Disposition Analysis has been performed by CD staff (see Exhibit A). It has been determined it is not feasible to preserve this structure. In this case, demolition is being recommended because the estimated In Rem Repair cost of $16,075 is 104% of the $15,495 estimated tax value of the structure (after the fire). Also, the estimated cost of $188,394 (including outstanding liens and judgments) to acquire and rehabilitate the structure makes it not economically feasible to do.
EXHIBIT A

DATE 1-20-93

NEIGHBORHOOD DEVELOPMENT DIVISION
ACQUISITION/DISPOSITION ANALYSIS PROGRAM (ADAP)
EVALUATION GUIDE

ADDRESS 601 Fenold Street (063-103-15) Census # 4302

I. CODE ENFORCEMENT COST REVIEW (to be completed by HRS II)

Code Order: In Rem Repair _
Demolition

<table>
<thead>
<tr>
<th>Effective Year</th>
<th>Structure Built</th>
<th>Style</th>
<th># Bedrooms</th>
<th>Sq. Ft. (House)</th>
<th>Civil Penalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>1921</td>
<td></td>
<td></td>
<td>3</td>
<td>1440</td>
<td>None</td>
</tr>
</tbody>
</table>

A. Current Tax Value of Structure $15,495 (After Fix)
B. Land Value $10,000

SUB-TOTAL TAX VALUE $25,495
C. Estimated Cost to In Rem Repair to Code Standards $14,075

TOTAL $41,568

D. % of C divided by A 104 %
< 65% of Value Yes No

E. Once HRS II completes above, forward to NDS.

F. Comments/Mitigative Concerns

House has heavy fire damage throughout

Name

Date Completed 1-22-93
G. Preservation Manager or Development Manager Comments

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Date Completed __________

II. Estimate of Cost to Acquire & Rehabilitate Property

A. Information received from HRS II Date 1-22-93

1. Negotiated Acquisition or Tax Value (Est.) $45,445

2a. Rehabilitation (Substantial) $38,880.00
   (based on average cost of CD rehabilitation x sq.ft. in house)
   1440 sq.ft. x $27 per sq.ft.

2b. Actual Cost/Cost Estimate $1,807.07

3. Delinquent Taxes (if any) $1,612.69

4. Outstanding Loans/Liens (if any) $35,600.00
   $24,419.76
   Sub-Total $214,419.76
   Outstanding Loans/Liens
   TOTAL $242,121.69
   TOTAL $54,820

Is Total > $50,000 Yes ✓ No __

B. Amount of Civil Penalties $NA

III. Rehabilitation Feasibility vs. Replacement Housing

A. Is it feasible to rehabilitate? Yes No ✓
   If yes, complete the following section.

B. Cost to Replace Vs. Cost to Preserve (to be completed by NDS)

Replacement Value: sq. ft. of structure x replacement cost
   per sq.ft. (based on average cost of CD new construction)

   _____ sq. ft. x $ _____
   Plus Land Value $_________
   TOTAL $_________

C. Is it feasible to rehabilitate vs. replacement house cost?
   Yes No __

Name ________________
Date Completed 1-22-93
IV. Course of Action

A. Proposed recommendation(s) (to be completed by NDS)

1. Acquire

   Only forward to Rehabilitation
   Chief for work write-up and cost
   estimate after concurrence with
   CD Director of internal use purchase.

   If we are interested in acquiring the
   land, the two processes (code and
   acquisition) simultaneously continue.

2. In Rem Repair

3. Demolish

   If #1 is checked yes, NDS notifies the HRS II
   and the code enforcement process stops.

   If either #2 or #3 is checked yes, the code
   enforcement process is continued by updating
   cost estimate and preparing City Council
   agenda item.

   Name: Wallace
   Date Completed: 1-22-93

B. Proposed Use (to be completed by NDS)

1. Retain for Use Internally

   Explain Proposed Internal Use of House
   [NONE. House is 73 years old, economic life
   of the structure was limited prior to the
   fire damage]

2. Sell to Interested Purchaser
   Externally

   Explain Proposed External Sale of House
   [Property was not forwarded to any nonprofits
   as this analysis shows it is not feasible
   to rehabilitate it]
C. Comments
There are approximately $82,505 federal and state tax liens on the property, which prevents the prospect of being able to negotiate a sales price with a nonprofit that is low enough to create a homeownership opportunity for a lower income family.

Name: C. Wallace
Date Completed: 1-22-93

V. Community Development Director

Approval  
Signature: C. Wallace  1-22-93

Director's Comment/Concerns:

Implement code order to demolish chimney.
BACKGROUND

- Homeowner: Joyce H. Kemp
- Address: 3009 Whiting Avenue
- Age: 35
- Family Composition: Ms. Kemp and her 17 yr. old son
- Monthly Income: $1,039
- Source of Income: Social Security (Disability for her and her son)
- Household Income: 38% of median income for a family of four

- Analysis of Household Income:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Monthly Income</td>
<td>$1,039.00</td>
</tr>
<tr>
<td>Less Federal Taxes</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$1,039.00</td>
</tr>
<tr>
<td>x 30%</td>
<td>311.97</td>
</tr>
<tr>
<td>Less Taxes &amp; Ins.(Est.)</td>
<td>54.52</td>
</tr>
<tr>
<td>Available for Loan Payment</td>
<td>$ 257.45</td>
</tr>
</tbody>
</table>

- Council's approved Standard Rehabilitation Program states that a family is to pay no more than 30% of their gross monthly income, less federal taxes, toward housing expense. (Housing expenses are defined as principal and interest payments, real estate taxes and insurances.)

- Type of Assistance:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan Amount</td>
<td>$56,267</td>
</tr>
<tr>
<td>Interest Rate</td>
<td>3%</td>
</tr>
<tr>
<td>Term</td>
<td>30 Years</td>
</tr>
<tr>
<td>Monthly Payments</td>
<td>$237.45</td>
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</table>