

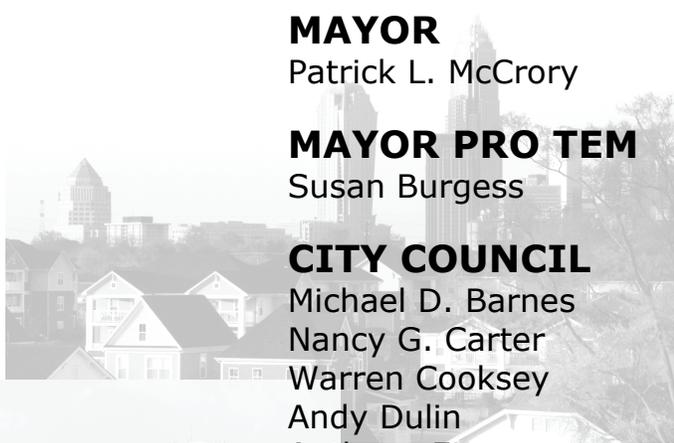


CHARLOTTE.

FY2009

Strategic Operating Plan Summary





MAYOR

Patrick L. McCrory

MAYOR PRO TEM

Susan Burgess

CITY COUNCIL

Michael D. Barnes

Nancy G. Carter

Warren Cooksey

Andy Dulin

Anthony Foxx

Patsy B. Kinsey

John Lassiter

James E. Mitchell, Jr.

Edwin B. Peacock III

Warren Turner

**FY2009
Strategic Operating Plan
Summary**



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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY09 Strategic Operating Plan (SOP)** and the **FY09-13 Capital Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

In an effort to focus on what is achieved through spending, this plan also includes performance achievements for each of the City's operating units. These operating units are called **Key Business Units**, those which provide direct services to citizens, such as Police, Fire, and Airport; and **Support Business Units**, those which indirectly support those services such as Finance and Human Resources.

FY09 Strategic Operating Plan

This document provides a detailed record of the spending plan proposed by the City Manager and adopted by the Mayor and City Council for FY09. It contains the following elements:

Section	Description
Executive Summary (Pages 1 - 32)	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, and fund summaries.
Corporate Strategy & Priorities (Pages 33 - 54)	The City's corporate strategy, City Council priorities (Community Safety, Transportation, and Economic Development—Business Corridor Redevelopment) and strategic focus areas.
Operating Budgets (Pages 55 - 122)	<p><u>General Fund Operations Budgets:</u> The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These include Police, Fire, Solid Waste, Transportation, Neighborhood Development, Engineering and Property Management, and Planning.</p> <p><u>Enterprise Operations Budgets:</u> The budgets and performance achievements of Key Business Units that function as enterprise operations with a dedicated funding source. These include Aviation, Charlotte Area Transit System, Storm Water, and Charlotte-Mecklenburg Utilities.</p> <p><u>Support Businesses Budgets:</u> The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These include the Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.</p>
Summary Statistics and Schedules (Pages 123 - 160)	Tabular presentation of key revenue and expenditure information as city wide totals and by fund.
Capital Investment Plan Summary (Pages 161 - 197)	A five year plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities.

Reader's Guide

Operating Budgets: A Closer Look

The operating budgets for Key Business Units and Support Business Units provide the core content of this document. These begin after the "Operating Budgets" tab and are outlined in the following order: General Fund Key Businesses, Enterprise Key Businesses, and General Fund Support Businesses. The operating budget pages contain the following information. A sample page containing this information is provided below.

- Summary of operations and vital statistics
- The budget and number of personnel positions for FY07, FY08 revised, and FY09 recommended.
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget decreases and increases and unfunded requests
- Budget summary by inventory of services

City Attorney

Summary	FY07	FY08	FY09	
The City Attorney's Office provides legal advice, research, and information to the Mayor, City Council, City Manager and City staff. The Office represents the City, its officials and employees in litigation filed by or against them.	Budget	\$1,706,905	\$2,021,680	\$1,789,893
	Positions	26.50	26.50	26.50

Vital Statistics

- Annually provides over 25,000 hours of legal service (excluding Aviation and Police staff)
- Staff of 16 attorneys and 10 support staff in the City Attorney's Office
- Staff of two attorneys in Aviation
- Staff of five attorneys and two support staff in Police

Accomplishments

- Worked with the Police Department to obtain a court order to shut down Star Choice Hotel, which served as a haven for drugs, crime and prostitution in East Charlotte
- Worked with the City Manager's Office to prepare and negotiate an amendment to the Interlocal agreement with Mecklenburg County regarding the development of Brooklyn Village in Second Ward and a baseball stadium in Third Ward. City Council approved the amendments and related documents at the end of November 2007.
- Worked on the EPA/FBI/SBI criminal investigation of the McAlpine Wastewater Treatment Plant
- Handled one of the largest public records requests the City has ever received regarding the transit tax repeal
- Responsible for drafting changes to the City Code to create a system for inspecting hotels and motels

SERVICE DELIVERY CHALLENGES

Space Needs and Staff Management
Space needs remain critical and a high priority. The office has staff located in four separate areas: Aviation, CATS, Police Department, and Cameron Brown. Staff members located in other buildings spend considerable time commuting back and forth to meetings. It also hinders the attorneys because the face-to-face discussions they find extremely helpful when reviewing changes in the law, current litigation and other legal problems is limited. Although some attorneys will always be outposted (e.g., Police and Aviation) others would benefit from a central location.

Tort Defense
The majority of tort liability cases are handled in-house. The caseload continues to increase, and the tort defense attorney is currently carrying 26 active cases. The caseload does not include the number of claims being worked on with the Claims Manager. With the number of tort cases increasing, it is anticipated another tort attorney position will be necessary to carry the caseload. A predictable increase in tort litigation will occur now that the light rail system has begun operation. Since the tort attorney position was added in 2001, there has been a substantial savings for outside legal services.

Document Management and Public Records Production Office
The City of Charlotte is experiencing a high volume of public records requests. The majority of these requests require significant staff time reviewing the documents and expenses for copying requested documents. Dedicated staff are needed to coordinate public records requests and manage document flow with departments involved.

Research
Summer Interns are used to assist attorneys with research tasks. The volume of research needs exceeds that which can reasonably be accomplished by the interns.

Budget Summary

	FY07	FY08	FY09
City Attorney Services			
Budget	\$ 1,706,905	\$ 2,021,680	\$ 1,789,893
Positions	26.50	26.50	26.50
Total	\$ 1,706,905	\$ 2,021,680	\$ 1,789,893

City Attorney

Performance Measures	Performance Achievement		
	FY07 Actual	FY08 Target	FY09 Target
Legal Advice and Representation Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff			
♦ Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project	n/a	n/a	Fall 2008
♦ Ensure that Attorney staff maintain certifications	192 training hours	192 training hours	192 training hours
♦ Publish a newsletter for all City employees with legal topics of interest	4 times each year	4 times each year	4 times each year
Litigation Provides litigation services including defense and enforcement of ordinances and policies			
♦ Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$89.99 per hour	\$102.82 per hour	\$112.68 per hour
Property Transactions Provides negotiation and services for the purchase and sale of the City's real estate assets			
♦ Active condemnation cases	94	113	110

<p>Decreases</p> <p>None</p> <p>Increases</p> <p>\$86,730 is added to provide additional legal services for Charlotte Mecklenburg Utilities (CMU) (100% funded by CMU).</p> <p>\$60,000 is added for contractual legal services associated with unanticipated litigations.</p>	<p>Unfunded</p> <p>Unfunded requests totaling \$167,788 were requested by the City Attorney's Office. Please see the appendix on page 120 for details on these requests.</p>
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Budget Summary

	FY07	FY08	FY09
City Attorney Services			
Budget	\$ 1,706,905	\$ 2,021,680	\$ 1,789,893
Positions	26.50	26.50	26.50
Total	\$ 1,706,905	\$ 2,021,680	\$ 1,789,893

Budget Process

PHASE I - BUDGET POLICY DEVELOPMENT

October 2007

Strategic Operating Plan Kick-off

February 2008

Mayor and Council Annual Retreat

- Overview of potential operating and capital budget considerations for FY09
- Review and determination of City Council Focus Areas and priorities

Council Budget Committee Meeting #1

- CATS Budget

March 2008

Mayor and Council Budget Retreat #1

- CATS Operating and Capital Budget review
- Utilities Budget
- Finance—revenues and debt capacity
- Financial Partners

Council Budget Committee Meeting #2

- Employee Benefits

Mayor and Council Budget Retreat #2

- Charlotte Center City Partners—Municipal Service District Tax Rates
- Employee Benefits
- Employee Pay

April 2008

Council Budget Committee Meeting #3

- Review of current FY2008-2012 General CIP

Mayor and Council Budget Retreat #3

- Draft Capital Investment Plan
- Public Art Project Updates
- Commercial Permitting/Plans Review Improvements
- Property and Sales Tax Revenue Update
- General Fund Budget Update

PHASE II - BUDGET DELIBERATIONS AND ADOPTION

May 2008

Budget Presentation by City Manager

Public Hearing on Budget

Budget Adjustments Meeting

Straw Votes Meeting

June 2008

Budget Adoption

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Manager's Transmittal— Adopted Budget

July 1, 2008

To the honorable Mayor Patrick McCrory and Charlotte City Council:

This document reflects the detailed information included in the 2009 Appropriations and Tax Levy Ordinance and 2009 Budget Plan, approved by City Council on June 9, 2008.

The total budget for FY09 is \$1,828,278,875 of which \$1,050,069,312 is appropriated for operating expenses and \$778,209,563 is appropriated for capital improvement projects.

The FY09 adopted budget includes several changes from my original recommendation, which are outlined in the table below.

FY09 Budget Adjustments

May 12, 2008 Business Meeting	Amount
City/County Fleet Services Consolidation	\$2,727,512
Expansion of Municipal Service District (MSD) boundaries 4 (South End) and 5 (University City)	\$92,000 (#4) \$608,000 (#5)
Community Safety mid-year adjustments (District Attorney's Office; electronic monitoring devices; and technology improvements)	\$3,870,121
Straw Votes Adjustments	Amount
Increase funding for YWCA Central Carolina After-School Enrichment financial partner	\$5,000
Delete \$5 million in the proposed November 2010 bond referendum for Auten Road and reallocate to a different future road project to be determined later	n/a
June 23, 2008 Business Meeting	Amount
Add funding for Community Building Initiative financial partner from FY08 Council Discretionary Account	\$50,000
Add funding to Charlotte Regional Partnership (CRP) for Film Commission activities from FY08 Council Discretionary Account	\$25,000

The final five-year Capital Investment Plan is presented as a companion document. A summary of the Capital Investment Plan is included in this document.

Thank you for your hard work, dedication, and direction on the FY2009 budget. I also thank staff for their team effort and commitment to the highest budgeting standards.

Respectfully,



Curt Walton
City Manager

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Manager's Transmittal—Recommended Budget

May 5, 2008

To the Honorable Mayor and Council:

On behalf of the City organization, I am pleased to present the City's FY2009 Strategic Operating Plan and the FY2009-2013 Capital Investment Plan (CIP). This recommended budget includes resources consistent with the Council's five focus area plans approved in March 2008:

- Community Safety
- Transportation
- Housing and Neighborhood Development
- Economic Development
- Environment

Additionally, the Council adopted three priorities as a point of emphasis in the coming year that are reflected in my budget recommendation:

- Community Safety
- Transportation
- Economic Development - Business Corridor Redevelopment

This recommended budget continues to emphasize Community Safety as our most important priority. Police and Fire represent the largest portion of the City's General Fund at 62.4% for FY2009 (almost \$270 million in the General Fund operating budget). In fact, Police and Fire consume 102% of the General Fund property tax – our most fundamental general source of public revenue.

For FY2009, I recommend a budget with no property tax rate increase. The FY2009 recommended budget for both operating and capital totals \$1.82 billion.

Economy and Growth

The national economy has demonstrated signs of a downturn as evidenced by the rising unemployment rate, growing inflation rates and falling gross domestic product. However, our local economy continues to grow, albeit slower, due to our relatively strong property values and service driven economy.

For example, the most recent S&P Case-Shiller national housing survey indicated Charlotte was the only recorded metropolitan area to demonstrate year after year home price expansion. Of the 20 cities surveyed, Charlotte's home prices grew at a 1.8% rate compared to an average decline of 10.7%. For comparison:

- Atlanta (-4.8%)
- Denver (-5.1%)
- Las Vegas (-19.3%)
- Los Angeles (-16.5%)
- Miami (-19.3%)
- Phoenix (-18.2%)
- Washington DC (-10.9%)
- **Charlotte +1.8%**

Despite the national outlook, Charlotte continued to grow but at a reduced rate. Population is estimated at 696,837 as of July 1, 2008 – approximately 2% more than last year or 13,622 people. The City witnessed the creation of 14,648 new jobs – over 2,000 more than the job creation rate last year. Additionally, the City issued 9,157 new building per-

Manager's Transmittal

mits and expanded commercial building space by over 17.4 million square feet in the first three quarters.

Thus, growth and development continues to drive our economy and contribute to the City's high quality of life. However, growth and development puts pressure on our services (Police, Fire, Solid Waste and Transportation) and our infrastructure (roads, sidewalks, and utilities) even during this period of reduced economic activity.

Sales tax revenues remain a more volatile revenue source and the revenue most connected to economic conditions. **Based on current information, I am projecting only 4% budget growth in sales tax.** This is a conservative estimate which takes into account the area's continued growth while factoring in the potential for a recession and/or economic slowdown.

For the recommended budget, overall general revenues are expected to continue to grow but at a lower rate due to the weakening of the economy described above. **For FY2009, General Fund revenues (including property and sales tax) are estimated at 3.5% over the current year budget.**

Council Priority - Community Safety

The City's commitment to Community Safety through funding of Police and Fire remains consistent in the recommended budget. FY2009 is the 2nd year of the two year budget and thus does not contain large resource requests. While there are few changes proposed, **Community Safety receives the most significant attention with limited additional resources allocated to the General Fund operating budget.**

First, **the recommended budget includes five positions for the Charlotte-Mecklenburg Police Department (CMPD) crime lab to help address work backlog and increase lab analysis.** With the exception of one position added in FY2007, the City has not added crime lab positions since FY1998 despite rapid growth and demand for service. The five positions include: one DNA analyst, two latent finger print examiners and two firearms identification technicians.

Second, **the recommended budget includes eight positions for the City's 911 center.** The purpose of the additional positions is to address workload, reduce overtime, and decrease call waiting time. The budget includes five telecommunicators and three telecommunicator shift supervisors.

Finally, as outlined in last year's two year budget proposal, the recommended FY2009 budget includes funding for an eighteen-person fire company to staff the new Arboretum Fire Station at a cost of approximately \$950,000. This infill fire station will reduce response times and provide a better level of geographic coverage for the area.

Council Priority - Transportation

The recommended budget supports the Council's priority for Transportation primarily through a large increase to the five-year capital program for roads and other transportation infrastructure.

The recommended five-year Capital Investment Plan (CIP) includes about \$298.2 million in road, intersection and traffic control infrastructure projects to address congestion and improve traffic movement. These projects include road widening on major thoroughfares, improvements to "farm to market" roads, intersection expansions, road extensions and traffic signal improvements.

Manager's Transmittal

The recommended CIP contains funding for two voter approved bond referendums – November 2008 and November 2010. The commitment to Transportation is reflected in the allocation of bond dollars – the 2008 bond referendum allocates \$170.2 million out of \$227.2 million (75%) to Transportation projects. The 2010 bond referendum allocates \$139.2 million out of \$174.2 million (80%) to Transportation projects.

For perspective, **if the Council approves placing \$227.2 million on the ballot in November 2008, then votes will be asked to approve the largest City bond referendum in our history.** The next closest is \$182.8 million in 1988.

Despite this potentially large bond referendum, the City's transportation infrastructure needs remain great. The Transportation Action Plan (TAP) identified over \$3.57 billion in infrastructure needs over five years. The last five-year CIP funded approximately \$324 million in project needs, leaving about \$3.25 billion (before inflation) in unfunded needs to for consideration in the proposed FY2009-2013 capital budget.

Council Priority – Economic Development - Business Corridor Redevelopment

The Council indicated a strong desire to concentrate on Business Corridor issues for FY2009. The recommended budget reflects that priority with several proposed resource allocations to give Council funding options.

I recommend replenishing the Business Corridor Revitalization Strategy Fund used to address business corridor needs with an additional \$6.1 million in FY2009 and another \$2 million per year thereafter. I also recommend increasing the amount for Business Corridor/Pedscape Infrastructure to \$4.6 million in each of the two upcoming bond referendums – an increase of \$5.1 million over five years.

Finally, I propose creation of a \$20 million Reserve for Economic Development Initiatives to address economic development opportunities that may arise in the upcoming fiscal year. This \$20 million is unprogrammed debt capacity that may be allocated to projects using Certificates of Participation (COPS) as directed by the Council.

The recommended budget also includes funding for the Eastland area. The recommended capital budget contains three components: \$16 million in neighborhood infrastructure improvements for curb, gutter, sidewalks, landscaping and storm drains, \$6.7 million to build an in-fill fire station and \$1.0 million to upfit lease space for Police.

These Economic Development funds give the Council choices to address key opportunities in Business Corridors as opportunities arise throughout the year. The recommended funds give the Council additional flexibility as you examine overall economic development needs.

Other Resource Investments

There are several other resource investments included in the recommended budget in support of the Council's priorities and focus areas:

- **Trees** – The City's tree canopy has been severely impacted by years of unfavorable weather conditions and cankerworms. The recommended budget includes additional funds for a tree canopy inventory, three tree trimmers and increased contracted tree removal service.
- **Fuel** – As indicated in the national and local media, fuel prices impact everyone in the community – both public and private sector. The recommended budget

Manager's Transmittal

includes an additional \$750,000 to cover the rising cost of fuel in the General Fund.

- **Planning** – Two existing planner positions currently funded by CATS for the South Corridor will be shifted to non-CATS related work to address workload volume and complexity demands on the Planning Department. The cost for these two positions will be picked up by the General Fund.
- **Solid Waste Services** – The State of North Carolina increased the disposal fee by \$2 a ton beginning in January 2008. The recommended budget includes approximately \$700,000 of increased solid waste disposal cost in FY2009.
- **Capital project positions** – The recommended budget includes funding for five positions to support the General capital program. These positions are charged to the CIP and would be filled if the voters approve the 2008 bonds.
- **Post construction and plans review** – The City charges 100% of the cost of regulatory programs to user fees. The recommended budget includes five positions to support the new post construction control ordinance and five positions to address improvements to commercial permitting/plans review process. These costs are 100% funded by user fees.

Conclusion

My recommended operating and capital budget supports the three priorities for this budget as identified by Council:

- Community Safety
- Transportation
- Economic Development/Business Corridors

The City continues to implement and administer programs consistent with the Council's focus areas and priorities. Although the economic outlook is more negative than in the past few years, I hope the impact to the City of Charlotte will be mitigated by our relatively strong property values and service driven economy.

I look forward to working with you throughout the remainder of the budget development process.

Respectfully,



Curt Walton
City Manager

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE
AMENDING THE FIVE-YEAR CAPITAL INVESTMENT PLAN FOR FISCAL YEARS
2009 to 2013.**

WHEREAS, the City of Charlotte recognizes the importance of developing long range capital investment planning to maintain the growth and vitality of the community; and

WHEREAS, the City of Charlotte continuously develops and reviews the policy, financial and planning assumptions and impacts of capital investment projects for the City; and

WHEREAS, the City of Charlotte has a five-year Capital Investment Plan based on policy assumptions, so stated in the FY2008-2012 Capital Investment Plan that balance the potential physical development planning with long-range financial capacity; and

WHEREAS, the Capital Investment Plan is amended from time to time to reflect changes in capital planning of the community and that an opportunity to implement cultural facilities has occurred,

NOW THEREFORE BE RESOLVED, by the City Council of the City of Charlotte, in its regular session duly assembled, that it does hereby adopt the Capital Investment Plan for fiscal years 2009 to 2013.

CERTIFICATION

I, Brenda R. Freeze, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 9th day of June, 2008, the reference having been made in Minute Book 127, and recorded in full in Resolution Book 41, Page 368.

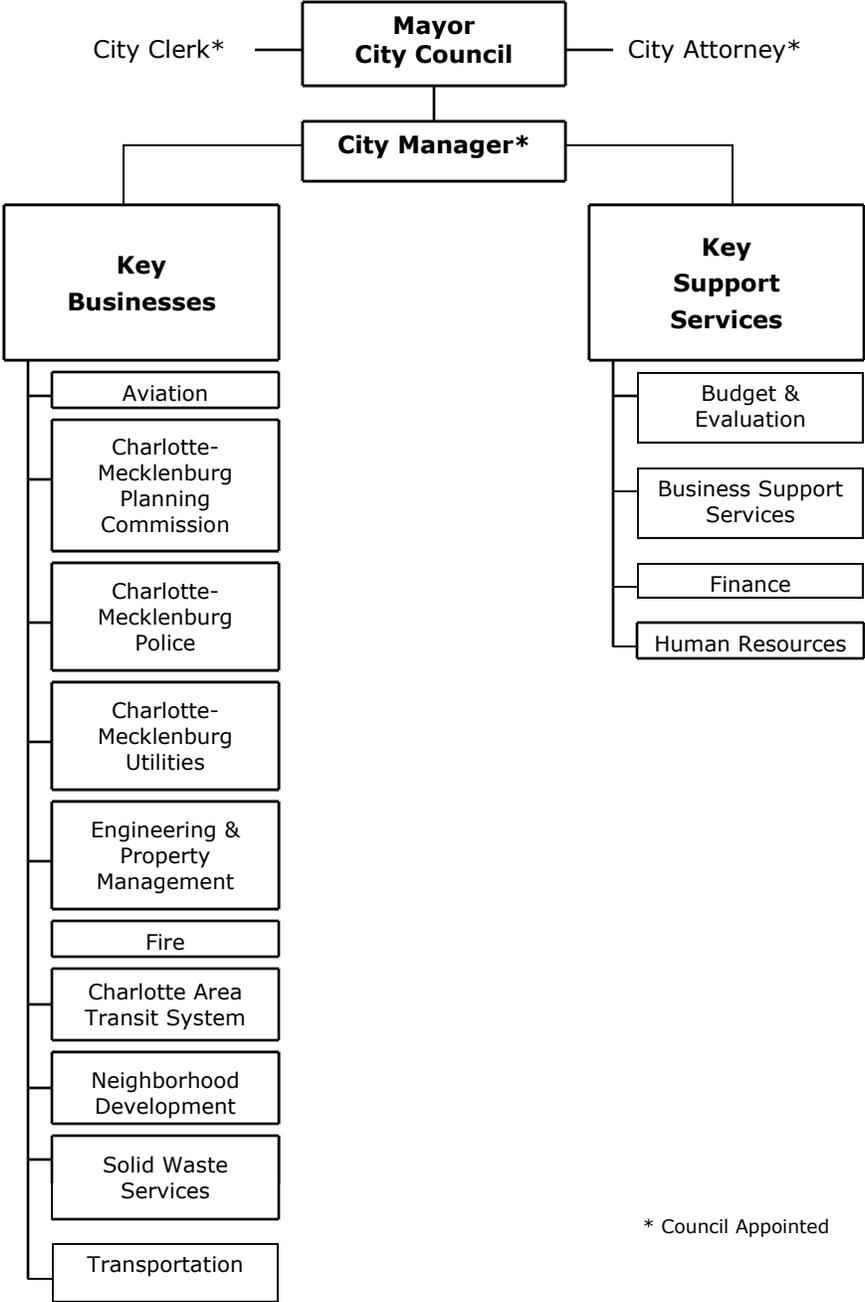
WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 12th day of June, 2008.


Brenda R. Freeze, CMC, City Clerk



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City of Charlotte Organizational Chart



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Executive Summary

INTRODUCTION

This year's adopted budget reflects a commitment to City Council's three priority areas:

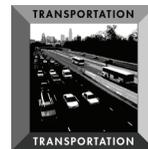
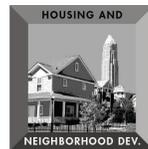
- Transportation
- Economic Development-Business Corridor Redevelopment
- Community Safety

The FY09 budget reflects a continued operating and capital budget commitment to these focus areas and priorities in order to maintain and increase the vibrancy of a world class city. The budget also represents an on-going commitment to managing costs balanced with a concern for maintaining service delivery standards and investing in community infrastructure. The FY09 budget maintains the current property tax rate of 45.86 cents per \$100 valuation.

The City's adopted budget for FY09 totals \$1.83 billion, with \$1.05 billion for operating (all funds) and \$778.2 million for capital (all funds).

The creation of the budget is a team effort. Throughout the budget process, staff discusses priorities and recommendations for improvement with the City Council. These discussions are reflected in the Manager's budget.

Council Focus Areas



Each year at the annual Council Retreat, the Mayor and City Council identify Focus Areas to serve as the framework for allocating funds and resources. FY09 Focus Areas include:

- Community Safety: *"Charlotte will be the safest large city in America through citizen & local government partnerships."*
- Economic Development: *"Charlotte will be the most prosperous and livable city for all citizens through quality economic development."*
- Environment: *"Charlotte will become a national leader in environmental initiatives to preserve our natural resources while balancing growth with sound fiscal policy."*
- Housing and Neighborhood Development: *"Creating great neighborhoods in which to live, work, and play"*
- Transportation: *"Charlotte will be the premier city in the country integrating land use and transportation choices."*

A well defined corporate strategy begins with Focus Areas that help the organization focus limited resources on the areas deemed most important in the context of providing comprehensive citizen service. This framework is included on the City's Balanced Scorecard and includes three components:

- Comprehensive: including all or everything; broad in scope; complete
- Citizen Service: provisioning of information and activities as required by the public
- Seamlessness: providing a services infrastructure in which there is one business – Public Service; streamline internal and external processes to eliminate unnecessary barriers to good customer service

Executive Summary

Key Operating and Capital Expenditures (by Council Priority)

Community Safety

Police

The adopted FY09 operating budget includes key 911 telecommunicator and Crime Lab positions (listed below) to handle increased 911 call volumes and reduce the Crime Lab's work backlog associated with performing important crime lab analysis used to help solve crimes.

911

- 5 telecommunicators
- 3 telecommunicator shift supervisors

Crime Lab

- 1 DNA Analyst
- 2 latent finger print examiners
- 2 firearm identification technicians

Fire - Arboretum Fire Station

The addition of the infill fire station in the Arboretum community, for which construction was approved in the FY07 Adopted Budget, will improve response times and increase coverage in a growing area of the City. Completion of the station is scheduled for January 2009. The adopted FY09 budget includes funding for an 18-person fire company to staff the new Arboretum fire station at a cost of \$950,000.

Criminal Justice System—Expand Capacity

The adopted FY09 budget includes \$3.87 million in addition to the Manager's initial recommended budget: \$3 million for technology improvements centered around case management enhancements for the Offices of the District Attorney (DA) and Trial Court Administrator; \$375,000 for more DA staff focused on property crime cases; and an additional \$495,121 to target repeat offenders by increasing the number of electronic monitoring devices and adding 3 police officer positions to run the program.

Economic Development

Economic Development additions to the FY2009-2013 CIP include a focus on business corridor redevelopment.

These projects include:

- Business Corridors/Pedscape Infrastructure
- Advancement of ED Initiatives and Business Corridor Revitalization Strategy
- Eastland Strategy
 - Roads, sidewalks, curb and gutter, landscaping, and storm drainage
 - Infill Fire Station
 - Police Station up-fit
- Double Oaks Redevelopment Infrastructure (roads, sidewalks, curb and gutter, landscaping, and storm drainage)

Transportation

Over the next 25 years, approximately 340,000 new residents will move to Charlotte. This will make finding mobility solutions even more challenging in the years to come and put an increasing strain on our transportation infrastructure. The Transportation Action Plan (TAP) provides the framework to accommodate growth through 2030.

Executive Summary

New Transportation capital expenditures in the FY09-13 Capital Investment Plan include:

- Improvement of three farm-to-market roads:
 - Back Creek (planning and design)
 - Johnston-Oehler
 - Tyvola Road (Yorkmont to Tryon)
- Improvement of three major intersections:
 - Kenilworth/Pearl Street
 - Freeland/South Boulevard
 - Ballantyne Commons/Elm Lane
- Other major transportation projects include:
 - City Boulevard extension
 - Little Rock Road realignment
 - IBM Dr./N. Tryon connector right-of-way acquisition
 - Traffic control devices upgrade and Tyvola/Bill Graham traffic signals
 - Northeast Corridor—Sugar Creek alignment
 - Northeast Corridor—access improvements

Two Engineering project managers and three Engineering contract specialists are included in the FY09 adopted budget to support the growth in Capital Investment Plan (CIP) workload associated with the 2008 Bonds program. These positions will be funded through the CIP and hired only if voters approve the 2008 Bonds.

Other General Fund Operating Impacts

Fuel

Sharp rises in fuel prices began in 2005 and have continued with increased volatility. Record high fuel prices are expected to continue into FY09. Cost increases have been mitigated by reduced spending in other areas of the operating budget, but additional funding was required in the FY07 and FY08 budgets, particularly for the larger Key Business Units such as Police, Fire, and Solid Waste Services since operations are more dependent upon vehicles to conduct business. Funding needs for fuel across the organization have continued to grow and total \$8.0 million in the FY09 budget.

**History of Fuel Costs
(\$ in millions)**

KBU/Division	FY07 Actual	FY08 Budget	FY08 Estimated*	FY09 Budget
Police	2.9	3.1	3.3	3.4
Solid Waste Services	2.0	2.3	2.6	2.6
Street Maintenance	0.8	0.8	0.8	0.8
Fire	0.7	0.8	1.0	1.0
All Other	0.2	0.2	0.3	0.2
Total	6.6	7.2	8.0	8.0

*as of 11/30/07 fuel pricing

Pay Plan

Based on the annual review of market competitiveness as determined through a survey of the pay and benefits practices of other public and private sector employers, market survey data indicates a 3.5% merit and market increase in the Broadbanding and Public Safety Pay Plans respectively. Employee pay is a majority of the funding for the General Fund. The FY09 adopted budget contains the following pay plan recommendations:

- In the Broadbanding Pay Plan, the City Manager recommends a 3.5% merit increase budget for all business units.
- In the Public Safety Pay Plan, the City Manager recommends a 3.5% market increase budget. It is also recommended that the 5.0% movement through steps be funded.

Health Insurance

As a result of recent, favorable cost experience within the City's health insurance program, the overall FY09 health insurance premium increase for employees will be the lowest within the last five years.

Weekly Medical Premium Increases

Level of Coverage	2004	2005	2006	2007	2008	2009 Rec.
Employee Only	\$1.02	\$1.05	\$0.51	\$2.28	\$3.34	\$2.49
Employee/Children	\$7.68	\$7.08	\$3.72	\$8.51	\$6.49	\$3.37
Employee/Spouse	\$8.06	\$8.12	\$6.24	\$9.05	\$6.90	\$3.58
Employee/Family	\$8.63	\$8.58	\$4.22	\$9.67	\$7.38	\$3.83

Executive Summary

Revenues - General Fund

Property Tax

The FY09 property tax rate for the General Fund remains the same at 36.98¢ per \$100 of property valuation. Since July 2005 the City's property base has grown by an estimated \$8.3 billion. During that period the City annexed an estimated \$684.5 million, or 8.2% of the total increase, an average annual increase of 4.1%. Property tax revenues including current and prior year collections, interest, and other penalties and rebates are projected to total \$270.6 million, or a 4.1% increase in FY09.

Fund	FY07	FY08	FY09
General Operations	36.98¢	36.98¢	36.98¢
Debt Payments	7.37¢	7.37¢	7.37¢
Pay As You Go Capital	1.51¢	1.51¢	1.51¢
Total	45.86¢	45.86¢	45.86¢

Sales tax revenues are comprised of the proceeds from two rates: the long-standing 1% County rate and the additional ½% rate made effective January 1, 2003. The total increase over FY08 is projected at \$2.5 million, or 4%. The City's sales tax receipts remain steady. However, recent economic indicators influenced the reduction of the growth from 4.5% to 4.0% for FY09.

Utilities franchise tax revenues are projected to increase 2% over FY08 to \$31.3 million for FY09. Based on area utilities' revenues reported to and taxed by the State of North Carolina and shared with local jurisdictions, this revenue reflects customer consumption of electricity, natural gas, and telecommunication services. Over the last four years the City has realized an average annual growth rate of 2.6%.

Intragovernmental revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, increase to \$21.5 million in FY09, an increase of 14.7% over FY08. The services reimbursed to the General Fund include financial, technology, customer service, budgetary, and human resource functions.

Police Services

Mecklenburg County reimburses the City for half of the 46 school resource officers (SRO) and one supervisor (sergeant). The additional officers provide an enhanced level of security services to the schools than those allocated by CMPD for the standard SRO program. Revenues totaling approximately \$2.5 million for FY09 are projected. This amount is an increase of 11% from FY08, and includes the addition of one officer to the unit.

The revised Interlocal Agreement increases Mecklenburg County's share for police services to the unincorporated areas of the County by 7% for FY09, to \$13.4 million. After remaining capped at \$12.5 million for four years, the proposed amendment allows an inflationary adjustment based the Consumer Price Index (CPI) for the next four years. The population ratio method will continue to be used to calculate the County's contribution. This may result in the contribution being lowered if annexations during the life of the agreement affect the County's maximum share.

Solid waste disposal fee revenue is projected to increase to \$11.95 million in FY09, an increase of 4.2% from FY08. The annual rates per single- and multi- family households remain at \$45 and \$27, respectively. The fee recovers the cost of landfill fees, currently \$26 per ton of garbage delivered to the Mecklenburg County landfill. Effective July 1, 2008 an additional \$2 per-ton disposal fee is added by the State of North Carolina for environmental protection programs. The cost of collecting solid waste, including garbage, yard waste, bulky items, and recyclables, is funded through the City's property tax levy.

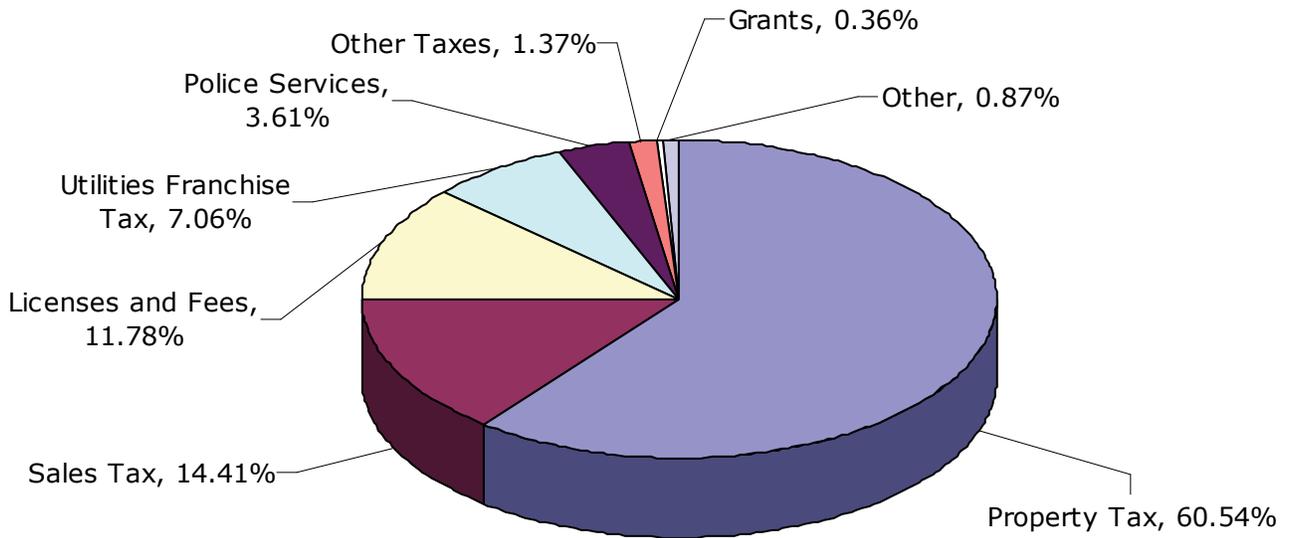
Business privilege license revenue is projected to increase to \$16.43 million in FY09, or 4.0% over FY08.

Other Revenues

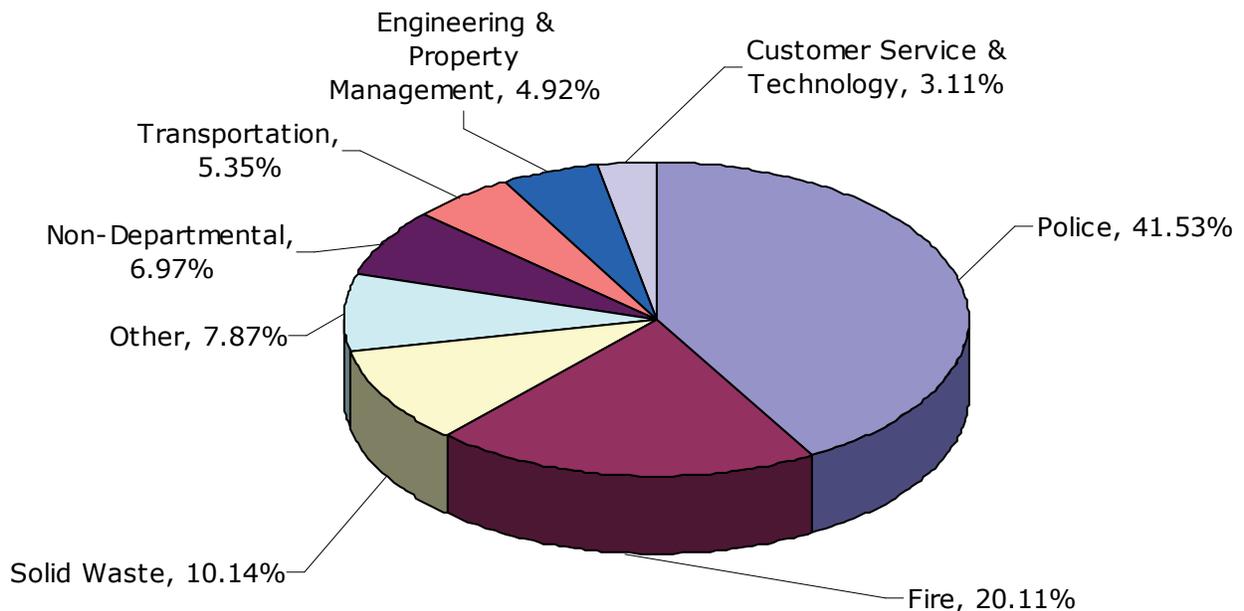
The City's other General Fund revenues, including user fees, licenses, permits, grants, parking fees, and animal control charges total \$62.5 million, or a 7.4% increase over FY08. Interest income decreases \$2.7 million, or 48.4%, reflecting the change in market interest rates. The City's development review process initiatives, including 5 positions and \$.4 million, is fully funded through increases to charges for services (user fees). The adopted budget includes \$6.6 million for public safety initiatives (\$3.9 million) and Mecklenburg County fleet consolidation (\$2.7 million) above the Manager's recommended budget.

Executive Summary

General Fund Revenues: Where the Money Comes From (Net of Transfers)



General Fund Expenditures: Where the Money Goes (Net of Transfers)



Executive Summary

General Fund Decreases by Council Focus Area

Community Safety

\$344,000 is decreased in one-time scheduled major maintenance for the 1st helicopter.

Economic Development

None

Transportation

\$249,810 is decreased from one-time costs in FY08 for equipment and materials associated with the 2007 Annexation.

Housing and Neighborhood Development

None

Environment

\$88,000 is decreased from Landscape Management due to elimination of landscape maintenance expenses associated with Marshall Park.

\$74,892 is decreased by deleting an equipment operator position and related operating costs due to reduced trash removal needs at bus stops (100% funded by CATS).

General Fund Increases by Council Focus Area

Community Safety

\$949,713 is added for 18 positions for the Arboretum Fire Station. Fire

\$495,121 is added for 100 additional ankle bracelet monitoring devices for paroled offenders and 3 police officers to monitor the offenders. Police

\$456,374 is added for 5 Telecommunicators and 3 Telecommunicator Supervisors to address workload and call abandonment issues. Police

\$375,000 is added for 5 positions in the District Attorney's Office to focus on property crime prosecution (2 attorneys, 3 support staff, and equipment). Police

\$300,000 is added for increased fuel costs for the Police Department. Police

\$204,644 is added for 2 Crime Lab positions and equipment to address firearms identification workload. Police

\$175,000 is added for increased fuel costs for the Fire Department. Fire

\$167,000 is added for one-time scheduled major maintenance for the 2nd helicopter. Police

\$143,101 is added for 2 Crime Lab positions to address Latent Print backlog. Police

\$103,840 is added for increases in division office rents at various locations, primarily the Providence Division. Police

\$89,270 is added for 1 position for fire plan reviews. (100% funded by user fees) Fire

\$86,825 is added for a DNA Analyst to address workload and improve analysis and turnaround time. Police

\$55,494 is added for increased supplies costs, primarily uniform costs for the Police Department. Police

\$36,300 is added for CopLogic software for on-line crime reporting. This will replace the current system which requires re-keying of reported information. It will also interface with the Records Management System and will support four different languages. Police

Economic Development

\$200,000 is added to fund a Youth JobLink Center if the pilot program is successful. City Mgr—ED

\$191,618 is added to fund 2 Principal Planner positions performing expanded duties within the Charlotte-

Executive Summary

Mecklenburg Planning Commission unit. These current positions were previously funded by CATS. Planning

\$185,238 is added for 2 new Development Services positions to conduct commercial and subdivision plan reviews. (100% funded by user fees) CDOT

\$144,783 is added for Engineering, Planning, and Neighborhood Development for the Accela plans review work order system. (100% funded by user fees) Engineering, Planning, N Dev

\$133,889 is added for 2 positions to enhance the developer plan review process and to create a "storefront" for one-stop service. (100% funded by user fees) Engineering

\$27,000 is added for one-half of an Economic Development Specialist position performing expanded duties in business retention and corridor redevelopment within the Economic Development Office. One-half of this current position was previously funded by revenue from Charlotte Center City Partners. CCCP will hire a position to assume work previously done by Economic Development. City Mgr—ED

\$23,331 is added for a Chief Maintenance Mechanic (April 1, 2009 start date) for the Building Maintenance Division to provide maintenance services for new cultural facilities. Engineering

Transportation

\$187,500 is added for 2 engineering project managers to implement infrastructure bond projects. (100% funded by the capital program) Engineering

\$156,898 is added for 3 positions to the engineering contracts section for implementation of the infrastructure bond programs. (100% funded by the capital program) Engineering

\$55,000 is added for additional rent and operating expenses related to the relocation of Park-It facilities Uptown. CDOT

\$5,000 is added for increased fuel costs for Street Maintenance activities. CDOT

Housing and Neighborhood Development

\$75,000 is added for consulting services to review and update the Quality of Life Study. (100% funded by the capital program) N Dev

\$51,000 is added to support the attendance growth and fund increased costs of Neighborhood Symposium services provided in the Neighborhood Services Division. N Dev

\$45,000 is added for an existing administrative position within Housing Services previously funded through Community Development Block Grants (CDBG). Loss of CDBG funds shifted cost to the General Fund. N Dev

\$20,000 is added for increased fuel cost for Code Enforcement. N Dev

Environment

\$465,851 is added for costs associated with the State mandated \$2/ton landfill fee for environmental initiatives. Solid Waste

\$405,915 is added for 5 positions to the Land Development Division to implement the Council approved (November 26, 2007) Post Construction Control Ordinance. (100% funded by user fees) Engineering

\$400,000 is added for additional fleet maintenance needs and overtime expenditures related to managed competition contracts in three Solid Waste City-serviced quadrants: East, North, and South. Solid Waste

\$250,000 is added for increased fuel costs for Solid Waste Services. Solid Waste

\$220,000 is added for contracted tree removal, increasing this service from \$280,000 to \$500,000 annually. (100% funded by the capital program) Engineering

\$200,000 is added for a tree canopy study and inventory. The inventory is included in the Environment Focus Area as a target under the protection of the tree canopy initiative. (100% funded by the capital program) Engineering

\$142,500 is added for 3 positions to increase the size of the 3 existing tree trimmer crews from 2 person crews to 3 person crews, in order to increase activity in the systematic tree pruning program and enhance traffic control safety. Engineering

Executive Summary

\$109,000 is added for the Automatic Vehicle Locator program. Solid Waste

General Government

\$2,727,512 is added for 27 positions transferred from the County to the City to provide a consolidated City/County fleet services operation. Business Support Serv

\$1.1 million is added for technology projects including master data management, veritas discovery accelerator network security assessment, Peoplesoft upgrade, customer relations mapping in 311 and a wireless pilot for code enforcement. (100% funded by Technology Investments in the PAYG capital program)

\$400,000 is added for public safety technology projects including 911 telephone switch upgrade, Plateau training management software system, photographic line-up software and field laptops. (100% funded by Technology Investments in the PAYG capital program)

\$272,000 is added to the Revenue Division to upgrade the BancTec system for processing City Service customer payments. Approximately 98% of these increased support costs will be reimbursed by Charlotte-Mecklenburg Utilities and Storm Water Services. The remaining 2% is revenue collection for transit fares, surplus auctions and community development loans. Finance

\$123,374 is added to fund increased annual costs for maintenance and support of the City's Utility Management System. Approximately 98% of these increased support costs will be reimbursed by Charlotte-Mecklenburg Utilities (CMU) and Storm Water Services. The remaining 2% is revenue collection for transit fares, surplus auctions, and community development loans. Finance

\$93,955 is added for a Radio Network Supervisor position that would support the expanding radio system. (100% funded by internal and external radio system users) Business Support Serv

\$86,730 is added to provide additional legal services for CMU. (100% funded by CMU) Attorney

\$79,661 is added to unfreeze training specialist position for organizational development, including implementation of 16 recommendations from the Strategic Workforce Planning Report. HR

\$60,000 is added for contractual legal services associated with unanticipated litigations. Attorney

\$49,517 is added for a foreign language translation services telecommunications line at CharMeck 311. City Mgr—CharMeck 311

\$47,081 is added for a Store Keeper for the Asset, Recovery and Disposal Program. Cost of position is funded from reductions in temporary services and 30% funded by County. Business Support Serv

\$34,998 is added in Internal Audit for contractual services rate increases. City Mgr—Audit

\$31,688 is added for the increased costs of rent and utilities at the Myers Street Data Center. Business Support Serv

\$13,779 is added to increase benefits systems specialist position hours from 30 to 40 per week. The position handles calls from employees concerning medical, prescription drug, short term disability issues, and retirement counseling. HR

7.5 new positions are added by the Equipment Division (EMD) to reduce costly external fleet vehicle repairs. 100% of this cost is offset by savings in temporary help, overtime, and sublet contract work. This increase fully implements EMD reorganization begun in FY08. Business Support Serv

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Executive Summary-Non-General Fund

Non-General Fund Operating Expenditures Summary

Although the General Fund supports the City's basic services such as Police, Fire, and Solid Waste Services, the City maintains other funds that also perform operating functions. The FY09 non-general fund operating budgets total \$606.8 million, an increase of 6.8% from FY08. These amounts are net of transfers to any related debt service or capital pay as you go projects.

Charlotte-Mecklenburg Utilities (Utilities)

FY09

\$100.4 million

Drought conditions have had a significant impact to Utilities in FY08. On April 7, 2008, City Council approved a 14.9% residential rate increase—effective May 1, 2008—to counter reduced revenue as a result of water restrictions. The 14.9% rate increase included an advanced implementation of anticipated FY09 utility rate increases to continue funding capital investments in infrastructure and uphold existing utility revenue bond covenants. On July 1, 2008, this rate will be adjusted down 0.9%, to an increase of 14% for FY09.

Charlotte Area Transit System (CATS)

FY09

\$112.6 million

The FY09 Transit Program continues implementation of North Carolina's first light rail service in Charlotte and moves forward with the implementation of the 2030 Transit Corridor System Plan approved by the Metropolitan Transit Commission (MTC) in November 2006. FY09 marks the first full year of operation of the South Corridor Light Rail Transit service.

Aviation

FY09

\$89.0 million

The aviation industry has been particularly unpredictable in recent years. For the past three years, the Airport has experienced double-digit growth in local boardings. Although growth brings many new services and opportunities, growth also brings many challenges. The Airport remains committed to a high quality customer experience but is challenged by the strain that growth brings to facilities, services, and staffing.

Storm Water Utility

FY09

\$12.2 million

Charlotte property owners will see an increase of 7.0% in FY09 rates to support growth in the City's storm water capital investment programs. The monthly storm water fee will increase by 39¢ from \$5.51 to \$5.90 in FY09.

Municipal Service Districts (MSDs)

FY09

\$3.2 million

MSDs are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. Rate increases for Districts 2 and 3 are discussed later in this Executive Summary.

Other Non-General Fund Operating Funds

The City's remaining non-general fund operating funds include:

(Net of Transfers)	FY09 (\$ million)
Debt Service (all programs)	\$221.5
Powell Bill (State street maintenance aid)	\$23.9
Convention Center and Hall of Fame	\$14.6
Tourism and Cultural Facilities	\$2.1
Neighborhood Development Grants	\$8.9
Public Safety 911 Services & Grants	\$17.2
Risk Management	\$1.2
Total	\$289.4

Executive Summary-Non-General Fund

Enterprise Funds

Water and Sewer Fund

Water and Sewer Rates

Utilities customers will experience an increase of 14% in FY09 in residential rates over FY08. This increase is needed to continue to fund current and future debt related to capital investment and operating costs.

The average monthly total water/sewer bill for residential customers is estimated to be \$45.60 in FY09. This average bill assumes 5,984 gallons used each month. Users consuming more than the average level of consumption are charged a higher "conservation" rate to encourage responsible use of this resource.

Expenditures

FY09 operating expenses (excluding debt service) increase by 4.0% over the FY08 budget. The \$3.9 million additional in FY09 includes increased funding in various areas related field operations and customer service.

For FY09, contributions from the operating fund to Debt Service and Pay-As-You-Go will decrease 7.5% to \$146.3 million from the \$158.2 million level in FY08.

Charlotte Area Transit Fund (CATS)

The FY09 Transit Operating Program and the FY09-FY13 Transit Capital Program were approved by the Metropolitan Transit Commission (MTC) in April 2008. In FY09, a total of \$112.6 million is allocated for operating programs and \$652.7 million to support capital investments over the five year period.

Revenues

Operating revenues are projected to increase 5.7% to \$133.6 million in FY09 above current FY08 budget levels.

The countywide one-half cent sales tax revenue dedicated to CATS is projected to be \$75.9 million for FY09, a 4% increase over the FY08 budget. This revenue represents approximately 57% of CATS' total operating revenues.

Revenues from passenger fares and service reimbursements are projected to increase by \$3.5 million to \$20.7 million in FY09. The increase is attributable to the inclusion of light rail fares for a full year and increased ridership across all services.

The MTC approved special fare increases for October 2008 in response to continuing fuel price escalation.

The annual fixed Maintenance-of-Effort (MOE) contribution from the City of Charlotte, Mecklenburg County, and the Town of Huntersville totals \$18.6 million and comprises approximately 14% of CATS total operating revenue.

Operating assistance in the form of state and federal grants is estimated at \$14.5 million in FY09. The bulk of that amount continues as a regular source of operating income from the state based on the performance of CATS services.

Expenditures

Expenditures for the operating program are projected to increase a net of \$8.9 million to \$112.6 million in FY09.

- \$4.3 million is added for fuel costs as a result of rising prices.
- \$1.7 million is added for expanded bus route and feeder services providing an additional 29,000 service hours to the existing 829,000 service hours.
- \$0.5 million is added for Bus Operations Division required funding of post employment benefits.
- \$0.4 million is added for enhanced safety and security operations.
- \$0.4 million is added for full year costs of cleaning and landscape maintenance along the light rail line.
- \$0.3 million is added for contractual services related to Revenue operations including armored car service and credit/debit payment processing via ticket vending machines.
- Remaining increases are associated with normal growth in pay and benefits, support costs, and supplies.

Executive Summary-Non-General Fund

Aviation Fund

Revenues

Revenues come from user fees, rents received from tenants, and sales of goods and services to passengers. The user fees are updated annually based upon the projected costs of operating the Airport for the next year. Rents and prices for goods sold are based upon market rates.

Overall, revenue projections for FY09 show an increase over the FY08 revised budget, with an estimated increase of \$24.0 million, or 17.4%, in FY09. This increase in operating revenues is due primarily to growth in parking revenues and the Airport's fixed base operator, Wilson Air Center. Changes in specific operating revenue sources vary, as detailed below:

- Concession revenues increase above FY08 by \$600,000, or 1.97%, in FY09.
- Parking revenues increase \$1.4 million, or 4.2% in FY09 above the FY08 budget.
- Cargo Area and Ground Rent revenues increase \$3.8 million, or 15.7% in FY09.
- Terminal revenues increase \$1.3 million, or 4.8%, in FY09.
- Airfield usage revenues remains unchanged from FY08.
- Passenger Facility Charge revenue increases above FY08 by \$1.8 million, or 7.2% in FY09.

Expenditures

The airport's net operating budget is \$89.0 million. The total budget, which includes discretionary and debt support as well as the Passenger Facility Charge is \$189.4 million. This is an increase of \$29.7 million, or 18.6%. Changes in specific operating expenditures are primarily due to capital expenditures and corresponding debt service.

The Airport continues to look for innovative technology, creative partnerships and improved work processes to aid in its endeavors. Highlights of issues and opportunities the Airport expects to encounter in the coming year include:

- Diversify Aviation's revenue base to increase the level of protection against financial fallout from failing air carriers
- Provide additional parking to accommodate the rapidly growing local demand
- Renovate terminal facilities and expansion of airline gates to meet demands
- Continue to pursue the establishment of a truck/rail yard on airport premises
- Continue construction of new runway
- Remain cost conscious and flexible in the face of potentially sudden airline collapse

Storm Water Fund

Revenues

Revenues are projected to increase by \$5.1 million, or 13.6% from FY08 to FY09.

The budget includes a 7.0% impervious surface fee rate increase in FY09. The City of Charlotte's impervious surface rate fee was capped in FY07 at \$5.7 million.

For the average city residential storm water customer, the monthly variable rate fee will increase 39¢ from \$5.51 in FY08 to \$5.90 in FY09.

An appropriation from fund balance of \$3.4 million is recommended in FY09. The current unappropriated fund balance is \$23.5 million of which \$15.0 million is reserved per debt issuance requirements.

Expenditures

Fund expenditures increase \$6.3 million or 15.7% in FY09. The increase in FY09 expenses is due to a \$6.0 million increase, or 35.3% in the pay-as-you-go contribution to the capital program. Debt Service contributions also increase by \$700,000 or 6.4%.

The operating budget net of capital contributions decreases \$374,753 or 3.0%. The FY09 adopted budget includes \$444,973 for the addition of 6 positions (partially offset by \$232,000 in charges to the Capital Program):

- 2 positions for the mandated inventory of the storm water system
- 1 position to ensure appropriate landscaping on public and private properties due to storm water work
- 2 positions for project inspection work
- 1 project manager

Other changes include the reduction of \$250,000 in contractual services associated with completing watershed modeling.

Executive Summary-Non-General Fund

Other Operating Funds

Powell Bill Fund

Revenues

The per-gallon tax on gas in North Carolina is 48.55¢, which is comprised of 18.4¢ in federal tax and 30.15¢ in state tax. The state gas tax is usually adjusted every six months based on the wholesale price of gasoline. However, no increases occurred in the current year due to a freeze placed on the variable portion of the gas tax for FY07 by the Governor. The state distributes a portion of the gas tax revenues to municipalities to pay for road maintenance. This funding source was named the "Powell Bill" after the State Senator who introduced the bill.

Total revenues for the FY09 Powell Bill budget are projected to be \$26.1 million, a 5.5% increase over FY08. Powell Bill (state gas tax) revenues account for \$19.4 million of the FY09 total revenues, and reflect a 7.0% reduction from FY08 actual disbursements, but a 5.1% increase over the FY08 budget. FY09 increases result from the higher budget projection for the state gas tax revenues and a full year collection of revenues from the Street Degradation Fee. Other FY09 revenues include the General Fund contribution to street resurfacing, which will remain unchanged at \$4.3 million, and Interest on Investments, which is projected to decrease 17.9% due to continued reductions in interest rates.

The Powell Bill fund balance totals \$4.9 million, of which \$1.4 million is recommended for appropriation in the FY09 budget.

Expenditures

Powell Bill expenditures are recommended to increase \$1.4 million or 5.5% in FY09. Major expenditures in FY09 include:

- \$12.7 million for street resurfacing to achieve an estimated resurfacing schedule of 14 years
- \$8.0 million for Street Maintenance labor and construction materials
- \$2.7 million for street resurfacing and maintenance equipment
- \$1.1 million for storm water fees

Executive Summary-Non-General Fund

Municipal Service Districts (MSDs)

FY09 \$3.2 million

The FY09 budget includes funding for five Municipal Service Districts (MSDs). Municipal Service Districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

Center City District 1 was established by City Council in 1978 for the purpose of promoting investment in the Central Business District area. District 1 encompasses the entire Center City and includes the property between the Brookshire Freeway, Independence Boulevard, Belk Freeway, and Interstate 77. The tax rate for the district is 1.74 cents, which will generate estimated revenue of \$848,958 in FY09.

Districts 2 and 3 were formed by City Council in 1985 as overlay districts to provide additional services in smaller sections of property in the heart of the Center City. Their purpose is to promote and market programs to ensure continued economic growth for the Center City. The tax rate for Center City district 2 is 2.39 cents, which includes a rate increase of 1.15 cents above the current rate of 1.24 cents. The new tax rate will generate estimated revenue of \$434,810 in FY09. The tax rate for Center City district 3 is 3.86 cents, which includes a rate increase of 1.15 cents above the current rate of 2.71 cents. The new tax rate will generate estimated revenue of \$864,033 in FY09. All services for the three Center City MSDs are provided through contracts with Charlotte Center City Partners, Inc. Additional revenues generated by the tax rate increases in districts 2 and 3 will be used by Center City Partners to create a system and coordinated effort to address the shortcomings of the public and private parking in the Center City, and to create a Center City retail development initiative that will facilitate retail recruitment.

District 4 (South End MSD) was created by City Council in 2000 to help continue the urban revitalization occurring in the historic South End area. The tax rate for District 4 is 6.68 cents, which will generate estimated revenue of \$463,731 in FY09. Services for District 4 are provided through a contract with Charlotte Center City Partners, Inc. Effective for FY09, District 4 boundaries are extended to include additional parcels.

District 5 (University City MSD) was created by City Council in May 2003 and became effective on July 1, 2003. This newest MSD supports economic development efforts in the rapidly-growing University City area. The tax rate for District 5 is 3.00 cents, which will generate estimated revenue of \$617,300 in FY09. Services for District 5 are provided through a contract with University City Partners, Inc. Effective FY09, District 5 boundaries are extended to include University Research Park and adjacent parcels.

Municipal Service Districts-Property Tax Revenue			
District	FY08	FY09 Tax Rate	FY09 Revenues
District 1-Center City	1.74¢	1.74¢	\$848,958
District 2-Center City	1.24¢	2.39¢	\$434,810
District 3-Center City	2.71¢	3.86¢	\$864,033
District 4-South End	6.68¢	6.68¢	\$463,731
District-5-University City	3.00¢	3.00¢	\$617,300

Executive Summary-Capital Investment Plan

Revenues

The property tax rate dedicated to the Pay-As-You-Go Fund is 1.51 cents, no change from the current year.

The property tax rate dedicated to general government debt is 7.37 cents, no change from the current year.

The Preliminary FY09-13 Capital Investment Plan (CIP) totals \$3,363,947,422, a 6.6% increase over the current capital program. This increase is due to expansions in the following programs: \$272.5 million in Aviation, \$58.3 in Storm Water, and \$46.0 million in Roads. These expansions are partially offset by decreases of \$115.9 million in Water and Sewer, \$41.4 million in CATS, and other programs.

The City continues to maintain its AAA credit rating reflecting the positive outlook for the City from the perspective of the bond rating agencies.

The capital program is divided into five parts: General Government, Storm Water, Charlotte Area Transit Service, Aviation, and Water and Sewer. Major sources of revenues for these programs are summarized below:

- General Government totals \$625.7 million (a 5.5% increase) and is funded by \$431.5 million in bonds, of which \$30.1 million is authorized and \$401.4 million is proposed; \$120.2 million in Pay-As-You-Go funding; \$36.2 million in housing grants; and \$37.8 million in other funding.
- Storm Water totals \$211.5 million (a 38.1% increase) and is funded by \$136.0 million in Pay-As-You-Go and \$75.5 million in revenue bonds, funded through user fees charged to property owners based on impervious service area.
- Charlotte Area Transit Service totals \$652.7 million (a 6.0% decrease) and is funded by federal and state grants and the one half-cent sales tax for transit.
- Water and Sewer totals \$971.4 million (a 10.7% decrease) and is funded by \$181.5 million in Pay-As-You-Go and \$789.9 million in revenue bonds, funded through rates and charges.
- Aviation totals \$902.7 million (a 43.2% increase) and is funded by \$168.0 million in Federal Aviation Administration grants, \$50.7 million in Pay-As-You-go, \$4.7 million from State Aviation grants, \$4.0 million in bonds, and \$675.3 million from revenue bonds issued through the City and debt serviced through long-term leases with the airlines.

Expenditures

Municipal Debt-Funded

The Preliminary FY09-13 general government Capital Investment Plan includes scheduling debt-financed projects from the following sources:

- \$8.2 million in prior Street Bonds
- \$170.2 million in 2008 Street Bonds
- \$47.0 million in 2008 Neighborhood Improvement Bonds
- \$10.0 million in 2008 Housing Bonds
- \$21.9 million in Certificates of Participation for public safety radio system and fire stations

Future debt-financed projects planned for inclusion in the 2010 referendum:

- \$139.2 million in Street Improvement Bonds
- \$25.0 million in Neighborhood Improvement Bonds
- \$10.0 million in Housing Bonds

Pay-As-You-Go Funded

The FY09 CIP includes \$71.4 million in revenues, a \$14.8 million increase (20.1%) over the current FY08 CIP. Land sales from I-277 Interchange funds most of the increase.

Major Pay-As-You-Go Projects include:

- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$12.0 million in To Be Programmed funding
- \$8.8 million for Cultural Facilities, Road Preconstruction, and contributions to the County and Towns as part of the Vehicle Rental Tax sharing formula

Executive Summary-Capital Investment Plan

- \$5.2 million for Innovative housing
- \$4.5 million for buildings and roof maintenance
- \$3.1 million for purchase of land to relocate the Sweden Road Yard
- \$2.0 million for technology

Enterprise-Funded

Storm Water totals \$211.5 million and includes the following major projects:

- \$104.0 million for flood control projects in neighborhood water basins
- \$62.0 million for repairs
- \$22.0 million for stream retention
- \$7.0 million for transportation-related projects

Charlotte Area Transit System (CATS) totals \$652.7 million and includes the following major projects:

- \$464.0 million for the Northeast Corridor
- \$81.3 million for bus replacement and expansion
- \$19.1 million for a multimodal station
- \$11.7 million for park and ride lots

Water and Sewer totals \$971.4 million and includes the following major projects:

- \$187.0 million for Long Creek wastewater treatment plant expansion
- \$110.0 million for northeast water transmission main
- \$97.3 million for Sugar Creek wastewater treatment plant expansion
- \$55.0 million for sanitary sewer line rehabilitation

Aviation totals \$902.7 million and includes the following major projects:

- \$250.0 million for terminal lobby expansion
- \$129.9 million for third parallel runway (remaining appropriations)
- \$55.0 million for parking deck (north)
- \$40.0 million for master plan land acquisition

Executive Summary
Summary of Expenditures
(Net of Transfers¹)
FY 2009

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 443,332,941	\$ -	\$ 443,332,941
Aviation	89,033,654	246,678,882	335,712,536
Water and Sewer	100,402,597	232,796,050	333,198,647
Charlotte Area Transit (CATS)	112,621,307	52,424,108	165,045,415
Storm Water Utility	12,218,544	49,000,000	61,218,544
Debt Service	221,492,034		221,492,034
Powell Bill	23,908,340		23,908,340
Convention Center	14,556,945		14,556,945
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	12,380,992		12,380,992
Public Safety 911 Services	4,800,000		4,800,000
Neighborhood Development Grants	8,845,303		8,845,303
Municipal Service Districts	3,228,832		3,228,832
Risk Management	1,190,276		1,190,276
Tourism Operating	1,264,005		1,264,005
Pay As You Go	793,542		793,542
General CIP		197,310,523	197,310,523
TOTAL BUDGET	\$ 1,050,069,312	\$ 778,209,563	\$ 1,828,278,875

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY09 by the General Fund's Fire Department, which totals \$2,758,043, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of these funds' expenditures are transfers to debt service, reflected above.

Executive Summary

City of Charlotte

All Operating Funds

Summary of Budget Expenditures*

(Net of Transfers)

FUNDS	Revised Budget FY2007	Adopted FY2008	FY2009	Percent Change (FY08 to FY09)
General	\$ 399.4	\$ 417.9	\$ 443.3	6.1%
Enterprise				
Water and Sewer	\$ 91.1	\$ 94.2	\$ 100.4	6.6%
Charlotte Area Transit (CATS)	89.3	103.7	112.6	8.6%
Aviation	74.1	81.2	89.0	9.7%
Storm Water Utility	13.9	12.6	12.2	-3.0%
Total Enterprise	\$ 268.4	\$ 291.6	\$ 314.3	7.8%
Debt Service				
Water and Sewer	68.7	82.1	81.4	-0.9%
Municipal	42.0	51.5	47.0	-8.7%
Aviation	29.7	34.1	43.8	28.4%
Convention Center	12.3	12.2	13.6	11.8%
Storm Water	7.0	6.9	6.8	-2.0%
CATS	12.7	11.9	9.9	-17.0%
Tourism	9.3	8.9	8.1	-9.7%
Cultural Facilities	0.6	1.6	5.4	244.2%
NASCAR Hall of Fame	0.5	1.2	5.5	360.9%
Total Debt Service	\$ 182.8	\$ 210.4	\$ 221.5	5.3%
Other Operating				
Powell Bill	22.7	22.8	23.9	4.9%
Neighborhood Development Grants	10.9	5.0	8.9	80.5%
Convention Center	12.5	16.2	14.6	-10.3%
Public Safety Grants	0.7	10.4	12.4	19.1%
Public Safety 911 Services	4.8	4.8	4.8	0.0%
NASCAR Hall of Fame	2.0	3.0	-	-100.0%
Safe Light	1.0	-	-	
Safe Speed	2.7	-	-	
Municipal Service Districts	2.0	2.1	3.2	53.2%
Risk Management	1.1	1.0	1.2	14.7%
Cultural Facilities	-	-	-	
Tourism Operating	0.2	0.2	1.3	742.7%
Pay As You Go**	-	0.6	0.8	24.9%
Total Other Operating	\$ 60.5	\$ 66.1	\$ 71.0	7.5%
TOTAL OPERATING BUDGETS	\$ 911.1	\$ 986.1	\$ 1,050.1	6.5%

* Rounded, in millions

** Synthetic TIF agreements and County/Towns' Vehicle Rental Tax Share

Executive Summary

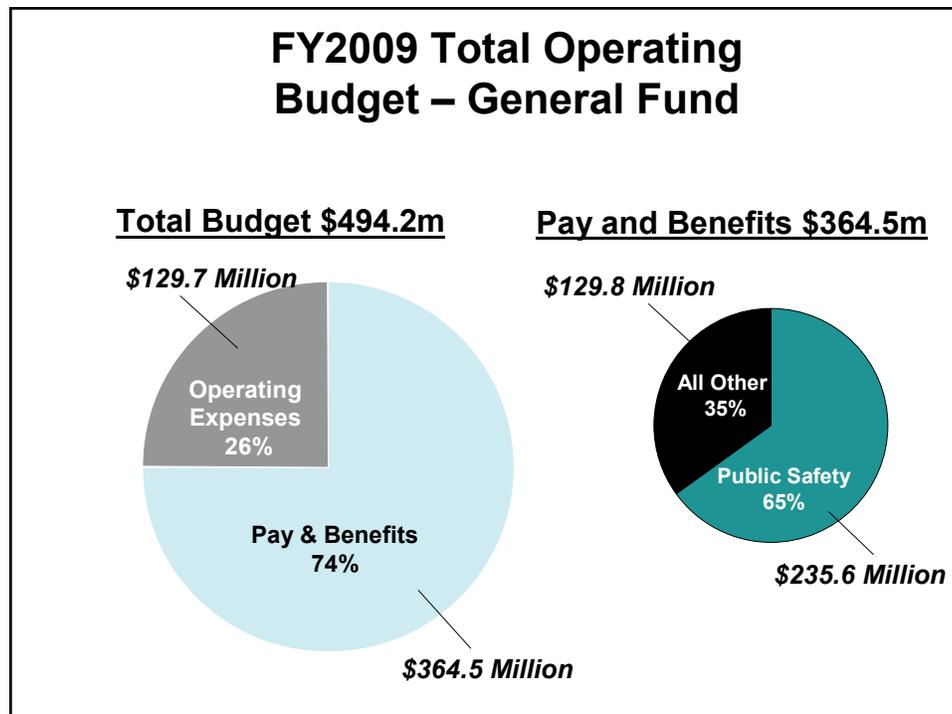
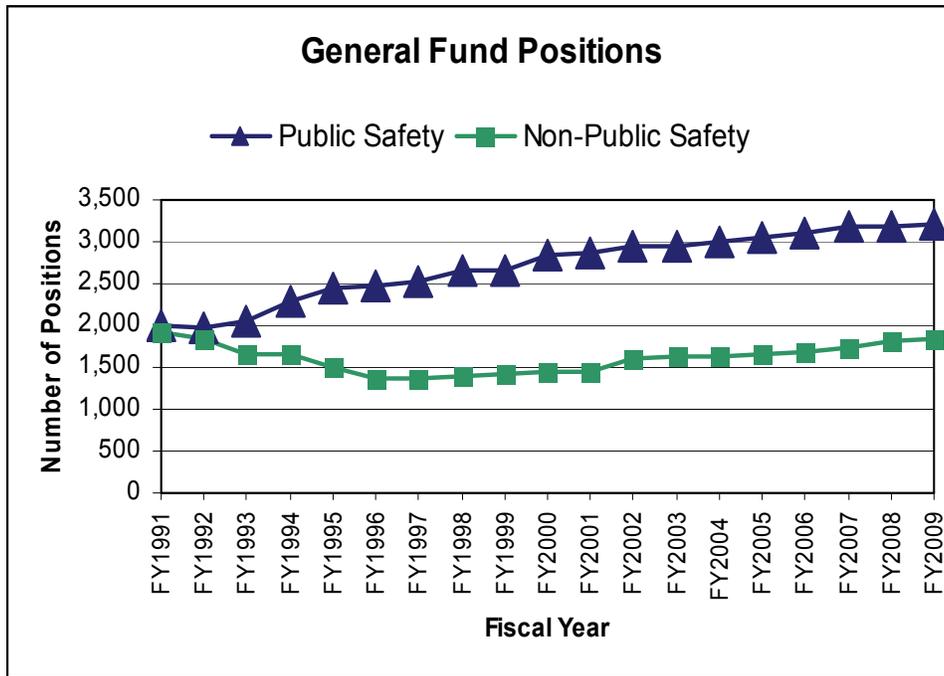
City of Charlotte

Summary of Position Allocations By Fund

<u>Key or Support Business</u>	<u>FY2007 Actual</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY08 to FY09)</u>
Police	2,096.50	2,108.50	2,121.50	0.6%
Fire	1,083.00	1,083.00	1,102.00	1.8%
Solid Waste	276.00	290.00	289.00	-0.3%
Transportation	437.25	428.50	430.50	0.5%
Engineering and Property Management	306.00	314.00	330.00	5.1%
Planning	63.00	63.00	63.00	0.0%
Neighborhood Development	129.00	128.00	128.00	0.0%
Mayor/Council	7.00	7.00	7.00	0.0%
City Attorney	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	0.0%
Chief Information Office	0.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	94.00	133.00	133.00	0.0%
Economic Development	25.00	25.00	25.00	0.0%
Internal Audit	9.50	9.00	9.00	0.0%
Human Resources	32.50	32.50	32.75	0.8%
Finance	78.00	79.00	79.00	0.0%
Business Support Services	191.50	197.50	234.00	18.5%
Budget and Evaluation	13.00	13.00	13.00	0.0%
Total General Fund	4,914.75	4,996.50	5,082.25	1.7%
Charlotte-Mecklenburg Utilities	818.50	813.50	813.50	0.0%
Aviation	268.00	268.00	268.00	0.0%
Storm Water	85.00	80.00	86.00	7.5%
Charlotte Area Transit System	380.75	392.75	392.75	0.0%
Risk Management	25.00	26.00	27.00	3.8%
Total All Funds	6,492.00	6,576.75	6,669.50	1.4%

Executive Summary

The illustrations provided below highlight the public safety portion of the FY09 General Fund operating budget and related positions. Public Safety comprises 65% of General Fund pay and benefits.



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City Strategy

The City of Charlotte's strategic planning process begins with an examination of organizational mission, core values, and vision. It ends with the development of a game plan that translates these concepts into actions that align organizational philosophy. Strategy is an integral component of the overall management philosophy. The strategic plan translates mission into actions and actions into outcomes. The strategy is two fold: align goals with the mission of the organization and attend to the vision for the City. Developing an organizational strategy means making choices and decisions. Defining strategy means addressing needs that will help achieve the desired future for our community and organization. The integration of resources and strategy demonstrates how the budget supports core services, Council Priorities, and Focus Area goals which in turn facilitate the achievement of the City's vision and mission. Council's Strategic Plan is a critical tool used in making budget recommendations. City Strategy is documented in the Focus Area Plan and includes corporate objectives that guide and direct planning, decision making, and the accomplishment of the vision and mission.

Vision

The City of Charlotte will be a model of excellence that puts citizens first. Skilled, diverse, and motivated employees will be known for providing quality and value in all areas of service. We will be a platform for vital economic activity that gives Charlotte a competitive edge in the marketplace. We will partner with citizens and businesses to make this a community of choice for living, working, and leisure activities.

Mission

The mission of the City of Charlotte is to ensure the delivery of quality public services that promote safety, health, and quality of life of its citizens.

Serving the Customer, Running the Business, Managing Resources, and Developing Employees are four perspectives that characterize how success is measured. The Key Business Unit pages that follow include performance measure information that further illustrates the link between resources and performance. Funding reductions have the ability to negatively impact targets within Council Priorities and Focus Area Plans. Budget decisions impact how well strategy is implemented and executed. How well budget allocations are linked to strategy needs can either promote or impede the implementation process. The Focus Area Plan is used to monitor success in the accomplishment of City strategy and adherence to Council's priorities.

OVERVIEW OF CHARLOTTE'S FOCUS AREAS

Community Safety. In 1994, the City Council adopted a five-year community safety plan. That plan has been expanded and combined with housing and neighborhood development initiatives and the implementation of community problem-oriented policing. Therefore, the City considers community safety from the perspective of the livability, stability, and economic viability of a neighborhood—not just the lack or presence of criminal activity.

Housing and Neighborhood Development. This is the city's comprehensive approach to meeting the economic development and quality of life issues in the neighborhoods and business districts. This includes efforts such as providing adequate code enforcement; developing strategies for affordable housing; and requiring neighborhoods and business districts to take an active role in problem identification and solution development.

Environment. This initiative addresses safeguarding the environment, including protection of air and water quality, land preservation, and energy and resource conservation. As one of the fastest growing communities in the nation, protection of our environment is a priority that includes adopting best practices and leading by example by delivering public services in a manner based on sound environmental practices.

Transportation. This initiative is broadly defined as addressing all issues related to transportation opportunities and challenges, including maximizing public transit; implementing and maintaining roads, adopting and implementing land-use policies to support growth and transit goals; and ensuring adequate pedestrian and bicycle connections while meeting stringent federal air quality standards.

Economic Development. This initiative involves sustaining the prosperity and assuring the opportunity for participation by all residents. It also involves a focus on keeping jobs and the tax base in Charlotte by building and maintaining infrastructure, as well as building a skilled and competitive workforce to encourage businesses to locate and remain in Charlotte.

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CITY STRATEGY

VISION

COMMUNITY OF CHOICE FOR LIVING, WORKING AND LEISURE



CITY COUNCIL FOCUS AREAS

Community Safety • Housing and Neighborhood Development
Environment • Transportation • Economic Development

COMPREHENSIVE CITIZEN SERVICE

CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce Crime

Increase Perception of Safety

Strengthen Neighborhoods

Provide Transportation Choices

Safeguard the Environment

Promote Economic Opportunity

RUN THE BUSINESS

Develop Collaborative Solutions

Enhance Customer Service

Optimize Business Processes

MANAGE RESOURCES

Maintain AAA Rating

Deliver Competitive Services

Expand Tax Base & Revenues

Invest in Infrastructure

DEVELOP EMPLOYEES

Achieve Positive Employee Climate

Recruit & Retain Skilled, Diverse Workforce

Promote Learning & Growth

Corporate Objectives

Serve the Customer—What is our mission and vision?

Reduce Crime	Decrease crime with community-oriented policing and other strategies that target crime categories or offenders.
Increase Perception of Safety	Improve perception of safety by enhancing police community problem-solving partnerships, improving neighborhood appearance, and addressing neighborhood decay and nuisances.
Strengthen Neighborhoods	Deliver planning, infrastructure, environmental safety, and capacity building investments to improve and sustain the quality of life in neighborhoods.
Provide Transportation Choices	Provide programs and services that expand travel choices and increase use of alternative modes of transportation.
Safeguard the Environment	Provide programs and services that protect the City’s land, water, air, and open space resources.
Promote Economic Opportunity	Provide programs and services that enhance the quality of life and make Charlotte an attractive location for quality jobs and businesses.

Run the Business—At what processes must we excel to achieve the mission and vision?

Develop Collaborative Solutions	Elevate citizen service above key business unit customer service. Develop internal and external partnerships to solve problems and share control in leadership, planning, accountability, risk, and reward.
Enhance Customer Service	Improve service delivery to internal and external customers. Provide services that are accessible, responsive, courteous, and seamless.
Optimize Business Processes	Analyze key business processes to ensure alignment to organizational business strategies and priorities and apply shared technologies to improve service delivery, increase operational efficiencies and control cost.

Manage Resources—How do we ensure value in achieving the mission and vision?

Maintain AAA Rating	Pursue fiscal policy that will maintain the City’s AAA credit rating.
Deliver Competitive Services	Ensure value and quality of services by being productive and efficient in service delivery. Maximize public resources through benchmarking, competition, privatization, and optimization.
Expand Tax Base & Revenues	Increase available revenues by expanding tax base through residential and business development. Seek funding partnerships and other revenue sources to lessen reliance upon property taxes.
Invest in Infrastructure	Support priorities by optimizing existing infrastructure and creating new infrastructure, including streets, technology, equipment, and facilities. Ensure capital and land use investments are consistent with Smart Growth principles.

Corporate Objectives

Develop Employees—How do we develop employees to respond to the mission and vision?

Achieve Positive Employee Climate	Strengthen work-life environment where employees are empowered, motivated, and productive.
Recruit & Retain Skilled, Diverse Workforce	Select and retain qualified and diverse workforce to meet community needs.
Promote Learning & Growth	Maximize employee development through training opportunities. Create a learning environment where employees are encouraged to test ideas and explore new methods.

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Strategic Focus Areas



“Charlotte will be the safest large city in America through citizen and local government partnerships.”

The City of Charlotte actively engages its citizens in proactive partnerships to build a safe community. A safe community is one in which:

- Aggressive enforcement and prevention measures are being used to address crime and its underlying causes
- Citizens and businesses are actively engaged in short and long term prevention initiatives
- Police and Fire are actively involved in local and regional homeland security efforts
- Enforcement and education programs help reduce loss of life, preventable injuries and property damage resulting from traffic collisions and fires.

The City’s community safety strategy is focused on targeted enforcement and prevention activities. The Police Department’s enforcement efforts are data driven and focus resources on specific suspects and areas where identifiable crime patterns can be impacted by the presence of police. Prevention programs are designed to make residents and businesses less vulnerable to crime and engage citizens as active crime prevention partners. Many of the prevention and intervention programs target young people who are involved in gangs and/or drug related activity; success requires active community engagement and will have a long term impact on the city’s crime rate.

Building a safe community encompasses much more than crime prevention and reduction. It requires the city to take an active role in building regional partnerships that will result in a high level of preparedness for any homeland security or natural disaster emergencies. It is also dependant on Police and Fire using both enforcement and education efforts to reduce loss of life, preventable injuries, and property damage resulting from traffic collisions and fires.

Many of the City’s community safety efforts are neighborhood based with police divisions and fire stations located in the areas they serve. Each neighborhood has a police response area team that is familiar with its issues and works with residents to develop long term solutions to crime and quality of life concerns. Community safety issues are addressed through a holistic approach that partners City key businesses, other public and private service providers, and the citizens of Charlotte-Mecklenburg.

The ultimate goal of these problem solving partnerships is a community where citizens feel safe throughout the city, have confidence in public safety personnel, and are actively involved in ensuring their own safety.

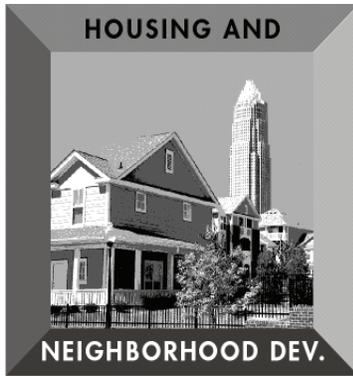
Community Safety

Reduce Crime

CS.1	Focus Area Initiative:	Decrease crime throughout the city through enforcement and prevention strategies that target specific crime categories or offenders
	▶ Measure:	Crime rate per 100,000 population for Part One offense categories
	Target:	3% reduction in robbery rate per 100,000 population
	Prior Year Actual:	427.8 robberies per 100,000 population in FY07 (-12.9%)
CS.2	Focus Area Initiative:	Reduce the incidence of property crime through education and enforcement efforts
	▶ Measure:	Crime rate per 100,000 population for Part One offense categories
	Target:	5% reduction in property crime rate per 100,000 population
	Prior Year Actual:	6,848 property crimes per 100,000 population in FY07 (3.2% increase)
CS.3	Focus Area Initiative:	Enhance citizen perception of safety through engagement with police and the dissemination of improved and more consistent information
	▶ Measure:	Ratings on citizen satisfaction survey in November 2008
	Target:	Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
	Prior Year Actual:	70% rated their perception of police at 7 or above; 74% reported feeling safe in their own neighborhoods
CS.4	Focus Area Initiative:	Reduce the incidence of vehicle crashes through enforcement, education, and engineering
	▶ Measure:	Number of vehicle crashes
	Target:	3% reduction in vehicle crashes
	Prior Year Actual:	28,277 vehicle crashes in FY07

Enhance Customer Service

CS.5	Focus Area Initiative:	Educate and prepare children to prevent injuries and fires and teach them how to respond appropriately when they do occur
	▶ Measure:	Percent of fire and life safety education programs requested and delivered to elementary school students in Charlotte-Mecklenburg Schools
	Target:	95% of requested programs delivered
	Prior year actual:	82%



“Creating great neighborhoods in which to live, work, and play.”

The City of Charlotte’s long-term health, vitality, and distinction as a leading city is predicated upon its ability to develop and sustain its neighborhoods. Social changes, crime and disorder, physical deterioration, and economic disinvestments create challenges for the City’s residential, commercial and industrial neighborhoods. The City’s housing and neighborhood strategy focuses on quality of life measures, expanding affordable housing, effective code enforcement, infrastructure investments, and successful neighborhood revitalization initiatives. The City will be responsive to addressing the needs of all neighborhoods, but will develop unique approaches and solutions to address each of the City’s challenged, threatened, and stable neighborhoods. *(Also see Community Safety, Economic Development and Transportation Focus Area Plans for more housing and neighborhood development strategies.)*

Housing and Neighborhood Development

Strengthen Neighborhoods

- H&ND.1 Focus Area Initiative: Reduce the number of challenged neighborhoods

▶ Measure: Number of challenged neighborhood statistical areas

 Target: No target, survey is done biannually

 Prior Year: FY2006 - 24

- H&ND.2 Focus Area Initiative: Expand the supply of affordable housing

▶ Measure: Number of completed affordable housing units

 Target: 600

 Prior Year: 1,640

- H&ND.3 Focus Area Initiative: Eliminate sub-standard housing , neighborhood nuisances and zoning violations

▶ Measure: Number of housing units, nuisance complaints and zoning violations brought into compliance.

 Target: Housing - 2%* Nuisance - 41,000 Zoning - 8,500

 Prior Year: Housing -2,761 Nuisance - 42,732 Zoning - 7,385

* - Not to exceed 2% of the housing stock

- H&ND.4 Focus Area Initiative: Graduate neighborhoods from the revitalization plan process

▶ Measure: Number of revitalization neighborhoods completed (8 neighborhoods have revitalization plans)

 Target: one

 Prior Year: one

- H&ND.5 Focus Area Initiative: Educate and engage residents in achieving model neighborhood standards through successful problem solving initiatives

▶ Measure: Percent of neighborhood organizations implementing successful problem solving initiatives

	<u>Number</u>	<u>Success Ratio</u>
Target:	360	80%
Prior Year:	113	123%

- H&ND. 6 Focus Area Initiative: Develop and adopt a strategy to address foreclosures in Charlotte neighborhoods.

▶ Measure: To be developed.

Invest in Infrastructure

- H&ND.7 Focus Area Initiative: Provide comprehensive neighborhood infrastructure (curb and gutter, sidewalks, road improvements, streetscape, etc.)

▶ Measure: City neighborhood infrastructure investments vs. infrastructure needs

 Target: \$15.0 million/\$651 million

 Prior Year: \$8.9 million/\$651 million



“Charlotte will be the premier city in the country for integrating land use and transportation choices.”

Safe, convenient, efficient, and sustainable transportation choices are critical to a viable community. To that end, City Council identified Transportation as a priority. The City of Charlotte takes a proactive approach to transportation planning and management. Success is measured through five key strategic initiatives intended to capture the context of the transportation priority and focus area and the action steps necessary to achieve the City’s overall goal of becoming the premier city in the country for integrating land use and transportation choices.

The City’s Transportation Action Plan (TAP) details the City’s transportation strategies and programs that are necessary to accommodate the City’s future growth. The TAP is a comprehensive document that includes and addresses Charlotte’s Transportation mission statement and vision, Transportation goals, objectives, and policies, existing and future conditions impacting transportation, and Financial resources and constraints.

Now that the TAP is adopted, the City is moving forward on additional key strategic initiatives, such as:

- Implementation and refinement of the Centers , Corridors and Wedges Growth Framework
- Development and dissemination of public educational materials describing the Centers, Corridors and Wedges Growth Framework and enhanced communication with the public regarding the City’s overall comprehensive transportation strategy
- Development and dissemination of the TAP annual status report
- Implementation of the 2006 transportation bond projects
- Ensuring land use and transportation decisions are moving toward the overall goal of maintaining the City’s livability and long-term growth

Another cornerstone of integrating transportation and land use is continued investment in and implementation of Mass Transit. In November 2006 MTC adoption of the **2030 Corridor System Plan** reaffirms our commitment toward Rapid Transit expansion. The system plan establishes a prioritized implementation schedule for the remaining corridors, expands investments in local and express bus service, and increases opportunities for regional partnerships.

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. The City is committed to identifying and prioritizing transportation strategies that ensure the City’s long-term viability and to seeking ways to secure adequate funding to implement the Transportation Action Plan, including taking steps to improve the equitable share formula used for state funding for planning, constructing, and maintaining multi-modal transportation facilities.

Transportation

Develop Collaborative Solutions

TRAN.1	Focus Area Initiative:	Continue implementing Centers, Corridors, and Wedges Growth Framework.
	▶ Measure:	% of residential and office developments located within Centers and Corridors
	Target:	Minimum of 40% of the new housing unit permits and 70% of new multi-family unit permits in the city located within the centers and corridors.
	Target:	Minimum of 75% of new office development square footage and 75% of new employment occurring in the centers and corridors.
	▶ Measure:	Evaluate the effect of the Lynx Blue Line and SCIP investments on real property values within the South Corridor to guide investment in future corridors.
	Target:	Percent increase in property values in the corridor exceed the average property value increase within the City and County.
	▶ Measure:	Implement the 2030 Corridor System Plan by evaluating the economic, land use and transportation benefits of the North Tryon Street vs. NC Railroad alignment of the Northeast Light Rail Line. Deliver a final report documenting the analysis and recommendations.
	Target:	Implement the final report's economic development, land use, transportation and rapid transit recommendations.
	▶ Measure:	City Council approval of an updated Centers, Corridors, and Wedges Growth
	Target:	March 2009

TRAN.2	Focus Area Initiative:	Collaborate with local and regional partners on land use, transportation, and air quality to enhance environmental quality and promote long-term regional sustainability
	▶ Measure:	Annual hours of congestion per traveler, as measured by Texas Transportation Institute (TTI), for Charlotte Urban Area compared to top 25 cities.
	Target:	Percentage change in annual hours of delay per traveler in Charlotte will be less than the average percent change for the top 25 cities in the nation
	▶ Measure:	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 Baseline.
	Prior Year Target:	Increase the % of population within ¼ mile of parks above 16.9% (16.1%) Increase the % of population within ¼ mile of schools above 13% (11.8%) Increase the % of population within ¼ mile of shopping above 45.6% (51.4%) Increase the % of population within ¼ mile of transit above 63.5% (61.2%)

Provide Transportation Choices

TRAN.3	Focus Area Initiative:	Prioritize, design, construct, and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices, and meet land use objectives
	▶ Measure:	Maintain an average pavement condition survey rating of 90 out of 100
	Target:	Survey rating-90
	Prior Year:	Survey rating-86.6

Transportation

(TRAN. 3 cont'd)

- ▶ Measure: Achieve an average annual weekday ridership of the Lynx Blue Line of 9,100 passengers per day.
- Target: December 2008 (end of the first full year of revenue service)
- ▶ Measure: Advance Preliminary Engineering on the Northeast Corridor (LYNX Blue Line Extension)
- Target: Complete 15% Design by June 30, 2009
- ▶ Measure: Achieve 5 of 6 targets supporting this initiative
- Target: 1. 4% increase in transit ridership
- Prior Year: 3.1% increase
- Target: 2. Complete a minimum of 10 miles each of new sidewalk and new bikeways annually
- Prior Year: 7.71 miles of sidewalk and 10 miles of bikeways completed
- Target: 3. 90% of transportation bond road projects completed or forecast to be completed on schedule
- Target: 4. Decrease in vehicular accidents per mile s traveled and decrease in pedestrian and bicycle accidents per capita. Vehicular accidents (4.82% decrease), pedestrian (2.78% decrease) and bicycle (17.7% increase)
- Prior Year:
- Target: 5. Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles.
- Prior Year: 1.06 crashes per million
- Target: 6. Increase in bike rack usage on transit vehicles
- Prior year: 60,818 recorded usages
- ▶ Measure: Develop a project scope and include funding for an economic impact study on Phase 1 and Phase 2 of the Streetcar Project in the City's federal legislative requests
- Target: Complete project scope by October 2008
- Target: Obtain funding for the study
- Prior Year: Submitted Streetcar funding request to federal delegation

Enhance Customer Service

- TRAN.4 Focus Area Initiative: Communicate land use and transportation objectives as outlined in the Transportation Action Plan
- ▶ Measure: Complete and present annual Transportation Action Plan Status Report to City Council
 - Target: December 2008
 - ▶ Measure: The City will further develop a multifaceted communication and public outreach plan to convey and explain the City's transportation plans and growth strategy. The communication plan will include specific tools and measurable outputs to determine the community's understanding of the City's transportation plans, priorities and growth strategy.
 - Target: Develop Communication Plan by September 2008
 - Target: Include information on City's web-site and Charlottefuture.com to reflect the City's land use and transportation strategy by December 2008

Transportation

(TRAN. 4 cont'd)

- Target: Conduct a survey to benchmark existing community awareness of the City's transportation plans and growth strategy by December 2008
- Target: Obtain public input on the Centers, Corridors, and Wedges Growth Framework by March 2009

Expand Tax Base & Revenues

- TRAN.5 Focus Area Initiative: Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services
- ▶ Measure: Complete multi-year legislative agenda to fund the Transportation Action Plan by seeking additional revenue sources and by ensuring that Charlotte receives increased funding for planning, constructing, operating, and maintaining multi-modal transportation facilities and services
 - ▶ Target: June 2009
 - ▶ Measure: The City, in partnership with the Charlotte Chamber of Commerce, will convene a Transportation Task Force to study area transportation priorities, identify obstacles and recommendations to address them and develop a consensus funding approach to address area transportation projects and programs.
 - Target: November 2008



“Charlotte will be the most prosperous and livable city for all citizens through quality economic development.”

The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber and Charlotte Regional Partnership. These partnerships have resulted in a diversified local and regional economy which continues to provide positive job growth and investment through new and expanded business activity. This requires investment in public services, facilities and infrastructure, along with a commitment to existing businesses, small business enterprise and entrepreneurship. Public and private commitment and cooperation are necessary for effective economic development.

There are opportunities for significant economic growth by redeveloping areas along the transit corridors and targeted business corridors. In FY07, the City experienced unprecedented new development within areas targeted for economic development. An analysis of building permits disclosed a near doubling of private sector building permit values in economic development areas. Those areas include Center City, the Business Services Geography, and areas within ½ mile of transit stations along the South Corridor.

Charlotte’s continued success will be influenced by new the Business Corridor Revitalization program. Resources will be dedicated to provide capital and support to five priority corridors chosen from an analysis of economic and social needs. This work will be supported by City coordination with the Charlotte Mecklenburg Development Corporation in developing new jobs and investment in locations that private interests have avoided in recent years.

Also, an increased emphasis on partnerships with the hospitality and tourism industry enhances Charlotte’s success. Increasingly, Charlotte’s prosperity is tied to the economic health of the region, and regional solutions will be required to address employment, transportation, education, and environmental issues that affect Charlotte’s long term economic sustainability. Ultimately through these initiatives, Charlotte will be recognized as one of the most prosperous and livable cities in America.

Economic Development

Promote Economic Opportunity

- ED.1 Focus Area Initiative: Promote a healthy business climate by implementing a strong business expansion and retention effort.
- ▶ Measure: Number of existing businesses visited through BusinessFirst Charlotte, the City’s business retention & expansion program.
Target: Total: 400 (Business Corridors: 120)
Prior year: FY2007 - 174
 - ▶ Measure: Percentage of service requests from existing businesses successfully completed
Target: 80%
Prior year: FY2007 - 55%

- ED.2 Focus Area Initiative: Ensure that small businesses have the opportunity to participate in informal City procurement and contracts
- ▶ Measure: Percentage of informal contracting dollars awarded to SBEs
Target: 10%
Prior year: FY2007 - 13.52%
 - ▶ Measure: Percentage of City contracting dollars awarded to Minority/ Women Business Enterprise (MWBES)
Target: See table

Work Category	% Achieved 2007	% Goal 2009
Construction less than \$30,000	20.88%	15.13%
Construction greater than \$30,000	16.86%	15.41%
Architecture & Engineering	14.64%	12.82%
Goods & Supplies	6.91%	6.70%
Professional Services	12.35%	17.67%
Other Services	15.10%	9.14%

Expand Tax Base & Revenues

- ED.3 Focus Area Initiative: Business Corridor Revitalization
- ▶ Measure: Complete development of priority projects including:
Begin implementation of Urban Land Institute (ULI) recommendations for Eastland Mall
Begin implementation of North Tryon Corridor Study Phase I/ Segment I
Complete Phase II Independence Blvd. Land Use & Infrastructure Study
Complete development of Belvedere Business Park
 - Target: Complete and implement 100% Council approved plans and studies
 - Prior year: Completed 100% of plans, studies, and Scaleybark RFP
 - Target: Complete and implement Council approved Plans, studies and RFP process
 - Prior year: New Measure

Economic Development

(ED. 3 cont'd)

- ▶ Measure: Develop urban market information for five priority corridors
- Target: Complete development of market information and distribute to potential investors and businesses
- Prior Year: New measure

Expand Tax Base & Revenues

- ED.4 Focus Area Initiative: Promote infill development/redevelopment in the Center City, distressed business districts and neighborhoods, and transit stations
- ▶ Measure: Building Permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations
 - Target: \$500 million
 - Prior Year:
 - FY2007 - \$732,528,837
 - FY2006 - \$403,130,909
 - FY2005 - \$321,885,295
 - FY2004 - \$300,751,265
 - Target: Increase investment in each targeted business corridor and transit station area by 5%
 - Prior Year:
 - FY2007
 - 1/2 mile of transit stations - \$495,878,361
 - Wilkinson/Freedom Area - \$33,737,555
 - Rozzelles Ferry - \$2,209,639
 - N. Tryon - \$8,231,385
 - Eastland Mall Area - \$3,942,019
 - Beatties Ford - \$8,535,054

Develop Collaborative Solutions

- ED.5 Focus Area Initiative: Work with internal and external partners to grow Charlotte's hospitality industry
- ▶ Measure: Hospitality tax revenues
 - Target: 7% increase over 2008
 - Prior Year:
 - FY2007 - 27% (Increase over base: 11%)
 - FY2006 - 19%
 - FY2005 - 7.8%
 - FY2004 - 7.1%
 - ▶ Measure: Convention Center utilization
 - Target: 54%
 - Prior Year:
 - FY2007 - 48%
 - FY2006 - 46%
 - FY2005 - 39%
 - FY2004 - 52%
 - Measure: Room nights generated by amateur sports
 - Target: 5% increase
 - Prior Year:
 - FY2007 - 89,039
 - FY2006 - 94,582
 - FY2005 - 57,262



“Charlotte will become a national leader in environmental initiatives to preserve our natural resources while balancing growth with sound fiscal policy.”

The City of Charlotte recognizes that environmental stewardship both now and in the future is fundamentally important to our quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation on all levels, and improving the environment enhance our City’s mission to preserve the quality of life for our citizens.

Charlotte’s economic vitality presents challenges to maintaining a healthy environment. The City is committed to:

- Promoting environmental best practices and protecting our natural resources: the air we breathe, the water we drink, and the natural ecosystems we cherish, including the tree canopy;
- Recognizing important interrelationships among air quality, water resources, land preservation, and energy and resource conservation;
- Making sound land use decisions regarding our future growth and development. The City is aware that to sustain a high level of growth today, we cannot jeopardize our future generations of citizens;
- Achieving our goals of becoming a national leader in the successful stewardship of our environment by maintaining a cooperative and open agenda with Mecklenburg County, our regional neighbors, and the business community; and
- Leading by example and promoting sound, cost effective environmental and energy conservation practices in City operations.

The City of Charlotte will take a proactive leadership role in modeling best practices for its citizens. The City recognizes that conscientious environmental stewardship and concern for the public interest requires more than meeting mandates and minimum standards. The City will evaluate environmental conditions and opportunities in order to determine what approach is best for our community’s optimal environmental sustainability. By always being conscious of the need to meet regulatory compliance standards and the needs of future generations, the City will avoid costly remedial action.

The actions associated with the other City Council Focus Areas - Community Safety, Housing and Neighborhood Development, Economic Development, and Transportation - are supported and enhanced by stewardship of our natural resources and the environment.

Environment

Safeguard the Environment

ENV.1	Focus Area Initiative:	Support sustainability by making wise decisions regarding growth and development, recognizing the interrelationships between air quality, water resources, land preservation, and energy and resource conservation
	▶ Measure:	Continue implementing Centers, Corridors and Wedges Growth Framework
	Target:	Encourage minimum of 40% of new housing unit permits, 70% of new multi-family unit permits, 75% of new office development square footage, and 75% of new employment located within the centers and corridors
	▶ Measure:	Percent of rezoning decisions consistent with adopted plan recommendations
	Target:	95% of rezoning decisions consistent with adopted plans and/or staff recommendation
	▶ Measure:	Implement the General Development Policies Phase II - Environment
	Target:	Initiate strategies to address 5 of the 15 General Development Environmental Policies by June 2009
	Prior Year:	General Development Policies Phase II - Environment adopted November 12, 2007
	▶ Measure:	Implement Post Construction Controls Ordinance on July 1, 2008
	Target:	Implement the PCCO Transition Plan by June 2008
	Prior Year:	Post Construction Controls Ordinance adopted November 26, 2007
ENV.2	Focus Area Initiative:	Protect natural ecosystems and habitats, including the tree canopy
	▶ Measure:	Identify and protect environmentally sensitive areas
	Target:	Implement first phase of Environmental Inventory Strategy to include determining needs, cost, and schedule by June 2008
	Target:	Implement deliverables determined from first phase of the Environmental Inventory Strategy by June 2009
	Prior Year:	Environmental Inventory Strategy developed December 2007
	▶ Measure:	Maintain a significant and healthy tree canopy
	Target:	Conduct a baseline assessment of City's tree canopy (Pending project and funding approval in FY2009 budget)
	Target:	Adopt revised Tree Ordinance by June 2008
	▶ Measure:	Protect stream corridors, ponds, and wetlands through public acquisition of additional conservation easements and enhancing existing buffers
	Target:	Conduct a baseline analysis of land protected for environmental purposes, either through easements or other conservation practices by June 2008
	▶ Measure:	Maintain permit compliance with treated wastewater
	Target:	100% compliance with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants
	Prior Year:	FY2007 - 8 violations

Environment

ENV.3	Focus Area Initiative:	Lead by example, adopting sound environmental practices in City facilities and operations
	▶ Measure:	Implement strategies to reduce City fleet emissions
	Target:	Increase percentages of City fleet using alternative fuel or emission efficient technologies
	Prior year:	34 hybrids (+9.7%); 98 (+63%) flex fuel vehicles (excludes CATS)
	Target:	Retrofit with emission reduction equipment 25% of Charlotte Area Transit System's fixed route bus fleet by December 2007
	Prior Year:	Retrofitted 34.7% fixed bus route fleet (119 buses) with emission reduction equipment
	Target:	Procure four hybrid buses for service expansions by June 2009 (Pending project and funding approval in FY2009 budget)
	Target:	Reduce idling by 5% from FY2007 baseline data in Charlotte Area Tran-sit System's fixed route bus fleet
	▶ Measure:	Incorporate environmentally responsible elements in the design, construction, and operations of City facilities
	Target:	Collaborate with all Key Businesses to develop a baseline energy consumption model for facilities by June 2008
	Target:	Develop Greenhouse Gas Emissions Inventory Action Plan by December 2008
	Target:	Establish baseline for City-wide purchasing of environmentally-friendly products by June 2008
	Target:	Document current waste minimization practices and recycling programs in all City facilities by June 2008
	Target:	Achieve the City's first Leadership in Energy and Environmental Design (LEED) certification at the Utilities Environmental Services Facility from the U.S. Green Building Council
	Target:	Design, construct , and retrofit facilities using sustainable design criteria such as American Society of Heating Refrigerating and Air Conditioning Engineers (ASHRAE), and EPA/Energy Star Standards, and LEED, as appropriate

Develop Collaborative Solutions

ENV.4	Focus Area Initiative:	Collaborate with local and regional public and private partners and neighborhoods to enhance environmental quality and long-term sustainability
	▶ Measure:	Continue collaboration and actively participate in public and private sector partnership's environmental and visioning initiatives
	Target:	Continue collaboration and participation with Sustainable Environment for Quality of Life, Centralina Council of Governments, Regional Visioning Council, and other partners' current initiatives
	▶ Measure:	Increase Charlotte-Mecklenburg citizens' awareness of the environment as a priority for the community and the organization
	Target:	Develop an external communication strategy and begin communicating the City's environmental principles, initiatives, and programs to Charlotte-Mecklenburg citizens by June 2008
	Target:	Continue intensive public relations efforts and elevate the water conservation message with paid advertising from January to April 2008

Environment

ENV.4 (cont.)

- ▶ Measure: Continue a leadership role in the Catawba-Wateree Water Management Group to enhance regional water supply planning and collaborative drought response
- Target: Lead the group with Utilities staff as chair of the Water Management Group and be actively involved in committee work in 2008
- ▶ Measure: Increase single family recycling from 45% to 65%
- Target: Implement single-stream recycling program by July 2010
- ▶ Measure: Continue implementing multi-family recycling education program
- Target: Educate 20 non-participating multi-family property managers on the benefits of recycling by July 2009
- ▶ Measure: Collaboration with North Carolina Department of Environment and Natural Resources (NCDENR) and public and private partners in the non-attainment area to accelerate the trend toward meeting the current 8-hour ozone air quality standard by 2010
- Target: Gain approval of Statewide State Implementation Plan (SIP) through collaboration with NCDENR by October 2008
- Target: Work with regional partners to develop options for air quality initiatives by October 2008, in addition to those required by the SIP, and adopt Charlotte-specific air quality initiatives by October 2008

Promote Learning & Growth

- ENV. 5 Focus Area Initiative: Support the enhancement of City employees' awareness of the environment as a priority
- ▶ Measure: Continue implementing the internal communication strategy for the environment focus area
- Target: Continue communicating the City's environmental principles, initiatives, and programs to City employees

Police

Summary		FY07	FY08	FY09
<p>The Charlotte-Mecklenburg Police Department delivers services under the community problem oriented policing philosophy. A critical part of the CMPD mission is the prevention of crime. CMPD seeks to make Charlotte the safest large city in America by engaging the community in strong problem solving partnerships that address crime and quality of life concerns.</p>	Budget	\$163,203,510	\$173,485,550	\$181,028,208
<p>Vital Statistics</p> <ul style="list-style-type: none"> • CMPD’s jurisdiction covers 450 square miles and 3,800 street miles • 1,637 sworn officers • 913,665 911 calls, 403,906 required the dispatch of a police officer • 561 marked vehicles, 436 assigned to patrol divisions 	Positions	2,096.50	2,108.50	2,121.50
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Achieved a citizen satisfaction rating of 74% on overall impression of police; 77% rating on safety in own neighborhood • Achieved lowest violent crime rate per 100,000 population in 15 years • Won the Met Life Award for work done in partnership with Neighborhood Development and the Charlotte Housing Partnership in Druid Hills • 0.3% increase in crime rate per 100,000 population in 2007 • 0.5% decrease in citizen initiated calls for service • 0.4% increase in 911 calls 				
<p style="text-align: center;"><u>SERVICE DELIVERY CHALLENGES</u></p>				
<p>The Charlotte Mecklenburg Police Department faces significant challenges in its delivery of police services and finding new ways to engage citizens as problem solving partners. Growth in the community with regard to increased population diversity, increased occurrence of special events requiring Police presence, and continued growth in the Center City and the suburban areas of the county increased the demand for police services. Additional police officers added in the last two budget cycles have helped police meet critical enforcement and prevention needs; however the department still faces staffing challenges in areas such as Crime Lab and Communications which provide critical support to officers in the field. The Crime Lab has increased demands for evidence analysis and the Lab is unable to address the evidence analysis needs in property crime cases. Communications has difficulty meeting its call answering and abandonment rate goals during peak hours on second shift. Police effectiveness continues to be impacted by significant loss of grant funding for police needs unrelated to homeland security and by lack of new funds for professional development of employees and implementation of new program initiatives. The lack of resources in the criminal justice system impacts the efforts of police.</p>				

Police

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Patrol/Community Policing/Crime Prevention			
Provides police field services to city and unincorporated area of county			
◆ Reduction in Uniform Crime Report (UCR) Part One crime per 100,000 population over previous fiscal year	+1.3%	-5%	-5%
Includes: Patrol Divisions School Resource Officers Crime Prevention Special Events Charlotte Area Transit Liaison			
Criminal Investigations			
Investigates major Part One crimes; domestic violence cases; and crimes with a juvenile victim and/or suspect			
◆ Reduction in UCR robbery rates per 100,000 population	-12.9%	n/a	-3%
Includes: Homicide/Missing Persons Robbery/Sexual Assault Burglary Auto Theft Fraud Family Services			
Special Investigations			
Investigates vice and Alcohol Beverage Control (ABC) offenses; gathers criminal intelligence information and investigates gangs			
◆ Complete tasks in Phase Two of the implementation plan for the regional fusion center	n/a	n/a	June 2009
Includes: Vice and Narcotics Violent Crimes Unit Criminal Intelligence Gang Intelligence/Gang of One			
Special Operations			
Provides tactical support for patrol operations			
◆ Reduce traffic crashes through education, enforcement and engineering	+6%	n/a	-3%
Includes: Crime Scene Search Canine Unit Street Crimes Division Highway Interdiction/Traffic Safety School Crossing Guards Aviation/Field Force Special Weapons and Tactics (SWAT) Team Advanced Local Emergency Response Team (ALERT) Team Coordinator			

Police

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Community Services			
Provides a variety of services that promote police-citizen interaction			
◆ Increase the number of hours worked by volunteers	n/a	n/a	+5%
Includes: Volunteer Unit Police Reserves Police Athletic League Cadets/Explorers/Right Moves for Youth False Alarm Reduction Passenger Vehicle for Hire Records			
Communications			
Provides answering and dispatch services for all 911 calls in the City of Charlotte, Town of Davidson and unincorporated Mecklenburg County; takes non-emergency police reports by phone and internet			
◆ Percentage of 911 calls answered in 30 seconds	99.98%	85%	85%
Includes: Communications Crime Reporting Unit			
Crime Lab			
Analyzes forensic evidence in criminal cases			
◆ Number of business day from time of submission to complete the analysis of all serology DNA evidence	n/a	n/a	30
Animal Control			
Enforces animal control ordinances and operates animal shelter			
◆ Increase in number of dogs and cats spayed/neutered at CMPD's free community clinics	n/a	+10%	+10%
Includes: Ordinance Enforcement Shelter Operations			
Police Officer Training and Recruitment			
Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel			
◆ Reduction in preventable on-duty accidents per million miles	6.2	≤9.5	≤9.5
Includes: Recruitment Recruit Training In-Service Training Firing Range			

Police

<p>Decreases \$344,000 is decreased in one-time scheduled major maintenance for the 1st helicopter.</p> <p>Increases \$495,121 is added for 100 additional ankle bracelet monitoring devices for paroled offenders and 3 police officers to monitor the offenders.</p> <p>\$456,374 is added for 5 Telecommunicators and 3 Telecommunicator Supervisors to address workload and call abandonment issues.</p> <p>\$375,000 is added for 5 positions in the District Attorney's Office to focus on property crime prosecution (2 attorneys, 3 support staff, and equipment).</p> <p>\$300,000 is added for increased fuel costs.</p> <p>\$204,644 is added for 2 Crime Lab positions and equipment to address firearms identification workload.</p> <p>\$167,000 is added for one-time scheduled major maintenance for the 2nd helicopter.</p>	<p>\$143,101 is added for 2 Crime Lab positions to address Latent Print backlog.</p> <p>\$103,840 is added for increases in division office rents at various locations, primarily the Providence Division.</p> <p>\$86,825 is added for a DNA Analyst to address workload and improve analysis and turnaround time.</p> <p>\$55,494 is added for increased supplies cost, primarily uniform costs.</p> <p>\$36,300 is added for CopLogic software for on-line crime reporting. This will replace the current system which requires re-keying of reported information. It will also interface with the Records Management System and will support four different languages.</p> <p>Unfunded Unfunded requests totaling \$587,959 were requested by the Police Department. Please see the appendix on page 118 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
Field Services/Community	Budget	\$ 91,891,040	\$ 101,089,424	\$ 102,534,845
Policing/Crime Prevention	Positions	1351.50	1307.00	1213.00
Special Investigation	Budget	\$ 14,389,508	\$ 15,226,359	\$ 16,050,871
	Positions	94.00	97.25	197.75
Criminal Investigations	Budget	\$ 20,044,352	\$ 18,887,739	\$ 20,456,125
	Positions	168.50	197.00	251.00
Special Operations	Budget	\$ 9,189,098	\$ 9,860,388	\$ 10,521,901
	Positions	100.25	155.50	108.50
Communications	Budget	\$ 11,259,975	\$ 10,197,295	\$ 11,071,143
	Positions	161.00	158.00	167.00
Community Services	Budget	\$ 4,375,056	\$ 4,836,166	\$ 4,751,777
	Positions	53.50	52.00	51.25
Crime Lab	Budget	\$ 2,010,019	\$ 1,959,018	\$ 2,468,618
	Positions	20.25	19.50	24.50
Police Officer Training/Recruiting	Budget	\$ 4,268,905	\$ 5,318,456	\$ 6,983,322
	Positions	64.00	38.25	24.50
Animal Control	Budget	\$ 5,775,557	\$ 6,110,705	\$ 6,189,606
	Positions	83.50	84.00	84.00
Total		\$ 163,203,510	\$ 173,485,550	\$ 181,028,208
Total Positions		2,096.50	2,108.50	2,121.50

Fire

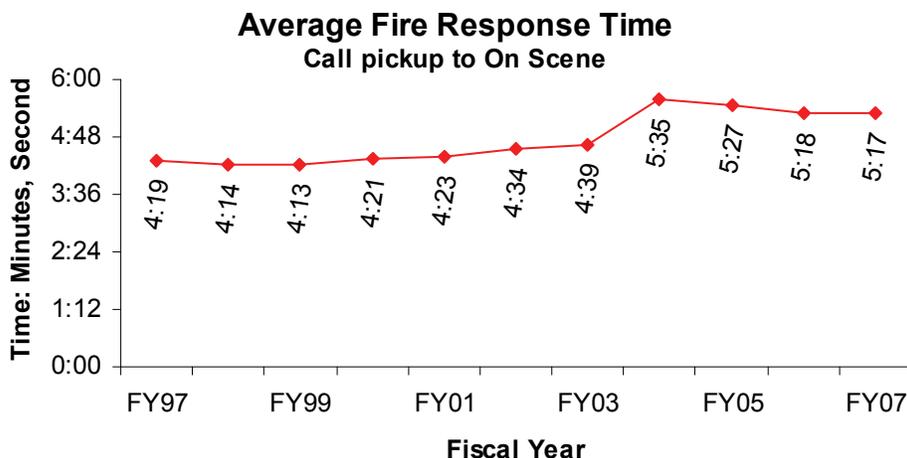
		FY07	FY08	FY09
<p style="text-align: center;">Summary</p> <p>Charlotte Fire Department provides a number of services that further its mission of the preservation of life and property. These services fall into three functional areas, the first of which is emergency calls for fire suppression, medical services, hazardous materials, technical rescue, and aircraft rescue firefighting. The second service area is emergency preparedness, to ensure that the City is ready and able to respond to unexpected events, either man-made or natural. The final area focuses on preventing and investigating emergencies through fire education, investigation, code enforcement, and plans review.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Provides primary fire services to a population of more than 683,000 • Maintains 38 fire stations covering 286.3 square miles • Operates 39 engines, 14 ladders, 2 heavy rescues and 2 aircraft rescue and firefighting apparatus companies • Responds to over 87,000 incidents each year 	<p>Budget</p> <p>Positions</p>	<p>\$81,599,209</p> <p>1,083.00</p>	<p>\$84,833,661</p> <p>1,083.00</p>	<p>\$89,472,849</p> <p>1,102.00</p>
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Accredited status by the Commission on Fire Accreditation International • Received over \$4.9 million in Homeland Security grants • Transitioned to Toughbooks portable computers. This technology streamlined the inspection process and created a paperless inspection program. • Led regional effort to provide radio interoperability for large scale emergencies. A Tactical Interoperability Communications Plan was approved by the Department of Homeland Security in fall 2006. 				

SERVICE DELIVERY CHALLENGES

Infill Fire Station at Sharon Amity and Albemarle Road (Eastland Mall)

An infill station is needed in the vicinity of Eastland Mall, near North Sharon Amity Road and Albemarle Road. This area has experienced significant change and growth over the years and the need for a station has become clear. Not only are there response time issues due to the spacing of Stations 3, 8, 15, 23 and 29, but the emergency workload in this area is also the heaviest in the city. A new station is needed to ease the workload at the surrounding stations and to improve response time to incidents in the area.

Fire continues to struggle with timely response to emergencies, primarily due to the current location of fire stations and traffic issues. Meeting acceptable response time goals will continue to be a challenge.



Note: The increase in average response time in FY04 is due in part to improved response time tracking capabilities with the addition of the Fire Computer Aided Dispatch System.

Fire

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Fire Emergency Response			
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, and aircraft cash rescue			
◆ Percent of first alarms to which an effective firefighting force will be on scene within 9 minutes	n/a	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within 6 minutes	76%	80%	80%
◆ Percent turnover for African American/minority firefighters	1.29%	<1%	<1%
Fire Investigations			
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson			
◆ Percent of arson cases investigations will be cleared	34.8%	34.0%	34.0%
Fire Code Enforcement			
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings			
◆ Percent of fire code inspections conducted within state-mandated frequencies	92.6%	85%	85%

Fire

<p>Decreases None</p> <p>Increases \$949,713 added for 18 positions for the Arboretum Fire Station.</p> <p>\$175,000 is added for increased fuel costs.</p> <p>\$89,270 is added for 1 position for fire plan reviews (100% funded by user fees).</p> <p>Unfunded Unfunded requests totaling \$5,552,091 were requested by the Fire Department. Please see the appendix on page 118 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Fire Emergency Response	Budget	\$ 73,782,187	\$ 76,649,995	\$ 80,827,624
	Positions	979.50	979.50	997.50
Emergency Preparedness/Homeland Security	Budget	\$ 632,490	\$ 629,260	\$ 647,598
	Positions	5.00	5.00	5.00
Fire Communications	Budget	\$ 2,211,784	\$ 2,524,287	\$ 2,553,312
	Positions	37.00	37.00	37.00
Fire Investigations	Budget	\$ 736,528	\$ 792,271	\$ 831,880
	Positions	9.75	9.75	9.75
Fire Code Enforcement	Budget	\$ 2,424,105	\$ 2,411,602	\$ 2,597,008
	Positions	34.00	34.00	35.00
Fire Community Education/Involvement	Budget	\$ 396,663	\$ 421,689	\$ 443,460
	Positions	5.00	5.00	5.00
Firefighter Training	Budget	\$ 1,415,452	\$ 1,404,557	\$ 1,571,967
	Positions	12.75	12.75	12.75
Total		\$ 81,599,209	\$ 84,833,661	\$ 89,472,849
Total Positions		1,083.00	1,083.00	1,102.00

Solid Waste Services

Summary		FY07	FY08	FY09
<p>Solid Waste Services (SWS) strives to excel in quality solid waste management. The City is divided into four collection zones: East, West, North, and South. In FY09, SWS crews will continue to provide weekly collection of garbage, recyclables, yard waste, and bulky items in the East, North, and South zones under the City’s managed competition guidelines. The West zone and multi-family garbage are serviced through a contract. In all collection zones, SWS collects dead animals and tires, and sweeps and picks up litter from City streets and rights-of way. SWS also participates in neighborhood cleanups and other specialized cleaning programs including maintenance of the Central Business District and support of special events.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Residential collection services to over 202,000 single-family and 98,000 multi-family households, approximately 4,000 businesses, and 700 public trash receptacles • In FY06, collected approximately 280,589 tons of refuse, 33,035 tons of recyclables, 48,694 tons of yard waste and 13,061 tons of bulky items • Street sweeping and right-of-way cleaning of approximately 1,800 miles of City streets 	<p>Budget</p> <p style="text-align: center;">\$40,450,261 \$41,931,248 \$44,236,515</p> <p>Positions</p> <p style="text-align: center;">276.00 290.00 289.00</p>	<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Provided residential refuse at a cost per ton of \$51; statewide average is \$89 • Provided recyclables collection at a cost per ton of \$191; statewide average is \$231 • Collected 2,709 tons of refuse per FTE, compared with 1,365 tons per FTE statewide • Complaints per every 1,000-collection point were 51% lower than the statewide average • Through the SWS Speakers’ Bureau, the number of community awareness presentations increased by 149% over the previous year • SWS collaborated with Mecklenburg County to develop a revised 10-year Solid Waste Management Plan that includes initiatives designed to reduce per capital waste disposal. 		

SERVICE DELIVERY CHALLENGES

Rapid Growth

The rapid growth of the City, especially from infill development, makes maintaining a comprehensive database of new residential addresses challenging. Address verification of all residential units is essential to the managed competition business model because units are balanced against operating expenses. In addition, rapid growth intensifies the effects of escalating motor fuel and lubricants costs.

Retention and Recruitment

Competitive pay for field employees is needed to help reduce turnover. Frequently, drivers leave after receiving training and experience to work in the private sector. Frequent turnover decreases productivity and increases collection cost.

Fleet Expenses

The high cost to maintain a SWS fleet coupled with the escalating fuel and lubricants costs continue to challenge allocated resources and SWS’s ability to operate within managed competition guidelines.

Public Education and Awareness

The major challenge of the Public Service Division is educating the large and diverse population about how to properly access and use services. Informing citizens about these available services promotes improved customer service, operational cost savings, and increased environmental protection.

Landfill Location

The one landfill location results in a higher number of trips and usage of fuel for areas outside the North Zone (which is closest to the landfill). The additional travel time reduces productivity for the trucks, which travel large distances during sometimes peak traffic periods.

Solid Waste Services

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Solid Waste Collections			
Provides the following services: Single Family (weekly collection of garbage, recycling, yard waste, and bulky items) Multi-Family (weekly collection of garbage and recycling to multi-family complexes of 30 or more units) Special (weekly collection of public trash receptacles and small business garbage)			
◆ Provide 4 or more hours of safety training to no less than 85% of field operations employees	n/a	85%	85%
◆ Increase the number of route address verifications annually to reach goal of 63	63	63	63
◆ Maintain an average missed collection service call rate per every 10,000 units serviced	30.4	≤30.4	≤30.4
◆ Benchmark performance standards for automated refuse collection in the East and South zones using the Automated Vehicle Locator tracking system	n/a	Phase I	Phase II
Special Maintenance Services			
Provides cleaning and maintenance services in the Tryon Street Mall and Vintage Trolley line. Provides street sweeping, right-of-way clean-up, and traffic hazard removal on City and select State streets. Provides support for special events in the Central Business District			
◆ Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is highest)	1.85	≤2.0	≤2.0
Neighborhood Services			
Provides cleaning services and unscheduled bulky item pick-up in fragile and threatened neighborhoods			
◆ Develop neighborhood partnerships in 25% of 12 targeted neighborhoods to increase bulky item scheduling	4	3	3
Community Education			
Communicates information and provides educational materials to the public on solid waste services			
◆ Conduct educational initiatives for 25% of 16 garbage routes identified as needing to improve collection proficiency	4	4	4

Solid Waste

<p>Decreases \$74,892 is decreased by deleting an equipment operator position and related operating costs due to reduced trash removal needs at bus stops (100% funded by CATS).</p> <p>Increases \$465,851 is added for costs associated with the State mandated \$2/ton landfill fee for environmental initiatives.</p> <p>\$400,000 is added for additional fleet maintenance needs and overtime expenditures related to managed competition contracts in three Solid Waste City-serviced quadrants: East, North, and South.</p> <p>\$250,000 is added for increased fuel costs.</p> <p>\$109,000 is added for the Automatic Vehicle Locator program.</p>	<p>Unfunded Unfunded requests totaling \$450,525 were requested by Solid Waste Services. Please see the appendix on page 118 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
Solid Waste Collections	Budget	\$ 34,411,718	\$ 35,820,666	\$ 37,729,697
	Positions	197.50	209.50	209.50
Special Maintenance Services	Budget	\$ 4,955,692	\$ 5,076,895	\$ 5,414,591
	Positions	72.25	74.25	73.25
Neighborhood Services	Budget	\$ 868,526	\$ 867,776	\$ 924,246
	Positions	5.00	5.00	5.00
Community Education	Budget	\$ 214,325	\$ 165,911	\$ 167,981
	Positions	1.25	1.25	1.25
Total		\$ 40,450,261	\$ 41,931,248	\$ 44,236,515
Total Positions		276.00	290.00	289.00

Transportation

		FY07	FY08	FY09
<p style="text-align: center;">Summary</p> <p>The Charlotte Department of Transportation (CDOT) provides for a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life. CDOT serves over 650,000 residents encompassing an area of 286 square miles. Core services include Street Maintenance, Traffic Control, Transportation Planning and Capital Improvement, Land Development Regulations and Right of Way Management, and Transportation Safety and Neighborhood Services.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Maintains over 2,300 centerline miles of roadway • Maintains 675 signalized intersections • Maintains 1,570 linear miles of sidewalks • Installs 9,000 signs and 2 million feet of new pavement markings each year 	<p>Budget</p> <p>Positions</p>	<p>\$39,750,815</p> <p>437.25</p>	<p>\$46,268,334</p> <p>428.50</p>	<p>\$48,979,245</p> <p>430.50</p>
<p>Accomplishments</p> <ul style="list-style-type: none"> • City Manager's Strategy Award Recipients <ul style="list-style-type: none"> - Integrating Strategy and Budget - 2003 (winner) - Developing Collaborative Solutions - 2006 (winner) - Diversity - 2007 (finalist) • City Council's Adoption of: <ul style="list-style-type: none"> - Center City Transportation Plan-April 2006 - Transportation Action Plan-May 2006 - Utility Cut Pavement Degradation Fee-May 2007 - Urban Street Design Guidelines-October 2007 - Utility Right-of-Way Ordinance-November 2007 				

SERVICE DELIVERY CHALLENGES

Keeping Pace with Growth

The City's growth over the next 25 years will require difficult decisions regarding funding of the Transportation Action Plan (TAP). The City's Legislative Strategy seeks to address the TAP funding issue and other NCDOT transportation related issues. Other associated challenges include ensuring that the City's Centers, Corridors, and Wedges growth management strategy is being implemented and land use targets within the Centers, Corridors and Wedges are being met. Implementation of the recently adopted Urban Street Design Guidelines (USDG) will be challenging. The success of the TAP relies heavily on implementation of the USDGs, increased funding, and alignment of land use decisions.

Street System Repairs and Operations

The City's resurfacing cycle has been reduced to 14 years; however, the pavement resurfacing program has yet to attain the industry standard of a 12-year resurfacing cycle or an overall street rating of 90 or better. In addition, concrete repairs continue to fall behind due to insufficient funding. Since Fiscal Year 2002, CDOT has performed primarily emergency/safety related repairs to the concrete infrastructure - curb, gutter, and existing sidewalks - resulting in an increased need to funnel future resources to our concrete repair programs. Maintenance and repair for signal communications equipment is a continuous challenge.

Land Development and Review

Over the past few years CDOT has experienced a 41% increase in the number of reviews required through the development and subdivision processes. In addition to the increase, the reviews are becoming increasingly complex, requiring more staff time per review. The number of complex rezoning cases - conditional rezonings - has increased 83%.

Regional Planning

CDOT leads various regional planning efforts such as the development and maintenance of the regional travel model. In addition, City Council's Transportation Committee recommended legislative changes last year that could foster greater regional transportation coordination if adopted by the Legislature. CDOT has taken an active role in working with other jurisdictions and peer networks to address local funding issues, but more funding and growth management tools will need to be identified and implemented in order for the City to keep pace with our projected growth. Goal three of the TAP specifically calls for the City to proactively foster intergovernmental coordination on regional transportation issues and planning.

Transportation

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Street Maintenance			
Provides for road maintenance, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance			
◆ Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	100%	97%	97%
◆ Achieve a rating of 90 or more on the pavement conditions survey	n/a	90.0	90.0
Traffic Control			
Provides for new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance			
◆ Perform preventative maintenance on 100% of traffic signals every two years	100%	n/a	100%
◆ Respond to all sign and signal emergencies within 2 hours 90% of the time	100%	90%	90%
Transportation Safety and Neighborhood Services			
Provides for: ParkIt! (parking meters), Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures			
◆ Decrease annually pedestrian and bicycle accidents per capita	Ped=-2.78% Bike=+17.7%	Decrease	Decrease
Land Development Regulations			
Reviews development plans for conformance with City ordinances			
◆ Complete 95% of plan reviews on time annually	100%	95%	95%
Capital Program Planning and Management			
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares			
◆ 90% of transportation bond projects complete or on schedule	90%	90%	90%
◆ Reduce vehicle miles traveled (VMT) per capita in Charlotte and the region	-2.51%	Less than FY07	Less than FY08

Transportation

<p>Decreases \$249,810 is eliminated from one-time costs in FY08 for equipment and materials associated with the 2007 Annexation.</p> <p>Increases \$185,238 is added for 2 new Development Services positions to conduct commercial and subdivision plan reviews (100% funded by user fees).</p> <p>\$55,000 is added for additional rent and operating expenses related to the relocation of Park-It facilities Uptown.</p> <p>\$5,000 is added for increased fuel costs for Street Maintenance activities.</p> <p>Unfunded Unfunded requests totaling \$502,365 were requested by Transportation. Please see the appendix on Page 119 for details of these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Street Maintenance	Budget	\$ 26,329,833	\$ 31,765,848	\$ 33,603,012
	Positions	264.25	253.25	253.25
Traffic Control	Budget	\$ 7,051,852	\$ 7,203,740	\$ 7,229,951
	Positions	104.00	104.75	104.75
Transportation Safety and Neighborhood Services	Budget	\$ 2,016,173	\$ 2,546,755	\$ 2,656,391
	Positions	15.25	15.00	15.00
Land Development Regulations	Budget	\$ 1,755,844	\$ 1,763,534	\$ 2,326,416
	Positions	19.75	19.50	21.50
Capital Program Planning and Management	Budget	\$ 2,597,113	\$ 2,988,457	\$ 3,163,475
	Positions	34.00	36.00	36.00
Total		\$ 39,750,815	\$ 46,268,334	\$ 48,979,245
Total Positions		437.25	428.50	430.50

Neighborhood Development

Summary	FY07	FY08	FY09	
<p>Neighborhood Development provides a variety of public services to help maintain and improve the quality of life in Charlotte's neighborhoods. These services include enforcing the City's minimum housing, nuisance and zoning codes, preserving and growing the supply of affordable housing, funding family self-sufficiency initiatives, implementing neighborhood revitalization plans, helping solve complex neighborhood problems, building the capacity of neighborhood organizations, and managing neighborhood infrastructure investments.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Perform nearly 45,500 housing and nuisance code inspections • Complete 1,640 new or renovated housing units • Assist 456 citizens to become new homeowners • Trained 1,386 citizens through the Community University Program • Receive 88% on customer satisfaction survey 	Budget	\$7,446,289	\$7,983,107	\$8,361,857
	Positions	129.00	128.00	128.00
<p>Accomplishments</p> <ul style="list-style-type: none"> • Received national and international recognitions for the City's Neighborhood Quality of Life Study • Successfully launched the Neighborhood Liaison Program • Integrated housing nuisance and zoning enforcement activities • Set records for affordable housing production • Achieved first voter approved housing bond referendum in 2002 				

SERVICE DELIVERY CHALLENGES

Reduction in Federal Revenue

Uncertainty surrounds the Community Development Block Grant (CDBG) due to the fact that the current administration has proposed eliminating the CDBG program. In FY2009, the grant will decrease by 3%, representing a funding reduction of \$140,251 from the housing services operating budget. The amount available for general administration is shrinking due to reduced grant amounts. Continued reductions impact both the capital and operating budgets development initiatives in revitalization neighborhoods and housing support programs such as location, emergency rental payments, emergency utility payments, maintaining adequate staff resources for program administration, and after school enrichment programs. Finding alternative resources to accomplish Neighborhood Development's mission is critical to their continued success.

Citizens' Expectations and Demands for Services

Citizens' service level expectations continue to grow and generate extreme pressure for the delivery of more pro-active code enforcement, housing, and neighborhood services in the City. Preserving, enhancing, and expanding core business operations to achieve neighborhood success indicators which require a combination of strategic investments, resource allocation, and capacity building initiatives, Neighborhood Development faces significant increased costs of conducting business due to rapid growth of the City and increased demands for services to maintain community standards, provide affordable housing opportunities, and sustain neighborhoods. The increased service level expectations, demands for services, workloads, growth and costs of conducting business have resulted in a need for additional resources for next year's operating budget. This requires the City to continue to focus on neighborhoods and make resource and investment decisions to support neighborhood development.

Current Community Issues

Neighborhood Development recognizes several community issues which may have a significant impact on its ability to implement the FY2009 work plan. Specific community concerns:

- Growing foreclosure crisis
- Development of a non-residential ordinance to address dilapidated commercial and industrial buildings
- Update of affordable housing policies

It is difficult at this time to forecast the costs associated with these initiatives. Neighborhood Development recognizes it may have to modify the frame of its FY2009 work plan.

Neighborhood Development

Performance Measures	Performance Achievement		
	FY07 Actual	FY08 Target	FY09 Target
Neighborhood Services			
Provides neighborhood plan implementation, outreach and problem solving, leadership and organization training, and infrastructure to neighborhoods			
◆ Percent of capacity building successes	125%	80%	80%
◆ Number of citizens trained	1,386	1,100	1,100
Housing Services			
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies			
◆ New and renovated housing units completed with City funds	1,640	800	800
◆ Homeowners created with City funds	456	300	300
Code Enforcement Services			
Conducts housing, property, and zoning inspections to enforce City codes			
◆ Housing Code Compliances	2,761	2,600	2,700
◆ Nuisance Code Compliances	42,732	40,000	41,000
◆ Zoning Code Compliances	7,385	8,000	8,500

Neighborhood Development

<p>Decreases None</p> <p>Increases \$75,000 is added for consulting services to review and update the Quality of Life Study (100% funded by the capital program).</p> <p>\$72,542 is added for Accela Permitting System hosting and maintenance expenses (100% funded by user fees).</p> <p>\$51,000 is added to support the attendance growth and fund increased costs of Neighborhood Symposium services provided in the Neighborhood Services Division.</p> <p>\$45,000 is added for an existing administrative position within Housing Services previously funded through Community Development Block Grants (CDBG). Loss of funds shifted cost to the General Fund.</p> <p>\$20,000 is added for increased fuel costs for Code Enforcement.</p> <p>Unfunded Unfunded requests totaling \$871,608 were requested by Neighborhood Development. Please see the appendix on page 119 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Neighborhood Services	Budget	\$ 1,945,122	\$ 2,064,345	\$ 2,194,760
	Positions	23.25	23.00	23.00
Housing Services	Budget	\$ 282,278	\$ 282,246	\$ 284,753
	Positions	4.75	4.50	4.50
Neighborhood Code Enforcement	Budget	\$ 5,218,889	\$ 5,636,516	\$ 5,882,344
	Positions	101.00	100.50	100.50
Total		\$ 7,446,289	\$ 7,983,107	\$ 8,361,857
Total Positions		129.00	128.00	128.00

Engineering & Property Management

Summary	FY07	FY08	FY09	
<p>Engineering & Property Management (E&PM) provides an array of services to sustain a vibrant, sustainable, and balanced urban environment. Services provided include: design, construction, and maintenance of public facilities and grounds, capital project management, private land development regulation, storm water infrastructure design and improvement, real estate acquisition and management and protection of the environment.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Maintains over 290 municipal facilities totaling four million square feet • Maintains over 500 miles of road right-of-way • Manages over 250 active capital projects • Reviews over 2,100 development plans and conduct over 5,000 inspections annually 	Budget	\$55,279,771	\$59,519,185	\$67,369,705
	Positions	391.00	394.00	416.00
	Accomplishments			
	<ul style="list-style-type: none"> • Post Construction Controls Ordinance approved by City Council for enactment July 1, 2008 • Accela Automation implemented, shortening reviews schedule and increasing accountability during development process • Fall cankerworm campaign targets threat to tree canopy; includes spring 2008 aerial spraying • NASCAR Hall of Fame Complex under construction; unprecedented coordination with NCDOT on infrastructure completion • South Corridor Infrastructure Program (SCIP) completed on time/under budget; set the stage for opening of CATS LYNX Blue Line • Reduced CMGC energy use index (EUI) an additional 3.5%, down 21.6% from base year (2003) 			

SERVICE DELIVERY CHALLENGES

Growth Strategy and Capital Project Implementation

Management of the urban growth strategy and oversight of major projects such as the NASCAR Hall of Fame, Arts and Cultural Facilities, and bond projects will require additional resources. These resources are needed in the following areas:

- Leadership
- Maintenance of CATS facilities (100% reimbursed)
- Capital project managers (100% reimbursed)
- Maintenance of landscape and right-of-ways
- Protection of the City's tree canopy
- Maintenance and removal of street trees

Communication and Collaboration

Achievement of seamless services aligned with organizational strategies is an on-going theme facilitated by internal and external communication and collaboration. Engineering has re-structured and created link-ages to facilitate on-going improvements in service delivery.

Engineering & Property Management

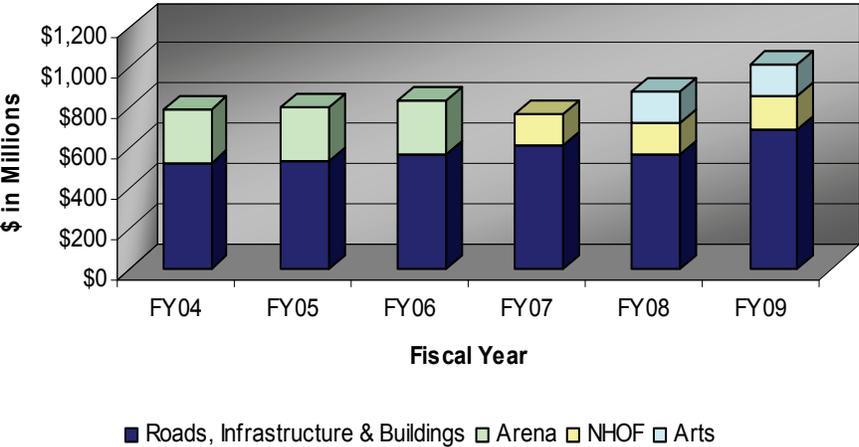
Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Municipal Capital Project Planning, Design, and Construction			
Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscape, economic development programs, and project management services for CATS. Also provides land acquisition and disposition and management of property.			
◆ Complete 85% of small transportation projects within 1.5 years of land acquisition	n/a	85%	85%
◆ Complete 85% of large transportation projects within 3 years of land acquisition	n/a	85%	85%
Land Development Regulation, Plan Review, and Inspection			
Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zonings, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district			
◆ Implement 80% of initiatives in Council approved Permitting Report by end of FY09	n/a	n/a	June 2009
Storm Water Services			
Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction			
◆ Transition storm water capital program from debt financing to Pay-As-You-Go	Increased by \$3.0 million	Increase by \$1.0 million	Increase by \$1.0 million
Municipal Facilities Maintenance			
Provides maintenance for Charlotte-Mecklenburg Government Center (CMGC), Old City Hall, and other facilities			
◆ Design and construct energy efficient facilities and retrofit existing facilities using sustainable design criteria, American Society of Heating and Air Conditioning Engineers' criteria, EPA/Energy Star and LEED Best Practices Inventory, as appropriate	n/a	n/a	100% of construction and retrofit projects
Landscape Management			
Provides landscape planning, management, and grounds maintenance of most public right-of-way, public buildings, city-owned parks and green spaces, medians, islands, and park and ride lots which are under the City's responsibility. Examples of some public facilities include Tryon Street Mall, the Trolley corridor, CATS facilities and rail lines, cultural arts facilities, and CMPD facilities			
◆ Maintain status of Charlotte as "Tree City USA"	Accomplished	Meet criteria	Meet criteria

Engineering & Property Management

Capital Investment Plan Dollars Managed



Engineering & Property Management

<p>Decreases \$88,000 is decreased from Landscape Management due to elimination of landscape maintenance expenses associated with Marshall Park</p> <p>Increases \$444,973 is added for 6 positions to Storm Water for inspection of storm water work by third party contractors, system-wide inventory of the drainage infrastructure, and landscape inspection of drainage work performed on private and public properties (100% funded by the Storm Water fund).</p> <p>\$405,915 is added for 5 positions to the Land Development Division to implement the Council approved (November 26, 2007) Post Construction Control Ordinance (100% funded by user fees).</p> <p>\$220,000 is added for contracted tree removal, increasing this service from \$280,000 to \$500,000 annually (100% funded by the capital program).</p> <p>\$200,000 is added for a tree canopy study and inventory. The inventory is included in the Environment Focus Area as a target under the protection of the tree canopy initiative (100% funded by the capital program).</p> <p>\$187,500 is added for 2 engineering project managers to implement infrastructure bond projects (100% funded by the capital program).</p>	<p>\$156,898 is added for 3 positions to the engineering contracts section for implementation of the infrastructure bond programs (100% funded by the capital program).</p> <p>\$142,500 is added for 3 positions to increase the size of the 3 existing tree trimmer crews from 2 person crews to 3 person crews, in order to increase activity in the systematic tree pruning program and enhance traffic control safety.</p> <p>\$133,889 is added for 2 positions to enhance the developer plan review process and to create a "storefront" for one-stop service (100% funded by user fees).</p> <p>\$40,000 is added for full-year maintenance costs of the Accela plans review work order system. (100% funded by user fees)</p> <p>\$23,331 is added for a Chief Maintenance Mechanic (April 1, 2009 start date) for the Building Maintenance Division to provide maintenance services for new cultural facilities.</p> <p>Unfunded Unfunded requests totaling \$1,499,583 were requested by Engineering and Property Management. Please see the appendix on page 119 and 120 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
Municipal Capital Project Planning, Design and Construction	Budget	\$ 5,472,708	\$ 5,887,036	\$ 6,390,242
	Positions	152.00	158.00	163.00
Land Development Regulation, Plan Review and Inspection	Budget	\$ 3,884,543	\$ 4,345,973	\$ 5,047,069
	Positions	55.00	55.00	62.00
Storm Water Services	Budget	\$ 36,604,966	\$ 39,941,047	\$ 46,228,434
	Positions	85.00	80.00	86.00
Municipal Facilities Maintenance	Budget	\$ 3,105,328	\$ 3,218,954	\$ 3,336,128
	Positions	47.00	48.00	49.00
Landscape Management	Budget	\$ 6,212,226	\$ 6,126,173	\$ 6,367,832
	Positions	52.00	53.00	56.00
Total		\$ 55,279,771	\$ 59,519,185	\$ 67,369,705
Total Positions		391.00	394.00	416.00

Charlotte-Mecklenburg Planning

Summary	FY07	FY08	FY09	
<p>The Charlotte-Mecklenburg Planning Commission (Planning) is a joint City-County agency providing planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. This Key Business Unit reports to a 14-member appointed Planning Commission and serves as a departmental resource for City and County government. An Inter-local Cooperative Agreement between the City and County details the conditions and procedures under which Planning operates. Planning focuses on:</p> <ul style="list-style-type: none"> Guiding growth and design of the City, County, and region Revitalization and enhancement of neighborhoods, business areas, and corridors Planning and development of the Center City and other major centers <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> Reviews 152 rezoning petitions Approves 4,663 single family lots Approves 8,403 multi-family units 	Budget	\$4,348,804	\$5,747,861	\$5,620,386
	Positions	63.00	63.00	63.00
<p>Accomplishments</p> <ul style="list-style-type: none"> City Council adopted the General Development Policies for the Environment Phase II City Council adopted the Infrastructure General Development Policies 92% of City Council rezoning decisions were consistent with adopted plans Completed four area plans: Bryant Park, University City, Northlake, and Brevard Street 				

SERVICE DELIVERY CHALLENGES

Staff Investment and Retention

Providing effective and innovative planning services while absorbing ever increasing workload demands continues to be a major challenge for Planning. Having an experienced, innovative, and enthusiastic staff is imperative for Planning to effectively operate and meet the growing and changing needs, demands, and expectations of the more diverse, mixed/multi-use community and elected officials. Yet, Planning is continuously challenged to recruit and retain qualified staff.

Community Engagement and Education

Effectively engaging and educating an increasingly larger and diverse population on the planning and regulatory processes, choices, and challenges facing the community will be critical to Planning's success in obtaining buy-in through the area plan process. However, such outreach and engagement is time consuming and requires multiple approaches for different groups and populations. With limited staff resources, Planning must identify innovative and more efficient ways to effectively communicate and work with public and elected officials.

Develop Review Enhancements

Modifying and enhancing the development review process is a high priority for Council. The development review process includes both the rezoning and subdivision review processes which requires Planning to collaborate with various other City Key Businesses and County Departments. Staff is challenged with the task of developing a new system to simplify the process, decrease approval time, eliminate conflicting City responses, and bring certainty to the process to reduce the number of re-submittals and deferrals while maintaining its existing heavy workload.

Charlotte-Mecklenburg Planning

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Planning Regulatory Functions			
Provides administration of land development regulations, administration and designation of local Historic Districts, review and approval of sub-division and multi-family plans, and coordination of the City's annexation process, which is based on North Carolina statutes			
◆ Rezoning cases	152	160	160
◆ Single family lot approvals	4,663	3,600	3,600
◆ Multi-family unit approvals	8,403	7,000	7,000
Planning Research, Information, and Mapping			
Provides the information, research, and mapping needed to support many functions for both the public and private sectors			
◆ Number of presentations made to various community and business organizations	92	75	75
Long Range Planning			
Provides comprehensive, long-range transportation planning for all modes of transportation to accomplish land use planning goals, support to the Mecklenburg Union Metropolitan Planning Organization (MUMPO), economic development assistance in the development of plans, policies, and programs in targeted areas, and support to the City and County budget offices in the development of long-range capital needs in terms of adopted plans and policies			
◆ Percent of rezoning decisions consistent with adopted plan	92%	90%	95%

Charlotte-Mecklenburg Planning

<p>Decreases None</p> <p>Increases \$191,618 is added to fund 2 existing Principal Planner positions performing expanded duties within the Charlotte-Mecklenburg Planning Commission unit. These current positions were previously funded by CATS.</p> <p>\$32,241 is added for Accela Permitting System hosting and maintenance expenses. (100% funded by user fees)</p> <p>Unfunded Unfunded requests totaling \$240,224 were requested by the Planning Commission. Please see the appendix on page 120 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Planning Regulatory Functions	Budget	\$ 1,532,815	\$ 1,846,230	\$ 1,964,026
	Positions	24.50	24.50	24.50
Planning, Research, Information and Mapping	Budget	\$ 762,215	\$ 907,762	\$ 979,718
	Positions	9.50	9.50	9.50
Long Range Planning	Budget	\$ 2,053,774	\$ 2,993,869	\$ 2,676,642
	Positions	29.00	29.00	29.00
Total		\$ 4,348,804	\$ 5,747,861	\$ 5,620,386
Total Positions		63.00	63.00	63.00

Aviation

Summary		FY07	FY08	FY09								
<p>Charlotte Douglas International Airport is the largest airport between Philadelphia and Atlanta. It is served by seven major airlines, two foreign flag carriers, 14 regional carriers, and two low fare airlines. The airport is also home to significant military, cargo, and corporate aviation operations. The Airport services corporate aircraft stored and maintained at one of 15 corporate aviation facilities.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • One of the nation's busiest airfields with an average of 522,000 operations annually, and a Level 5 air traffic control facility that tracks over 100 flights per hour • Employs 268 in varying positions including skilled crafts, technical and general labor, office personnel, law enforcement, administrative and professional classifications. • Each day the Passenger airlines operate over 600 flights per day to 123 non-stop destinations in the United States, Canada, Mexico, Europe, and the Caribbean • More than 600 aircraft departures and approximately 90,000 people passing through the terminal daily • Over 1.7 million square feet of space in passenger terminal; 500,000 square feet of cargo facilities; 23,500 public and employee parking spaces 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; border: none;">Budget</td> <td style="width: 15%; border: none; text-align: right;">\$114,928,918</td> <td style="width: 15%; border: none; text-align: right;">\$136,589,414</td> <td style="width: 15%; border: none; text-align: right;">\$162,189,637</td> </tr> <tr> <td style="border: none;">Positions</td> <td style="border: none; text-align: right;">268.00</td> <td style="border: none; text-align: right;">268.00</td> <td style="border: none; text-align: right;">268.00</td> </tr> </table>	Budget	\$114,928,918	\$136,589,414	\$162,189,637	Positions	268.00	268.00	268.00	<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Increase in all 3 bond ratings • \$101 million General Airport Revenue Bonds sold at 4.8% interest, with 95 percent of the bonds selling in the first four hours • Lead the industry in operating cost per passenger to airlines • Expansion of parking facilities, including a state of the art deck 		
Budget	\$114,928,918	\$136,589,414	\$162,189,637									
Positions	268.00	268.00	268.00									
<p><u>SERVICE DELIVERY CHALLENGES</u></p> <p>For the past three years, the Airport has experienced double-digit growth in local boardings. Although growth brings many new services and opportunities, growth also brings many challenges. The Aviation Department remains committed to a high quality customer experience, but is challenged by the strain that growth brings to our facilities, services and staffing. The Department continues to look for innovative technology, creative partnerships and improved work processes to aid us in this endeavor.</p> <p>Capital improvements will be significant in the coming year. The expansion of facilities is expected to include a new parking deck, renovation of terminal facilities, and expansion of airline gates.</p>												

Aviation

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Airport Operations			
Provides Law Enforcement, Parking & Ground Transportation, Facilities Operations, and Valet Parking Operation			
◆ Remain in top 15% of U.S. airports in customer satisfaction	Yes	Yes	Yes
◆ No General Fund revenues appropriated to Airport	\$0	\$0	\$0
Airport Capital Project Planning, Design, and Construction			
Provides Planning, Engineering and Construction, Community Programs, and Environmental Compliance			
◆ Provide parking capacity to accommodate all parking customers during peak demand (additional spaces)	3,000	3,000	Begin new deck by January 2008
◆ Sufficient capacity to accommodate all air cargo tenants	Yes	Yes	Yes
◆ Maintain bond status as an A category airport	A	A	A
Airport Maintenance			
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance			
◆ Maintain Part 139 Certification annually with zero defects	0	0	0
◆ OSHA injuries less than 5% of workforce	4.2%	<5%	<5%

Aviation

<p>Decreases None</p> <p>Increases \$3,000,000 is added for the Airport's Fixed Base Operator (FBO) contract with Wilson Air Center, which is matched by a corresponding increase in revenues. The FBO has experienced a significant increase in activity. Consequently, fuel sales have increased substantially, which drives the majority of their budget. Additionally, Wilson Air Center has proposed expanding their services to the Cargo operators.</p> <p>\$1,339,617 is added for unanticipated maintenance/repairs in and around the cargo/FBO complex that exceeds the normal maintenance budget, as well as design/construction costs associated with capital projects not budgeted in the CIP. For example, the Cargo/FBO complex is over 30 years old and has accommodated record level tenant/aircraft traffic activity. The budget increase covers the cost of operating and maintaining those facilities.</p> <p>\$1,250,000 is added for unanticipated maintenance/repairs in and around the terminal complex area that exceed the normal maintenance budget, as well as the design/construction costs associated with capital projects not budgeted in the CIP. For example, the terminal-parking facilities are over 25 years old and accommodate traffic levels in excess of 30 million passengers per year. The budget increase covers the</p>	<p>cost of keeping up with demands on those aging facilities.</p> <p>\$432,278 is added for increased maintenance/repair demands on the Airport's fleet of shuttle buses utilized in the parking operation, at a time of substantially increased local boardings.</p> <p>Unfunded None</p>
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Budget Summary		FY07	FY08	FY09
Airport Operations	Budget	\$ 18,544,040	\$ 21,009,995	\$ 21,020,074
	Positions	130.00	130.00	130.00
Airport Capital Project Planning, Design and Construction	Budget	\$ 21,219,867	\$ 29,167,393	\$ 28,720,933
	Positions	19.00	19.00	19.00
Airport Maintenance	Budget	\$ 26,514,763	\$ 31,521,197	\$ 33,354,174
	Positions	119.00	119.00	119.00
Sub-Total Aviation Services		\$ 66,278,670	\$ 81,698,585	\$ 83,095,182
Discretionary and Debt Support		\$ 48,650,248	\$ 54,890,829	\$ 79,094,455
Total		\$ 114,928,918	\$ 136,589,414	\$ 162,189,637
Total Positions		268.00	268.00	268.00

Charlotte Area Transit System

Summary	FY07	FY08	FY09	
<p>Charlotte Area Transit System (CATS) provides public transit services to the Charlotte region. CATS is the largest transit system in the Carolinas. Service is provided via local, express, neighborhood, activity center and regional bus services, vanpool, Americans with Disabilities Act (ADA) paratransit, and human services transportation.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 22.0 million riders annually • 70,000 passengers on week days • CATS fleet now totals 342 buses, 180 paratransit and vanpool vans, 16 light rail cars and three trolley cars, for a total fleet of 541 vehicles • Fleet is 100% wheelchair and bicycle accessible • The Bus Fleet, which includes 2 hybrid buses, utilizes clean, ultra low sulfur diesel fuel 				
	Budget	\$117,567,033	\$131,382,570	\$147,633,425
	Positions	380.75	392.75	392.75
	Accomplishments			
	<ul style="list-style-type: none"> • Start-up of North Carolina's first light rail line, the Lynx Blue Line, in November 2007 • Increased ridership for nine consecutive years with an 85% increase since 1998 • Replaced 3,600 bus stop signs and installed 253 bus shelters and 101 benches • Reduced accident rate per 100,000 miles by 38% from 2000 to 2006 			

SERVICE DELIVERY CHALLENGES

Sustaining Growth in Transit Ridership

CATS will seek to sustain growth in ridership through:

- Rapid response to customer satisfaction with key service attributes and priorities
- Address increase in bus ridership with 29,000 additional revenue hours
- Meet or exceed customer expectations of safety and security on the overall system
- Stabilization of LYNX Blue Line operations, including ticket vending machines

2030 Transit Corridor System Plan Implementation

Plan advancements targeted are:

- Close out of LYNX Blue Line construction contracts/issues
- Advance the LYNX Blue Line extension (Northeast) and North Corridor Commuter Rail into Preliminary Engineering
- Identify and apply lessons learned from experiences on the South Corridor Light Rail Project Implement Countywide Transit Services Plan

Financial Management

CATS will enhance financial management by:

- Managing cash flow, fund balances and debt coverage ratios within financial policies
- Responsible management of debt financing
- Keeping operating cost growth in compliance with financial policy objectives

Charlotte Area Transit System

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Transportation Services			
Provides day-to-day public transportation services across the Charlotte region. Conducts operations planning, vehicle maintenance, route scheduling, facilities security, and management			
◆ Increase system ridership (including light rail)	3.1%	5.5%	5.0%
◆ Develop a strategic plan for fuel procurement	n/a	n/a	6/30/09
◆ Increase bus passengers per service hour	24.0	23.8	24.1
◆ Increase rail passengers per service hour	n/a	50.5	66.8
Transit Development			
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan			
◆ Advance Northeast LYNX Extension preliminary engineering and complete draft Environmental Impact Statement	n/a	n/a	6/30/09
◆ Advance North Corridor design and complete final financing plan	n/a	n/a	6/30/09
Marketing and Communications			
Provides customer service, public relations, communications and service marketing. Develops market research and develops sales and promotional activities			
◆ Call Center abandonment rate (10% or less)	3%	5%	8%
◆ % of customer complaint responses within 5 days	97%	98%	95%
Executive and Administration			
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission. Manages financial planning, federal and state grants administration, budget, finance, procurement, technology, and human resources			
◆ Conduct a minimum of 10 meetings with public officials and stakeholders to facilitate their input into the Transit program	n/a	n/a	10 meetings
◆ Targeted cost per service hour (excluding rail)	\$82.65	\$84.41	\$90.36
◆ Targeted cost per service hour (rail only)	n/a	n/a	\$301.22

Charlotte Area Transit System

<p>Decreases None</p> <p>Increases \$4,304,609 is added for fuel costs as a result of rising prices.</p> <p>\$1,687,195 is added for expanded bus route and feeder services providing an additional 29,000 service hours to the existing 829,000 service hours.</p> <p>\$378,806 is added for enhanced system safety and security.</p> <p>\$355,150 is added for full year cost of cleaning and landscape maintenance services along the light rail line.</p> <p>\$269,746 is added for armored car and credit/debit contractual services for revenue operations.</p> <p>\$271,142 is added for other KBU support costs.</p> <p>\$200,000 is added for bus parts cost increases.</p> <p>Unfunded None</p>	
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Budget Summary		FY07		FY08		FY09	
Transportation Service	Budget	\$	77,874,040	\$	95,199,758	\$	103,450,246
	Positions		257.75		258.75		258.75
Transit Development	Budget	\$	34,366	\$	-	\$	-
	Positions		43.00		43.00		39.00
Marketing and Communications	Budget	\$	3,366,814	\$	3,652,696	\$	3,679,558
	Positions		36.00		36.00		38.00
Executive and Administration	Budget	\$	5,343,590	\$	4,821,834	\$	5,491,503
	Positions		44.00		55.00		57.00
Sub Total CATS		\$	86,618,810.00	\$	103,674,288.00	\$	112,621,307.00
Contributions to Capital and Debt Service		\$	30,948,223.00	\$	27,708,282.00	\$	35,012,118.00
Total		\$	117,567,033.00	\$	131,382,570.00	\$	147,633,425.00
Total Positions			380.75		392.75		392.75

Charlotte-Mecklenburg Utilities

Summary	FY07	FY08	FY08	
<p>A consolidated business unit of the City of Charlotte and Mecklenburg County, Charlotte-Mecklenburg Utilities (Utilities) is the largest public utility providing water and sewer services in the state of North Carolina. Utilities is committed to providing a safe, sufficient drinking water supply while conserving natural resources and protecting the environment.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Served a population of more than 750,000 • Maintained over 7,700 miles of pipeline • Repaired over 4,532 water leaks • Consumption decrease of 36% due to conservation efforts and mandatory restrictions 	Budget	\$209,804,773	\$254,737,905	\$246,702,894
	Positions	819.50	813.50	813.50
<p>Accomplishments</p> <ul style="list-style-type: none"> • Received national competitiveness award for efficient business practices— Gold Award for Competitiveness Achievement • Obtained the environmental management system certification to the ISO 14001 standard at the Mallard Creek Water Reclamation Facility • Maintained excellent Bond Ratings (AAA and AA1) • Received a Region of Excellence Award in Environmental Planning and Conservation from the Centralina Council of Governments 				

SERVICE DELIVERY CHALLENGES

Continuance of Drought

Responding to the drought and enforcing mandatory conservation restrictions require staff to take on new responsibilities in addition to their ongoing responsibilities. Because Utilities is responding to the drought without increasing the existing staffing levels, service levels and priorities are being modified. The challenge will continue to be maintaining appropriate service levels while not overextending resources.

Sanitary Sewer Overflows

Sanitary sewer overflows (SSOs) remain a challenge for Utilities. Currently, Utilities is under an EPA Administrative Order related to sewer spills. This formal regulatory action includes a modest penalty for previous SSOs and requires Utilities to complete 10 item list of actions within a specified time frame as work continues to reduce future overflows from the public sewer collection system.

Engineering

Project cost increases continues to be a challenge due to high construction inflation. Engineering will continue to be challenged to maintain the balance of capital funding and staffing to manage the projects necessary to meet growth and escalating regulatory demand.

Water and Wastewater Treatment Plants

Rising costs in the areas of natural gas, electricity, and chemicals will continue to be a challenge for water and wastewater treatment. While chemicals are becoming more costly, the need for greater amounts of chemicals will be required to meet increasingly stringent permit requirements.

Charlotte-Mecklenburg Utilities

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Water and Wastewater Services			
Provides treatment of over 110 million gallons of water for drinking and treatment of over 85 million gallons of wastewater			
◆ Meet or exceed National Pollutant Discharge Elimination System permit requirements	Not met	Not met	100%
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%	100%
Field Operations			
Provides maintenance of infrastructure to deliver treated water and collect wastewater through over 7,700 miles of water and sewer mains			
◆ Reduce sanitary sewer overflows per 100 miles of pipe	12.3 per 100	909 per 100	TBD
◆ Repair water leaks within 4 weeks	90.25%	98%	TBD
Utility System Planning and Engineering			
Provides design and contract administration and support for construction of capital facilities to ensure system infrastructure stability and capacity			
◆ Maintain the schedule established for critical action items in Wastewater Treatment Capacity Study	n/a	Schedule Maintained	Maintain Schedule
◆ Complete the Water Master Plan	n/a	Delayed * (Not Met)	Complete Plan
Customer Service, Meter Reading, and Billing			
Responds to all customer requests related to billing and services, provides meter reading and meter maintenance and addresses all service connection related requests			
◆ Reduce number of calls to Billing Center	n/a	Not Met	5%
◆ Increase billing of metered accounts on actual readings	n/a	99.5%	99.5%

* Due to mandatory water restrictions consumption has decreased significantly. The completion of the study has been put on hold until higher water demands return so the computer model can be calibrated to actual peak flow conditions. New target date is August 2008.

Charlotte-Mecklenburg Utilities

<p>Decreases None</p> <p>Increases \$281,177 is added for fees related to the Federal Energy Regulatory Commission (FERC). \$86,730 is added for additional legal services.</p> <p>Unfunded Unfunded requests totaling \$4,437,121 were requested by Utilities. Please see the appendix on page 120 for details on these requests.</p>	
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Budget Summary		FY07		FY08		FY09
Environmental Management	Budget	\$ 41,680,503	\$	44,935,810	\$	46,573,965
	Positions	234.50		234.75		234.75
Field Operations	Budget	\$ 33,456,116	\$	35,022,589	\$	36,725,329
	Positions	333.00		336.25		336.25
Utility System Planning and Engineering	Budget	\$ 2,405,412	\$	2,670,636	\$	2,891,126
	Positions	120.50		119.75		119.75
Customer Service, Meter Reading and Billing	Budget	\$ 13,743,770	\$	13,868,496	\$	14,212,178
	Positions	131.50		122.75		122.75
Sub Total		\$ 91,285,801	\$	96,497,531	\$	100,402,598
Contribution to Capital and Debt Service		\$ 118,518,972	\$	158,240,384	\$	146,300,296
Total		\$ 209,804,773	\$	254,737,905	\$	246,702,894
Total Positions		819.50		813.50		813.50

Mayor and City Council

Summary		FY07	FY08	FY09
<p>The Office of the Mayor and Council provides leadership and strategic vision for the City. The Mayor and Council approve strategic initiatives for the organization to accomplish. Under their policy direction, the organization provides innovative and competitive quality services, encourages the development of a skilled and motivated workforce, creates a desirable city, embraces quality economic development, and integrates land use and transportation policies. Other responsibilities include:</p> <ul style="list-style-type: none"> • Provides leadership to the community through involvement with community organizations and responding to community needs • Enacts local legislation • Adopts budgets • Determines the policies by which the City is governed and administered 	Budget	\$1,126,074	\$1,113,531	\$1,258,468
	Positions	7.00	7.00	7.00
Accomplishments				
<u>FY07</u>				
<ul style="list-style-type: none"> • Adopted 68 policy items • Engaged in 30 Council meetings • Engaged in 12 district meetings 				
<u>FY08 (as of April 30, 2008)</u>				
<ul style="list-style-type: none"> • Engaged in 25 Council meetings • Engaged in 4 district meetings 				

<p>Decreases None</p> <p>Increases \$8,028 is added for increased operating expenses.</p>	<p>Unfunded None</p>
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Budget Summary		FY07	FY08	FY09
Mayor and Council	Budget	\$ 585,559	\$ 579,036	\$ 654,403
	Positions	0.00	0.00	0.00
Administrative Support	Budget	\$ 427,908	\$ 423,142	\$ 478,218
	Positions	7.00	7.00	7.00
Memberships	Budget	\$ 112,607	\$ 111,353	\$ 125,847
	Positions	0.00	0.00	0.00
Total		\$ 1,126,074	\$ 1,113,531	\$ 1,258,468
Total Positions		7.00	7.00	7.00

Mayor and City Council

	City	Pop	Form of Gov't	No. of Members	Salary	Expense Allow.	Tech. Allow.	Auto Allow.	Total Comp.
	City Council								
1	Austin	709,893	CM	6	\$57,736	\$5,400	\$900		\$64,036
2	Fort Worth *	653,320	CM	8	25,000				25,000
3	Charlotte *	630,478	CM	11	14,563	5,800	3,100		23,463
4	Oklahoma City	537,734	CM	8	12,000				12,000
5	Tucson	529,770	CM	6	24,000				24,000
6	Long Beach	490,905	CM	9	25,248	5,400			30,648
7	Kansas City	447,306	CM	12	54,735	10,000			64,735
8	Virginia Beach	440,908	CM	10	28,000				28,000
9	Mecklenburg Co.	826,893	COM	9	21,427	6,600	2,900		30,927
	Average Total Compensation								33,645
	Charlotte Recommended	630,478	CM	11	17,000	5,800	3,100	4,000	29,900

	Mayor								
1	Austin	709,893	CM	6	\$70,360	\$5,400	\$900		\$76,660
2	Fort Worth	653,320	CM	8	28,000				28,000
3	Charlotte **	630,478	CM	11	20,388	5,200	3,100	4,800	33,488
4	Oklahoma City	537,734	CM	8	24,000				24,000
5	Tucson	529,770	CM	6	42,000				42,000
6	Long Beach ***	490,905	CM	9	120,168	5,400			125,568
7	Kansas City ***	447,306	CM	12	109,485	10,000			119,485
8	Virginia Beach	440,908	CM	10	30,000				30,000
9	Mecklenburg Co.	826,893	COM	9	26,784	7,200	2,900		36,884
	Average Total Compensation				52,354	3,689	767		57,343
	Average Total Compensation ***				34,505	2,543	986		38,719
	Charlotte Recommended	630,478	CM	11	22,000	10,000	3,100	4,800	39,900

* Does not reflect any adjustments for FY09 for other jurisdictions

** Includes regularly scheduled adjustment of 1.75%

***Mayors of Long Beach and Kansas City are considered full time positions.

Note: Future salary adjustments will be equal to the average merit adjustment for the Broadbanding Pay Plan

City Attorney

Summary	FY07	FY08	FY09
<p>The City Attorney's Office provides legal advice, research, and information to the Mayor, City Council, City Manager and City staff. The Office represents the City, its officials and employees in litigation filed by or against them.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Annually provides over 25,000 hours of legal service (excluding Aviation and Police staff) • Staff of 16 attorneys and 10 support staff in the City Attorney's Office • Staff of two attorneys in Aviation • Staff of five attorneys and two support staff in Police 	<p>Budget</p> <p style="text-align: right;">\$1,706,905</p> <p>Positions</p> <p style="text-align: right;">26.50</p>	<p>\$2,021,680</p> <p style="text-align: right;">26.50</p>	<p>\$1,789,893</p> <p style="text-align: right;">26.50</p>
<p>Accomplishments</p> <ul style="list-style-type: none"> • Worked with the Police Department to obtain a court order to shut down Star Choice Hotel, which served as a haven for drugs, crime and prostitution in East Charlotte • Worked with the City Manager's Office to prepare and negotiate an amendment to the Interlocal agreement with Mecklenburg County regarding the development of Brooklyn Village in Second Ward and a baseball stadium in Third Ward. City Council approved the amendments and related documents at the end of November 2007. • Worked on the EPA/FBI/SBI criminal investigation of the McAlpine Wastewater Treatment Plant • Handled one of the largest public records requests the City has ever received regarding the transit tax repeal • Responsible for drafting changes to the City Code to create a system for inspecting hotels and motels 			

SERVICE DELIVERY CHALLENGES

Space Needs and Staff Management

Space needs remain critical and a high priority. The office has staff located in four separate areas: Aviation, CATS, Police Department, and Cameron Brown. Staff members located in other buildings spend considerable time commuting back and forth to meetings. It also hinders the attorneys because the face-to-face discussions they find extremely helpful when reviewing changes in the law, current litigation and other legal problems is limited. Although some attorneys will always be outposted (e.g., Police and Aviation) others would benefit from a central location.

Tort Defense

The majority of tort liability cases are handled in-house. The caseload continues to increase, and the tort defense attorney is currently carrying 26 active cases. The caseload does not include the number of claims being worked on with the Claims Manager. With the number of tort cases increasing, it is anticipated another tort attorney position will be necessary to carry the caseload. A predictable increase in tort litigation will occur now that the light rail system has begun operation. Since the tort attorney position was added in 2001, there has been a substantial savings for outside legal services.

Document Management and Public Records Production Office

The City of Charlotte is experiencing a high volume of public records requests. The majority of these requests require significant staff time retrieving the documents and expense for copying requested documents. Dedicated staff are needed to coordinate public records requests and manage document flow with departments involved.

Research

Summer interns are used to assist attorneys with research tasks. The volume of research needs exceeds that which can reasonably be accomplished by the interns.

City Attorney

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Legal Advice and Representation			
Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff			
◆ Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project	n/a	n/a	Fall 2008
◆ Ensure that Attorney staff maintain certifications	192 training hours	192 training hours	192 training hours
◆ Publish a newsletter for all City employees with legal topics of interest	4 times each year	4 times each year	4 times each year
Litigation			
Provides litigation services including defense and enforcement of ordinances and policies			
◆ Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$89.99 per hour	\$102.82 per hour	\$112.68 per hour
Property Transactions			
Provides negotiation and services for the purchase and sale of the City's real estate assets			
◆ Active condemnation cases	94	113	110

<p>Decreases None</p> <p>Increases \$86,730 is added to provide additional legal services for Charlotte Mecklenburg Utilities (CMU) (100% funded by CMU). \$60,000 is added for contractual legal services associated with unanticipated litigations.</p>	<p>Unfunded Unfunded requests totaling \$167,788 were requested by the City Attorney's Office. Please see the appendix on page 120 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
City Attorney Services	Budget	\$ 1,706,905	\$ 2,021,680	\$ 1,789,893
	Positions	26.50	26.50	26.50
Total		\$ 1,706,905	\$ 2,021,680	\$ 1,789,893

City Clerk

Summary		FY07	FY08	FY09
<p>The City Clerk 's Office records, transcribes, and distributes City Council meeting minutes for workshops, business meetings, zoning meetings as well as all retreats, budget workshops and special meetings; coordinates citizen speakers lists; assembles Council business agendas; and receives and records zoning protest petitions.</p> <p>The City Clerk also maintains the City Charter, City Code, and all other Council records; provides information and research of official City records to City Council, City staff and citizens; provides staffing and minutes to the Citizens' Review board and Civil Service Board; administers appointment process and attendance records for 38 volunteer boards and commissions.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 46 City Council meeting minutes were completed in FY07 (Council meetings, workshops, and budget retreats) • 12 Civil Service Board meetings • 6 Citizen Review Boards meetings were held 	<p>Budget</p> <p>Positions</p>	<p>\$495,224</p> <p>6.00</p>	<p>\$531,418</p> <p>6.00</p>	<p>\$553,188</p> <p>6.00</p>
Accomplishments				
<ul style="list-style-type: none"> • Completed all minutes in less than 28 business days • Hired position to fill the vacancy of Boards and Commissions Clerk • Exceeded goal by having all agendas (with attachments when provided) on the Web well before the close of business on the Thursday before a Business or Zoning Meeting. • Code supplementation is up to date with the exception of the Post Construction Controls Ordinance approved November 26, 2007 				

Performance Measures	Performance Achievement		
	FY07 Actual	FY08 Target	FY09 Target
<p>City Clerk Services Attends and records proceedings of all City Council meetings, administers Council process for 37 boards, commissions and committees; responds to requests from City Council, citizens, and staff; prepares and submits requests for legal advertising for the City. Also organizes, attends, and records Civil Service and Citizen Review Board meetings</p>			
<ul style="list-style-type: none"> ◆ Complete Council business meeting minutes within 28 business days 98% of the time 	98%	98%	98%

City Clerk

<p>Decreases None</p> <p>Increases \$5,000 is added for increased advertising costs.</p> <p>Unfunded Unfunded requests totaling \$6,326 were requested by the City Clerk's Office. Please see the appendix on page 120 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
City Clerk Services	Budget	\$ 495,224	\$ 531,418	\$ 553,188
	Positions	6.00	6.00	6.00
Total		\$ 495,224	\$ 531,418	\$ 553,188

City Manager

Summary	FY07	FY08	FY09	
<p>The Charlotte City Manager’s Office is responsible for carrying out the City Council’s policy decisions, for providing vision and leadership to the organization, and for overseeing the daily operations of City Government.</p> <p>The City Manager’s Office is composed of 7 divisions: City Administration, Corporate Communications, Community Relations Committee (CRC), CharMeck 311 Customer Service Call Center (311), Corporate Information Office (CIO), Economic Development Office (EDO), and Internal Audit. Other responsibilities include:</p> <ul style="list-style-type: none"> • Provides vision and leadership to the organization • Promotes equitable opportunity, understanding, respect, and goodwill among citizens in Charlotte-Mecklenburg area • Provides general information, problem resolutions, courteous, accessible, responsive, and seamless intentionally collaborative customer service to external and internal customers • Achieves results through strategic planning, optimizing business processes, and centralized management of corporate technology projects • Provides leadership and structure to the City’s overall economic development objectives 	Budget	\$12,367,596	\$15,831,291	\$18,054,737
	Positions	169.50	220.00	220.00
	Accomplishments			
	<ul style="list-style-type: none"> • Participated in over 260 community projects to facilitate general dialogue and community action around issues of community harmony, diversity, conflict resolution, discrimination, and community reconciliation • Created the Corporate Information Office and CharMeck 311 using existing resources • Launched 24-hour video streaming of The Government Channel • Connected citizens to City and County services by answering 1,666,960 calls, the CharMeck 311 Customer Service Call Center, “One Stop” customer service point, enabled citizens to contact customer service representatives 24 hours per day, 7 days per week to obtain information by dialing 311 • Created 14,648 jobs by creating new and expanded business activity • Experienced a record trend in new building permit values: \$1.7 billion 			

SERVICE DELIVERY CHALLENGES

Service Barriers

Identifying additional resources to provide appropriate services to an increasingly culturally, ethnically, racially, and linguistically diverse community continues to challenge the Community Relations Committee.

CharMeck 311 Customer Service Call Center

311 faces many challenges as the division grows and services broaden to expand service delivery to the citizens of Charlotte and Mecklenburg County. 311 is striving to become the trusted provider, partner and customer service leader by delivering efficient, accurate, and professional services to internal partners and external customers. 311’s staffing, culture, and technology challenges include gaining efficiencies, reducing error rates, providing satisfactory services to the citizens of Charlotte and Mecklenburg County, creating effective reporting processes, reducing attrition, and securing adequate staffing to assist in meeting and maintaining goals and metrics, accommodating the growth in call volume, and maintaining acceptable service levels.

Small Business Opportunity (SBO)

The SBO program has experienced a downward trend as it relates to Small Business Enterprises (SBEs) recertifying with the City of Charlotte. Staff is researching ways to improve the value and benefits of SBE certification and is focusing on effectively marketing these attributes to targeted audiences.

Current Economic Conditions

The Economic Development Office workplan may need to be modified due to national economic trends, such as more requests for government assistance with projects.

City Manager

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Community Relations			
The CRC Dispute Settlement Program seeks to resolve and prevent personal and community disputes through mediation, conciliation services, and conflict resolution training.			
◆ Number of cases mediated or conciliated, excluding worthless checks	679	400	500
◆ Percent successfully resolved	97%	95%	90%
City Government Corporate Communications			
Provides internal and external corporate communications, services and partners with Key Businesses to develop and implement strategies/tactics in support of specific projects, issues, and services			
◆ Client satisfaction survey rating on 7.0 scale on year-end survey	6.3	6.2	6.2
CharMeck 311 Customer Service Call Center and Information			
As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution.			
◆ Maintain less than 10% call abandonment rate	8.7%	<10%	<10%
Economic Development (Small Business Development Program)			
Provides registration and certification services to small businesses, minority-owned and/or women-owned businesses, support to City Key Businesses in establishing annual goals for Small Business Enterprise (SBE) utilization, and monitoring and reporting services to ensure compliance with the program			
◆ Percentage of informal contracting dollars awarded to SBEs	13.73%	10%	10%

City Manager

<p>Decreases None</p> <p>Increases <u>City Manager's Office</u> None</p> <p><u>CharMeck 311 Customer Service Center</u> \$49,517 is added for a foreign language translation services telecommunications line.</p> <p><u>Corporate Communications</u> None</p> <p><u>Community Relations Committee</u> None</p> <p><u>Corporate Information Office</u> None</p> <p><u>Economic Development</u> \$200,000 is added to fund a Youth JobLink Center if the pilot program is successful.</p>	<p>\$27,000 is added for one-half of an Economic Development Specialist position performing expanded duties in business retention and corridor redevelopment within the Economic Development Office. One-half of this current position was previously funded by revenue from Charlotte Center City Partners. CCCP will hire a position to assume work previously done by Economic Development.</p> <p><u>Internal Audit</u> \$34,998 is added for contractual services rate increases.</p> <p>Unfunded Unfunded requests totaling \$634,507 were requested by the City Manager's Office. Please see the appendix on page 121 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
Community Relations Committee	Budget	\$ 1,198,604	\$ 1,521,708	\$ 1,035,980
	Positions	10.00	10.00	10.00
Government Communications and Information	Budget	\$ 1,632,569	\$ 1,737,361	\$ 1,791,737
	Positions	19.00	19.00	19.00
CharMeck 311 Customer Service Call Center	Budget	\$ 4,668,092	\$ 5,996,845	\$ 7,115,057
	Positions	94.00	133.00	133.00
Small Business Development Program	Budget	\$ 570,406	\$ 639,314	\$ 637,290
	Positions	10.00	10.00	10.00
Economic Development Office	Budget	\$ 1,485,446	\$ 1,817,138	\$ 2,055,394
	Positions	15.00	15.00	15.00
Internal Audit	Budget	\$ 888,386	\$ 933,204	\$ 900,498
	Positions	9.50	9.00	9.00
Chief Information Office	Budget	\$ -	\$ 1,138,882	\$ 2,366,091
	Positions	0.00	12.00	12.00
City Manager's Office	Budget	\$ 1,924,093	\$ 2,046,839	\$ 2,152,689
	Positions	12.00	12.00	12.00
Total		\$ 12,367,596	\$ 15,831,291	\$ 18,054,736
Total Positions		169.50	220.00	220.00

Budget and Evaluation

Summary	FY07	FY08	FY09	
<p>Budget and Evaluation (B&E) is responsible for the development and oversight of the City's strategic operating plan and five-year capital investment plan. In addition, B&E also provides coordination of the Balanced Scorecard for performance management program, policy and management analysis, and coordination of City Council's business agenda.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Annual City operating budget of \$1.05 million (FY09 adopted) • Five-year Capital Investment plan of \$778.2 million (FY09 adopted) • Preparation of 20 City Council meeting agendas (1,000 items annually) 	Budget	\$1,278,403	\$1,437,812	\$1,479,455
	Positions	13.00	13.00	13.00
	Accomplishments			
	<ul style="list-style-type: none"> • Presented operating and capital investment plan recommendations that maintain a competitive tax rate and align with Council goals and priorities. • Maintained third lowest tax rate of the 7 largest North Carolina cities • Continued sharing of the City's Balanced Scorecard experience by participating with other public agencies and publications including the Balanced Scorecard Collaborative • Participated in the North Carolina Institute of Government annual benchmarking for results project and continued to compare favorably in the areas of Solid Waste Services and Fire Services, street maintenance, fleet maintenance, water services, and human resource management 			
Performance Measures		Performance Achievement		
		FY07 Actual	FY08 Target	FY09 Target
Strategic Planning and Monitoring				
<p>Recommends strategy and resource allocation for achievement of the City's vision and mission</p> <ul style="list-style-type: none"> ◆ 1 of 3 lowest tax rates of the top 7 NC cities ◆ 20% or less of revenues comprised of property tax ◆ Approved funding of requested capital needs 		3rd lowest	3rd lowest	1 of 3 lowest
		20.0%	20%	20% or less
		58%	50%	50%
Program Evaluation and Policy Analysis				
<p>Conducts or coordinates special studies and projects for the organization</p> <ul style="list-style-type: none"> ◆ Conduct survey to measure effectiveness in facilitation, problem solving, and process/project management 		n/a	7.0	7.0
Council Business Agenda Coordination				
<p>Coordinates the process for City Council's 20 annual business meeting agendas to ensure accurate information is presented to Council for decision-making. An average of 1,000 agenda items are addressed annually.</p> <ul style="list-style-type: none"> ◆ Survey of Mayor and Council (10 point scale) 		8.44	7.5	7.5

Budget and Evaluation

<p>Decreases None</p> <p>Increases None</p>	<p>Unfunded None</p>
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Budget Summary		FY07	FY08	FY09
Budget and Evaluation Services	Budget	\$ 1,278,403	\$ 1,437,812	\$ 1,479,455
	Positions	13.00	13.00	13.00
Total		\$ 1,278,403	\$ 1,437,812	\$ 1,479,455

Business Support Services

Summary	FY07	FY08	FY09	
<p>BSS provides many of the <i>corporate shared services</i> and much of the service infrastructure necessary for the success of the City. Corporate shared services includes a variety of products and services supporting corporate and business unit level functions such as equipment and fleet management, corporate technology, general business and regulatory and governance services. BSS also provides most of the technology, radio, and network communications infrastructure used by the business units in meeting their business goals. These shared services and infrastructures are also used to provide services to other municipal, county, state, and federal government agencies.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Service Desk conducts over 16,000 service calls for information technology support each year • Completes 35,000 work orders each year for maintenance and repair of vehicles with a reduction of 3,740 non-scheduled work orders • Services over 5,300 radios for City and County operations • Cost avoidance of \$507,000 through the use of the Procurement Card 	Budget	\$15,211,286	\$15,693,968	\$18,416,974
	Positions	191.50	197.50	234.00
<p>Accomplishments</p> <ul style="list-style-type: none"> • Procurement Service Division expanded the implementation of the first-ever Citywide Procurement Policy and provided training to all Key Business Units on understanding and application of the Policy. • Equipment Management Division received its second consecutive award for being one of the Top 5 Fleets in the county by Fleet Equipment Magazine. • Network Technology Services Division collaborated with Charlotte Fire Department to deploy a wireless solution to support CFD and City operations creating 44 hotspots to support mobile data. • Provided enhancements to the wireless data citizen tracking system to improve citizens services (primarily through 311) including address verification, multi-family functionality, improved keyword searches, enhanced 311, Neighborhood ,and Maps for Council Reports 				

SERVICE DELIVERY CHALLENGES

Resourcing

The most significant challenge facing BSS in FY2009, is prioritizing service offerings. Determining how, when, and to whom services are provided in the face of ever growing demands for services.

Facilities

BSS provides services from nine different facilities (CMGC, Myers Street Data and Network Center, 311 Call Center, Rotary Drive Auction site, Spratt Street Radio Shop, Siegle Avenue Shop, and vehicle maintenance locations at Louise Avenue Shop, Tuckaseegee Road Shop, and Sweden Road Shop) of which five are currently undersized and pose challenges to meet current service demands.

Service Consolidation

Many of the service offerings in the BSS portfolio are being recognized regionally and nationally for the quality and efficiency. This has led to BSS becoming a regional provider of government support services, which provides both challenges and opportunities. An example of this is the potential consolidation of County fleet maintenance operations under the City's Equipment Management Division.

Business Support Services

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Information Technology			
Provides support for computer applications, hardware, software, servers, data storage, and networking services			
◆ Helpdesk Customer Satisfaction Rating	4.7	4.6	4.6
◆ Improve responsiveness of IT Services		90%	90%
Equipment Management Division			
Provides maintenance and repair of vehicles and performs fleet analysis and costing			
◆ Overall fleet availability	96.5%	95%	95%
◆ Provide high quality, high value fleet maintenance services (Benchmark)	73.6%		
Procurement Services Division			
Provides for acquisition of goods and services for the City and County through competitive bid			
◆ Percent of contract award recommendations accepted by elected boards as recommended	100%	98%	98%

Business Support Services

<p>Decreases None</p> <p>Increases 7.5 new positions are added to the Equipment Maintenance Division (EMD) to reduce costly external fleet vehicle repairs. 100% of this cost is offset by savings in temporary help, overtime, and sublet contract work. This increase fully implements EMD reorganization begun in FY08.</p> <p>\$2,727,512 is added for 27 positions transferred from the County to the City to provide a consolidated City/County fleet services operation</p> <p>\$93,955 is added for a Radio Network Supervisor position that would support the expanding radio system. (100% funded by internal and external radio system users)</p> <p>\$47,081 is added for a surplus Store Keeper for the Asset, Recovery, and Disposal Program. Cost of position is funded from reductions in temporary services and 30% funded by County.</p> <p>\$31,688 is added for the increased costs of rent and utilities at the Myers Street Data Center.</p> <p>Unfunded Unfunded operating requests totaling \$2,039,674 in FY09 were requested by Business Support Services. Please see the appendix on page 121 and 122 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Information Systems	Budget	\$ 10,069,176	\$ 10,049,793	\$ 10,068,685
	Positions	58.00	55.00	55.00
Communications	Budget	\$ 3,024,758	\$ 3,488,490	\$ 3,399,405
	Positions	27.00	25.50	26.50
Fleet Management	Budget	\$ 409,898	\$ 352,998	\$ 3,095,339
	Positions	89.75	100.50	108.00
Procurement and Contracting	Budget	\$ 1,707,454	\$ 1,802,687	\$ 1,853,545
	Positions	16.75	16.50	17.50
Total		\$ 15,211,286	\$ 15,693,968	\$ 18,416,974
Total Positions		191.50	197.50	234.00

Finance

Summary		FY07	FY08	FY09
<p>Finance provides a wide range of financial services supporting city-wide operations. These services include maintaining and preparing the City's official accounting records and reports, preparing and distributing vendor payments, providing debt management services, managing the cash and investments portfolio, servicing 278,212 accounts for the Charlotte-Mecklenburg Utility Department and the City/County Storm Water Services, providing technical and business process support to all Finance divisions, and coordinating the policies, insurance, and risk financing for the City, County, Board of Education, and selected small agencies.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Manages over \$3.5 billion in outstanding debt • Processes 71,000 vendor payments annually • Manages \$1.9 billion cash and investment Portfolio • Processes over 1,600 Workers' Compensation claims per year 	<p>Budget</p> <p>Positions</p>	<p>\$10,233,555</p> <p>103.00</p>	<p>\$10,889,405</p> <p>105.00</p>	<p>\$11,670,718</p> <p>106.00</p>
<p>Accomplishments</p> <ul style="list-style-type: none"> • Increased total debt collection 123% through the North Carolina Debt Set-Off Program for improved revenue recovery • Awarded the Government Finance Officers Association a Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the 22nd consecutive year • New Drive-up Pay Stations were opened in July 2007, improving communication with customers and efficiency of revenue collections 				

SERVICE DELIVERY CHALLENGES

CATS Risk Entity

As the City moves forward with implementation of mass transit plans, it will be necessary to create a separate trust and risk financing plan for mass transit exposures. While this approach improves the overall risk management of these exposures, it presents some one-time costs for the development of the new structure.

Risk Management Loss Fund

The Risk Management Loss Fund should be funded at a level consistent with actuarial recommendations. Although additional funds were transferred to the Risk Loss Fund at the end of FY2007, these actuarial recommendations were not met in several years, leading to a downward trend in fund balance.

GASB 45 – Other Post Employment Benefits

The new GASB 45 accounting standard for Other Post-Employment Benefits (OPEB) will be implemented with the FY2008 Annual Financial Report. In addition to complying with the new financial reporting requirements, the City must evaluate the funding strategy for these benefits. An actuarial study will be required at regular intervals to determine the City's liability for reporting purposes.

Financial System Strategy

The existing financial system (GEAC), a mainframe application, was purchased over 35 years ago. While staff has extended the use of this application, additional enhancements and functionality is limited. An evaluation of current and future financial system needs is currently being conducted that will result in a recommendation to either continue modifying and enhancing the existing system or to replace it. Either choice will require additional resources.

Finance

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Financial Management			
Provides strategic financial planning, debt and cash management, and revenue and economic forecasting to City Council, the City Manager, and the City's Key Business Units			
◆ Achieving cost savings using variable rate financing to support Capital Investment Plan	\$3.75 million	\$1.4 million	\$3.0 million
General Accounting			
Provides general accounting services, such as preparing cost analysis, federal and state mandated reports, the Comprehensive Annual Financial Report, overseeing and coordinating automated financial systems, obtaining authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, and preparing related reports			
◆ Receive an unqualified opinion on the Comprehensive Annual Financial Report	yes	yes	yes
Revenue Management			
Responsible for the billing, collection, and deposit of all City monies for city-wide services, including animal licenses, transit passes, Neighborhood Development loans, parking violations, and water/ sewer and storm water billing and collection services			
◆ Increase the number of customers using e-business service for utility payments	30.53%	25%	25%
Risk Management			
Provide general risk management services to the City, County, Board of Education, and selected small agencies			
◆ Manage total cost of risk expressed as a percentage of total operating budget	1.28%	1.3%	1.3%

Finance

<p>Decreases None</p> <p>Increases \$272,000 is added to the Revenue Division to upgrade the BancTec system for processing City Service customer payments. Approximately 98% of these increased support costs will be reimbursed by Charlotte-Mecklenburg Utilities and Storm Water Services. The remaining 2% is revenue collection for transit fares, surplus actions and community development loans.</p> <p>\$123,374 is added to fund increased annual costs for maintenance and support of the City's Utility Management System. Approximately 98% of these increased support costs will be reimbursed by Charlotte-Mecklenburg Utilities and Storm Water Services. The remaining 2% is revenue collection for transit fares, surplus auctions and community development loans.</p> <p>\$79,439 is added for one County Safety Coordinator position in Risk Management to provide safety services to Mecklenburg County to assist with reducing or minimizing the County's exposure to various risks. 100% funded by Mecklenburg County.</p> <p>Unfunded Unfunded requests totaling \$171,359 were requested by Finance. Please see the appendix on Page 122 for details of these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Financial Management	Budget	\$ 1,213,793	\$ 1,337,269	\$ 1,390,250
	Positions	11.00	12.00	12.00
General Accounting	Budget	\$ 2,437,920	\$ 2,634,584	\$ 2,682,006
	Positions	39.00	38.25	38.25
Revenue Management	Budget	\$ 4,192,724	\$ 4,445,366	\$ 4,883,130
	Positions	28.00	28.75	28.75
Risk Management	Budget	\$ 2,389,118	\$ 2,472,186	\$ 2,715,332
	Positions	25.00	26.00	27.00
Total		\$ 10,233,555	\$ 10,889,405	\$ 11,670,718
Total Positions		103.00	105.00	106.00

Human Resources

Summary	FY07	FY08	FY09
<p>Human Resources (HR) provides human resources strategies and core human resources services through collaboration with its KBU partners. Key strategies include recruiting and retaining a skilled and diverse workforce, now and in the future. Human Resources core services include: recruitment, compensation, employee relations, benefits enrollment and management, business unit services, training, payroll services, and managing the human resources management system.</p>	Budget	\$3,072,780	\$3,421,567
	Positions	32.50	32.75
<p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Supports over 6,500 employees and over 1,800 retirees annually • Receives more than 46,000 employment applications annually • Maintains ratio of 0.53 Human Resource positions serving 100 employees. The Institute of Government Benchmarking Study average was 0.88 for FY07. 	<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • In FY08 HR expects to create the capability for online job applications • Implemented self service time entry capability for Finance, 311, City Clerk’s Office, and BSS Administration employees • Provided diversity training to 260 top tier leaders, meeting HR’s balanced scorecard objective of 90% of KBU leadership team members attending diversity training. Participants rated the training 3.45 out of a possible 4.0 • Employees reported a job satisfaction rating of 7.6 out of 10 on the citywide employee opinion survey conducted by Human Resources • Launched the first e-learning training for supervisors • The “Holiday Maintain Your Weight” wellness program helped 319 employees improve their health by collectively losing 208 pounds during the 2007 holiday season 		
<u>SERVICE DELIVERY CHALLENGES</u>			
<p><u>Talent</u> Supplying leaders and skilled employees for the organization is a challenge. According to HR Magazine, in four years one of every three U.S. workers will be over the age of 50. As these workers leave the workforce, their leadership and skills must be replaced either by “growing” talent within the organization or recruiting it from elsewhere. The City needs to position itself as an attractive employer to recruit and retain a skilled and diverse workforce.</p> <p><u>Workforce Planning</u> The HR workforce planning and diversity position was frozen in FY06. City employees ranked their satisfaction with future promotion opportunities 6.1 out of 10 in the FY08 employee opinion survey. Without this position, HR does not have the staff resources to make significant progress with workforce planning or diversity initiatives.</p> <p><u>Maintaining Competitive Pay Plans with Limited Resources</u> Merit increases for the last three budget years have resulted in a drop in the citywide average market index for the Broadbanding pay plan. This challenges the City’s ability to hire candidates with needed skills, as well as retaining current, experienced employees with valuable skill sets.</p>			

Human Resources

Performance Measures

Performance Achievement

	FY07 Actual	FY08 Target	FY09 Target
Compliance, Recruitment, and Retention			
Ensures compliance and cost avoidance with federal and state laws. Provides essential recruiting and retention efforts			
◆ Achieve an overall job satisfaction level of 7.0 on a 10 point scale (FY2008 Employee Opinion Survey)	No survey in FY07	Target: 7.0	No survey in FY09
◆ Increase diversity awareness and diversity-related skills of managers	n/a	90% of KBU Leadership Team members attending diversity training	TBD
Employee Benefits Services			
Expand availability of online benefits enrollment			
	Launched online benefits enrollment capability	Expand capability to new hire enrollment	Expand capability to new hire enrollment
Organizational Development & Learning			
Integrate e-learning methodology into design of leadership/supervisory development programs, currently 4 ongoing programs			
	n/a	Delivered 1 e-learning module	Expand design of 3 leadership programs to include e-learning

Human Resources

<p>Decreases None</p> <p>Increases \$79,661 is added to unfreeze training specialist position for organizational development, including implementation of 16 recommendations from the Strategic Workforce Planning Report.</p> <p>\$13,779 is added to increase benefits systems specialist position hours from 30 to 40 per week. The position handles calls from employees concerning medical, prescription drug, short term disability issues, and retirement counseling.</p> <p>Unfunded Unfunded requests totaling \$28,000 were requested by Human Resources. Please see the appendix on page 122 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Compliance, Recruitment and Retention	Budget	\$ 962,561	\$ 1,060,893	\$ 1,095,740
	Positions	10.25	10.25	10.25
Employee Compensation Services	Budget	\$ 245,015	\$ 270,046	\$ 278,915
	Positions	2.50	2.50	2.50
Employee Benefits Services	Budget	\$ 542,534	\$ 597,958	\$ 617,598
	Positions	5.75	5.75	6.00
Employee Training and Organizational Development	Budget	\$ 630,893	\$ 653,492	\$ 748,134
	Positions	9.00	9.00	9.00
Human Resources Management Services	Budget	\$ 691,777	\$ 839,178	\$ 853,488
	Positions	5.00	5.00	5.00
Total		\$ 3,072,780	\$ 3,421,567	\$ 3,593,875
Total Positions		32.50	32.50	32.75

Non-Departmental Accounts

The City of Charlotte uses the below "Non-Departmental" accounts to reflect those services or functions that are not specifically associated with a particular Key Business Unit. These functions are grouped into five categories: Employee Related, Contributions to Other Funds, Cultural and Community Agencies, County-Administered, and Other.

<u>Services Provided</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>
EMPLOYEE RELATED		
Retiree Insurance Provides the City's share for retired General Fund employees in the health insurance program. Of the 1,621 current retirees, 984, or 61%, are Police and Fire retirees.	\$8,732,672	\$9,092,200
Other Post-Employment Benefits (OPEB) Contribution Represents investment for future liability of retiree health insurance. Future contributions will be reevaluated for FY2010.	\$725,527	\$0
Other Administration Includes the amortized cost of the FY03 pay-week change. This cost will end after FY09.	\$332,674	\$185,111
Wellness Program Provides funding for the work-life diversity program and employee recognition activities.	\$178,585	\$178,585
Employee Training Program Provides funding for Citywide training for programs common to all Key Business Units. FY09 includes \$20,000 for the City Manager's mentoring and leadership development programs.	\$165,413	\$185,413
Firefighter's Retirement Represents the appropriation for the cost of the actuarial study required by law.	\$18,000	\$18,000
Total Employee Related Expenses	\$10,152,871	\$9,659,309
CONTRIBUTIONS TO OTHER FUNDS		
Municipal Debt-CMGC and Lease Purchase Provides a contribution to fund capital outlay lease/purchase agreements for capital equipment items such as police cars, fire trucks, and garbage trucks.	\$14,425,100	\$16,374,530
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	\$5,175,000	\$2,670,000

Non-Departmental Accounts

Services Provided	FY2008 Revised Budget	FY2009 Budget
CONTRIBUTIONS TO OTHER FUNDS - CONT.		
Street Resurfacing Provides supplemental funding to the Powell Bill Fund for increased level of street resurfacing.	\$4,261,000	\$4,261,000
General Capital—Cankerworms Transferred one-time appropriation from fund balance to perform aerial spraying in April 2008. Savings from the initial contract were reallocated to Community Safety technology improvements.	\$2,868,000	\$0
Risk Reserves Fund Invests one-time funding for the General Fund’s share of increasing loss reserves.	\$797,060	\$0
General Capital—Innovative Housing Transfer one-time funding for return of property taxes paid on affordable housing units. Council approved this action on September 10, 2007.	\$600,548	\$0
Total Contribution to Other Funds	\$28,126,708	\$23,305,530
CULTURAL AND COMMUNITY AGENCIES		
Arts & Science Council Administered by the Arts and Science Council. Supports cultural and arts agencies in the City.	\$2,942,000	\$2,942,000
United Family Services-Victim Assistance Provides funding for Victim Assistance, a United Family Services program that provides counseling and guidance for crime victims and their families.	\$323,714	\$325,543
ImaginOn Provides funding for maintenance of Children’s Theatre space in ImaginOn. Children’s Theatre moved from a City-owned facility to ImaginOn in the fall of FY06. This City’s contribution covers a portion of the building maintenance cost.	\$278,100	\$283,662
Partners in Out of School Time (POST) Supports Middle School Matters program in association with Mecklenburg County and the Foundation of the Carolinas.	\$282,204	\$576,768
Mayor’s International Cabinet Promotes the development of Charlotte as an international city by emphasizing the global community and its relationship to citizenry, civic leadership, and regional industry.	\$80,721	\$83,072
Sister Cities Supports an international cultural exchange program.	\$66,878	\$68,982
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.	\$2,500	\$2,500
Total Cultural and Community Agencies	\$3,976,117	\$4,282,527

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>
COUNTY ADMINISTERED		
County Storm Water Provides for the City's payment of its County storm water fees.	\$1,726,943	\$1,726,943
Elections Office Provides the City's share of the normal expenses of the County Elections Office per the cost sharing formula in the City-County Interlocal Agreement.	\$2,042,293	\$1,792,601
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees.	\$691,600	\$719,264
Total County-Administered	\$4,460,836	\$4,238,808
OTHER ACCOUNTS		
Street Lighting Represents the operating costs for the City's street lighting program.	\$7,400,018	\$7,618,064
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas.	\$4,539,290	\$4,539,290
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events. 8% of the projected tax collections is retained in a reserve account.	\$3,338,246	\$3,748,171
Community Safety Technology Improvements Provides funding for up to \$3 million in technology improvements for the Offices of District Attorney and Trial Court Administrator. The funds will be used upon receipt of a detailed plan with appropriate performance metrics. The sources of funding are sale of Arena Outparcel 3 (\$1.8 million) and savings from the Spring 2008 cankerworm spraying (\$1.2 million).	0	\$3,000,000
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per state statute.	\$2,146,527	\$2,357,295
Center City 2020 Vision Plan Funds CCCP's request for \$250,000 over two years for a Plan to provide a development framework and planning recommendations for Center City.	\$0	\$125,000
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$275,000	\$275,000
Charlotte-Mecklenburg Government Center Parking Provides funding for operation, utilities, and maintenance of the CMGC parking deck. FY09 includes \$250,000 for weather sealing. This cost is 39.40% funded by Mecklenburg County based on the ratio of the number of parking spaces.	\$328,471	\$578,008
Business Investment Grants Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County.	\$453,385	\$521,110
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions that may be received during the year. Allows implementation of the designated project without bringing relatively small amounts through Council's agenda	\$300,000	\$300,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>
OTHER ACCOUNTS-CONT.		
Contributions and Grants cont'd process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.		
Road Use Tax Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.	\$200,000	\$200,000
CIAA Men's Basketball Tournament The City successfully won the rights to host the CIAA Men's Basketball Tournament beginning in FY06.	\$200,000	\$200,000
City Council Discretionary Account Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund. During FY08 budget approval, Council allocated \$15,000 from this account to YWCA for After-School Enrichment. During the FY09 budget approval, Council designated an additional allocation of \$5,000 to the YWCA for After-School Enrichment. On June 23, 2008 Council approved allocations for Charlotte Regional Partnership's Film Commission (\$25,000) and Community Building Initiative (\$50,000). The account balance at year's end was \$5,000.	\$100,000	\$250,000
Charlotte-Mecklenburg Government Center Rent Funds building rent for areas occupied by non-City departments (restaurant and print shop), and unoccupied areas. Partially offset by rent paid by the restaurant and print shop tenants.	\$112,626	\$129,996
Federal Program Representative Provides the contract for local government liaison with the federal government. Includes \$1,000 for eCivis grant research subscription.	\$102,000	\$102,000
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$124,274	\$126,760
Charlotte Regional Partnership Provides the City's contribution for developing an economic strategy for the Charlotte region. FY08 Revised Budget does not include \$25,000 contribution to Film Commission funded from FY07 Council discretionary. Total contribution for FY08 was \$144,435. FY09 budget does not include \$25,000 contribution to Film Commission, funded from FY08 Council discretionary. Total contribution for FY09 is \$149,034.	\$119,435	\$124,034
Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit.	\$37,800	\$38,600
City Memberships and Subscriptions Funds the City's participation in several local and state organizations, including the Centralina Council of Government (COG) and the Institute of Government. COG requested an additional \$20,000 for the Centralina Economic Development Commission and \$19,547 for regional planning that are unfunded. FY09 includes \$9,014 for the first year of three annual contributions to the North Carolina City and County Management Association Civic Education Project's Nickel Offense campaign.	\$221,665	\$242,665
Protocol Services Provides assistance to City officials with regard to visiting dignitaries and international protocol.	\$22,000	\$22,000
Citizens Review Board Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints. FY09 includes an increase to fund greater frequency of meetings.	\$7,500	\$15,000

Non-Departmental Accounts

<u>Services Provided</u>	FY2008 Revised Budget	FY2009 Budget
OTHER ACCOUNTS-CONT.		
Reserve for Annexation Start-up Provides funding for the initial costs of the City's biennial annexation process. Includes the cost of hiring firefighters and solid waste collection employees for training purposes prior to the annexation effective date; economic loss payments to qualified private solid waste collection firms and volunteer fire departments operating within areas to be annexed by the City; and equipment such as fire and solid waste trucks.	\$689,129	\$279,000
Capital Reserve Provides funding for capital equipment not assigned to a specific Key Business.	\$214,750	\$0
Synthetic Tax Increment Financing Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.	\$61,702	\$1,051,480
NC League of Municipalities Supports the cost of hosting the centennial conference in Charlotte in October 2008.	\$0	\$50,000
City Burials Funds burials in City-owned cemeteries for indigent citizens.	\$3,400	\$3,400
Total Other Accounts	\$20,997,218	\$25,896,873
Total Non-Departmental Accounts	\$67,713,750	\$67,383,047

Non-Departmental Accounts	FY2008 Revised Budget	FY2009 Budget
Employee Related Expenses	\$10,152,871	\$9,659,309
Contributions to Other Funds	28,126,708	23,305,530
Cultural and Community Agencies	3,976,117	4,282,527
County-Administered	4,460,836	4,238,808
Other Accounts	20,997,218	25,896,873
Total Non-Departmental Services	\$67,713,750	\$67,383,047

General Fund Financial Partners

	FY07 Funding	FY08 Budget	FY09 Request	FY09 Budget
Arts & Science Council	\$2,942,000	\$2,942,000	\$3,089,000	\$2,942,000
Charlotte Regional Partnership *	\$75,000	\$144,435	\$149,034	\$149,034
Charlotte Center City Partners **	\$1,825,877	\$1,899,414	\$1,979,485	\$2,611,532
Mayor's International Cabinet	\$77,059	\$80,721	\$155,135	\$83,072
Sister Cities	\$60,046	\$66,878	\$91,904	\$68,982
University City Partners **	\$168,600	\$189,223	\$194,900	\$617,300
United Family Services-Victim Assistance	\$321,950	\$323,714	\$375,445	\$325,543
New Requests for Funding:				
Community Building Initiative ***	\$0	\$0	\$50,000	\$50,000
Total General Fund Partners	\$5,470,532	\$5,646,385	\$6,084,903	\$6,847,463

* FY08 funding was increased to \$144,435 with an addition of \$25,000 by Council from their FY07 Discretionary account. FY09 funding was increased to \$149,034 with an addition of \$25,000 by Council from their FY08 Discretionary account.

** FY09 final budget amounts include increases over the Manager's Recommended Budget due to Council approved boundaries expansion for Municipal Service Districts 4 (South End) and 5 (University City).

*** FY09 funding was added by Council from their FY08 Discretionary account.

Neighborhood Development Financial Partners

	FY07 Funding	FY08 Budget	FY09 Request	FY09 Budget
Bethlehem Center of Charlotte	\$199,207	\$199,207	\$245,755	\$199,207
Charlotte Housing Authority Relocation Services	1,500,000	1,146,875	1,904,042	724,822
Charlotte-Mecklenburg Schools After School Enrichment Program	185,576	185,576	185,576	185,576
Charlotte-Mecklenburg Schools Northwest After School Coalition	60,000	60,000	60,000	60,000
Charlotte-Mecklenburg Housing Partnership, Inc.	2,000,000	2,000,000	2,300,000	2,000,000
Community Link (formerly UJAMMA, Inc.)	210,000	210,000	252,000	210,000
Crisis Assistance Ministries	380,000	380,000	380,000	380,000
Greater Enrichment Program	605,854	605,854	605,854	605,854
St. Paul Baptist Church- Belmont Site After School Enrichment	57,735	57,735	58,786	57,735
Partners in Out-Of-School Time	0	282,204	576,768	576,768
Regional HIV/AIDS Consortium (HOPWA)	597,000	626,000	657,300	671,000
YMCA Community Development	48,699	48,699	58,440	48,699
YWCA Central Carolinas After School Enrichment	114,546	129,546	133,432	134,546
United Family Services - Consumer Credit Counseling & Housing Services	170,000	240,000	256,000	240,000
Workforce Initiative for Supportive Housing (WISH)	0	200,000	0	0
New Requests for Funding:				
Community Link Family Financial Literacy Coalition	0	0	100,000	0
Total Neighborhood Development Partners	\$6,128,617	\$6,371,696	\$7,773,953	\$6,094,207

Municipal Service Districts

There are five Municipal Service Districts (MSDs) in the City of Charlotte designed to enhance the economic viability and quality of life in select areas. Three MSDs are located in the Center City, the fourth is located in the South End area and a fifth district is located in the University City area. Revenues for these districts are generated through ad valorem taxes paid by property owners in the districts in addition to the City's regular tax rate.

District 1 (Center City): Assessed value for FY09 is \$5,004,174,781. Budget continues the current MSD tax rate of 1.74 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
Revenues		
Property Taxes	\$775,761	\$848,958
Total Municipal Service District 1 Revenues	\$775,761	\$848,958
Expenditures		
Contractual Services	\$765,532	\$848,958
City Services	10,229	\$0
Total Municipal Service District 1 Expenditures	\$775,761	\$848,958

District 2 (Center City): Assessed value for FY09 is \$1,865,936,188. Budget increases the current MSD tax rate of 1.24 cents per \$100 valuation to 2.39 cents.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
Revenues		
Property Taxes	\$205,849	\$435,810
Total Municipal Service District 2 Revenues	\$205,849	\$434,810
Expenditures		
Contractual Services	\$203,135	\$434,810
City Services	2,714	\$0
Total Municipal Service District 2 Expenditures	\$205,849	\$434,810

Municipal Service Districts

District 3 (Center City): Assessed value for FY09 is \$2,295,824,061. Budget increases the current MSD tax rate of 2.71 cents per \$100 valuation to 3.86 cents.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
Revenues		
Property Taxes	\$560,622	\$864,033
Total Municipal Service District 3 Revenues	\$560,622	\$864,033
Expenditures		
Contractual Services	\$531,375	\$841,523
City Services	29,247	\$22,510
Total Municipal Service District 3 Expenditures	\$560,622	\$864,033

District 4 (South End): Assessed value for FY09 is \$712,007,874. Budget continues the current MSD tax rate of 6.68 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
Revenues		
Property Taxes	\$357,182	\$463,731
Total Municipal Service District 4 Revenues	\$357,182	\$463,731
Expenditures		
Contractual Services	\$352,472	\$463,731
City Services	4,710	\$0
Total Municipal Service District 4 Expenditures	\$357,182	\$463,731

District 5 (University City): Assessed value for FY09 is \$2,110,428,256. Budget continues the current rate of 3.00 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
Revenues		
Property Taxes	\$189,223	\$617,300
Total Municipal Service District 5 Revenues	\$189,223	\$617,300
Expenditures		
Contractual Services	\$189,223	\$617,300
City Services	\$0	\$0
Total Municipal Service District 5 Expenditures	\$189,223	\$617,300

Synthetic Tax Increment Financing

Synthetic Tax Increment Financing (TIF) Program: The City uses Synthetic TIF as a public/private partnership tool to advance Economic Development and land use planning goals. Synthetic TIF does not require the establishment of a TIF district, as required by Self Financing Bonds, and utilizes locally approved financing, which is repaid by the incremental City/County property tax growth generated by the development. The three funds supported by property tax (General Fund, Debt Service, Pay As You Go) each contribute its pro-rate share. Per City Council policy, the amount of total Synthetic TIF assistance to all projects is limited to 3% of annual property tax levy in any given year.

Projects

Mid-Town Square (Metropolitan)						
Project involves two phases. Phase I includes a first floor Home Depot Design Center under a 2nd floor Target; 800 space parking deck; relocation of a Wendy's restaurant; and road, intersection, and bridge improvements. Phase II includes 160,000 sq. ft. of retail/restaurant space, 75,000 sq. ft. of office space, 200 condominiums, parking deck, and relocation of Baxter Street Bridge. Anticipated total private investment equals \$224,046,463.						
	FY09	FY10	FY11	FY12	FY13	5-Yr. Total
<i>Est. % investment completed</i>	15%	40%	100%	100%	100%	
<i>Est. prop. tax increment</i>	150,310	410,990	1,027,480	1,027,480	1,027,480	3,643,740
Est. TIF Payment	135,270	369,890	924,730	924,740	924,730	3,279,360

Elizabeth Ave. Redevelopment						
Project includes construction of 250,000 sq. ft. of retail, 340,000 sq. ft. of office space, 810 residential units, and a parking deck with 3,000 spaces. Anticipated total private investment equals \$220,000,000.						
	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	40%	60%	80%	
<i>Est. prop. tax increment</i>			403,570	605,350	807,140	1,816,060
Est. TIF Payment			363,210	544,820	726,420	1,634,450

Seaboard/ARK Mgt./NC Music Factory						
Project involves construction of the Seaboard Street extension and three development phases. Phase I includes 120 residential units and renovations to the existing NC Music Factory facility. Phase II includes 80,000 sq. ft. of entertainment, 170,000 sq. ft. of office space, 140,000 sq. ft. of retail space, and 480 residential units. Phase III involves renovations to the Silver Hammer Studio, 200,000 sq. ft. of retail space, and 750 residential units. Anticipated total private investment equals \$246,251,000.						
	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	50%	80%	100%	
<i>Est. prop. tax increment</i>			564,650	903,450	420,790	1,888,890
Est. TIF Payment			508,190	813,100	378,710	1,700,000

IKEA						
Project supports the construction of a connector road between McCullough Drive to City Boulevard providing overall accessibility with North Tryon Street and City Boulevard. Anticipated total private investment equals \$81,399,500.						
	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	0%	20%	40%	
<i>Est. prop. tax increment</i>				74,660	149,320	223,980
Est. TIF Payment				67,190	134,390	201,580

Wachovia First St. Dev./Cultural Facilities						
Project includes development of four Cultural Facilities (Afro-American Cultural Center, Bechtler Art Museum, 1,200 seat Performing Arts Theater, and Mind Museum), First Street Wachovia Project that includes an office tower with retail and residential (200 units) components, and an underground parking garage to support the facilities. Anticipated total investment equals \$600,000,000.						
	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. prop. tax increment</i>	903,000	1,806,780	1,806,780	1,806,780	1,806,780	6,323,340
Est. TIF Payment	812,700	1,626,100	1,626,100	1,626,100	1,626,100	7,317,100

Synthetic Tax Increment Financing

Carolina Theatre Redevelopment

Project involves the renovation of the existing Carolina Theatre and construction of a 125 unit residential condominium project. Anticipated total private investment equals \$50,000,000.

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	60%	100%	100%	100%	
<i>Est. prop. tax increment</i>		137,580	229,300	229,300	229,300	825,480
Est. TIF Payment		123,820	206,370	206,370	206,370	742,930

Wesley Village (Bryant Park)

Project supports redevelopment of Bryant Park and funds construction of Stewart Creek Parkway from tax increment generated by the development of Wesley Village apartments- Phase I. Anticipated total private investment equals \$33,000,000.

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. prop. tax increment</i>	151,110	151,110	151,110	151,110	151,110	755,550
Est. TIF Payment	136,000	136,000	136,000	136,000	136,000	680,000

Pope & Land Coliseum

Project supports mixed-use development of the former Tyvola Road Coliseum land with construction of a connector road from Tyvola Road to Billy Graham Parkway. Anticipated total private investment equals \$645,690,000.

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	10%	20%	30%	40%	
<i>Est. prop. tax increment</i>		296,110	592,230	888,340	1,184,450	2,961,130
Est. TIF Payment		133,250	266,500	399,750	533,000	1,332,500

Double Oaks

Project supports redevelopment of Double Oaks apartments including 940 residential units and approximately 108,000 square feet of non-residential development. Anticipated total private investment equals \$119,320,000.

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed</i>	0%	10%	20%	40%	60%	
<i>Est. prop. tax increment</i>		54,720	109,440	218,880	328,320	711,360
Est. TIF Payment		49,250	98,500	196,990	295,490	640,230

Merrifield/Radiator Specialty

Project supports construction of Bryant Park Drive, connecting Wilkinson to Morehead. Merrifield/Radiator Specialty development includes 600,000 sq. ft. of office and 250,000 sq. ft. of residential on 34 acres. Anticipated total private investment equals \$53,302,000.

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. prop. tax increment</i>	244,440	244,440	244,440	244,440	244,440	1,222,200
Est. TIF Payment	220,000	220,000	220,000	220,000	220,000	1,100,000

TIF PROJECTS COMBINED TOTAL

Anticipated total investment = \$2,273,008,963

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. prop. tax increment</i>	1,448,860	3,101,730	5,129,000	6,149,790	6,349,130	22,178,510
Est. Total TIF Payment	1,303,970	2,658,310	4,349,600	5,135,060	5,181,210	18,628,150
Est. TIF Expense by Fund						
<i>General Fund</i>	1,051,480	2,143,570	3,507,370	4,140,740	4,177,960	15,021,120
<i>Municipal Debt Service</i>	209,560	427,210	699,010	825,240	832,650	2,993,670
<i>PAYG</i>	42,930	87,530	143,220	169,080	170,600	613,360

*TIF payment per fixed amount, not per investment completed

Unfunded Requests

Charlotte-Mecklenburg Police

- \$200,000 for furniture replacement
- \$171,189 to provide a permanent source of funding for two DNA lab positions currently supported by grants
- \$66,300 for additional surveillance cameras for durable hotspot area
- \$65,000 for 911 Call Pilot unified messaging application
- \$28,070 for increased travel, training, and dues and subscriptions costs
- \$25,000 for 911 system call management software upgrade
- \$18,700 for increased payments to Aviation for lease of the Animal Care & Control facility
- \$13,700 for a maintenance agreement on finger and foot printing equipment associated with the AFIS system

Fire

- \$2,058,585 for a ladder company (18 positions) for the Arboretum Fire Station
- \$1,821,414 in current level increases
- \$322,791 to add 3 positions in Fire Prevention for management, technology support, and workload (100% reimbursed through user fees)
- \$187,577 to add 1 position for minority recruitment
- \$164,874 to add 1 position in the Emergency Management Division to cover expanding roles in disaster and hazardous materials response
- \$158,963 to add 1 position for emergency medical services liaison with MEDIC and the medical director
- \$132,223 to add 1 position in the Fire Investigations Division
- \$130,893 to add 3 positions in communications
- \$127,664 to replace outdated radio equipment
- \$127,324 for comprehensive medical examinations for firefighters
- \$86,502 to add 1 position in the Emergency Management Division for technology support
- \$78,259 to add 1 position for grants administration (100% reimbursed through grants)
- \$59,342 to add 1 position for budget assistance
- \$57,412 for mobile data computers in the Investigations Division
- \$38,268 for a document management system

Solid Waste Services

- \$192,257 for fuel needs associated with increasing costs and the growth of the city.
- \$146,821 for equipment maintenance needs.
- \$52,820 for overtime expenses.
- \$32,570 for training, conferences, and educational reimbursement.
- \$14,727 for safety shoes.
- \$11,330 for janitorial and cleaning supplies

Unfunded Requests

Transportation

\$174,211 for two additional new Development Services positions to conduct commercial and subdivision plan reviews. (2 of 4 requested positions are recommended.)

\$163,000 for consulting services to assist in the implementation of Transportation Action Plan (TAP) and Urban Street Design Guideline (USDG) initiatives, including revising the City's Subdivision Ordinance and Zoning Code

\$89,487 for 1 new Traffic Calming Manager position to develop engineered traffic calming solutions and coordinate public involvement and stakeholder relationships

\$40,000 for 5 new Permanent Traffic Count Stations to collect real-time information on traffic volumes and vehicle speeds in order to conduct long-range traffic forecasting, signal timing, and capital project planning

\$28,667 for 1 new hybrid pool vehicle for the Pedestrian, Bicycle, and Street Connectivity Program Managers to use in field work and interaction with citizens

\$7,000 for increased fuel costs for Engineering and Operations field activities

Neighborhood Development

\$200,000 to continue the Vision Charlotte Program previously funded through Sisters of Mercy grants.

\$169,049 in current level increases including printing and publishing, advertising, training, conferences and meetings, motor fuels and lubricants, travel, employee reimbursed training expenses, maintenance and repair of motorized equipment, and management fees

\$143,332 for 2 Neighborhood Development Specialist positions for Asset Management to support Housing Services

\$130,236 represents the unfunded portion of the projection for the Code Enforcement wireless program

\$120,000 to upgrade and expand fleet: 2 trucks, 4 cars, and 1 van

\$73,000 to relocate code inspectors and place a Code Enforcement satellite office in the northeast region of the City

\$18,991 for an Office Administrator IV position to support Neighborhood Zoning enforcement services partially funded by contractual temporary service

\$17,000 for Webcasts and Podcasts technology projects

Engineering & Property Management

\$270,889 to add 3 positions for a fourth tree trimmer crew for systematic tree trimming

\$210,000 in contracted systematic tree trimming, increasing the budget from \$444,000 to \$654,000. (Note: The budget includes the addition of 3 tree trimmer positions, which will increase the systematic tree pruning activity.)

\$190,501 to add 2 project engineers to increase in-house design capacity from 25% to 30% for capital project implementation

\$104,500 to add 1 position for support of new tree plantings and maintenance associated with capital program implementation

\$103,706 to add 1 position for departmental environmental coordination

\$100,000 for Digital Plan Review

\$93,750 to add 1 position for underground storage tank monitoring

\$86,200 to add 1 position for environmental support

\$81,494 to add 1 position to enhance Web based technology applications

Unfunded Requests

\$79,706 to add 1 position for real estate work associated with capital program implementation

\$74,837 to add 1 position for commercial zoning plan reviews

\$54,000 in contracted landscape maintenance for medians and right-of ways for completed road and neighborhood capital projects

\$50,000 for scrub replacements in established medians and rights-of-way (Note: The Capital Investment Plan includes a program for plant replacements and renovations to medians and rights-of-way and is funded at \$250,000 annually, which will address this request.)

Charlotte-Mecklenburg Planning

\$100,000 for a Digital Action Plans Submittal System

\$79,598 for a Principal Planner position related to the major initiatives proposed for the Land Development Permitting Processes

\$47,626 for an Office Assistant IV position to process permits within the Land Development program

\$12,000 for ESRI ArcGIS licenses and other software acquisitions

\$1,000 in current level increases for subsistence, care, and support of persons

Aviation

None

Charlotte Area Transit System

None

Charlotte-Mecklenburg Utilities

\$1,308,957 for technology improvements (These costs include software/hardware maintenance, professional services (data conversion, training), internal labor and mobile workforce operating expenses.)

\$1,200,000 for an off-street cleaning contract.

\$785,471 for 12 positions related to Sanitary Sewer Overflows to reduce the number of incidents per the agreement with the EPA.

\$764,225 for 8 positions for water leak response and repair crews.

\$378,468 for 4 positions related to the awarded competition bid for waterline location services (These positions will be filled through reclassified vacancies and other operating expenses will be absorbed.)

Mayor and City Council

None

City Attorney

\$134,019 for a Tort Defense Attorney

\$33,769 for a Law Clerk

City Clerk

\$6,326 for current operating expenses related to increased training and additional services related to the Image Silo.

Unfunded Requests

City Manager

City Manager's Office

\$108,928 for an Environment Manager position to provide organizational and management focus to the Environment Focus Area

Corporate Communications

\$35,000 for CharMeck 311 Content Management copywriting and editing services on www.charmeck.org

\$13,063 in current level increases including printing and publishing, technology supplies/services, miscellaneous contractual services, dues and subscriptions, telecommunications, maintenance and repair of motorized equipment, and other specialized departmental supplies

Community Relations Committee

None

CharMeck 311 Customer Service Call Center

\$21,223 in current level increases including postage, printing and publishing, and auto and other allowances

Internal Audit

\$1,479 in current level increases for printing and publishing

Chief Information Office

\$122,762 for a Corporate GIS Data project contractor

\$91,462 for corporate application BECap enhancements

\$91,462 for GeoClear Phase II

\$69,084 for a Master Data Management project GIS Data Analyst position

\$44,884 for a Corporate Address Data project position

Economic Development

\$35,160 for a part-time Accountant II position to perform accounting, expense monitoring, and administrative work relating to annual Workforce Investment Act grants awarded to City

Budget and Evaluation

None

Business Support Services

\$866,900 for 8 technical positions to work on the Work and Asset Management project

\$225,000 for technology related to Service Oriented Architecture

\$211,706 for 2 Data Communication Integrators

\$200,000 for Shop Improvements at Louise Avenue that was requested through the CIP

\$120,000 for Microsoft Consulting Services for upgrades throughout the City

\$103,528 for a 311 Support Technician at CharMeck 311

\$65,000 for tools related to recover of Microsoft Active Directory

\$61,212 for a Telecommunications Contract Administrator that would manage the existing telecommunication contracts with AT&T and cellular companies

\$58,000 for enterprise software for Visual Analytics

\$48,108 for Claims Assistant related to warrant work on the City's fleet.

\$42,885 for a GIS Technician position that would be responsible for updating address information related to the Master Data Management project

Unfunded Requests

\$37,335 for maintenance contracts related to the expansion of the backup data center at CharMeck 311

Finance

\$124,200 to fund contracted SQL support services to assist with conversions and updates to existing computer applications that support accounts receivable services for property tax and Airport revenue and other in-house accounting services

\$47,159 for one Accounts Receivable Clerk position in the Accounting Division to assist with increased billing and collection activities associated with increased Code Enforcement citations

Human Resources

\$28,000 for two additional Quest classes, initial training for new supervisors, which impacts employee climate and ability to recruit and retain a skilled, diverse workforce

City Profile

Total # of Employees	6,669.50 FTEs	<u>Fire Protection (FY09)</u>	
Total Budget	\$1.83 billion	Fire Prevention Inspectors	24
General Fund	\$443.3 million	Firefighters	983
General Bonded Debt per capita (FY07)	\$651		
General Bonded Debt % of Property Value (FY07)	0.63%	<u>Police Protection (FY09)</u>	
Debt Service % of Non Capital Expenditures (FY07)	16.0%	Sworn Police Officers	1640
Assessed value (FY09)	\$73.5 billion	Civilian	481.5
Land Area (square miles)	285.2	<u>Storm Water (FY09)</u>	
Street Miles	2,243.65	Storm Water Rate	\$5.90 monthly < 2,000 sq feet
Building Permits (FY07)	23,519	<u>Utilities (FY07)</u>	
Retail Sales (in billions) (FY06)	13.6	Water Accounts	243,996
General Obligation Bond Rating (FY09)	AAA	Sewer Accounts	219,268
<u>Population</u>		<u>Utilities (FY09)</u>	
1998	513,000	1 ccf = 748 gallons	
2008 (projected July 1)	696,837	Water Rates for avg. ccf	\$11.76
		Admin Rates	\$1.80
		Total Water Rates	13.56
<u>Unemployment Rate</u>			
1998	2.60%	Sewer Rates	\$30.24
2007	4.50%	Admin Rates	\$1.80
2008 (as of May)	5.60%	Total Sewer Rates	\$32.04
<u>Top Principal Taxpayers (FY07)</u>		<i>Average User's Monthly Fee</i>	\$45.60
Bank of America	1.52%		
Duke Energy	1.03%		
Wachovia	0.99%		
AT&T/BellSouth	0.72%		
Time Warner	0.41%		

City Profile (cont'd)

Property Tax (FY09)

1-cent on the property tax	\$7,169,322
General Fund	0.3698
Muni Debt Service	\$0.0737
PAYGO	0.0151

Total Property Tax (per \$100 valuation) 0.4586

Local Sales Tax (FY09)

State Sales Tax	0.0425
Transit Tax	0.0050
Sales Tax - Distribution	0.0125
Sales Tax - Per Capita	0.0125

Total 7.25%

Occupancy Tax (FY09)

First 3-Percent	0.03
Second 3-Percent	0.03
NASCAR Hall of Fame Tax	0.02

Total 8.00%

Prepared Food Tax (FY09)

City/County	1.00%
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Business Personal License (FY09)

Per \$1000 gross receipt (min. of \$50 and max of \$10,000)	\$0.60
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Car Rental Taxes (FY09)

Road Use Tax	0.080
Charlotte Vehicle Rental Tax	0.015
Mecklenburg Vehicle Rental Tax	0.015
Airport Tax (If applicable)	0.100
U-Drive-it Vehicle Rental tax	0.050

Area City and County Property Tax Rates (FY09)

Charlotte	0.4586
Cornelius	0.2750
Davidson	0.3450
Huntersville	0.2900
Matthews	0.3075
Mecklenburg Co.	0.8187
Mint Hill	0.2750
Pineville	0.3000
Police Service District	0.1788
Stallings	0.2190
Union Co.	0.6650

AUTO FEES (FY09)

Charlotte	\$30.00
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SOLID WASTE FEES (FY09)

Charlotte	
Single-Family & Mobile Homes	\$45.00
Multiple Family	\$27.00
County	
Single-Family & Mobile Homes	\$15.00
Multiple Family	\$15.00

MUNICIPAL SERVICE DISTRICTS (FY09)

District	Tax Rate (per \$100 valuation)
01	0.0174
02	0.0239
03	0.0386
04	0.0668
05	0.0300

Summary Schedules

City of Charlotte Summary of Tax Levies City-wide

	FY2007 Budget	FY2008 Budget	FY2009 Budget
City-wide Assessed Valuation			
Assessed Property Value	\$67,250,148,956	\$70,576,208,514	\$73,531,511,573

City-wide Tax Rate Per \$100 Valuation			
Fund			
General	0.3698	0.3698	0.3698
Municipal Debt Service	0.0737	0.0737	0.0737
Pay-As-You-Go	0.0151	0.0151	0.0151
Total City-wide Tax Rate	0.4586	0.4586	0.4586

City-wide Tax Levy			
Fund			
General	\$240,621,402	\$252,766,049	\$262,421,542
Municipal Debt Service	48,324,276	50,714,299	52,837,906
Pay-As-You-Go	9,900,903	10,390,582	10,825,677
Total City-wide Tax Levy	\$298,846,581	\$313,870,930	\$326,085,124

Municipal Service Districts Rates Per \$100 Valuation			
District 1	0.0174	0.0174	0.0174
District 2	0.0124	0.0124	0.0239
District 3	0.0271	0.0271	0.0386
District 4	0.0668	0.0668	0.0668
District 5	0.0300	0.0300	0.0300

Municipal Service Districts Assessed Valuation			
District 1	\$4,430,442,111	\$4,572,716,628	\$5,004,174,781
District 2	1,705,060,927	1,702,639,208	1,865,936,188
District 3	2,028,613,284	2,121,759,565	2,295,824,061
District 4	544,851,886	548,414,361	712,007,874
District 5	647,252,485	646,917,580	2,110,428,256

Summary Schedules

Summary of Expenditures (Net of Transfers¹) FY 2009

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 443,332,941	\$ -	\$ 443,332,941
Aviation	89,033,654	246,678,882	335,712,536
Water and Sewer	100,402,597	232,796,050	333,198,647
Charlotte Area Transit (CATS)	112,621,307	52,424,108	165,045,415
Storm Water Utility	12,218,544	49,000,000	61,218,544
Debt Service	221,492,034		221,492,034
Powell Bill	23,908,340		23,908,340
Convention Center	14,556,945		14,556,945
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	12,380,992		12,380,992
Public Safety 911 Services	4,800,000		4,800,000
Neighborhood Development Grants	8,845,303		8,845,303
Municipal Service Districts	3,228,832		3,228,832
Risk Management	1,190,276		1,190,276
Tourism Operating	1,264,005		1,264,005
Pay As You Go	793,542		793,542
General CIP		197,310,523	197,310,523
TOTAL BUDGET	\$ 1,050,069,312	\$ 778,209,563	\$ 1,828,278,875

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY09 by the General Fund's Fire Department, which totals \$2,758,043, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of these funds' expenditures are transfers to debt service, reflected above.

Summary Schedules

General Fund Summary of Expenditures

<u>Key or Support Business</u>	<u>FY2007 Actual</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY08 to FY09)</u>
Police	\$ 163,203,510	\$ 173,485,550	\$ 181,028,208	4.3%
Fire	81,599,209	84,833,661	89,472,849	5.5%
Solid Waste	40,450,261	41,931,248	44,236,515	5.5%
Transportation	18,725,128	21,547,134	22,892,465	6.2%
Engineering & Property Management	18,674,805	19,578,138	21,141,271	8.0%
Neighborhood Development	7,446,289	7,983,107	8,361,857	4.7%
Planning	4,348,804	5,747,861	5,620,386	-2.2%
Mayor and Council	1,126,074	1,113,531	1,258,468	13.0%
City Attorney	1,706,905	2,021,680	1,789,893	-11.5%
City Clerk	495,224	531,418	553,188	4.1%
City Manager	12,367,596	15,831,291	18,054,735	14.0%
Human Resources	3,072,780	3,421,567	3,593,875	5.0%
Finance	7,844,436	8,417,219	8,955,385	6.4%
Business Support Services	15,211,286	15,693,968	18,416,974	17.4%
Budget and Evaluation	1,278,403	1,437,812	1,479,455	2.9%
Non-Departmentals	62,251,901	67,713,750	67,383,047	-0.5%
Total				
General Fund Expenditures	\$ 439,802,611	\$ 471,288,935	\$ 494,238,571	4.9%

Summary of Positions

<u>Key or Support Business</u>	<u>FY2007 Actual</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY08 to FY09)</u>
Police	2,096.50	2,108.50	2,121.50	0.6%
Fire	1,083.00	1,083.00	1,102.00	1.8%
Solid Waste	276.00	290.00	289.00	-0.3%
Transportation	437.25	428.50	430.50	0.5%
Engineering & Property Management	306.00	314.00	330.00	5.1%
Planning	63.00	63.00	63.00	0.0%
Neighborhood Development	129.00	128.00	128.00	0.0%
Mayor and Council	7.00	7.00	7.00	0.0%
City Attorney	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	0.0%
Chief Information Office	0.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	94.00	133.00	133.00	0.0%
Economic Development	25.00	25.00	25.00	0.0%
Internal Audit	9.50	9.00	9.00	0.0%
Human Resources	32.50	32.50	32.75	0.8%
Finance	78.00	79.00	79.00	0.0%
Business Support Services	191.50	197.50	234.00	18.5%
Budget and Evaluation	13.00	13.00	13.00	0.0%
Total				
General Fund Positions	4,914.75	4,996.50	5,082.25	1.7%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2007	FY2008	FY2009	Percent
		Actual	Revised	Budget	Change
			Budget	Budget	(FY08 to
					FY09)
PROPERTY TAX					
5101	Property Tax- Current Year Base	\$ 247,280,162	\$ 255,066,596	\$ 265,121,542	3.9%
5101	Property Tax- Synthetic TIF Property Appreciation	-	68,557	1,168,310	1604.1%
5102	Prior Year	4,427,665	4,600,000	4,800,000	4.3%
5103	Rebates	(2,062,579)	(1,700,000)	(2,700,000)	58.8%
5111	Penalties	475,826	500,000	590,000	18.0%
5112	Interest	1,601,136	1,500,000	1,650,000	10.0%
5113	Rebates of Listing Penalties	-	-	-	
Total		\$ 251,722,210	\$ 260,035,153	\$ 270,629,852	4.1%
SALES TAX 1%					
5121	Sales- County 1% + 1/2%	55,163,614	61,430,422	63,887,639	4.0%
Total		\$ 55,163,614	\$ 61,430,422	\$ 63,887,639	4.0%
UTILITIES FRANCHISE TAX					
5430	Utility Franchise	31,150,766	30,702,000	31,316,040	2.0%
Total		\$ 31,150,766	\$ 30,702,000	\$ 31,316,040	2.0%
POLICE SERVICES					
5451	Law Enforcement Services- County	12,548,543	12,548,543	13,426,941	7.0%
5477	Small Town Service Fees	68,400	31,512	31,512	0.0%
5999	School Resource Officers- School Board	2,103,580	2,277,700	2,528,000	11.0%
Total		\$ 14,720,523	\$ 14,857,755	\$ 15,986,453	7.6%
TAX REIMBURSEMENTS					
5431	Beer & Wine Tax	2,890,890	2,950,000	3,068,000	4.0%
Total		\$ 2,890,890	\$ 2,950,000	\$ 3,068,000	4.0%
SOLID WASTE FEE					
5560	Refuse Disposal Fees	10,769,895	11,500,000	11,983,000	4.2%
5561	Rebates- Refuse Disposal Fees	(16,623)	(30,000)	(30,000)	0.0%
Total		\$ 10,753,272	\$ 11,470,000	\$ 11,953,000	4.2%
BUSINESS PRIVILEGE LICENSES					
5202	Business Privilege Licenses	15,365,503	15,800,000	16,432,000	4.0%
Total		\$ 15,365,503	\$ 15,800,000	\$ 16,432,000	4.0%
OTHER REVENUES					
Licenses and Permits					
5201	Motor Vehicle Licenses	2,289,134	2,400,000	2,500,000	4.2%
5332	Motor Vehicle Licenses- Rebates	(56,973)	(60,000)	(60,000)	0.0%
5204	Animal Licenses- Fertile	230,075	220,000	240,000	9.1%
5209	Animal Licenses- Spay/Neuter	530,080	550,000	560,000	1.8%
5210	Fire Plan Review Fees	2,202,782	1,455,000	1,513,200	4.0%
5211	Vehicle Licenses- City Billed	14,380	30,000	15,000	-50.0%
5212	Fire Permits- New	276,090	315,000	327,600	4.0%
5213	Fire Permits- Renewal	785,010	500,824	504,840	0.8%
5214	Tryon Mall Vendor Fees	4,000	-	2,000	
5215	Security Dog Licenses	830	450	750	66.7%
5218	Vehicle for Hire Fees and Permits	352,445	315,000	324,555	3.0%
5220	Cable TV Franchise Fee	6,511,170	6,400,000	6,500,000	1.6%
5240	Grading Permits	2,742,980	2,042,712	3,075,077	50.5%
5241	Acella	70,824	531,571	582,572	9.6%
5246	Sexually Oriented Businesses Licenses	101,200	101,000	109,200	8.1%
5613	Parking and Parade Permits	29,280	30,000	30,000	0.0%
Total		\$ 16,083,307	\$ 14,831,557	\$ 16,224,794	9.4%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2007 Actual	FY2008 Revised Budget	FY2009 Budget	Percent Change (FY08 to FY09)
Fines, Forfeits, and Penalties				
5222 Vehicle for Hire Penalties	5,825	2,871	5,700	98.5%
5305 Housing Code Violations	53,854	60,000	54,000	-10.0%
5307 Parking Citations	1,058,385	1,100,000	1,100,000	0.0%
5308 Parking Citation Penalties	109,626	100,000	11,000	-89.0%
5309 Security Alarm Fines	706,415	600,000	650,000	8.3%
5310 Fire Citation Fines	11,630	11,700	11,700	0.0%
5311 Fire Citation Penalties	1,070	1,100	1,100	0.0%
5315 Zoning Enforcement Fines	31,425	25,000	30,000	20.0%
5316 Court Assessment Crime Lab	50,216	18,000	22,000	22.2%
5331 Privilege License Penalties	528,164	480,000	560,000	16.7%
5335 Animal License Penalties	101,919	125,000	102,000	-18.4%
5337 Animal Citation Penalties	7,150	11,000	7,200	-34.5%
5340 Grading Permit Penalties	507,914	358,000	465,000	29.9%
5502 Court Costs- Superior	280,965	262,000	280,000	6.9%
5661 Court Awards- Fair Housing Settlements	-	6,000	6,000	0.0%
5664 Court Awards- Vice & Narcotics	17,237	15,000	15,000	0.0%
5699 Animal License Late Fees	68,544	80,000	70,000	-12.5%
Total	\$ 3,540,337	\$ 3,255,671	\$ 3,390,700	4.1%
Interlocal Grants and Agreements				
5414 Wireless Communications	1,225,413	1,636,119	1,554,955	-5.0%
5438 Fleet Maintenance - County			2,727,512	
5442 First Responder	475,000	489,000	503,670	3.0%
5445 Procurement Services	520,629	450,000	474,795	5.5%
5447 Customer Services - 311 Call Center	1,216,793	1,549,428	2,142,134	38.3%
5458 CMGC Occupancy	565,214	545,000	556,990	2.2%
5458 CMGC Parking Deck			98,500	
5459 Recycling Program Proceeds	148,609	-	150,000	
5460 Corporate Communications Services	12,936	10,800	12,000	11.1%
5461 CMGC Phone Costs- County	762,643	793,721	626,102	-21.1%
Total	\$ 4,927,237	\$ 5,474,068	\$ 8,846,658	61.6%
Federal and State Shared Revenues				
5470 Federal Grants- Hurricane Katrina Reimbursemt	133,536			
5470 Federal Grants- CRC	115,170	97,500	100,000	2.6%
5470 Federal Grants- DOT	-			
5471 State Grants- DOT	(38,383)	1,286,000	1,093,100	-15.0%
5471 State Grants- CRC	101,235	73,445	78,357	6.7%
5471 State Grants- Neighborhood Development	4,511	-	-	
5450 ABC Stores Revenue	1,593,750	1,800,000	1,800,000	0.0%
Total	\$ 1,909,819	\$ 3,256,945	\$ 3,071,457	-5.7%
General Government				
5242 Land Development Zoning Fees	-	-	572,844	
5243 Right of Way Ordinance Fees	-	-	460,000	
5245 County Plan Review	480,741	1,670,000	1,208,335	-27.6%
5503 Zoning Petition Filing Fees	1,132,940	300,000	1,410,249	370.1%
5504 Annexation Fees	-	800	800	0.0%
5506 Subdivision Services	1,434,922	2,605,938	2,366,132	-9.2%
5507 Zoning Admin Fees	135,235	20,000	20,000	0.0%
5508 Sale of Maps	21,355	34,000	30,000	-11.8%
5550 Equipment Mgmt Svcs- Fleet	848	1,000	1,000	0.0%
5555 Procurement Professional Services	33,629	131,000	160,663	22.6%
5576 Wellness Program	-	-	-	
5596 Tree Planting	66,975	50,000	50,000	0.0%
5599 Park It! Program Fees	772,337	720,000	775,000	7.6%
5603 Parking Garage Fees	1,007,835	1,023,000	1,023,000	0.0%
5688 Parking Fees- Independence Center	413,610	-	-	
5604 Rent Revenue	769,400	735,950	738,950	0.4%
Total	\$ 6,269,829	\$ 7,291,688	\$ 8,816,973	20.9%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2007	FY2008	FY2009	Percent
		Actual	Revised	Budget	Change
			Budget	Budget	(FY08 to
					FY09)
Public Safety					
5478	State Reimb for Services Provided- DOT	\$ 841,192	\$ 764,280	\$ 769,328	0.7%
5478	State Reimb for Services Provided- Fire	168,348	168,348	168,348	0.0%
5513	CMPD- Fingerprint Reports	36,914	67,000	36,000	-46.3%
5514	Underbrush and Debris Removal	270,928	203,000	300,000	47.8%
5515	Demolition- Clearing	201,252	43,000	205,000	376.7%
5516	Sale of Animals	109,470	107,000	113,047	5.7%
5518	Utility Street Cuts	1,624,510	1,600,000	1,700,000	6.3%
5529	Spay/Neuter Fees	109,877	110,000	110,000	0.0%
5542	Vehicle Towing and Storage	59,215	70,000	70,000	0.0%
5544	Animal Reclaim Fees	155,348	167,000	165,249	-1.0%
5627	Dead Animal Collection	4,500	4,960	5,210	5.0%
Total		\$ 3,581,555	\$ 3,304,588	\$ 3,642,182	10.2%
Cemeteries					
5530	Sale of Cemetery Lots	151,475	150,000	150,800	0.5%
5532	Grave Digging	294,861	285,000	290,700	2.0%
5533	Duplicate Deeds and Transfer Fees	300	450	375	-16.7%
5534	Monument Foundation	60,975	55,000	56,100	2.0%
5535	Perpetual Care	11,200	14,000	14,280	2.0%
Total		\$ 518,811	\$ 504,450	\$ 512,255	1.5%
Use of Money and Property					
5608	Interest on Liens	56,897	50,000	55,000	10.0%
5609	Grounds Maintenance	-	44,500	-	-100.0%
5614	CRC Events	49,585	45,000	25,000	-44.4%
5624	Damage to City-Owned Equipment	406,536	250,000	310,000	24.0%
5625	Accident Reimbursement Program	47,351	50,000	50,000	0.0%
5648	Recovery of Losses	258	7,803	300	-96.2%
5643	Telephone Commissions	49,557	48,000	48,000	0.0%
Total		\$ 610,184	\$ 495,303	\$ 488,300	-1.4%
Sale of Salvage and Land					
5622	Sale of Land	1,922,170	10,000	10,000	0.0%
5660	Sale of Salvage	66,360	60,000	66,000	10.0%
5662	Sale of Used Autos	501,978	890,000	603,000	-32.2%
Total		\$ 2,490,508	\$ 960,000	\$ 679,000	-29.3%
Other					
5000	Miscellaneous Grants and Contributions	-	300,000	300,000	0.0%
5668	Contrib/Donations- CRC	77,357	80,000	-	-100.0%
5668	Contrib/Donations- MUMPO	-	103,934	98,910	-4.8%
5668	Contrib/Donations- Neighborhood Development	87,895	-	-	-
5668	Contrib/Donations- Misc	11,579	-	-	-
5646	Reimb City Svcs- Manager's Office	-	25,600	-	-100.0%
5646	Reimb City Svcs- EPM	-	-	22,510	-
5646	Reimb City Svcs- Fire	810	40,000	-	-100.0%
5646	Reimb City Svcs- SWS Spec Svcs	43,731	35,000	37,000	5.7%
5646	Reimb City Svcs- CMPD	3,325	-	-	-
5646	Reimb City Svcs- BSS IT	12,700	12,700	12,700	0.0%
5646	Reimb City Svcs- Training	-	5,000	-	-100.0%
5646	Reimb City Svcs- Misc	-	6,700	-	-100.0%
5669	Other Revenue	846,427	476,881	492,545	3.3%
Total		\$ 1,083,824	\$ 1,085,815	\$ 963,665	-11.2%
Total Other Revenues		\$ 41,015,411	\$ 40,460,085	\$ 46,635,984	15.3%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2007	FY2008	FY2009	Percent
		<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
5123	Occupancy Taxes- CRVA	\$ 3,246,255	\$ 3,303,246	\$ 3,713,171	12.4%
5601	Interest on Investments- Debt Svc	7,367,129	5,175,000	2,670,000	-48.4%
Total		\$ 10,613,384	\$ 8,478,246	\$ 6,383,171	-24.7%
Intragovernmental Revenues					
5421	Cost Allocation- Storm Water	731,895	672,374	691,710	2.9%
5422	Cost Allocation- Water and Sewer	4,545,028	5,011,351	6,200,148	23.7%
5423	Cost Allocation- Aviation	1,393,644	1,390,200	1,668,954	20.1%
5424	Fire Control Services- Aviation	2,583,216	2,670,803	2,758,043	3.3%
5425	Account Services- Storm Water	371,478	311,775	370,872	19.0%
5425	Account Services- Storm Water	1,485,786	1,208,590	1,293,777	7.0%
5426	Account Services- Utilities	1,029,256	1,033,827	1,217,923	17.8%
5426	Account Services- Utilities	3,305,217	3,217,675	3,394,321	5.5%
5427	Cost Allocation- EMD			272,550	
5427	Cost Allocation- Radio	43,874	59,363	38,738	-34.7%
5428	Cost Allocation- CATS	2,415,095	2,848,745	3,262,679	14.5%
5429	Cost Allocation- Risk Management	365,206	351,822	365,724	4.0%
Total		\$ 18,269,695	\$ 18,776,525	\$ 21,535,439	14.7%
Transfers from Other Funds					
5695	Cemetery Trust	75,000	85,000	85,000	0.0%
5695	CIP- Project Closeouts	76	-	-	
5695	Municipal Debt Service- CRVA	35,000	35,000	35,000	0.0%
5695	Municipal Debt Service- Treasury reimbursemt	13,143	53,196	63,577	19.5%
5695	Convention Center Tax- Towns' Tourism Subsidy	2,016,614	2,146,527	2,357,295	9.8%
5695	Public Safety Grants Fund	57	-	-	
Total		\$ 2,139,890	\$ 2,319,723	\$ 2,540,872	9.5%
Appropriated Fund Balance					
4137	Fund Balance- Assets Forfeiture	-	-	-	
4110	Fund Balance- Cankerworms	-	2,868,000	-	
4110	Fund Balance- Right of Way Ordinance	-	200,000	-	
4110	Fund Balance- Wrecker Lawsuit Carryforward	-	203,530	-	
4110	Fund Balance- CRC Grants Carryforward	-	223,197	-	
4110	Fund Balance- MUMPO Contrib Carryforward	-	514,300	-	
4110	Fund Balance- FY08 Savings for Public Safety Initiatives			3,870,121	
Total		\$ -	\$ 4,009,027	\$ 3,870,121	
Total Transfers and Fund Balance		\$ 31,022,969	\$ 33,583,521	\$ 34,329,603	2.2%
Total General Fund Revenues		\$453,805,158	\$471,288,936	\$ 494,238,571	4.9%

Summary Schedules

City of Charlotte Aviation Operating Funds Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
<u>Operating Revenues</u>				
Concessions	\$ 31,834,950	\$ 30,400,000	\$ 31,000,000	2.0%
Parking	31,037,582	33,100,000	34,500,000	4.2%
Terminal	26,133,197	26,755,000	28,035,000	4.8%
Airfield Usage	10,009,355	10,500,000	10,500,000	0.0%
Cargo Area and Ground Rents	22,079,873	24,350,000	28,165,000	15.7%
Other	4,537,230	9,946,124	27,739,637	178.9%
Interest on Investments	3,793,537	3,089,340	2,250,000	-27.2%
Total Operating Revenues	\$ 129,425,724	\$ 138,140,464	\$ 162,189,637	17.4%
PFC Fund	\$ 46,080,116	\$ 24,929,130	\$ 27,179,692	9.0%
Total Revenues	\$ 175,505,840	\$ 163,069,594	\$ 189,369,329	16.1%
<u>Operating Expenditures</u>				
Airport Operations	18,544,040	21,009,995	21,020,074	0.0%
Airport Capital Project Planning, Design and Construction	21,219,867	29,167,393	28,720,933	-1.5%
Airport Maintenance	26,514,763	31,521,197	33,354,175	5.8%
Total Operating	\$ 66,278,670	\$ 81,698,585	\$ 83,095,182	1.7%
Discretionary and Debt Support (PFC included)	64,790,586	77,965,208	106,274,147	36.3%
Total Expenditures	\$ 131,069,256	\$ 159,663,793	\$ 189,369,329	18.6%
Reserved for Future Years	\$ 44,436,584	\$ 3,405,801	\$ -	

Summary Schedules

City of Charlotte Water and Sewer Operating Fund Summary of Revenues and Expenditures

	FY2007 Actual	FY2008 Revised Budget	FY2009 Budget	Percent Change (FY08 to FY09)
<u>Operating Revenues</u>				
Variable Rate Revenues	\$ 181,042,777	\$ 194,123,633	\$ 206,084,184	6.2%
Fixed Rate Revenues	9,414,982	9,680,371	9,966,249	3.0%
Specific Service and Capacity Charges	29,822,300	32,244,463	27,136,549	-15.8%
Industrial Waste Surcharge	2,962,199	3,677,356	3,776,645	2.7%
Other	818,137	638,998	638,998	0.0%
Interest on Investments	5,727,802	4,410,000	2,280,000	-48.3%
Total Revenues	\$ 229,788,197	\$ 244,774,821	\$ 249,882,625	2.1%
Fund Balance		\$ 7,963,084		-100.0%
Total Revenues and Fund Balance	\$ 229,788,197	\$ 252,737,905	\$ 249,882,625	-1.1%
<u>Operating Expenditures</u>				
Environmental Management	\$ 41,680,503	\$ 44,935,810	\$ 46,573,964	3.6%
Field Operations	33,456,116	35,022,589	36,725,329	4.9%
Utility System Planning & Engineering	2,405,412	2,670,636	2,891,126	8.3%
Customer Service, Meter Reading & Billing	13,743,770	13,868,496	14,212,178	2.5%
Total Operating Expenditures	\$ 91,285,801	\$ 96,497,531	\$ 100,402,597	4.0%
Debt Service/Capital Investment Plan Support	118,518,972	158,240,384	146,300,296	-7.5%
Total Expenditures	\$ 209,804,773	\$ 254,737,915	\$ 246,702,894	-3.2%
Reserved for Future Years	\$ 19,883,423	\$ -	\$ 3,179,732	

Summary Schedules

City of Charlotte Charlotte Area Transit Service (CATS) Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Change
	Actual	Revised Budget	Budget	(FY08 to FY09)
Operating Revenues				
Half-Percent Sales Tax	\$ 70,409,868	\$ 73,007,317	\$ 75,927,610	4.0%
Maintenance of Effort - Charlotte	18,400,000	18,400,000	18,400,000	0.0%
Maintenance of Effort - Mecklenburg	181,866	181,866	181,866	0.0%
Maintenance of Effort - Huntersville	17,500	17,500	17,500	0.0%
Operating Assistance	12,680,935	14,532,931	14,489,619	-0.3%
Fares	12,818,724	15,658,884	19,235,950	22.8%
Service Reimbursements	2,081,937	1,580,806	1,454,899	-8.0%
Other Miscellaneous Income	343,540	500,000	900,000	80.0%
Interest on Investments	5,293,510	2,550,000	3,000,000	17.6%
Total Operating Revenues	\$ 122,227,880	\$ 126,429,304	\$ 133,607,444	5.7%
Other Funds Interest		\$4,953,266		
Fund Balance			\$14,025,981	
Total Revenues and Fund Balance	\$122,227,880	\$131,382,570	\$147,633,425	12.4%
Operating Expenditures				
Administration and Management	\$ 8,602,914	\$ 10,498,127	\$ 11,481,677	9.4%
Bus Operations Division	62,648,534	66,248,102	73,746,174	11.3%
City Staff Support	2,709,313	3,033,690	3,465,904	14.2%
Community and Town Circulators	305,842	48,000	48,000	0.0%
County Human Services Transportation	2,006,994	1,886,033	1,886,033	0.0%
Customer Service Division	1,833,460	2,023,684	2,137,797	5.6%
Light Rail Operations (previous Trolley included)	4,075,011	10,990,029	11,014,676	0.2%
Operations Support Services	2,656,884	5,196,555	5,544,490	6.7%
Special Transportation Services	6,284,109	6,948,472	7,183,225	3.4%
Transit Center Operations	886,947	889,950	931,971	4.7%
Transit Security	2,834,210	5,056,100	5,428,898	7.4%
Transitway Planning and Design	3,198,213	3,363,581	2,875,537	-14.5%
Vanpool Division	642,295	686,362	768,427	12.0%
Sub-total Operating	\$ 98,684,726	\$ 116,868,685	\$ 126,512,809	8.3%
Transfers to Eligible Projects in CIP	\$ (12,065,916)	\$ (13,194,397)	\$ (13,891,502)	5.3%
Net Operating	\$ 86,618,810	\$ 103,674,288	\$ 112,621,307	8.6%
Debt Service Support	\$ 9,205,555	\$ 10,925,931	\$ 10,382,262	-5.0%
Capital Program Support	\$ 21,742,668	\$ 16,782,351	\$ 24,629,856	46.8%
Total Expenditures	\$ 117,567,033	\$ 131,382,570	\$ 147,633,425	12.4%
Reserved for Future Years	\$4,660,847	\$0	\$0	

Summary Schedules

City of Charlotte

Storm Water Fund

Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
				<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues-Operating</u>				
Impervious Fee- City	\$ 5,676,563	\$ 5,676,563	\$ 5,676,563	0.0%
Impervious Fee- Other	31,838,225	31,427,863	36,449,008	16.0%
Interest on Investments	1,243,335	585,000	700,000	19.7%
Other- Miscellaneous	1,535,038			
Total Revenues	\$ 40,293,161	\$ 37,689,426	\$ 42,825,571	13.6%
Fund Balance		\$ 2,251,621	\$ 3,402,863	51.1%
Total Revenues and Fund Balance	\$ 40,293,161	\$ 39,941,047	\$ 46,228,434	15.7%
<u>Expenditures</u>				
Operating Budget	\$11,712,040	\$ 12,593,297	\$ 12,218,544	-3.0%
Transfer to Storm Water- Capital Project Fund	15,550,000	17,000,000	23,000,000	35.3%
Transfer to Storm Water- Debt Service Fund	9,342,926	10,347,750	11,009,890	6.4%
Total Expenditures	\$ 36,604,966	\$ 39,941,047	\$ 46,228,434	15.7%

Summary Schedules

City of Charlotte Municipal Debt Service Fund Summary of Revenues and Expenditures

	<u>FY07</u> <u>Actual</u>	<u>FY08</u> <u>Revised</u> <u>Budget</u>	<u>FY09</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
<u>Revenues</u>				
Property Tax	\$ 49,449,281	\$ 51,677,160	\$ 52,837,906	2.2%
Property Tax- Synthetic TIF Appreciation		13,694	232,840	1600.3%
Sales Tax	11,716,776	12,860,000	13,374,400	4.0%
Interest on Investments	5,647,056	5,023,000	2,700,000	-46.2%
Interest Transferred from Other Funds				
General	6,342,150	5,175,000	2,670,000	-48.4%
Other	1,066,978	861,000	714,000	-17.1%
Contribution from Other Funds				
General Fund-Equip and CMGC	13,424,851	14,463,267	16,374,530	13.2%
General Fund-Public Safety Communications		2,003,600	2,031,680	1.4%
Powell Bill Fund	587,357	782,656	1,041,167	33.0%
County Share - CMGC and Park and Rec L/P	927,245	1,115,700	707,760	-36.6%
Proceeds from Sale of Debt	-	630,000	694,170	10.2%
Proceeds from Refundings	100,000,000	-	10,157,400	
Premium on Sale of Debt	162,749	-	-	
Other	751,793	592,000	604,000	2.0%
Total Revenues	\$ 190,076,236	\$ 95,197,077	\$ 104,139,853	9.4%
<u>Expenditures</u>				
Bonds -				
Principal	\$ 23,814,864	\$ 23,182,600	\$ 27,584,500	19.0%
Interest	18,312,946	15,823,900	20,408,000	29.0%
Debt Issue Expense	766,513	630,000	694,170	10.2%
Payment to Refunded Bond Escrow Agent	99,537,000	-	10,157,400	
Lease Purchase Agreements -				
Principal	13,902,729	14,467,500	16,546,500	14.4%
Interest	4,692,489	4,196,900	4,807,900	14.6%
Bond Anticipation Note Interest	2,337,051	4,108,000	3,685,000	-10.3%
Bank Charges and Other	456,811	595,000	595,000	0.0%
Contribution to -				
General Fund	4,357,408	207,874	98,577	-52.6%
Transit Debt Service Fund	64,793	38,000	10,000	-73.7%
Cultural Facilities Operating Fund		-	130,606	
Synthetic TIF External Agreements		12,325	78,954	540.6%
Total Expenditures	\$ 168,242,604	\$ 63,262,099	\$ 84,796,607	34.0%
Reserved for Future Years	21,833,632	31,934,978	19,343,246	-39.4%

Summary Schedules

City of Charlotte

Aviation Debt Service Fund

Consolidated

Summary of Revenues and Expenditures

	FY07	FY08	FY09	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>	<u>Budget</u>	<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 35,317,499	\$ 44,756,970	\$ 52,845,614	18.1%
Contribution from Airlines	7,515,735	7,530,250	7,530,250	0.0%
Proceeds from Sale of Debt	-	693,035	650,000	-6.2%
Premium on Sale of Debt		1,638,985	-	-100.0%
Interest on Investments	2,443,858	2,247,490	4,969,250	121.1%
Transfer from Capital Project Fund	3,840,000	6,025,000	-	-100.0%
Total Revenues	49,117,092	62,891,730	65,995,114	4.9%
Fund Balance	8,556	572,190	6,417,525	1021.6%
Total Revenues and Fund Balance	\$ 49,125,648	\$ 63,463,920	\$ 72,412,638	14.1%
<u>Expenditures</u>				
Retirement of Debt	\$ 16,258,610	\$ 13,188,450	\$ 21,668,600	64.3%
Interest on Debt	29,028,654	32,477,770	42,136,748	29.7%
Cost of Bond Sale	-	2,332,019	650,000	-72.1%
Fees and Other Charges	672,879	960,000	968,250	0.9%
Transfers to Operating Fund	1,129,842	1,839,340	2,212,100	20.3%
Total Expenditures	47,089,985	50,797,579	67,635,698	33.1%
Restricted for Future Years	2,035,663	12,666,341	4,776,940	-62.3%

Summary Schedules

City of Charlotte

Consolidated Water and Sewer Debt Service Funds

Summary of Revenues and Expenditures

	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Revised</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
<u>Operating Revenues</u>				
Contribution from Water and Sewer Operating Fund	\$ 102,208,230	\$ 125,269,500	\$ 126,920,296	1.3%
Interest on Investments	1,221,007	893,000	770,600	-13.7%
Proceeds from Sale of Bonds		101,000	1,600,000	1484.2%
Proceeds from Refunding	400,290,000	-	365,415,000	
Premium from Sale of Bonds	1,543,968			
Interest Transferred from Other Funds				
Water and Sewer Operating	5,164,371	4,410,000	2,280,000	-48.3%
CIP and Other	1,338,016	1,035,000	1,260,000	21.7%
Total Revenues	\$ 511,765,592	\$ 131,708,500	\$ 498,245,896	278.3%
<u>Operating Expenditures</u>				
Bond Retirement	\$ 42,668,012	\$ 49,588,700	\$ 49,832,800	0.5%
Interest on Bonds	48,585,999	56,075,300	59,447,796	6.0%
Bank Charges	1,583,988	1,534,500	1,772,000	15.5%
Cost of Issuance	1,686,416	101,000	1,600,000	1484.2%
Refunding Bond Escrow Agent	400,000,000	-	365,415,000	100.0%
Equipment Lease-Purchase Principal	8,668,661	10,995,200	10,938,700	-0.5%
Equipment Lease-Purchase Interest	6,917,428	12,121,200	7,990,400	-34.1%
Small Town Debt Service Principal	895,000	875,000	865,000	-1.1%
Small Town Debt Service Interest	449,200	417,600	384,200	-8.0%
Total Expenditures	\$ 511,454,704	\$ 131,708,500	\$ 498,245,896	278.3%
Reserved for Future Years	310,888	-	-	

Summary Schedules

City of Charlotte

CATS Debt Service Fund

Summary of Revenues and Expenditures

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	Change
		<u>Budget</u>	<u>Budget</u>	(FY08 to
				FY09)
<u>Operating Revenues</u>				
Transfers from Other Funds				
CATS Operating	\$ 9,205,555	\$ 10,925,931	\$ 10,382,262	-5.0%
Capital Project Fund	8,280,600	-	-	
Municipal Debt Svc Fund	64,793	37,400	10,000	-73.3%
Federal Formula Grant	-	6,218,017	6,371,311	2.5%
State Match for Federal Formula	-	777,252	673,875	-13.3%
CATS Capital (FFGA)	18,000,000	-	70,447,052	
Proceeds from Refunding	-	36,268,400	-	-100.0%
Proceeds from Sale of Debt	-	425,000	-	-100.0%
Interest on Investments	183,820			
Total Revenues	\$ 35,734,768	\$ 54,652,000	\$ 87,884,500	60.8%
Fund Balance	72,111	-	-	
Total Revenues and Fund Balance	\$ 35,806,879	\$ 54,652,000	\$ 87,884,500	60.8%
<u>Operating Expenditures</u>				
Debt Retirement	\$ 23,871,395	\$ 6,010,000	\$ 77,970,000	1197.3%
Interest on Debt	11,577,873	11,648,600	9,614,500	-17.5%
Fees	357,611	300,000	300,000	0.0%
Cost of Sale	-	425,000	-	-100.0%
Payments to Escrow Agent	-	36,268,400	-	-100.0%
Total Expenditures	\$ 35,806,879	\$ 54,652,000	\$ 87,884,500	60.8%

Summary Schedules

City of Charlotte Storm Water Debt Service Fund Summary of Revenues and Expenditures

	FY07 Actual	FY08 Revised Budget	FY09 Budget	Percent Change (FY08 to FY09)
<u>Revenues</u>				
Contribution from Storm Water Operating	\$ 9,343,081	\$ 10,347,750	\$ 11,009,890	6.4%
Proceeds from Sale of Bonds	410,032		10,439	
Proceeds from Refunding			1,652,400	
Interest on Investments	148,847			
Total Revenues	\$ 9,901,960	\$ 10,347,750	\$ 12,672,729	22.5%
<u>Expenditures</u>				
Bond Retirement	\$ 3,265,729	\$ 3,425,000	\$ 4,238,140	23.7%
Interest on Bonds	6,209,908	6,894,000	6,743,000	-2.2%
Cost of Sale	410,032		10,439	
Refunding Bond Escrow Agent Fees	16,017	28,750	28,750	0.0%
Total Expenditures	\$ 9,901,686	\$ 10,347,750	\$ 12,672,729	22.5%
Restricted for Future Years	\$ 274	\$ -	\$ -	

Summary Schedules

City of Charlotte Convention Center Debt Service Fund Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
<u>Revenues</u>		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
Contribution from Convention Center Tax Fund	\$ 15,973,176	\$ 19,226,200	\$ 21,123,300	9.9%
Interest on Investments	264,230	-	-	
Proceeds from Refunding COPS	22,655,000	-	-	
Total Revenues	\$ 38,892,406	\$ 19,226,200	\$ 21,123,300	9.9%
<u>Expenditures</u>				
Bond Retirement	\$ 4,152,784	\$ 7,025,400	\$ 7,483,300	6.5%
Interest on Bonds	11,776,543	12,079,800	13,540,000	12.1%
Payment to Refunding Escrow Agent	22,469,819	-	-	
Cost of Bonds or COPS Sale	259,781	-	-	
Fees	80,323	121,000	100,000	-17.4%
Total Expenditures	\$ 38,739,250	\$ 19,226,200	\$ 21,123,300	9.9%
Excess of Revenues Over Expenditures	\$ 153,156	\$ -	\$ -	

Summary Schedules

City of Charlotte

Hall of Fame Debt Service Fund

Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
<u>Revenues</u>				<u>(FY08 to</u>
				<u>FY09)</u>
Hall of Fame Tax Fund	\$ 95,236	\$ 1,198,926	\$ 5,250,000	337.9%
Debt Proceeds	322,783	-	275,450	
Proceeds from Refunding	-	-	119,500,000	
Interest on Investments	202	-	-	
Total Revenues	\$ 418,221	\$ 1,198,926	\$ 125,025,450	10328.1%
<u>Expenditures</u>				
Debt Retirement	\$ -	\$ -	\$ -	
Interest on Debt	17,410	1,178,926	5,220,000	342.8%
Cost of Sale	375,044	-	275,450	
Payment to Escrow Refunding Agent	-	-	119,500,000	
Bank Charges and Other	25,739	20,000	30,000	50.0%
Total Expenditures	\$ 418,193	\$ 1,198,926	\$ 125,025,450	10328.1%
Excess of Revenues Over Expenditures	28	-	-	

Summary Schedules

City of Charlotte

Cultural Facilities Debt Service Fund

Summary of Revenues and Expenditures

<u>Revenues</u>	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Revised</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
Cultural Facilities Operating Fund	\$ 70,000	\$ 1,576,000	\$ 5,424,000	244.2%
Debt Proceeds	448,000	-	-	
Interest on Investments	3,664	-	-	
Total Revenues	\$ 521,664	\$1,576,000	\$ 5,424,000	244.2%
 <u>Expenditures</u>				
Debt Retirement	\$ -	\$ -	\$ -	
Interest on Debt	-	1,212,000	5,060,000	317.5%
Cost of Sale	394,741	-	-	
Bank Charges and Other	75,622	364,000	364,000	0.0%
Total Expenditures	\$ 470,363	\$1,576,000	\$ 5,424,000	244.2%
Reserved for Future Years	\$ 51,301	\$ -	\$ -	

Summary Schedules

City of Charlotte Tourism Debt Service Fund Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
Contribution from Other Funds:				
Tourism Operating Fund	\$ 7,577,330	\$ 8,098,100	\$ 7,816,600	-3.5%
Tourism Capital Project Fund	-	12,212,220	-	-100.0%
Contribution from Charlotte Regional				
Visitors Authority	2,443,277	2,421,900	2,377,100	-1.8%
Interest on Investments	725,837	585,000	50,000	-91.5%
Total Revenues	\$ 10,746,444	\$ 23,317,220	\$ 10,243,700	-56.1%
Fund Balance	\$ 228,272	\$ -	\$ 21,215,000	
Total Revenues and Fund Balance	\$ 10,974,716	\$ 23,317,220	\$ 31,458,700	34.9%
<u>Expenditures</u>				
Debt Retirement	\$ 2,180,000	\$ 2,180,000	\$ 23,395,000	973.2%
Interest on Debt	8,666,019	8,800,000	7,933,700	-9.8%
Bank Charges and Other	128,697	125,000	130,000	4.0%
Total Expenditures	\$ 10,974,716	\$ 11,105,000	\$ 31,458,700	183.3%
Reserved for Future Years	-	12,212,220	-	

Summary Schedules

City of Charlotte

Powell Bill Fund

Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>	<u>Budget</u>	<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
State Gas Tax Refund	\$ 18,194,140	\$ 18,440,000	\$ 19,375,709	5.1%
Transfer from General Fund	4,261,000	4,261,000	4,261,000	0.0%
Interest on Investments	964,770	585,000	480,000	-17.9%
Street Degradation Fee		292,292	600,000	105.3%
Other	173,026			
Total Revenues	\$ 23,592,936	\$ 23,578,292	\$ 24,716,709	4.8%
Fund Balance	\$ -	\$ 1,142,908	\$ 1,370,071	19.9%
Total Revenues and Fund Balance	\$ 23,592,936	\$ 24,721,200	\$ 26,086,780	5.5%
<u>Expenditures</u>				
Contracted Resurfacing	\$ 7,410,404	\$ 12,510,427	\$ 12,683,083	1.4%
Repairs by City Forces	7,818,311	7,820,645	8,034,843	2.7%
Equipment Rent/Purchase	690,399	1,114,553	1,694,768	52.1%
Street Drainage Maintenance	159,771	160,860	160,860	0.0%
Traffic Control Improvements	522,786	523,786	623,786	19.1%
Snow Removal	100,000	100,000	100,000	0.0%
Physical Inventory of Streets	5,404	12,000	12,000	0.0%
Pavement Management System	0	200,000	0	-100.0%
Non-System Residential Streets	22,379	50,000	50,000	0.0%
Wheel Chair Ramps	150,000	150,000	150,000	0.0%
Annexation	2,421,602	159,000	399,000	150.9%
Storm Water Program Fees	1,137,273	1,137,273	1,137,273	0.0%
Contribution to Debt Service - Equipment Lease Purchase	587,357	782,656	1,041,167	33.0%
Total Expenditures	\$ 21,025,687	\$ 24,721,200	\$ 26,086,780	5.5%
Reserved for Future Years	\$ 2,567,249	\$ -	\$ -	

Summary Schedules

City of Charlotte Convention Center Tax Fund Summary of Revenues and Expenditures

	FY07	FY08	FY09	Percent
	Actual	Revised	Budget	Change
		Budget		(FY08 to
				FY09)
Revenues				
Taxes				
Occupancy	\$ 12,113,755	\$ 13,271,527	\$ 13,868,746	4.5%
Prepared Food	19,086,466	19,697,181	20,583,554	4.5%
Total Taxes	31,200,221	32,968,708	34,452,300	4.5%
Participation Payment	2,610,000	-	-	
Interest on Investments	2,127,162	1,845,000	1,350,000	-26.8%
Total Revenues	35,937,383	34,813,708	35,802,300	2.8%
Fund Balance	-	-	2,235,240	100.0%
Total Revenues and Fund Balance	35,937,383	34,813,708	38,037,540	9.3%
Expenditures				
Promotion and Marketing	4,235,000	5,120,200	5,167,845	0.9%
Business Development	1,545,000	1,591,400	1,639,100	3.0%
Administration	164	75,000	75,000	0.0%
Hotel Parking Management Contract	1,305,000	-	-	
Contributions for Convention Center:				
Operating Deficit	2,502,957	3,542,000	3,375,000	-4.7%
Capital Items	-	2,500,000	4,300,000	72.0%
General Tourism Subsidy	2,016,614	2,146,600	2,357,295	9.8%
Transfers to Other Funds:				
Convention Center Debt Service	15,973,176	19,226,200	21,123,300	9.9%
Total Expenditures	\$ 27,577,911	\$ 34,201,400	\$ 38,037,540	11.2%
Reserved for Future Years	\$ 8,359,472	\$ 612,308	\$ -	-100.0%

Summary Schedules

City of Charlotte Hall of Fame Tax Fund Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
Occupancy Tax	\$ 8,044,852	\$ 8,123,000	\$ 8,989,700	10.7%
Interest on Investments	198,626	293,075	374,846	27.9%
Total Revenues	\$ 8,243,478	\$ 8,416,075	\$ 9,364,546	11.3%
 <u>Operating Expenditures</u>				
Transfer to Component Unit	\$ -	\$ 3,000,000	\$ -	-100.0%
Transfer to Debt Service Fund	95,236	1,198,926	5,250,000	337.9%
Total Expenditures	\$ 95,236	\$ 4,198,926	\$ 5,250,000	25.0%
Reserved for Future Years	8,148,242	4,217,149	4,114,546	-2.4%

Summary Schedules

City of Charlotte

Cultural Facilities Operating

Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
Transfers from PAYG- Vehicle Rental Tax	\$ 2,997,089	\$ 5,269,171	\$ 6,445,071	22.3%
Transfers for Synthetic TIF Agreements:				
General Fund			655,340	
Municipal Debt Service			130,606	
PAYG			26,759	
Interest on Investments	41,363	214,000	342,000	59.8%
Total Revenues	\$ 3,038,452	\$ 5,483,171	\$ 7,599,776	38.6%
<u>Operating Expenditures</u>				
Transfers to:				
Cultural Facilities Debt Service Fund	\$ 70,000	\$ 1,576,000	\$ 5,424,000	244.2%
Total Expenditures	\$ 70,000	\$ 1,576,000	\$ 5,424,000	244.2%
Reserved for Future Years	2,968,452	3,907,171	2,175,776	31.6%

Summary Schedules

City of Charlotte Public Safety Grants Fund Summary of Revenues and Expenditures

Active Public Safety Grants March 2008	Funding Sources					Available for expenditure as of 3-31- 08
	Federal	State	Private Contributions	Assets Forfeiture	Total Funding	
Grant Program Area						
Assets Forfeiture Initiatives				\$3,243,355	\$3,243,355	1,132,774
DNA Analysis	151,193				151,193	10,092
Domestic Violence	81,440				81,440	14,668
Donations for Various Programs			311,357		311,357	206,236
Emergency Management	283,757	683,537	107,500		1,074,794	302,199
Federal JAG Allocation to Sheriff	697,647				697,647	453,113
Forensics and Analysis	531,874	343,942	174,902		1,050,718	503,172
Gang Related Initiatives	376,959	530,428			907,387	209,762
Highway Intervention and Traffic Safety Liaison		80,924		15,408	96,332	6,407
Homeland Security	3,675,088	723,633			4,398,721	445,622
International Relations			475		475	475
Medical Reponse	717,937	270,000	30,472		1,018,409	492,831
Police Overtime	1,528,877				1,528,877	158,363
Recruitment	6,350				6,350	1,833
Technology	463,936				463,936	170,698
Traffic Safety		54,900		54,900	109,800	28,349
Uniforms and Equipment	1,297,616		285,000		1,582,616	431,503
Urban Area Security Initiatives	22,807,671				22,807,671	8,084,103
Volunteer Initiatives	332,948		150,000		482,948	304,476
Youth Initiatives	4,038	128,808	46,019	7,048	185,913	51,565
Total Program Funding	\$32,957,330	\$2,816,173	\$1,105,725	\$3,320,711	\$40,199,939	\$13,008,240
Grants Projected for Remainder of FY08						
Technology (COPS FY07)	\$2,884,170			\$961,390	\$3,845,560	
Assets Forfeiture Initiatives				500,000	500,000	
Miscellaneous Grants to be determined *	4,626,538				4,626,538	
Total Grants Projected for Remainder of FY08	\$7,510,708	\$0	\$0	\$1,461,390	\$8,972,098	
Grants Projected for FY09						
Gang-Related Initiatives (Police)	\$1,222,000	\$539,239			\$1,761,239	
Equipment (Police)			33,623		33,623	
Assets Forfeiture Attorney (Police)				125,000	125,000	
Medical Response (Fire)	321,221	100,000	29,245		450,466	
Donations for Various Programs (Police and Fire)			742,000		742,000	
Emergency Management (Fire)		127,000	70,000		197,000	
Homeland Security (Fire)		501,571			501,571	
Urban Area Security Initiatives (Fire)	8,500,000				8,500,000	
Arson Investigations/Education (Fire)	51,368		18,725		70,093	
Total Grants Projected for FY09	\$10,094,589	\$1,267,810	\$893,593	\$125,000	\$12,380,992	

* This amount represents an unexpendable appropriation associated primarily with the FY08 Urban Area Security Initiative Grant. The grant was estimated at \$9 million in the FY08 annual ordinance, but was received at \$4.8 million. The balance will close at year end.

Summary Schedules

City of Charlotte Public Safety 911 Services Fund Summary of Revenues and Expenditures

	<u>FY2007 Actual</u>	<u>FY2008 Revised Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY08 to FY09)</u>
<u>Operating Revenues</u>				
Wireless Fee (State Reimbursement)	\$ 924,242	\$ 695,683		-100.0%
Wired Fee	3,896,548	2,319,448		-100.0%
NC 911 Fund Distributions		1,784,869	4,820,790	170.1%
Interest on Investments	176,284	45,000	45,000	0.0%
Total Revenues	\$ 4,997,074	\$ 4,845,000	\$ 4,865,790	0.4%
Fund Balance	\$ -	\$ -	\$ -	
Total Revenues and Fund Balance	\$ 4,997,074	\$ 4,845,000	\$ 4,865,790	0.4%
<u>Operating Expenditures</u>				
Police 911 Services	\$ 2,708,580	\$ 2,326,984	\$ 2,427,491	4.3%
Fire 911 Services	1,584,698	1,686,732	1,727,087	2.4%
Payment to Mecklenburg County	493,693	786,284	645,422	-17.9%
Total Expenditures	\$ 4,786,971	\$ 4,800,000	\$ 4,800,000	0.0%
Reserved for Future Years	\$ 210,103	\$ 45,000	\$ 65,790	46.2%

Note:

January 1, 2008 State Law 2007-383 became effective. This law standardized all e-911 monthly service charges, both wired and wireless, at a charge of 70 cents. Collection of all associated revenue is at the state level with redistribution back to Primary Public Safety Answering Points. This law negates the City's ability to charge a separate wired line surcharge which was previously 73 cents per month. Those charges were discontinued December 31, 2007. The law provides for the City receiving at least as much revenue annually as was received in FY2007.

Payments to Mecklenburg County represent MEDIC's share of the total revenue collected. MEDIC's share of this revenue is based on its relative percentage of the total planned expenditure budgets for the three 911 service agencies (Police, Fire and MEDIC) based upon a mutually agreed upon expenditure plan. County MEDIC's percentage of total budget is:

FY02	3.1586%	FY06	3.8676%
FY03	8.9416%	FY07	12.6680%
FY04	39.9429%	*FY08	16.3809%
FY05	9.4608%	*FY09	13.4463%

* reflects calculation of percentage share based on total NC911 funds distribution effective mid year FY2008 and full year for FY2009.

Summary Schedules

City of Charlotte Neighborhood Development- Consolidated Grant Funds Summary of Revenues and Expenditures

	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Revised</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
<u>Operating Revenues</u>				
<u>Federal Grants:</u>				
Workforce Investment Act (WIA) Adult	1,219,147	1,453,589	1,158,202	-20.3%
WIA Administration	483,915	450,028	385,595	-14.3%
WIA Youth	1,260,533	1,242,247	1,274,773	2.6%
WIA Dislocated Worker	1,567,937	1,163,233	1,422,976	22.3%
WIA Incentive	471,006	646,020	340,613	-47.3%
WIA Katrina	689,889	-	-	
Housing Opportunities for People with Aids (HOPWA) Program	496,785	626,000	671,000	7.2%
Emergency Shelter Program	203,832	205,907	206,304	0.2%
Weed and Seed	257,638	200,000	150,000	-25.0%
Lead Based Paint Grant	867,659	2,919,608	3,000,000	2.8%
Section 108 Loan- West Blvd Shopping Center	349,580	-	-	
Sisters of Mercy Grant	315,194	507,881	160,840	-68.3%
Total Federal Grants	\$ 8,183,113	\$ 9,414,514	\$ 8,770,303	-6.8%
<u>State Grants:</u>				
NC Employment & Training Urgent Repair Grant	96,552	75,000	75,000	0.0%
Total State Grants	\$ 96,552	\$ 75,000	\$ 75,000	0.0%
Total Revenues	\$ 8,279,665	\$ 9,489,514	\$ 8,845,303	-6.8%
<u>Operating Expenditures</u>				
Dislocated Worker Contract	1,567,937	1,163,233	1,422,976	22.3%
Education & Training Courses	2,380,041	2,099,609	1,498,815	-28.6%
Summer & Year Round Youth Program	1,260,533	1,242,247	1,274,773	2.6%
Contribution to Workforce Development Board & Subgrantee Administration	483,915	450,028	385,595	-14.3%
Housing Opportunities for People with Aids (HOPWA) Program	496,785	626,000	671,000	7.2%
Emergency Shelter Program	203,832	205,907	206,304	0.2%
Weed and Seed	257,638	200,000	150,000	-25.0%
Lead Based Paint Grant	867,659	2,919,608	3,000,000	2.8%
Section 108 Loan- West Blvd Shopping Center	349,580	-	-	
Sisters of Mercy Grant	315,194	507,881	160,840	-68.3%
Urgent Repair Grant	96,552	75,000	75,000	0.0%
Total Expenditures	\$ 8,279,665	\$ 9,489,514	\$ 8,845,303	-6.8%

Summary Schedules

City of Charlotte Consolidated Municipal Service Districts Summary of Revenues and Expenditures

	FY2007 Actual	FY2008 Revised Budget	FY2009 Budget	Percent Change (FY08 to FY09)
<u>Operating Revenues</u>				
Property Taxes	\$ 2,059,007	\$ 2,088,637	\$ 2,675,532	28.1%
Interest on Investments	4,106	-	-	
Total Revenues	\$ 2,063,112	\$ 2,088,637	\$ 2,675,532	28.1%
<u>Operating Expenditures</u>				
Contractual Services	\$ 2,013,122	\$ 2,041,736	\$ 2,653,022	29.9%
City Services	23,362	46,901	22,510	-52.0%
Total Expenditures	\$ 2,036,484	\$ 2,088,637	\$ 2,675,532	28.1%
Reserved for Future Years	\$ 26,628	\$ -	\$ -	

Note:

Property Tax revenues projected for FY2009 reflect a recommended rate increase in both Municipal Service Districts 2 and 3 of 1.15 cents per \$100 valuation.

Summary Schedules

City of Charlotte Risk Management Fund Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
				(FY08 to
				FY09)
<u>Revenues</u>				
City of Charlotte - General Fund	\$ 733,065	\$ 837,901	\$ 891,349	6.4%
City of Charlotte - Other Funds	519,263	596,470	633,707	6.2%
Mecklenburg County	556,443	554,342	674,348	21.6%
Board of Education	415,554	443,473	475,928	7.3%
Other Agencies	40,000	40,000	40,000	0.0%
Interest on Investments	41,434	-	-	-
Other	370	-	-	-
Total Revenues	\$ 2,306,130	\$ 2,472,186	\$ 2,715,332	9.8%
Transfer from Reserve Fund	\$ 82,989	\$ -	\$ -	-
Total Revenues and Reserve Funds	\$ 2,389,119	\$ 2,472,186	\$ 2,715,332	9.8%
<u>Expenditures</u>				
Operating Budget	\$ 2,389,118	\$ 2,472,186	\$ 2,715,332	9.8%
Total Expenditures	\$ 2,389,118	\$ 2,472,186	\$ 2,715,332	9.8%

Summary Schedules

City of Charlotte

Tourism Operating Fund

Summary of Revenues and Expenditures

	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>		<u>(FY08 to</u>
				<u>FY09)</u>
<u>Revenues</u>				
Occupancy Tax	\$ 5,957,431	\$ 5,688,037	\$ 5,955,941	4.7%
Rental Car Tax	2,503,049	2,694,600	2,786,840	3.4%
Parking Fees	-	500,000	578,700	15.7%
Interest on Investments	2,029,212	1,485,000	900,000	-39.4%
Rents	1,536,768	999,800	1,014,540	1.5%
Contribution from Bobcats *	-	-	275,625	
Total Revenues	\$ 12,026,460	\$ 11,367,437	\$ 11,511,646	1.3%
<u>Operating Expenditures</u>				
Contractual Services	\$ 68,952	\$ 150,000	\$ 150,000	0.0%
Contributions:				
Arena Maintenance Reserve *	250,000	262,500	551,250	110.0%
Ovens/Cricket Maintenance **			562,755	
Tourism Debt Service Fund	7,577,330	8,098,100	7,816,600	-3.5%
Total Expenditures	\$ 7,896,282	\$ 8,510,600	\$ 9,080,605	6.7%
Reserved for Future Years	4,130,178	2,856,837	2,431,041	-14.9%

*Per the City's agreement with the Charlotte Bobcats, both the City and the Bobcats are to share equally in funding a reserve for future Arena maintenance and improvements. Prior to FY09 the reserve was reflected in the Capital Investment Plan.

** Prior to FY09 Ovens/Cricket Maintenance was reflected in the Capital Investment Plan.

Summary Schedules

City of Charlotte Safe Light Fund

Summary of Revenues and Expenditures

	FY2007 Actual	FY2008 Budget	FY2009 Budget	Percent Change (FY08 to FY09)
Revenues - Operating				
Traffic Fines and Penalties	\$ 100,639	\$ -	\$ -	-
Interest on Investments	109,543	-	-	-
Other				
Total Revenues	\$ 210,182	\$ -	\$ -	-
Expenditures - Operating				
Administration (City)	\$ 303	\$ -	\$ -	-
Contractual Services	-	-	-	-
Total Expenditures	\$ 303	\$ -	\$ -	-
Reserved for Future Years	\$ 209,879	\$ -	\$ -	-

Note:

The SafeLight program has been suspended. No revenues or expenditures are projected for FY09

Summary Schedules

City of Charlotte SafeSpeed Fund

Summary of Revenues and Expenditures

	FY2007 Actual	FY2008 Budget	FY2009 Budget	Percent Change (FY08 to FY09)
<u>Revenues - Operating</u>				
Traffic Fines and Penalties	\$ 93,333	\$ -	\$ -	-
Interest on Investments	\$ 9,107	-	-	-
Total Revenues	\$ 102,440	\$ -	\$ -	-
Total Revenues and Fund Balance	\$ 102,440	\$ -	\$ -	-
<u>Expenditures - Operating</u>				
Administration (City)	\$ -	\$ -	\$ -	-
Estimated Revenue to CMS	-	-	-	-
Contractual Services	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	-
Reserved for Future Years	\$ 102,440	\$ -	\$ -	-

Notes

The SafeSpeed program has been suspended. No revenues or expenditures are projected for FY09

Summary Schedules

City of Charlotte
All Operating Funds
Summary of Budget Expenditures*
(Net of Transfers)

<u>FUNDS</u>	<u>Revised Budget FY2007</u>	<u>Adopted FY2008</u>	<u>FY2009</u>	<u>Percent Change (FY08 to FY09)</u>
General	\$ 399.4	\$ 417.9	\$ 436.7	4.5%
Enterprise				
Water and Sewer	\$ 91.1	\$ 94.2	\$ 100.4	6.6%
Charlotte Area Transit (CATS)	89.3	103.7	112.6	8.6%
Aviation	74.1	81.2	88.6	9.1%
Storm Water Utility	13.9	12.6	12.2	-3.0%
Total Enterprise	\$ 268.4	\$ 291.6	\$ 313.8	7.6%
Debt Service				
Water and Sewer	68.7	82.1	81.4	-0.9%
Municipal	42.0	51.5	47.0	-8.7%
Aviation	29.7	34.1	43.8	28.4%
Convention Center	12.3	12.2	13.6	11.8%
Storm Water	7.0	6.9	6.8	-2.0%
CATS	12.7	11.9	9.9	-17.0%
Tourism	9.3	8.9	8.1	-9.7%
Cultural Facilities	0.6	1.6	5.4	244.2%
NASCAR Hall of Fame	0.5	1.2	5.5	360.9%
Total Debt Service	\$ 182.8	\$ 210.4	\$ 221.5	5.3%
Other Operating				
Powell Bill	22.7	22.8	23.9	4.9%
Neighborhood Development Grants	10.9	5.0	8.8	78.5%
Convention Center	12.5	16.2	14.6	-10.3%
Public Safety Grants	0.7	10.4	12.4	19.1%
Public Safety 911 Services	4.8	4.8	4.8	0.0%
NASCAR Hall of Fame	2.0	3.0	-	-100.0%
Safe Light	1.0	-	-	
Safe Speed	2.7	-	-	
Municipal Service Districts	2.0	2.1	3.2	53.2%
Risk Management	1.1	1.0	1.2	14.7%
Cultural Facilities	-	-	-	
Tourism Operating	0.2	0.2	0.2	0.0%
Pay As You Go**	-	0.6	0.8	24.9%
Total Other Operating	\$ 60.5	\$ 66.1	\$ 69.8	5.6%
TOTAL OPERATING BUDGETS	\$ 911.1	\$ 986.1	\$ 1,041.9	5.7%

* Rounded, in millions

** Synthetic TIF agreements and County/Towns' Vehicle Rental Tax Share

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General Fund Departmental Charges

Departmental Charges are used to reflect the value of expenses that will be incurred by a department and subsequently charged to another department or to another fund for performance of agreed upon work, or to recover expenses incurred on behalf of another department or fund. These charges are reflected as a negative expense in the department incurring the actual expense and a corresponding positive expense in the appropriate account in the department(s) being charged.

Example of Departmental Charge - BSS Radio Communications

An example of the use of departmental charges can be seen in Business Support Services' (BSS) Communications division. The Communications division incurs direct expenses in its operating budget to provide maintenance and support of radio equipment used in various City departments, particularly by public safety personnel and field crews in Utilities, Street Maintenance, CATS, Engineering, and Solid Waste.

The following budgets in expense account 155 - Maintenance and Repair of Communications Equipment show amounts to be paid by these KBUs to BSS' Communications division for radio maintenance and radio infrastructure support. The total of these KBU's 155 budgets reflects the departmental charge amount shown for BSS' Radio Communications division in the departmental charges listed on the next page.

	FY09
Key Business Unit (KBU)	KBU 155 Budget
Aviation	\$55,902
CATS	452,439
CDOT	193,268
Utilities	185,236
Engineering	16,441
Fire	325,304
Police	1,745,376
Solid Waste	102,844
Total 155 Charges	\$3,076,810

The following list identifies all of the General Fund departmental charges by Key Business Unit (KBU) division and describes the purpose of each charge. The list shows the amount of each division's total operating budget that is charged to other KBUs or funds and the resulting net operating budgets for each. The net operating budgets shown here correspond to each division's final operating budgets, as reflected in the various KBU pages in this book.

General Fund Departmental

General Fund Departmental Charges

Key Business Unit/Division	Total Operating Budget	FY09 Departmental Charges	Net Operating Budget	Description of Departmental Charge
City Attorney	\$ 3,263,036	\$ (1,473,143)	\$ 1,789,893	Charges to CATS and Engineering (Real Estate and CIP) for legal services
Budget and Evaluation	1,530,304	(50,849)	1,479,455	Charges to CIP for 50% of costs of CIP Budget Analyst
Business Support Services				
Equipment Management	10,042,587	(10,041,587)	1,000	Charges to KBUs for vehicle maintenance costs
Information Technology	9,785,533	(83,676)	9,701,857	Charges to 911 Fund for IT support of Fire's 911 system
Telecommunications	1,439,031	(812,929)	626,102	Charges to KBUs for telephone Centrex costs
Wired Communications	1,026,859	(58,996)	967,863	Charges to 311 Customer Services and CIP technology projects
Radio Communications	4,515,424	(3,076,810)	1,438,614	Charges to KBUs for radio maintenance and infrastructure cost
Transportation				
Street Maintenance	15,754,358	(8,928,585)	6,825,773	Charges to Powell Bill and Storm Water
Planning and Design	2,783,027	(1,375,063)	1,407,964	Charges to CIP, CATS, and state planning grants
Engineering and Operations	4,168,267	(1,239,810)	2,928,457	Charges to CIP, state municipal agreements, CATS, and Powell Bill
Administration	2,904,390	(142,558)	2,761,832	Charges to Powell Bill and CATS
Traffic Control	4,317,364	(605,381)	3,711,983	Charges to state municipal agreements, Powell Bill, and CIP
Engineering and Property Management				
Landscape Management	6,732,208	(1,140,424)	5,591,784	Charges to KBUs for landscape maintenance services at City facilities
Building Maintenance	3,411,945	(2,926,426)	485,519	Charges to KBUs for building maintenance services at City facilities
CMGC Property Management	3,121,253	(2,566,873)	554,380	Charges to KBUs for building rent at Char-Meck Government Center
City Hall Property Management	323,103	(323,103)	0	Charges to KBUs for building rent at Old City Hall
CMGC Mail Services	573,869	(573,869)	0	Charges to KBUs for postage
Capital Projects Management	11,898,173	(6,705,965)	5,192,208	Charges to CIP and CATS
Real Estate	1,917,007	(718,972)	1,198,035	Charges to CIP, CATS, Storm Water, and CMU
Public Service and Land Development	5,097,069	(50,000)	5,047,069	Charges to Storm Water
Finance				
Accounting	2,395,764	(200,480)	2,195,284	Charges to Procurement Services and CATS for financial system support
Revenue	4,146,849	(57,844)	4,089,005	Charges to KBUs for revenue collections for transit fares, surplus auctions, and community development loans.
Fire				
Administration	4,744,989	(267,698)	4,477,291	Charges to 911 Fund for 3 positions supporting Fire's 911 system
Emergency Management	725,116	(103,150)	621,966	Charges to CIP technology projects
Training	1,670,465	(223,411)	1,447,054	Charges to Police Department for Training Academy costs
Human Resources				
Personnel Administration	2,044,989	(52,736)	1,992,253	Charges to support Health Insurance fund
Training	1,142,105	(393,971)	748,134	Charges to KBUs for cost of training classes
HRMS	1,202,343	(348,855)	853,488	Charges to CIP technology projects
City Manager				
Corporate Communications	1,903,499	(111,762)	1,791,737	Charges to CIP for 1 position and to KBUs for cost of communications media
Customer Service	7,359,197	(244,140)	7,115,057	Charges to KBUs for Avaya maintenance and to CIP technology projects
Economic Development	2,738,978	(46,294)	2,692,684	Charges to CATS for Transit Station Coordinator
Internal Audit	1,083,135	(182,637)	900,498	Charges to CATS for 2 positions
Chief Information Office	2,769,660	(403,569)	2,366,091	Charges to CIP technology projects
Planning				
General Planning Service	5,383,548	(227,135)	5,156,413	Charges to CATS for 3 positions
Zoning Plans Review	269,548	(107,819)	161,729	Charges to Neighborhood Development and Engineering
MUMPO Support Services	250,000	(100,000)	150,000	Charges to CDOT for MUMPO support
Police				
Technology	150,000	(150,000)	0	Charges to CIP technology projects
Police Attorney	868,678	(109,978)	758,700	Charges to Asset Forfeiture fund for Asst DA salary & benefits
Training	5,764,816	(167,132)	5,597,684	Charges to Fire Department for Training Academy costs
Property and Evidence Management	3,386,510	(107,192)	3,279,318	Charges to Engineering Building Services for CMGC Officer
Intelligence	125,500	(125,500)	0	Charges to federal government for reimbursement of costs
Transit Authority Liaison	1,261,978	(1,261,978)	0	Charges to CATS for 2 Sergeants and 10 Police Officers
Airport Law Enforcement	106,512	(101,806)	4,706	Charges to Aviation for Police Captain leading the Airport Police
Neighborhood Development				
Administration	1,255,658	(496,058)	759,600	Charges to federal grants for support costs and charges to CIP
Financial Services	532,961	(153,548)	379,413	Charges to Innovative Housing for Financial Services support
Housing Services/Code Enforcement	4,207,004	(151,000)	4,056,004	Charges to In Rem Repair for Code Enforcement costs and to CIP Technology I
Housing Services	2,068,034	(1,873,034)	195,000	Charges to the CDBG grant for Housing Services support costs
Solid Waste				
Special Services	4,490,233	(83,144)	4,407,089	Charges to CATS for bus shelter maintenance on State roads
	\$158,652,876	\$(50,746,889)	\$ 107,905,985	

FY2009-2013 Capital Investment Plan

The City of Charlotte recognizes the importance of long-range capital investment planning to maintain the growth and vitality of the community. The City's Capital Investment Plan (CIP) is a five-year infrastructure plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The CIP is developed concurrently with the operating budget. Following City Council's annual retreat to establish priorities, Key Businesses and other agencies identify funding needs in support of Council's goals. Revenue projections are finalized for future years and capital needs are matched with resources based on Council Focus Areas and priorities.

Operating budget pressures, rising interest rates, and reductions in revenues such as sales tax has led to the City having no capacity to issue further debt to meet capital needs. A key component of an "AAA" credit rating city is the ability to continue to adequately fund capital needs. To help maintain the exceptional credit the City has held for the last four decades and address recent questions from bond rating agencies, staff recommends additional revenues need for the capital program.

COUNCIL APPROVED CHANGES TO THE MANAGER'S RECOMMENDATION

Auten Road Extension was deleted from the program. The project was budgeted at \$5.0 million and these funds are listed as unprogrammed. Staff will provide a recommendation for these funds in the FY2010 budget.

HIGHLIGHTS OF THE FY09-13 CIP

The five-year FY09-13 CIP totals \$3,363,947,422 a 6.6% increase from the FY2008-2012 CIP. This increase, \$207.7 million, is due to increases in Aviation (\$272.5 million), Storm Water (\$58.3 million), and Roads (\$46.0 million). Increases are partially offset by decreases in Water and Sewer (\$115.9 million), CATS (\$41.4 million), and other programs.

General Government

This program includes funding for neighborhoods, housing, roads, economic development, environment, and municipal facilities capital projects.

General Government capital projects are funded through a variety of sources:

- Debt capacity: 7.37¢ of the property tax rate, no change from the previous year
- Pay-As-You-Go: 1.51¢ of the property tax rate, no change from previous year
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$625.7 million. Funding highlights of the program are as follows:

Housing and Neighborhoods

- \$75.9 million for housing programs
- \$50.0 million for neighborhood improvements
- \$20.2 million for the affordable housing
- \$30.0 million for sidewalks
- \$12.5 million for area plan improvements

Transportation

- \$58.0 million for Farm-to-Market Roads
- \$25.3 million for Statesville Road Widening (Starita to Keith)
- \$25.3 million for Northeast Corridor: Sugar Creek Alignment
- \$21.5 million for Fred D. Alexander Boulevard (NC27 to NC16)
- \$17.0 million for intersection improvements
- \$17.0 million for Brevard and Stonewall Streets improvements

FY2009-2013 Capital Investment Plan

Economic Development

- \$20.0 million not programmed and Reserved for Economic Development Initiatives
- \$14.1 million for business corridor revitalization strategy
- \$9.2 million for business corridors/pedscape Infrastructure

Environment

- \$3.5 million for environmental services

Facility Investments

- \$24.5 million for building and roof maintenance
- \$10.3 million for public safety digital radio upgrade
- \$10.0 million for technology investments
- \$6.7 million for Eastland fire station
- \$5.92 million for annexation fire stations

Storm Water

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. The program totals \$211.5 million and is fully financed through storm water fees.

Major projects include:

- \$104.0 million for flood control projects in neighborhood water basins
- \$62.0 million for storm water repairs
- \$22.0 million for storm water stream restoration
- \$7.0 million for storm water transportation improvements

Charlotte Area Transit System (CATS)

This program includes funding for maintenance and expansion of the existing bus, special transportation, circulator, community, and regional transportation systems. The program also includes planning, design, and construction of rapid transit. The program totals \$652.7 million and is fully financed through a dedicated one half-cent sales tax and federal and state capital grants.

Major projects include:

- \$464.0 million for the Northeast Corridor
- \$81.3 million for bus replacement and expansion
- \$19.1 million for a multimodal station
- \$19.0 million for STS facility and Davidson Street garage rehabilitation

Water and Sewer

This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. The program totals \$971.4 million and is fully financed from water and sewer fees.

Major projects include:

- \$187.0 million for Long Creek wastewater treatment plant expansion
- \$110.0 million for northeast water transmission main
- \$97.3 million for Sugar Creek wastewater treatment plant expansion
- \$55.0 million for sanitary sewer line rehabilitation

Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$902.7 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants.

Major projects include:

- \$250.0 million for Terminal Lobby Expansion
- \$129.9 million for Third Parallel Runway (remaining appropriations)
- \$55.0 million for Parking Deck (North)
- \$40.0 million for Master Plan Land Acquisition

FY2009-2013 Capital Investment Plan

CAPITAL INVESTMENT PLAN: STRATEGIES AND POLICIES

This section includes an overview of the process used in development of the CIP program and policies.

Collaborative Capital Planning

The FY09-13 Capital Investment Plan was developed within the context of the City's Corporate Scorecard objectives of:

- neighborhoods
- provide transportation choices
- safeguard the environment
- strengthen and promote economic opportunity
- develop collaborative solutions
- invest in infrastructure
- maintain the AAA credit rating

The process focused on collaborative CIP planning, resulting in enhanced strategic direction and interaction among Key Business staff (CIP Staff Review Team), Key Business Executives, and the City Manager's Office.

Initial planning for the CIP began in the fall 2007 with a review of the Capital Investment Plan process. During January the Mid-Year CIP Status Report was completed and presented to City Council. Also during January, Key Businesses completed and submitted CIP requests. Between February and March 31, 2008, several internal collaborative meetings were held to develop capital program recommendations.

Process Components

1. The CIP process is an instrument for maximizing strategic leverage in achieving City Council's priorities as identified at their annual retreat and included in Council's focus area plans and priorities.
2. The CIP Staff Review Team, composed of representatives from selected Key Businesses, continues to be involved in capital program development and identification and implementation of collaborative citywide opportunities. This process provides a formal mechanism through which Key Businesses share information and develop collaborative solutions for both planning and implementation of capital projects.
3. The BECap (Budget and Evaluation Capital applications program) provides the automated means by which capital projects are requested. The program serves as a collaborative tool providing Geographic Information System (GIS) linkages and graphical displays of capital project requests from all Key Businesses. This graphical tool has assisted staff in identifying capital project connectivity and opportunities for further collaborative planning and implementation. BECap also provides data for engineering programs to manage project implementation and utilized to produce the final budget document.

FY2009-2013 Capital Investment Plan

Capital Investment Plan Program Policies

Improving the quality of life of its citizens is the City of Charlotte's mission and the foundation of the Capital Investment Plan. The Plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the Capital Investment Plan benefits all segments of the community and supports all roles of municipal government. The Plan is developed in a collaborative manner and is based on Smart Growth principles.

City Council's policies for developing and implementing the Capital Investment Plan

1. **Evaluate capital projects requests according to the following priorities:**
 - 1st priority: Maintenance and/or retrofitting of existing infrastructure
 - 2nd priority: Replacement of existing infrastructure
 - 3rd priority: Expansion of existing infrastructure
 - 4th priority: New infrastructure
2. Develop and implement a capital program based on **Smart Growth principles:**
 - Maintain land use planning
 - Sustain effective land use decisions
 - Strengthen neighborhoods
 - Build a competitive economic edge
 - Design for livability
 - Safeguard the environment
 - Expand transportation choices
 - Use public investment as a catalyst
3. Preserve **the existing tax base**, a fundamental principle for City capital investment decision-making
4. Affirm **neighborhoods** as a foundation of the community and emphasize a reinvestment program for all neighborhoods
5. Form **partnerships** with citizens and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities
6. Serve as a **platform for economic development** through the funding of priority projects in targeted investment areas
7. Provide a **balanced capital plan** which funds the highest priority community needs in a variety of program areas
8. Anticipate **infrastructure and facility needs** resulting from future changes in the City's boundaries and density that are consistent with Council's development and growth policies
9. Comply with applicable **federal and state mandates**

FY2009-2013 Capital Investment Plan

Capital Investment Plan Financial Policies

1. **General government debt policies:**
 - Diversify revenue sources dedicated to capital formation and debt service
 - Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
 - Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
 - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g., percent of outstanding debt to assessed value)
2. **Maintain revenues dedicated to the capital plan in the Municipal Debt Service Fund:**
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax authorized in January 1987
 - Other miscellaneous revenues including ABC profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt cost for the Charlotte-Mecklenburg Government Center
3. **Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs**
 - The ratio of debt service fund balance to actual annual debt service costs will approximate 50%.
4. **Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects**
5. **Dedicate asset sales to the Capital Investment Plan**
 - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds.
6. **Maintain the General Government fund balance at 16% of the operating budget**
 - Funding in excess of 16% of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council.
7. **Maintain the Enterprise Funds' capital plans on a self-sustaining basis**
 - Water and Sewer, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges.
 - The Water/Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents.
 - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit.

FY2009-2013 Capital Investment Plan

CAPITAL FINANCING: BONDS AND PAY-AS-YOU-GO

Major components of the Capital Investment Plan financing include existing authorized debt, additional debt capacity, and Pay-As-You-Go Revenues.

Existing General Government Bond Status

- The Capital program includes \$8,150,000 in prior Street Bonds. These bonds include project savings identified at mid-year totaling \$2.3 million.
- The FY09-13 CIP also includes \$21.9 million in authorized Certificates of Participation (COPs) for public safety digital communications and fire station construction.

New General Government Bond Status

- The FY09-13 CIP includes \$137.0 million in additional debt capacity. This additional debt capacity is combined with previous capacity and provides \$421.4 million in total debt capacity, which is scheduled in two bond referenda over the next five years:
 - \$227.2 million in 2008
 - \$174.2 million in 2010

The remaining \$20.0 million in debt capacity is reserved for Economic Development initiatives.

A summary of the bond referenda projects follows on the next page.

FY2009-2013 Capital Investment Plan

FY09-13 Capital Investment Plan Bond Funding

(\$ millions)

<u>Housing and Neighborhood Development</u>	<u>2008 Bond Plan</u>	<u>2010 Bond Plan</u>
Neighborhood Improvements	\$47.0	\$25.0
Affordable Housing	10.0	10.0
Area Plan Projects	5.0	5.0
Traffic Calming Program	1.5	3.0
Pedestrian and Traffic Safety Program		2.0
Sidewalk Construction Program	15.0	15.0
Total	\$78.5	\$60.0
<u>Transportation</u>		
Bridge Program	2.0	2.0
Farm-to-Market Road Improvement Program:		
- Rea Road Improvements (Colony Road to NC51)	21.3	
- Community House Road Improvements	8.2	
- Back Creek Church Road Improvements	4.7	
- Oakdale Road Improvements		5.5
- Robinson Church Road Improvements		2.5
- Johnston-Oehlar Road Improvements		14.3
- Tyvola Road Improvements		1.5
Minor Roadway Improvement Program	1.5	1.5
Intersection Improvement Projects:		
- Kenilworth/Pearl Street	3.0	
- IBM Drive/North Tryon Connector - ROW Protection	4.0	
- Ballantyne Commons/Elm Lane		4.0
- Freeland/South Boulevard		5.0
Public-Private Participation Program	3.0	3.0
Railroad Grade Crossing and Safety Programs	0.5	
Thoroughfare and Street Projects:		
- Unprogrammed		5.0
- Beatties Ford Rd Widening (Capps Hill Mine to Sunset)		13.0
- Fred D. Alexander Boulevard (NC27 to NC16)	20.2	
- Idlewild Road (Piney Grove to Valley Grove)		6.0
- Statesville Road Widening (Starita to Keith)	25.3	
- Little Rock Road Realignment	7.5	
- City Boulevard Extension (Neel to Mallard Creek)	10.4	
State Highway Participation Program	3.0	3.0
Street Connectivity Program	4.0	4.0
Traffic Control Devices Upgrade Program	4.0	4.0
Traffic Flow Enhancement (coordinated signals)	5.0	5.0
Bicycle Program	1.0	2.0
City Center Transportation Implementation	5.0	4.0
NE Corridor: Access Improvements	10.5	
NE Corridor: Sugar Creek Alignment		24.3
Total	\$144.1	\$109.6
<u>Economic Development</u>		
Business Corridor/Pedscape Infrastructure	4.6	4.6
Total	\$4.6	\$4.6
Total Program	\$227.2	\$174.2

FY2009-2013 Capital Investment Plan

Pay-As-You-Go and Current Revenues

The Pay-As-You-Go Fund (PAYG) provides cash investments for relatively small capital projects. The PAYG Fund includes the PAYG property tax, a portion of the City's auto and sales taxes, and other current (non-recurring) revenues. This mix of revenues supports the financial policy of diversified revenue sources for the Capital Investment Plan.

FY09 Pay-As-You-Go and current revenues increased by \$14.8 million (20.1% increase) compared with FY08 revenues. The reason for this increase is inclusion of \$14.0 million in land sales from the I-277 Interchange project. These revenues are budgeted for Brevard and Stonewall Streets design and \$12.0 million is included for projects to be programmed.

Below is a summary of the FY09 Pay-As-You-Go revenues:

- \$24.0 million from Auto and Sales Taxes
- \$14.0 million from I-277 land sales
- \$10.8 million from PAYG Property Tax
- \$8.8 million from Vehicle Rental Tax
- \$7.6 million from Capital Reserve
- \$5.9 million from Pay-As-You-Go and General Capital fund balances
- \$0.5 million from interest income

The Pay-As-You-Go Fund property tax rate remains at 1.51¢.

Major projects funded by Pay-As-You-Go in FY09:

- \$18.4 million for the City's Maintenance of Effort Contribution to the Metropolitan Transit Commission (MTC)
- \$12.0 million in to be programmed from I-277 land sales
- \$8.8 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$6.1 million for Community Economic Development Strategy
- \$5.2 million for Innovative Housing
- \$4.5 million for building and roof maintenance for city facilities
- \$3.1 million for Sweden Road Yard Replacement land purchase

The next page provides detailed information on program revenues and expenditures.

FY2009-2013 Capital Investment Plan

Pay-As-You-Go Schedule

<u>PROJECT TITLE</u>	<u>Revised FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>	
Pay-As-You-Go Revenues								
Property Tax	\$10,587,856	\$10,825,677	\$11,042,191	\$11,428,667	\$11,828,671	\$12,242,674	\$57,367,880	
Property Tax - Synthetic TIF	2,807	47,705	102,129	168,879	202,490	209,053	730,256	
PAYG Fund - Interest Income	450,000	540,000	936,000	1,053,000	1,170,000	1,170,000	4,869,000	
Sales Tax	11,318,000	11,749,867	12,300,399	12,853,921	13,432,347	14,036,803	64,373,337	
Auto Tax	11,781,883	12,253,158	12,743,285	13,253,016	13,783,137	14,334,462	66,367,058	
Vehicle Rental Tax *	7,222,000	8,833,705	9,238,870	9,539,133	9,849,155	10,169,253	47,630,116	
Capital Reserve	14,500,000	7,600,000					7,600,000	
Capital Fund Balance	800,000	4,265,085					4,265,085	
Pay-As-You-Go Balance		1,293,994	324,659				1,618,653	
Sale of Land (I-277 Interchange)		14,000,000	35,000,000	11,000,000			60,000,000	
Sale of Land (portion of Central Yard)				2,000,000			2,000,000	
TOTAL REVENUES	\$56,662,546	\$71,409,191	\$81,687,533	\$61,296,616	\$50,265,800	\$52,162,245	\$316,821,385	
EXPENDITURES								
Contribution to MTC (MOE) **	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$92,000,000	
<u>Vehicle Rental Tax Projects:</u>								
- Contribution to Cultural Facilities	5,269,171	6,445,071	6,740,680	6,959,751	7,185,943	7,419,487	34,750,932	
- County/Towns Share	635,536	777,366	813,021	839,444	866,726	894,894	4,191,450	
- Road Planning/Design/ROW	1,317,293	1,611,268	1,685,170	1,739,938	1,796,486	1,854,872	8,687,734	
Synthetic TIF Projects	2,526	42,935	87,528	143,216	169,078	170,598	613,355	
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	
Innovative Housing	4,701,783	5,196,337	5,319,921	5,446,592	5,576,433	5,709,519	27,248,802	
HOME Grant Match	639,404	641,214	641,214	641,214	641,214	641,214	3,206,070	
In Rem Remedy	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000	
Brevard-Caldwell	4,500,000							
<u>I-277 Interchange Projects:</u>								
- Payment to Hall of Fame Fund			20,000,000				20,000,000	
- Reimburse Loan from Debt Service				6,000,000			6,000,000	
- Reimburse State of NC				5,000,000			5,000,000	
- Brevard Street Improvements		1,500,000	8,500,000				10,000,000	
- Stonewall Street Improvements		500,000	6,500,000				7,000,000	
- To Be Programmed		12,000,000					12,000,000	
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000	
NE Corridor - Sugar Creek Alignment		1,000,000					1,000,000	
Eastland Fire Station		300,000					300,000	
Business Corridor Revitalization Strategy		6,100,000	2,000,000	2,000,000	2,000,000	2,000,000	14,100,000	
Business Grant Program	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000	
Environmental Services Program	600,000	1,050,000	600,000	600,000	600,000	600,000	3,450,000	
Building Maintenance	3,200,000	3,300,000	3,400,000	3,500,000	3,600,000	3,700,000	17,500,000	
Roof Replacement Program	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,000,000	
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	
Government Plaza Maintenance	550,000	600,000	650,000	700,000	750,000	800,000	3,500,000	
Government Center Re-Caulking				2,000,000		2,000,000	4,000,000	
Fire Station Renovations	250,000	450,000	550,000	650,000	750,000	850,000	3,250,000	
Arboretum Fire Station	1,208,000							
Police Metro Station	900,000	820,000					820,000	
Police Eastland Station Upfit		1,000,000					1,000,000	
Relocate Light Equip. Facility	6,100,000							
Unprogrammed Capital Funding	3,400,000							
Annexation Station - Miranda (Land)		680,000					680,000	
Sweden Road Yard - Land		3,125,000					3,125,000	
Tree Canopy Program		420,000	250,000	250,000	250,000	250,000	1,420,000	
Landscape and Median Renovation	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	
Technology Investments	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	
Ovens/Cricket Maintenance	546,364	Expense transferred to Tourism Fund						
TOTAL EXPENDITURES	\$56,570,077	\$71,409,191	\$81,687,533	\$60,520,155	\$48,335,880	\$51,140,584	\$313,093,343	

* Effective FY07, Vehicle Rental Tax replaced portion of MOE support from Property/Sales Tax for cultural facilities.

** Maintenance of Effort (MOE)

FY2009-2013 Capital Investment Plan

FY09-13 Public Art Eligible Projects

<u>Project Title</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>
Neighborhood Improvements-Streetscape	\$500,000	\$1,000,000	\$1,000,000	\$700,000	\$1,800,000	\$5,000,000
Eastland - Infrastructure	840,000	760,000				1,600,000
Double Oaks Redevelopment	600,000					600,000
Area Plan Projects	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Pedestrian and Traffic Safety	1,000,000		1,000,000	1,000,000		3,000,000
Northeast Corridor: Access Improvements	1,050,000					1,050,000
Business Corridor/Pedscape Infrastructure	1,000,000	1,000,000	1,100,000	1,000,000		4,100,000
Business Grant Program - Facades	200,000	200,000	200,000	200,000	200,000	1,000,000
Harrisburg Annexation Fire Station	5,200,000					5,200,000
Eastland Fire Station	1,530,000	5,170,000				6,700,000
Police Metro Station	820,000					820,000
TOTAL	\$15,240,000	\$10,630,000	\$5,800,000	\$5,400,000	\$4,500,000	\$41,570,000

FY09-13 General Art Allocations

Neighborhood Improvements-Streetscape	5,000	10,000	10,000	7,000	18,000	50,000
Eastland - Infrastructure	8,400	7,600				16,000
Double Oaks Redevelopment	6,000					6,000
Area Plan Projects	25,000	25,000	25,000	25,000	25,000	125,000
Pedestrian and Traffic Safety	10,000		10,000	10,000		30,000
Northeast Corridor: Access Improvements	10,500					10,500
Business Corridor/Pedscape Infrastructure	10,000	10,000	11,000	10,000		41,000
Business Grant Program - Facades	2,000	2,000	2,000	2,000	2,000	10,000
Harrisburg Annexation Fire Station	31,200					31,200
Eastland Fire Station	9,180	31,020				40,200
Police Metro Station	4,920					4,920
TOTAL	\$ 122,200	\$ 85,620	\$ 58,000	\$ 54,000	\$ 45,000	\$ 364,820

REVENUES

Neighborhood Improvement Bonds	19,400	17,600	10,000	7,000	18,000	72,000
Street Bonds	55,500	35,000	46,000	45,000	25,000	206,500
Pay-As-You-Go Fund	10,867	2,000	2,000	2,000	2,000	18,867
Certificates of Participation	36,433	31,020				67,453
TOTAL	\$ 122,200	\$ 85,620	\$ 58,000	\$ 54,000	\$ 45,000	\$ 364,820

Water and Sewer estimated FY09-13 public art funding is \$130,000.

Aviation public art funding is calculated at year-end. Aviation public art funding in FY08 is estimated at \$17,220.

FY2009-2013 Capital Investment Plan

Public Art Project Recommended Pooling			
Eligible Projects	Pooled Category	Draft 2009 CIP	Subtotal
Neighborhood Improvements: Streetscape		5,000	
Eastland: Infrastructure		8,400	
Double Oaks Redevelopment		6,000	
Area Plan Projects		25,000	
Pedestrian and Traffic Safety		10,000	
Business Corridor/Pedscape Infrastructure	Business Corridors	10,000	
Business Grant Program: Façades		2,000	66,400
Northeast Corridors: Access Improvements	Northeast Corridor	10,500	10,500
Harrisburg Annexation Fire Station	City facilities: combine for Eastland Station	31,200	
Eastland Fire Station		9,180	40,380
Police Metro Station	Add to current onsite art project	4,920	4,920
Total General CIP-Public Art			\$122,200

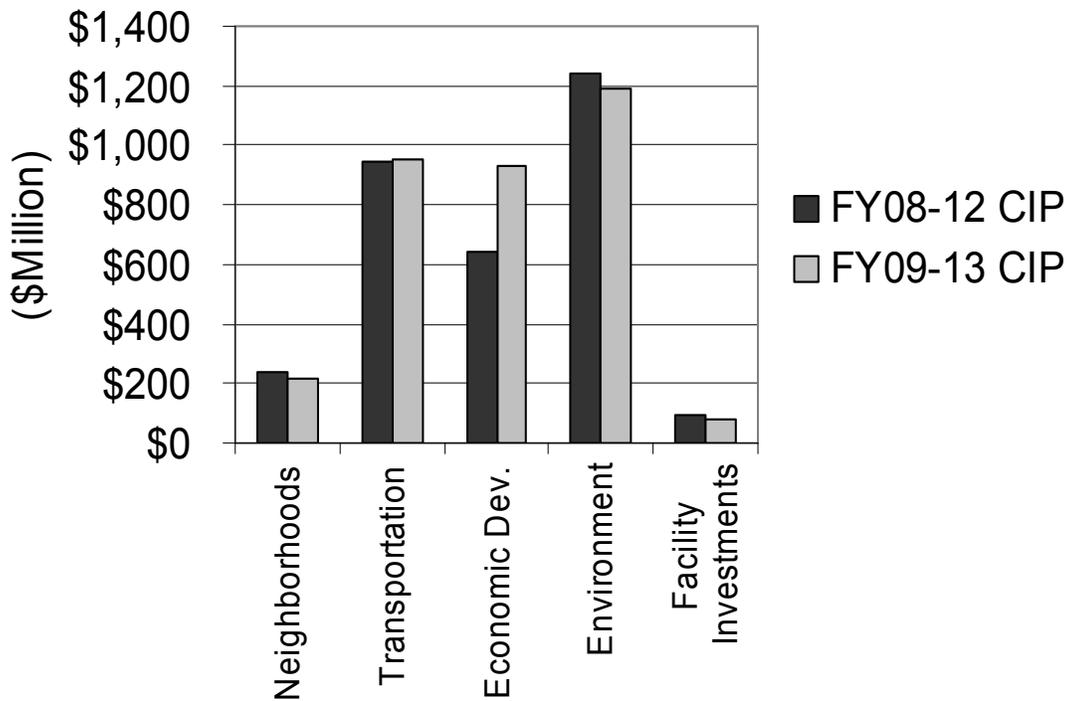
FY2009-2013 Capital Investment Plan

CAPITAL INVESTMENT PLAN OVERVIEW

- **Housing and Neighborhood Development:** funding is decreasing by \$15.4 million, or 6.6%. This decrease is due to appropriation of 2006 bonds for sidewalks and neighborhood improvements in the FY08-12 CIP reducing future appropriations to these projects to the 2008 and 2010 bonds.
- **Transportation:** funding is increasing by \$4.6 million, or .5%. This change is due to a \$46.0 million increase, or 18.2%, for Roads from increased debt capacity. This increase is partially offset by a \$41.4 decrease, 6.0%, in CATS mainly due to completion of funding for the south corridor.
- **Economic Development:** funding is increasing by \$287.3 million, or 44.7%. This change is due to a \$272.5 million increase, or 43.2%, in Aviation primarily for the terminal lobby expansion project. Funding is also increased for Community ED Strategy and Business Corridors/Pedscape Infrastructure.
- **Environment:** funding is decreasing by \$54.1 million, or 4.4%. Storm Water is increasing \$58.3 million, or 38.1%. Water and Sewer is decreasing \$115.9 million, or 10.7%. Environmental Services was transferred from Facility Investments and totals \$3.5 million.
- **Facility Investments:** funding is decreasing by \$14.5 million, or 15.8%.

The next two pages provide a summary for each program area in the Preliminary capital program.

CIP FUNDING LEVELS



FY2009-2013 Capital Investment Plan

This section provides comparative information regarding changes for each program area from FY08-12 CIP to Preliminary FY09-13 CIP.

Housing and Neighborhood Development

- The Housing Program decreases \$4.2 million, or -4.2%, due to reduced funding for the Community Development Block Grant (CDBG) and Home Ownership Make Easy (HOME) grants of \$10.8 million over the five years. This decrease is partially offset by an increase in Innovative Housing of \$2.6 million. Bond referenda in 2008 and 2010 include \$10.0 million in each year for affordable housing.
- The Neighborhood Improvement Program decreases \$11.3 million, or -8.3%, due to prior year appropriations of 2006 bonds. This decrease is partially offset by the addition of two neighborhood improvement projects: Eastland Infrastructure (\$16.0 million) and Double Oaks Infrastructure (\$6.0 million). These projects will be included in the 2008 bond referendum for Neighborhood Improvements. Neighborhood Improvement Bonds are included in the 2008 bond referendum at \$47.0 million and in 2010 at \$25.0 million.

Transportation

- The Roads Program is increasing \$46.0 million, or 18.2%. The program is based on Transportation Action Plan priorities. Additions to the program include: \$58.0 million for Farm-to-Market roads, \$23.3 million for Statesville Road, \$25.3 million for Northeast Corridor: Sugar Creek Alignment, \$21.5 million for Fred D. Alexander Boulevard, \$17.0 million for intersection improvements, and \$17.0 million for Brevard and Stonewall Street improvements. Street Improvement Bonds are included in the 2008 bond referendum at \$170.2 million and in the 2010 at \$139.2 million.
- The Charlotte Area Transit System (CATS) Program is decreasing \$41.4 million, or -6.0%. This decrease is due to completed funding for the south corridor. Despite this decrease, the program schedules funding in the FY09-13 CIP for the Northeast Corridor (\$464.0 million) and bus replacement and expansion (\$81.3 million).

Economic Development

- The Economic Development Program is increasing by \$14.8 million, or 121.3%. This increase does not include \$20.0 million in debt capacity reserved for Economic Development Initiatives. Changes in the program include increasing the annual appropriation for Business Corridors/Pedscape Infrastructure from \$1.0 million to \$2.3 million. In addition, Business Corridor Revitalization Strategy is established as an on-going program with \$6.1 million scheduled in FY09 and \$2.0 scheduled in each successive year from FY10 through FY13.
- The Aviation Program is increasing \$272.5 million, or 43.2%, due to the Airport Terminal Lobby Expansion project totaling \$250.0 million. The program also includes the remaining appropriations for the Third Parallel Runway totaling \$129.9 million.

Environment

- This is Council's newest focus area and the CIP has been re-structured to highlight the importance of this focus area. The Environmental Services section totals \$3.5 million over five years. FY09 funding totals \$1.1 million and includes on-going monitoring of underground fuel storage tanks, monitoring and testing closed landfills at York and Statesville Roads, Phase I and II environmental assessments for buildings and roads, and other environmental efforts such as contribution to clean air initiatives. The FY09 appropriation also includes \$450,000 for storm water corrective measures at the Central Yard that are in violation of the City's storm water permit.
- The Storm Water Program is increasing \$58.3 million, or 38.1%. Program increases include \$24.3 million for flood control projects in neighborhoods, \$13.9 million for Stream Restoration, \$8.0 million for repairs on private and public rights-of-way, and \$6.9 million for transportation related storm water projects.
- The Water and Sewer Program is decreasing \$115.9 million, or 10.7%. Water is decreasing by \$56.6 million, or 16.0% over the five year period. In FY09 compared with FY08, however, Water is increasing by \$20.3 million with the primary driver being the Southwest Water Supply project (\$16.0 million in additional funding). Sewer is decreasing by \$59.3 million, or 8.1%, over the five year period.

FY2009-2013 Capital Investment Plan

(Program areas continued)

Facility Investments

The Facility Investments Program is decreasing \$14.5 million, or 15.8%. The program includes one amended project and four new projects: The amended project is the Police Metro Station with supplemental funding of \$820,000. New projects are:

- \$680,000 for land acquisition for a future annexation fire station near Miranda Road, which is close to NorthLake Mall
- \$6.7 million for a new infill fire station at the redeveloped Eastland Mall
- \$3.1 million for land acquisition for replacement of the Sweden Road Yard operations facility
- \$1.4 million over 5 years for tree canopy protection through tree removals. FY09 funding also includes funding of a tree inventory as specified in the Environment focus area

FY2009-2013 Capital Investment Plan

AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

This section provides a description of projects that have been amended or are new to the Preliminary FY09-13 Capital Investment Plan.

Amended Projects

- **Innovative Housing** - This project includes \$230,000 for Payment In Lieu Of Taxes (PILOT) for housing developers working with the City in the development of low and moderate income housing. The payment is a "pass-through" in that an administrative ruling states that the property tax payments must be made by the developers, with reimbursement by the City.
- **Road Project Cost Escalations** - The capital program includes \$11.5 million in road cost escalations for one 2006 bond project and three 2008 bond projects. These projects have undergone preliminary engineering and better information is available for project cost estimates. The projects and the additional funding are as follows:

- Fred D. Alexander	\$5,000,000
- Statesville Road	\$2,300,000
- Farm to Market: Community House	\$3,200,000
- Steele Creek/Shopton Road Intersection	\$1,000,000 (2006 project)
- **Northeast Centers and Corridors: Access Improvements** - This project was scheduled in the 2008 bond referendum at \$2.5 million and in the 2010 bond referendum at \$8.0 million. The \$8.0 has been accelerated to be included in the 2008 referendum, bringing the total to \$10.5 million in the 2008 bond referendum.
- **Traffic Control Devices Upgrade Program** - This project was funded at \$3.0 million in the 2008 bond referendum and another \$3.0 million in the 2010 referendum. CDOT identified the project as a high priority for funding (Number 5 priority out of 84 projects) and the funding levels have been increased to \$4.0 million in 2008 and \$4.0 million in 2010.
- **Business Corridor Revitalization** - This project was initially funded in the FY07 CIP with one-time revenues from the sale of the Tyvola Coliseum and the property tax settlement with US Airways, with both actions totaling \$8.9 million. The FY09-13 CIP includes \$6.1 million in FY09 (Capital Reserve) and \$2.0 million annually over the remaining four years of the CIP (Pay-As-You-Go funding).
- **Environmental Services** - This project was transferred from Facilities Investments to the new Environment focus area. The project includes supplemental funding of \$450,000 in FY09 for storm water improvements to the Central Yard.
- **Metro Police Station Land** - The project includes supplemental funding of \$820,000 for building construction. On December 10, 2007 City Council was presented with a briefing on the project. The total project budget, including supplemental funding, is \$4,620,000.

New Projects

- **Double Oaks** - This project totals \$6.0 million in 2008 Neighborhood Improvement Bonds for infrastructure improvements. On September 24, 2007, Council approved a Memorandum of Understanding with the Charlotte-Mecklenburg Housing Partnership, Inc. for redevelopment of the Double Oaks neighborhood.
- **Eastland Infrastructure** - This project totals \$16.0 million in 2008 Neighborhood Improvement Bonds for infrastructure improvements for the redevelopment of Eastland Mall. The Urban Land Institute study recommended a mixed use development at the site.

FY2009-2013 Capital Investment Plan

(New Projects continued)

- **Farm to Market: Johnston-Oehler Road Improvements** - This project totals \$14.3 million in 2010 Street Improvement Bonds. The project will convert a farm to market road to urban standards for improved safety and traffic flow. The project scope is from Prosperity Ridge Road to Mallard Creek.
- **Farm to Market: Back Creek Church Road** - The project includes \$4.7 million in the 2008 bond referendum for planning and design. The project scope is from NC49 to Rocky River Road. The project will convert a farm to market road to urban design standards. The total project cost is \$19.0 million.
- **Farm to Market: Tyvola Road** - The project totals \$1.5 million and is the first of a three phase project which will convert Tyvola Road West to urban design standards for safety and traffic flow. Phase 1 scope is from Yorkmont to South Tryon. Phase 2 (not funded) is from Old Steele Creek to Yorkmont and estimated to cost \$11.4 million. Phase 3 is from South Tryon to I-77 and is estimated to cost \$3.2 million. The project is included in the 2008 bond referendum.
- **Freeland/South Boulevard Intersection** - This project totals \$5.0 million. The project will re-establish a rail crossing at the intersection for traffic flow. The project is included in the 2010 bond referendum.
- **Kenilworth/Pearl Intersection** - This project totals \$3.0 million. The project will provide for a new access to Pearl Street (formerly Baxter Street) bridge. A new turn lane will be installed. The project is included in the 2008 bond referendum.
- **IBM Drive/North Tryon Connector—Right-of-Way Protection** - This project totals \$4.0 million for right-of-way protection. The project provides for intersection improvements and a new roadway from Research Park to North Tryon Street. The roadway is under development pressure and the funding allocation will be used to protect right-of-way for future construction. The road will relieve traffic congestion along Harris Boulevard. The total project cost is estimated at \$21.5 million. The project is included in the 2008 bond referendum.
- **Ballantyne Commons Parkway/Elm Lane Intersection** - This project totals \$4.0 million. The project will provide traffic and pedestrian improvements, including turn lanes and sidewalk. The project is included in the 2008 bond referendum.
- **Little Rock Road Realignment** - This project totals \$7.5 million. The project will provide a direct connection to future Fred D. Alexander Boulevard at Freedom Drive. The project is needed to accommodate traffic flow between Fred D. Alexander and I-85. The project is included in the 2008 bond referendum.
- **City Boulevard Extension** - This project totals \$10.5 million. The project would construct a roadway between Neal Road and Mallard Creek Road. The roadway would provide access to the southern part of the University Research Park and complete a new east-west route between Derita and the University area. Negotiations are underway with the state DOT to coordinate construction of the project. The project is included in the 2008 bond referendum.
- **Northeast Corridor: Access Improvements** - This project totals \$10.5 million. The FY08-12 CIP included \$10.5 million, with \$8.0 million included in the 2010 bond referendum. The Preliminary FY09-13 CIP recommends acceleration of the \$8.0 million to the 2008 bond referendum. The project is similar to the South Corridor Infrastructure Program, providing pedestrian and traffic access to transit stations along the proposed Northeast Corridor. The improvements include sidewalk, intersection, landscaping, traffic signalization, and other infrastructure to facilitate station access. It is anticipated that the total project cost will be in excess of \$50 million.

FY2009-2013 Capital Investment Plan

(New Projects continued)

- **Northeast Corridor: Sugar Creek Alignment** - This project totals \$25.3 million. The initial investment is \$1.0 million in FY09 with Pay-As-You-Go funding and is earmarked for planning. The project provides for the northeast transit corridor to follow the existing tracks north to Sugar Creek Road and then switching over to North Tryon Street. The funding is needed to cover the additional real estate costs that will be incurred to implement this alignment. The project is anticipated to have a strong economic development benefit to the North Tryon Street corridor. Funding for the project has not been finalized.
- **Traffic Signal Improvement: Tyvola at Billy Graham** - The project cost is \$700,000, with the developer covering \$200,000. The City's funding is from FY08 project savings. On January 22, 2008 Council approved an Infrastructure Reimbursement Agreement with Pope and Land for this project.
- **Brevard Street Improvements** - This project totals 10.0 million and is funded from land sale proceeds from the I-277 Interchange project. Improvements are included in the Brevard Street Land Use and Design Study approved by Council in February 2008.
- **Stonewall Street Improvements** - This project totals \$7.0 million and is funded from land sale proceeds from the I-277 Interchange project. The project will implement pedestrian infrastructure from McDowell to Davidson Streets and will be coordinated with pedestrian infrastructure previously funded from McDowell to the Metropolitan project.
- **To Be Programmed** - This project totals \$12.0 million and is funded from land sale proceeds from the I-277 Interchange project. An additional \$5.0 million (Street Bonds) from deletion of Auten Road Extension will also be programmed.
- **Reserve for ED Initiatives** - This project totals \$20.0 million and is funded with new debt capacity, but not programmed at this time. This project provides flexibility in funding economic development initiatives.
- **Annexation Fire Stations: Harrisburg and Miranda** - These projects total \$5.88 million. The Harrisburg Road annexation is likely at this time. The fire station, to be located near the intersection of Camp Stewart Road and Harrisburg Road, is currently in final architectural design and the land has been purchased. The \$5.2 million in funding is for construction and the source of funding is authorized certificates of participation. The Miranda Road area, located near NorthLake Mall, probably will not qualify for annexation. However, this area is under development pressure and the budget includes funding for land acquisition and architectural fees for a future annexation. Funding for Miranda totals \$680,000 and is from Capital Reserve.
- **Eastland Fire Station** - This project totals \$6.7 million. The project will construct a fire station in conjunction with the redevelopment of Eastland. Eastland is a heavy fire response area. Construction of the fire station will also add stability to the area. It is anticipated that an existing fire company will be transferred to the station.
- **Sweden Road Yard Replacement** - This project totals \$3,125,000 for purchase of land to replace the Sweden Road Yard, located off South Boulevard near Hebron Street. The yard includes street maintenance and vehicle maintenance operations. The total project cost is estimated at \$27.2 million (including land). The Sweden Road Yard was purchase many years ago from a construction contractor and the facilities are in need of updating and repair. The Sweden Road Yard is located adjacent to the light rail line and is under development pressure. Allocating funds for land is the first phase of relating the yard.
- **Tree Canopy Program** - This project provides \$1.4 million over five years for tree canopy protection through tree removals. FY09 also includes funding of a tree study as specified in the Environment Focus Area Plan.

FY2009-2013 Capital Investment Plan

Neighborhood Improvement Program (NIP)

Neighborhoods are evaluated for inclusion into the program based on seven criteria:

1. health and safety
2. leverage opportunity
3. cost effectiveness
4. quality of life status
5. residential future
6. neighborhood request
7. geography

Neighborhoods proposed for program participation are listed below by bond referendum year:

PROPOSED NEIGHBORHOOD IMPROVEMENT PROJECTS – 2008

<u>Neighborhoods</u>	<u>Total Estimate</u>
Enderly Park	\$3.0 M
Ponderosa	2.0
McCrorey Heights	2.0
Colonial Village/Sedgefield	5.0
Hidden Valley	0.6
Lincoln Heights/Wilson Heights	5.0
Plaza Shamrock	0.4
Eastway/Sheffield	2.0
East Forest	2.0
Future Planning	3.0
Total	\$25.0M

PROPOSED NEIGHBORHOOD IMPROVEMENT PROJECTS – 2010

<u>Neighborhoods</u>	<u>Total Estimate</u>
Newell-South	\$2.0M
Shamrock Gardens	2.0
Shannon Park	1.0
Nevin	2.0
Pawtucket	2.0
Eastwood	2.0
Farm Pond	1.0
Tryon Hills	4.0
Hope Park	4.0
Delta Lake	2.0
Grove Park	3.0
Total	\$25.0M

Please note that Newell-South was formerly called Autumnwood and Grove Park was formerly called Linda Lake. The name changes were made at the request of the neighborhoods.

FY2009-2013 Capital Investment Plan

CITY OF CHARLOTTE FY2009-2013 CAPITAL INVESTMENT PLAN

Program Category	FY2009	FY2010	FY2011	FY2012	FY2013	TOTAL
HOUSING AND NEIGHBORHOOD DEVELOPMENT						
Housing	\$20,011,320	\$20,063,051	\$20,189,722	\$20,319,563	\$15,452,649	\$96,036,305
Neighborhoods	31,350,000	28,550,000	21,950,000	18,950,000	22,950,000	123,750,000
Total Housing and Neighborhood Development	\$51,361,320	\$48,613,051	\$42,139,722	\$39,269,563	\$38,402,649	\$219,786,305
TRANSPORTATION						
Roads	\$109,411,268	\$58,885,170	\$98,339,938	\$29,096,486	\$2,404,872	\$298,137,734
Charlotte Area Transit	52,424,108	56,288,829	116,776,474	186,190,804	241,001,994	652,682,209
Total Transportation	\$161,835,376	\$115,173,999	\$215,116,412	\$215,287,290	\$243,406,866	\$950,819,943
ECONOMIC DEVELOPMENT						
Economic Development	\$9,392,935	\$5,337,528	\$4,843,216	\$4,869,078	\$2,570,598	\$27,013,355
Aviation	246,678,882	350,287,509	183,519,600	103,276,738	18,923,000	902,685,729
Total Economic Development	\$256,071,817	\$355,625,037	\$188,362,816	\$108,145,816	\$21,493,598	\$929,699,084
ENVIRONMENT						
Environmental Services	\$1,050,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,450,000
Storm Water	49,000,000	65,000,000	34,000,000	27,000,000	36,500,000	211,500,000
Water	63,076,050	66,490,000	65,065,000	75,585,000	26,500,000	296,716,050
Sewer	169,720,000	388,120,000	24,875,000	27,610,000	64,383,100	674,708,100
Total Environment	\$282,846,050	\$520,210,000	\$124,540,000	\$130,795,000	\$127,983,100	\$1,186,374,150
FACILITY INVESTMENTS	\$26,095,000	\$18,972,940	\$11,050,000	\$9,400,000	\$11,750,000	\$77,267,940
TOTAL PROGRAM	\$778,209,563	\$1,058,595,027	\$581,208,950	\$502,897,669	\$443,036,213	\$3,363,947,422

FY2009-2013 Capital Investment Plan

Program Revenues Schedule

<u>Program Category</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>
GENERAL GOVERNMENT REVENUES SUMMARY						
BONDS						
Prior Street Bonds	\$7,600,000	\$550,000				\$8,150,000
2008 Street Bonds - TBA	99,050,000	54,700,000	16,450,000			170,200,000
2010 Street Bonds - TBA			93,650,000	40,800,000	4,750,000	139,200,000
2008 Neighborhood Bonds - TBA	19,400,000	17,600,000	10,000,000			47,000,000
2010 Neighborhood Bonds - TBA				7,000,000	18,000,000	25,000,000
2008 Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
2010 Housing Bonds - TBA			5,000,000	5,000,000		10,000,000
COPs - Radio System - Authorized	6,050,000	4,272,940				10,322,940
COPs - Fire Stations - Authorized	5,600,000	6,000,000				11,600,000
Total Bonds	\$142,700,000	\$88,122,940	\$125,100,000	\$52,800,000	\$22,750,000	\$431,472,940
TAXES						
Property Tax	10,825,677	11,042,191	11,428,667	11,828,671	12,242,674	57,367,880
Property Tax - Synthetic TIF	47,705	102,129	168,879	202,490	209,053	730,256
Interest Income	540,000	936,000	1,053,000	1,170,000	1,170,000	4,869,000
Sales Tax	5,304,796	5,559,720	5,117,709	4,316,484	5,595,656	25,894,365
Auto Tax	1,909,497	2,769,134	3,552,705	4,365,566	5,208,820	17,805,722
Capital Reserve	7,600,000					7,600,000
Capital Fund Balance	4,265,085					4,265,085
Pay-As-You-Go Fund Balance	1,293,994	324,659				1,618,653
Total Taxes	\$31,786,754	\$20,733,833	\$21,320,960	\$21,883,211	\$24,426,203	\$120,150,961
GRANTS						
Community Dev Block Grant	4,647,877	4,647,877	4,647,877	4,647,877	4,647,877	23,239,385
Community Dev HOME Grant	2,590,273	2,590,273	2,590,273	2,590,273	2,590,273	12,951,365
Total Grants	\$7,238,150	\$7,238,150	\$7,238,150	\$7,238,150	\$7,238,150	\$36,190,750
FUND BALANCES, LOAN REPAYMENTS AND OTHER						
Innovative Housing Income	188,853	117,000	117,000	117,000	117,000	656,853
CDBG Program Income	900,000	900,000	900,000	900,000	900,000	4,500,000
HOME Program Income	263,873	263,873	263,873	263,873	263,873	1,319,365
Affordable Housing Income	32,893	32,893	32,893	32,893	32,893	164,465
Sale of Land (I-277 Interchange)	14,000,000	15,000,000				29,000,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
Developer Contribution	200,000					200,000
Total Fund Balances, Loan Repayments and Other	\$15,585,619	\$16,313,766	\$3,313,766	\$1,313,766	\$1,313,766	\$37,840,683
TOTAL GENERAL GOVERNMENT REVENUES	\$197,310,523	\$132,408,689	\$156,972,876	\$83,235,127	\$55,728,119	\$625,655,334

FY2009-2013 Capital Investment Plan

<u>Program Category</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>
ENTERPRISE FUNDS REVENUES SUMMARY						
STORM WATER						
Storm Water Revenue Bonds	\$ 23,000,000	\$ 39,000,000	\$ 7,000,000		\$ 6,500,000	\$ 75,500,000
Storm Water Pay-As-You-Go	26,000,000	26,000,000	27,000,000	27,000,000	30,000,000	136,000,000
Total Storm Water	\$ 49,000,000	\$ 65,000,000	\$ 34,000,000	\$ 27,000,000	\$ 36,500,000	\$ 211,500,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	20,140,935	25,646,436	44,972,708	88,032,799	117,829,063	296,621,941
Federal Congestion and Air Grant	920,000	1,920,000	2,520,000	3,520,000	920,000	9,800,000
NCDOT Transit Grants	5,537,291	7,676,695	17,208,021	39,783,723	54,545,147	124,750,877
COPS - TBA (Transit)		5,978,000	34,281,230	38,239,500	51,199,505	129,698,235
Federal Homeland Security Grant	1,196,026					1,196,026
CATS Operating Contribution	13,065,306	13,629,368	15,490,834	14,920,083	16,508,279	73,613,870
CATS Fund Balance	11,564,550	1,438,330	2,303,681	1,694,699		17,001,260
Total CATS	\$ 52,424,108	\$ 56,288,829	\$ 116,776,474	\$ 186,190,804	\$ 241,001,994	\$ 652,682,209
WATER AND SEWER						
Water Revenue Bonds	52,076,050	59,220,000	41,700,000	51,685,000	1,820,000	206,501,050
Sewer Revenue Bonds	163,620,000	378,440,000	10,390,000	13,660,000	16,213,100	582,323,100
Water/Sewer Operating Fund	17,100,000	16,950,000	37,850,000	37,850,000	72,850,000	182,600,000
Total Water and Sewer	\$ 232,796,050	\$ 454,610,000	\$ 89,940,000	\$ 103,195,000	\$ 90,883,100	\$ 971,424,150
AVIATION						
Revenue Bonds	163,138,407	260,343,336	161,305,600	84,043,138	6,437,000	675,267,481
FAA Grants and Funding	63,840,475	81,722,973	10,594,400	11,039,600	800,000	167,997,448
Excluded Cost Centers	15,600,000	6,621,200	11,619,600	5,194,000	11,686,000	50,720,800
State Funding	1,700,000			3,000,000		4,700,000
City Bonds	2,400,000	1,600,000				4,000,000
Total Aviation	246,678,882	350,287,509	183,519,600	103,276,738	18,923,000	902,685,729
TOTAL ENTERPRISE FUNDS REVENUES	\$ 580,899,040	\$ 926,186,338	\$ 424,236,074	\$ 419,662,542	\$ 387,308,094	\$ 2,738,292,088
TOTAL CIP REVENUES	\$ 778,209,563	\$ 1,058,595,027	\$ 581,208,950	\$ 502,897,669	\$ 443,036,213	\$ 3,363,947,422

Note: TBA means To Be Authorized

FY2009-2013 Capital Investment Plan

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
Housing and Neighborhoods						
Housing						
Affordable Housing	\$5,032,893	\$5,032,893	\$5,032,893	\$5,032,893	\$32,893	\$20,164,465
Community Dev BLOCK GRANT	5,547,877	5,547,877	5,547,877	5,547,877	5,547,877	27,739,385
Community Dev HOME GRANT	3,495,360	3,495,360	3,495,360	3,495,360	3,495,360	17,476,800
Innovative Housing Program	5,385,190	5,436,921	5,563,592	5,693,433	5,826,519	27,905,655
In Rem Remedy	550,000	550,000	550,000	550,000	550,000	2,750,000
Total Housing	\$20,011,320	\$20,063,051	\$20,189,722	\$20,319,563	\$15,452,649	\$96,036,305
Neighborhoods						
Neighborhood Improvements	5,000,000	10,000,000	10,000,000	7,000,000	18,000,000	50,000,000
Double Oaks Redevelopment	6,000,000					6,000,000
Eastland Infrastructure	8,400,000	7,600,000				16,000,000
Neighborhood Matching Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Area Plan Projects	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Traffic Calming Program	750,000	750,000	750,000	750,000	2,250,000	5,250,000
Pedestrian and Traffic Safety Program	1,000,000		1,000,000	1,000,000		3,000,000
Sidewalk Program	7,500,000	7,500,000	7,500,000	7,500,000		30,000,000
Total Neighborhoods	\$31,350,000	\$28,550,000	\$21,950,000	\$18,950,000	\$22,950,000	\$123,750,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$51,361,320	\$48,613,051	\$42,139,722	\$39,269,563	\$38,402,649	\$219,786,305
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
Prior Street Bonds	4,250,000					4,250,000
2008 Street Bonds - To Be Authorized	7,500,000	10,750,000	3,250,000			21,500,000
2010 Street Bonds - To Be Authorized			8,500,000	11,750,000	4,750,000	25,000,000
2008 Neighborhood Bonds - TBA	19,400,000	17,600,000	10,000,000			47,000,000
2010 Neighborhood Bonds - TBA				7,000,000	18,000,000	25,000,000
2008 Affordable Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
2010 Affordable Housing Bonds - TBA			5,000,000	5,000,000		10,000,000
Pay-As-You-Go Fund	6,587,551	6,711,135	6,837,806	6,967,647	7,100,733	34,204,872
Community Dev Block Grant	4,647,877	4,647,877	4,647,877	4,647,877	4,647,877	23,239,385
HOME Grant	2,590,273	2,590,273	2,590,273	2,590,273	2,590,273	12,951,365
Innovative Housing Program Income	188,853	117,000	117,000	117,000	117,000	656,853
Community Development Program Income	900,000	900,000	900,000	900,000	900,000	4,500,000
HOME Program Income	263,873	263,873	263,873	263,873	263,873	1,319,365
Affordable Housing Bonds Program Income	32,893	32,893	32,893	32,893	32,893	164,465
TOTAL REVENUES	\$51,361,320	\$48,613,051	\$42,139,722	\$39,269,563	\$38,402,649	\$219,786,305

FY2009-2013 Capital Investment Plan

TRANSPORTATION

Roads

Bridge Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000		\$4,000,000
Farm-to-Market Road Improvement Program:						
Rea Road Upgrade (Colony Rd to NC 51)	3,000,000	5,100,000	13,200,000			21,300,000
Community House Road Improvements	8,200,000					8,200,000
Back Creek Ch. Rd Improvements-Plannir	4,700,000					4,700,000
Oakdale Road Improvements			2,500,000	3,000,000		5,500,000
Robinson Church Road Improvements			2,500,000			2,500,000
Johnston-Oehler Road Improvements			14,300,000			14,300,000
Tyvola Road (Yorkmont to Tryon)			1,500,000			1,500,000
Minor Roadway Improvement Program	750,000	750,000	750,000	750,000		3,000,000
Intersection Improvements Program:						
Kenilworth/Pearl Street	3,000,000					3,000,000
IBM Drive/North Tryon Connector - ROW	4,000,000					4,000,000
Steele Creek/Shopton Road	1,000,000					1,000,000
Freeland/South Boulevard			5,000,000			5,000,000
Ballantyne Commons/Elm Lane			4,000,000			4,000,000
Public-Private Participation Program	1,500,000	1,500,000	1,500,000	1,500,000		6,000,000
Railroad Grade Crossing and Safety Program	500,000					500,000
Unprogrammed			5,000,000			5,000,000
Beatties Ford Rd (Capps Hill Mine to Sunset)			6,500,000	6,500,000		13,000,000
Fred D. Alexander Blvd (NC27 to NC16)	21,500,000					21,500,000
Idlewild Road (Piney Grove to Valley Grove)			3,000,000	3,000,000		6,000,000
Statesville Road Widening (Starita to Keith)	3,000,000	22,300,000				25,300,000
Little Rock Road Realignment	7,500,000					7,500,000
City Blvd. Extension (Neel to Mallard Creek)	10,400,000					10,400,000
Center City Transportation Plan	2,500,000	2,500,000	2,000,000	2,000,000		9,000,000
NE Corridor: Access Improvements	10,500,000					10,500,000
NE Corridor: Sugar Creek Alignment	1,000,000		24,300,000			25,300,000
State Highway Participation Program	1,500,000	1,500,000	1,500,000	1,500,000		6,000,000
Street Connectivity Program	2,000,000	2,000,000	2,000,000	2,000,000		8,000,000
Traffic Control Devices Upgrade Program	2,000,000	2,000,000	2,000,000	2,000,000		8,000,000
Traffic Flow Enhancement Program (arterial signal system coordination)	2,500,000	2,500,000	2,500,000	2,500,000		10,000,000
Bicycle Program	500,000	500,000	1,000,000	1,000,000		3,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/ROW	1,611,268	1,685,170	1,739,938	1,796,486	1,854,872	8,687,734
Traffic Signals: Tyvola at Billy Graham	700,000					700,000
Brevard Street Improvements	1,500,000	8,500,000				10,000,000
Stonewall Street Improvements	500,000	6,500,000				7,000,000
To Be Programmed	12,000,000					12,000,000

Total Roads	\$109,411,268	\$58,885,170	\$98,339,938	\$29,096,486	\$2,404,872	\$298,137,734
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Charlotte Area Transit System

Buses - Replacement	\$ 4,897,190	\$ 13,201,495	\$ 18,687,850	\$ 18,616,743	19,035,044	\$74,438,322
Buses - Expansion	4,847,578	1,998,505				6,846,083
STS Vans - Replacement	1,818,624	841,874	1,929,384	1,821,666	2,046,888	8,458,436
STS Vans - Expansion		428,381		248,409		676,790
Vanpool Vans - Replacement	158,410	258,425	198,684	231,500	320,783	1,167,802
Vanpool Vans - Expansion	129,000	131,090	153,000	156,000	156,163	725,253
STS Facility and Davidson Garage Rehab			18,957,980			18,957,980
Transit Centers	1,498,729	1,373,814	1,158,670	2,757,939	1,735,456	8,524,608
Park and Ride Lots	2,131,729	1,759,982	3,354,377	3,385,555	1,068,358	11,700,001
Bus Facility Improvements	1,207,562	850,256	853,262	856,361	877,552	4,644,993
Asset Maintenance	986,000	876,800	993,000	1,504,760	852,000	5,212,560
Rail and Rail Facilities	1,156,700	1,798,900	270,000	330,000	100,000	3,655,600
Service Vehicles	293,750	317,500	567,000	719,200	212,750	2,110,200
Safety and Security Equipment	2,129,757	600,000	200,000	200,000	200,000	3,329,757
Technology Improvements	1,978,098	1,500,000	1,403,397	1,500,000	1,500,000	7,881,495
South Corridor Transitway	483,958					483,958
Northeast Corridor	12,986,000	23,912,000	61,293,000	152,958,000	212,897,000	464,046,000
Charlotte Multimodal Station	5,934,440	6,439,807	6,756,870			19,131,117
Future Years-Transitway Plan/Construction	8,286,583					8,286,583
Rapid Transit Development	1,500,000			904,671		2,404,671

Total CATS	\$52,424,108	\$56,288,829	\$116,776,474	\$186,190,804	\$241,001,994	\$652,682,209
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TOTAL TRANSPORTATION	\$161,835,376	\$115,173,999	\$215,116,412	\$215,287,290	\$243,406,866	\$950,819,943
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FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
TRANSPORTATION REVENUE SUMMARY						
Prior Street Bonds	2,800,000					2,800,000
2008 Street Bonds - To Be Authorized	89,250,000	41,650,000	13,200,000			144,100,000
2010 Street Bonds - To Be Authorized			82,850,000	26,750,000		109,600,000
Pay-As-You-Go Fund	3,161,268	2,235,170	2,289,938	2,346,486	2,404,872	12,437,734
Developer Contribution	200,000					200,000
Sale of Land (I-277 Interchange)	14,000,000	15,000,000				29,000,000
Federal Transit Grants	20,140,935	25,646,436	44,972,708	88,032,799	117,829,063	296,621,941
Federal Congestion Air Quality Grant	920,000	1,920,000	2,520,000	3,520,000	920,000	9,800,000
Federal Homeland Security Grants	1,196,026					1,196,026
NC DOT Transit Grants	5,537,291	7,676,695	17,208,021	39,783,723	54,545,147	124,750,877
COPs - TBA (Transit)		5,978,000	34,281,230	38,239,500	51,199,505	129,698,235
CATS Operating Budget Contribution	13,065,306	13,629,368	15,490,834	14,920,083	16,508,279	73,613,870
CATS Fund Balance	11,564,550	1,438,330	2,303,681	1,694,699		17,001,260
TOTAL REVENUES	\$161,835,376	\$115,173,999	\$215,116,412	\$215,287,290	\$243,406,866	\$950,819,943

ECONOMIC DEVELOPMENT

<u>Economic Development</u>						
Business Corridors/Pedscape Infrastructure	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000		\$9,200,000
Business Grant Program	400,000	400,000	400,000	400,000	400,000	2,000,000
Business Corridor Revitalization Strategy	6,100,000	2,000,000	2,000,000	2,000,000	2,000,000	14,100,000
Reserve for ED Initiatives						\$20.0 million in debt capacity reserved
Old Convention Center Redevelopment	550,000	550,000				1,100,000
Synthetic Tax Increment Financing (property taxes)	42,935	87,528	143,216	169,078	170,598	613,355
Total Economic Development	\$9,392,935	\$5,337,528	\$4,843,216	\$4,869,078	\$2,570,598	\$27,013,355

ECONOMIC DEVELOPMENT REVENUE SUMMARY

Prior Street Bonds	550,000	550,000				1,100,000
2008 Street Bonds - To Be Authorized	2,300,000	2,300,000				4,600,000
2010 Street Bonds - To Be Authorized			2,300,000	2,300,000		4,600,000
Capital Reserve	6,100,000					6,100,000
Pay-As-You-Go Fund	442,935	2,487,528	2,543,216	2,569,078	2,570,598	10,613,355
TOTAL REVENUES	\$9,392,935	\$5,337,528	\$4,843,216	\$4,869,078	\$2,570,598	\$27,013,355

Aviation

Airfield Projects

Third Parallel Runway	\$64,089,847	\$65,793,964				\$129,883,811
Deicing Facility	19,540,000					19,540,000
New Parallel Taxiway "V"	10,220,000					10,220,000
Rehabilitation Runway 18R-36L			13,059,200	13,652,800		26,712,000
Wallace Neel Road Relocation	4,500,000	7,370,000				11,870,000
West Boulevard Relocation	11,700,000	2,000,000		3,000,000		16,700,000
Terminal Ramp Expansion (West)		428,400	5,119,800			5,548,200
Runway 18L Safety Area Improvements	1,375,000					1,375,000
Storm Drain Rehabilitation - Phase II	4,000,000					4,000,000
Total Airfield Projects	\$115,424,847	\$75,592,364	\$18,179,000	\$16,652,800		\$225,849,011

Terminal Complex Projects

Concourse 'E' Enhancements and Expansions	1,100,000	13,905,000	13,144,000			28,149,000
Concourse 'E' Baggage Transfer Station	650,000	850,000				1,500,000
Concourse 'E' Jet Bridges	4,050,000		6,439,500	6,069,938	6,237,000	22,796,438
Communications Infrastructure	3,736,450	3,736,445				7,472,895
Renovate Baggage Claim Lobby	3,000,000					3,000,000
Terminal Building Expansion (West Side)	2,904,600	7,844,000				10,748,600
Consolidated Fuel Farm Expansion	5,450,000	6,000,000	4,700,000			16,150,000
HVAC Chiller Replacement	700,000					700,000
Security Checkpoint 'E'	5,000,000					5,000,000
Terminal Lobby Expansion	7,500,000	91,250,000	91,250,000	60,000,000		250,000,000
New Hourly Parking Decks	2,250,000	28,687,500	9,562,500			40,500,000
Renovate Terminal Restrooms	1,500,000					1,500,000
Parking Deck (North)	41,250,000	13,750,000				55,000,000
Public Parking Surface Lot Expansion	2,234,305					2,234,305
Total Terminal Complex	\$81,325,355	\$166,022,945	\$125,096,000	\$66,069,938	\$6,237,000	\$444,751,238

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
<u>Miscellaneous Aviation Projects</u>						
Master Plan Land Acquisition	10,000,000	10,000,000	10,000,000	10,000,000		40,000,000
Noise Compatibility Program		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Employee Parking Expansion		3,150,000				3,150,000
Permitting and Wetland Mitigation	578,680					578,680
Master Plan Update	2,000,000					2,000,000
Josh Birmingham Parkway Off-Ramp	1,200,000					1,200,000
Storm Water Facilities		2,226,000				2,226,000
Hotel/Unit Terminal Roadway				4,360,000		4,360,000
Airport Entrance Road Connection	3,800,000	5,200,000				9,000,000
Roadway Signage Project	1,750,000					1,750,000
Airport Drive Relocation			1,272,000			1,272,000
Airport Office Relocation	1,000,000					1,000,000
Air Traffic Control Tower	12,000,000	28,000,000				40,000,000
Total Miscellaneous Aviation Projects	\$32,328,680	\$49,576,000	\$12,272,000	\$15,360,000	\$1,000,000	\$110,536,680
<u>General Aviation Projects</u>						
Fixed Base Operator (FBO) Terminal Canopy				1,000,000		1,000,000
FBO Terminal Expansion		247,200	2,925,600			3,172,800
FBO Ramp Expansion		3,090,000				3,090,000
FBO Parking Deck					8,400,000	8,400,000
General Aviation Maintenance Hangar			3,500,000			3,500,000
Group Hangar #4	3,500,000					3,500,000
GADO Site Redevelopment				2,014,000	3,286,000	5,300,000
General Aviation Hangar Development	3,500,000					3,500,000
Bank of America Road Relocation	1,500,000					1,500,000
Total General Aviation Projects	\$8,500,000	\$3,337,200	\$6,425,600	\$3,014,000	\$11,686,000	\$32,962,800
<u>Cargo Development Projects</u>						
Cargo Ramp Expansion (Buildings 6 & 7)		515,000	3,922,000	2,180,000		6,617,000
Cargo Buildings #8	200,000	2,369,000				2,569,000
Old Terminal Loop Road	2,000,000					2,000,000
Total Cargo Development	\$2,200,000	\$2,884,000	\$3,922,000	\$2,180,000		\$11,186,000
<u>Special Facility Projects</u>						
Rental Car Facility Relocation	4,000,000	52,875,000	17,625,000			74,500,000
Aircraft Maintenance Facility	2,900,000					2,900,000
Total Special Facility	\$6,900,000	\$52,875,000	\$17,625,000			\$77,400,000
TOTAL AVIATION	\$246,678,882	\$350,287,509	\$183,519,600	\$103,276,738	\$18,923,000	\$902,685,729
AVIATION REVENUE SUMMARY						
Revenue Bonds	163,138,407	260,343,336	161,305,600	84,043,138	6,437,000	675,267,481
FAA Grants and Funding	63,840,475	81,722,973	10,594,400	11,039,600	800,000	167,997,448
Excluded Cost Centers	15,600,000	6,621,200	11,619,600	5,194,000	11,686,000	50,720,800
State Funding	1,700,000			3,000,000		4,700,000
City Bonds	2,400,000	1,600,000				4,000,000
TOTAL REVENUES	\$246,678,882	\$350,287,509	\$183,519,600	\$103,276,738	\$18,923,000	\$902,685,729
ENVIRONMENT						
<u>Environmental Services</u>						
Environmental Services Program	\$1,050,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,450,000
Total Environmental Services	\$1,050,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,450,000
ENVIRONMENTAL SERVICES REVENUE						
Pay-As-You-Go Fund	1,050,000	600,000	600,000	600,000	600,000	3,450,000
TOTAL REVENUES	\$1,050,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,450,000

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
Storm Water						
Storm Water Repairs to Existing Drains	\$16,000,000	\$11,000,000	\$11,000,000	\$12,000,000	\$12,000,000	\$62,000,000
Storm Water Pollution Control	500,000	1,000,000	3,000,000			4,500,000
Storm Water Stream Restoration	8,000,000	8,000,000	2,000,000	2,000,000	2,000,000	22,000,000
Storm Water Transportation Improvements	5,000,000	500,000	500,000	500,000	500,000	7,000,000
Minor Storm Water Projects	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Area Improvements						
Conway-Briabend	1,500,000	4,800,000				6,300,000
Eastburn	100,000	6,900,000				7,000,000
Jefferson	6,600,000					6,600,000
Lyon Court	500,000		1,000,000		4,000,000	5,500,000
McAlway-Churchill	500,000		1,000,000		4,000,000	5,500,000
Nightingale	4,500,000					4,500,000
Cherokee-Scotland		8,840,000				8,840,000
Fourth Street		500,000		1,000,000		1,500,000
Gaynor-Brantham		500,000		1,000,000		1,500,000
Hinsdale		500,000		1,000,000		1,500,000
Louise Avenue		5,600,000				5,600,000
Peterson Drive		3,000,000				3,000,000
Robinhood-Dooley		1,000,000			4,000,000	5,000,000
Shillington		6,000,000				6,000,000
Sunnyvale		500,000		1,000,000		1,500,000
Tillman-Bienhein		2,000,000				2,000,000
Wiseman		500,000		1,000,000		1,500,000
Brentwood			500,000		4,000,000	4,500,000
Kenilworth-Romany			500,000		1,000,000	1,500,000
Myrtle			5,200,000			5,200,000
Tarragate Farms			500,000		1,000,000	1,500,000
Westridge			4,000,000			4,000,000
City View				1,000,000		1,000,000
Storm Water Flood Control Projects	1,800,000	1,860,000	2,800,000	4,500,000	2,000,000	12,960,000
Total Storm Water	\$49,000,000	\$65,000,000	\$34,000,000	\$27,000,000	\$36,500,000	\$211,500,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds	23,000,000	39,000,000	7,000,000		6,500,000	75,500,000
Storm Water Pay-As-You-Go	26,000,000	26,000,000	27,000,000	27,000,000	30,000,000	136,000,000
TOTAL REVENUES	\$49,000,000	\$65,000,000	\$34,000,000	\$27,000,000	\$36,500,000	\$211,500,000

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
<u>WATER</u>						
Annexation						
2009 Annex. Area Water Mains	\$1,000,000	10,000,000				\$11,000,000
Support Growth and Development						
Southwest Water Supply	17,000,000					17,000,000
Northeast Water Transmission Main	12,000,000	9,300,000	38,700,000	50,000,000		110,000,000
NC-51 WM (Bubbling Well - Fullwood)	1,000,000					1,000,000
Diesel Generators for BPS	750,000	1,000,000				1,750,000
West Boulevard Water Main	750,000					750,000
WM -Beatties Ford Road - Phase II	345,050					345,050
Sardis Rd. Pump Station to NC51	225,000					225,000
WM: Main St. Huntersville from Gilead to Ramah Church	180,000	1,070,000				1,250,000
Shearer Road, 2mg Elevated Tank		5,000,000				5,000,000
WT Harris / Albemarle Road		3,880,000				3,880,000
Dixie River Road WM					400,000	400,000
Maintain Existing Infrastructure						
Central Business District Water/Sewer Replacement	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Vest Plant Rehab/ Upgrades	1,300,000	1,000,000	1,000,000	1,000,000	1,000,000	5,300,000
Franklin Water Treatment Plant Rehab/Upgrades	1,220,000	1,220,000	220,000	220,000	220,000	3,100,000
Valve Rehab and Replacement	1,000,000					1,000,000
Elevated Water Storage Tank Rehabilitation	950,000	900,000	900,000	950,000	950,000	4,650,000
Franklin to Vest - Raw/Finished WM ROW	600,000					600,000
WTPs and BP Stations Upgrades and Rehab	250,000	200,000	150,000	150,000	250,000	1,000,000
Catawba PS to Franklin Raw Water Main	50,000					50,000
Franklin Solids Handling		2,000,000				2,000,000
Provide Service to Existing Residence						
Street and Minor Water Main Extensions	5,900,000	6,500,000	7,100,000	7,800,000	8,580,000	35,880,000
New Service Installation Water	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
Fire Hydrant Installation / Replacement		300,000		365,000		665,000
Support for Other Public Projects and for Utilities Operations						
Water Line Rehabilitation/Replacement	5,500,000	6,100,000	6,000,000	6,000,000	6,000,000	29,600,000
Water Lines for Street Improv.	3,000,000	3,000,000	2,000,000	1,000,000	1,000,000	10,000,000
Technology Improvements	850,000	850,000	850,000	850,000	850,000	4,250,000
GIS Facilities Mapping	706,000	620,000	565,000	250,000	250,000	2,391,000
NE Transit Corridor Improvements - University	500,000	500,000				1,000,000
Admin/Eng Bldg. Upgrades	100,000	100,000	100,000			300,000
5100 Brookshire Upgrades		5,500,000				5,500,000
Public Facility Art			130,000			130,000
Regulatory Requirements						
Water Dist. System Study	650,000	200,000	100,000			950,000
Land Acquisition for Watershed Protection	250,000	250,000	250,000			750,000
Total Water	\$63,076,050	\$66,490,000	\$65,065,000	\$75,585,000	\$26,500,000	\$296,716,050
WATER REVENUE SUMMARY						
Water Revenue Bonds	52,076,050	55,640,000	44,165,000	67,005,000	25,550,000	244,436,050
Water / Sewer Operating Fund	11,000,000	10,850,000	20,900,000	8,580,000	950,000	52,280,000
TOTAL REVENUES	\$63,076,050	\$66,490,000	\$65,065,000	\$75,585,000	\$26,500,000	\$296,716,050

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
SEWER						
Annexation						
Reedy Creek Interceptor	\$14,700,000					\$14,700,000
Reedy Creek Basin Sanitary Sewer	11,600,000					11,600,000
2007 Annexation Area Sewer Trunks	2,000,000					2,000,000
2009 Annexation Area Sewer Trunks	1,400,000	15,000,000				16,400,000
Support Growth and Development						
Coffey/Taggart Creek Outfall	20,000,000					20,000,000
McAlpine Creek WWTP Filters	20,000,000					20,000,000
Steele Creek LS Replacement	12,500,000					12,500,000
Steele Creek Parallel Outfall	5,000,000					5,000,000
Irwins Creek Parallel Sewer	2,500,000					2,500,000
Developer Constructed Sewer - Reimbursable	800,000	800,000	500,000	500,000	500,000	3,100,000
South Davidson LS Replacement	200,000					200,000
Long Creek WWTP to 11mgd		187,000,000				187,000,000
Sugar Creek WWTP to 28mgd		89,300,000				89,300,000
Mallard WWTP Effluent Filter Expansion					17,000,000	17,000,000
Cane Creek Outfall					1,230,500	1,230,500
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Little Sugar Creek Lift Station					1,500,000	1,500,000
Matthews Commons Gravity Sewer					552,600	552,600
McMullen Creek Flow EQ & Relief Sewer				2,000,000	9,000,000	11,000,000
Pineville Regional LS and Force Main					1,500,000	1,500,000
Ramah Creek Trunk Sewer					6,000,000	6,000,000
Upper Clear Creek Tributary Sewer					1,000,000	1,000,000
Maintain Existing Infrastructure						
Sanitary Sewer Line Rehabilitation	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	55,000,000
McAlpine W-1/W-3 Improvements	2,500,000					2,500,000
Irwin Creek WWTP Upgrade	2,000,000	30,000,000				32,000,000
Lift Station Improvements	1,600,000	600,000		460,000		2,660,000
McAlpine WWTP Rehab and Upgrades	1,500,000	1,500,000	1,000,000	1,500,000	1,000,000	6,500,000
Mallard WWTP Rehab and Upgrades	1,500,000	700,000	500,000	500,000	200,000	3,400,000
Lift Station Communications SCADA	45,000	140,000				185,000
Provide Service to Existing Residence						
Street and Minor Sewer Main Extension	7,350,000	7,700,000	8,100,000	8,500,000	8,500,000	40,150,000
New Service Installation Sewer	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
Support for Other Public Projects and for Utilities Operations						
WW Collect Division Site Needs	11,000,000					11,000,000
Sewer Lines in Streets to be Widened	3,750,000	750,000	750,000		750,000	6,000,000
McAlpine WWTP Equipment Storage Facility	1,300,000					1,300,000
Technology Investments	775,000	500,000	225,000	200,000	100,000	1,800,000
Regulatory Requirements						
Briar Creek Relief Sewer	17,000,000	17,000,000				34,000,000
McAlpine Relief Sewer	15,000,000	18,430,000				33,430,000
WW System Evaluation	500,000	500,000	600,000			1,600,000
Mallard Creek WWTP Clarifier and Flood Protection		5,000,000				5,000,000
Wastewater Master Plan Study				750,000	750,000	1,500,000
Total Sewer	\$169,720,000	\$388,120,000	\$24,875,000	\$27,610,000	\$64,383,100	\$674,708,100
SEWER REVENUE SUMMARY						
Sewer Revenue Bonds	163,620,000	378,440,000	10,390,000	13,660,000	16,213,100	582,323,100
Water/Sewer Operating Fund	6,100,000	9,680,000	14,485,000	13,950,000	48,170,000	92,385,000
TOTAL REVENUES	\$169,720,000	\$388,120,000	\$24,875,000	\$27,610,000	\$64,383,100	\$674,708,100

FY2009-2013 Capital Investment Plan

PROJECT TITLE	FY09	FY10	FY11	FY12	FY13	TOTAL
FACILITY INVESTMENTS						
Building Maintenance Program	\$3,300,000	\$3,400,000	\$3,500,000	\$3,600,000	\$3,700,000	\$17,500,000
Roof Replacement Program	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,000,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	600,000	650,000	700,000	750,000	800,000	3,500,000
Government Center Re-Caulking			2,000,000		2,000,000	4,000,000
Fire Station Renovations	450,000	550,000	650,000	750,000	850,000	3,250,000
Annexation Fire Station: Harrisburg Rd	5,200,000					5,200,000
Annexation Fire Station: Miranda Rd (Land)	680,000					680,000
Public Safety Digital Communications Upgrade	6,050,000	4,272,940				10,322,940
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Police Metro Station	820,000					820,000
Police Eastland Station Upfit	1,000,000					1,000,000
Eastland Fire Station	700,000	6,000,000				6,700,000
Sweden Road Yard Replacement - Land	3,125,000					3,125,000
Tree Canopy Program	420,000	250,000	250,000	250,000	250,000	1,420,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Ovens/Cricket Maintenance			Expense transferred to Tourism Fund			
TOTAL FACILITY INVESTMENTS	\$26,095,000	\$18,972,940	\$11,050,000	\$9,400,000	\$11,750,000	\$77,267,940
FACILITY INVESTMENTS REVENUE SUMMARY						
COPs - Radio System - Authorized	6,050,000	4,272,940				10,322,940
COPs - Fire Stations - Authorized	5,600,000	6,000,000				11,600,000
Capital Reserve	1,500,000					1,500,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
General CIP Fund Balance	4,125,000					4,125,000
Pay-As-You-Go Fund	8,820,000	8,700,000	9,050,000	9,400,000	11,750,000	47,720,000
TOTAL REVENUES	\$26,095,000	\$18,972,940	\$11,050,000	\$9,400,000	\$11,750,000	\$77,267,940

FY2009-2013 Capital Investment Plan (Unfunded)

FY2009-2013 Unfunded General Government Project Requests

General Government (excludes CATS, Storm Water, Aviation, and Water and Sewer) capital project requests total \$1,376,070,544. The FY09-13 CIP includes funding of \$625,655,334, leaving \$750,415,210 in projects identified as unfunded.

PROJECT TITLE	5-YEAR TOTAL
Housing and Neighborhood Development	
Affordable Housing - partially funded	\$30,000,000
Neighborhood Matching Grants - partially funded	500,000
Area Plan Capital improvements - partially funded	14,000,000
Traffic Calming Program - partially funded	1,250,000
Pedestrian & Traffic Safety - partially funded	4,500,000
Sidewalk Construction Program - partially funded	20,000,000
Total Housing and Neighborhood Development	\$70,250,000
Transportation	
Motorist Capacity and Safety Improvements	
Traffic Flow Enhancement Program (coordinated signals) - partially funded	6,500,000
Bridge Program - partially funded	6,000,000
Traffic Control Devices Upgrade Program - partially funded	6,000,000
Street Lighting Program	5,000,000
Minor Roadway Improvement Program - partially funded	8,000,000
Brookshire Blvd./Hovis Road Intersection Improvements	4,000,000
Street Connectivity Program - partially funded	8,000,000
State Highway Participation Program - partially funded	4,000,000
Public-Private Participation Program - partially funded	3,000,000
IBM Drive/N. Tryon Street Connector (IBM Dr. to N. Tryon St) - partially fund	17,500,000
Back Creek Church Road FTM - partially funded	14,300,000
McKee Road FTM Road Upgrade (Providence to Weddington)	18,500,000
DeWitt Lane Extension (Cama St. to Old Providence Rd)	6,100,000
Euclid Avenue Extension (Morehead to Stonewall)	8,100,000
Fred D. Alexander Boulevard (NC 16 to Sunset) Planning & Design	3,000,000
Second Street Extension (Graham to Cedar)	14,200,000
Center City Transportation Implementation Program - partially funded	1,000,000
Sidewalk & Curb and Gutter Maintenance Program - partially funded	5,250,000
Non-System Residential Street Improvements	7,500,000
Idlewild Road/Monroe Road Intersection Improvements	4,000,000
Brevard Caldwell Streets (Trade to 12th)	3,000,000
Hartford Avenue Realignment to Clanton Road	1,000,000
Tuckaseegee Road FTM Road Upgrade Phase 1 (Ashley to Little Rock)	16,000,000
Tyvola Road FTM Road Upgrade Phase 2 (Old Steele Creek to Yorkmont)	11,400,000
Arequipa Drive Extension (Margaret Wallace Road to Sam Newell Road)	30,500,000
Billy Graham Pkwy/S. Tryon Street Intersection Improvements	4,000,000
Fred D. Alexander Boulevard (Sunset to Harris)	29,300,000
Fifth Street Extension (McDowell to Kings)	7,000,000
Denmark Road Extension (Sweden to Arrowood)	6,000,000
Krefeld Drive Extension (McAlpine Creek to Sardis Road North)	17,500,000
Tuckaseegee Road FTM Road Upgrade Phase 2 (Little Rock to Wilkinson)	16,000,000
Sardis Road North FTM Road Upgrade (Sardis to Monroe)	10,100,000

FY2009-2013 Capital Investment Plan (Unfunded)

<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
Tyvola Road FTM Road Upgrade Phase 3 (Tryon to I-77)	3,200,000
Sugar Creek Road Widening (Graham St. to NC 115-Sugar Creek Conn.)	11,900,000
Freedom Drive/ Ashley Road Intersection Improvements	4,000,000
Beatties Ford Road (Sunset to Lakeview)	3,000,000
Freedom Drive Widening (Toddville to Little Rock Road)	15,000,000
Total	\$338,850,000
<u>Pedestrian Pathways</u>	
Pedestrian Connectivity Program	5,000,000
Safe Routes to Schools Program	9,000,000
Total	\$14,000,000
<u>Bicycle Pathways</u>	
Bicycle Program - partially funded	\$5,500,000
<u>Centers, Corridors and Livable Neighborhoods</u>	
Air Quality and Congestion Mitigation Program	7,000,000
Centers and Corridors Implementation: Access Improvements - partially fun	136,400,000
Total	\$143,400,000
Total Transportation	\$501,750,000
<u>Economic Development</u>	
Business Corridor/Pedscape Infrastructure - partially funded	8,650,000
Total Economic Development	\$8,650,000
<u>Facility Investments</u>	
<u>Police</u>	
Providence Division Relocation	550,000
Headquarters Facility Space Planning Study	157,000
Lake Norman Boathouse	176,000
Lake Wylie Boathouse	176,000
Helicopters Replacement	7,750,000
Crime Lab Equipment	242,000
Replacement Boat (Lake Wylie)	140,700
Family Services Renovation	250,000
Emergency Operations Center and 311 Center (Also requested by Fire)	0
Central Division Upfit	300,000
Firing Range Upgrades	400,000
Hickory Grove Division Upfit	750,000
Division 14 (Future) Acquisition/Upfit	750,000
Training Bureau Scenario House	25,000
South Division Upfit	750,000
Eastway Division Upfit	750,000
Independence Division Upfit	250,000
Westover Division Upfit	800,000
Total	\$14,216,700

FY2009-2013 Capital Investment Plan (Unfunded)

<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
<u>Fire</u>	
Reserve Apparatus Shelters	1,338,750
Fire Headquarters (Logistics, Prevention, Investigation, and Emerg. Manage.)	36,500,260
Fire Training Ground Improvements	5,512,500
Emergency Operation Center (also requested by Police)	41,700,000
Fire Station #30 Replacement	7,200,000
Opticoms	500,000
Annexation Fire Stations - partially funded	33,487,000
Total	\$126,238,510
 <u>Business Support Services</u>	
NE Vehicle Maintenance Facility - supplemental funding	750,000
Louise Avenue Maintenance Shop Improvements	835,000
Data Network Infrastructure	1,650,000
Total	\$3,235,000
 <u>Other</u>	
Sweden Road Yard Replacement (design and construction)	24,075,000
Government Center Re-Caulking - partially funded	2,000,000
Total	\$26,075,000
 Total Facility Investments	 \$169,765,210
 Total FY2009-2013 Unfunded Project Requests	 \$750,415,210

Note: Project estimates were developed from various sources and have varying levels of accuracy due to different levels of engineering and planning detail to date on the projects. The estimates were developed over the last five years and for the most part do not include inflation factors. Inflation factors for construction and especially real estate are not easily predicted and are highly dependent on the assumed date of construction. Project costs have been trending upward due to increased cost of real estate, fuel, labor, and construction materials. Further work will be done to refine costs and schedules for the 2010 bond projects and on projects on the unfunded projects list.

FY2009-2013 Capital Investment Plan

Reimbursable Water and Sewer Projects

The water and sewer projects listed below are identified in the capital program to allow developers to consider participation in construction of projects.

Sewer

Ramah Creek Trunk Sewer	\$6,000,000
Cane Creek Outfall	1,250,500
Pineville Regional Lift Station and Force Main	1,500,000
Dixon Branch Trunk Sewer Extension	1,600,000
Little Sugar Creek Lift Station	1,500,000
Upper Clear Creek Tributary Sewer	1,000,000
McCullough Branch Lift Station Improvements	1,500,000
Lake Road Trunk Sewer (Matthews)	625,000
Beaver Dam Creek Tributary Sewer	500,000
Matthews Commons Gravity Sewer	552,600
Total	\$16,081,100

Water

Dixie River Road Water Main	\$400,000
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Key Terms

Adjustments to Recommended Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Recommended Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the recommended budget. Council has traditionally required of themselves that the adjustments result in a balanced budget. Those items receiving five or more votes from Council members are then voted on at the straw votes session.

Allocation: The expenditure amount planned for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the City's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Balanced Scorecard: The Balanced Scorecard is a performance measurement system that translates strategy into tangible objectives and measures. The Balanced Scorecard uses four perspectives to ensure a balanced approach to evaluating achievement of organizational strategy. The four perspectives are serve the customer, run the business, manage resources, and develop employees.

Broadbanding Pay Plan: The City's Broadbanding Pay Plan covers all City employees with the exception of non-managerial Sworn Police and Uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to market.

Budget Adoption: North Carolina State law requires local government to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget Committee: The Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides Council with a detailed overview of the Manager's recommended budget. This provides a forum for the Manager to share highlights of the budget and for Council to ask initial questions as the budget process moves into the review stage.

Budget Retreat(s): This series of half-day retreats, conducted by Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as Council works to identify and confirm areas of focus, confirm operating and capital investment policies, review projected revenues and expense information, and review program and service delivery priorities.

Budget Plan-Recommended and Adopted: The City Manager submits to the City Council a recommended expenditure and revenue for all city operations for the coming fiscal year in the Preliminary Strategic Operating Plan. When City Council agrees upon the revenue and expenditure levels, the Recommended Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period and is available as a separate document.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, low income housing, and services to low-income neighborhoods.

Council Priorities: Top three priority initiatives chosen by City Council annually. The current priorities are Housing and Neighborhood Development, Community Safety, and Economic Development.

Corporate Objective: Organizational aims or purposes for the next 2-4 years that are the focal point of the organization's initiatives.

Debt Service: Annual principal and interest payments that the local government owes on money that it has borrowed.

Key Terms

Enterprise Fund: One of four City Key Businesses which are fully funded by operating revenues rather than taxes. These are Airport, CATS, Charlotte-Mecklenburg Utilities, and Storm Water.

Financial Partner: Private, non-profit organizations which provide services to citizens by use of partial funding from the City.

Fiscal Year: A one-year fiscal period. The City's fiscal year extends from July 1st through June 30th.

Focus Areas: Five strategic areas of focus which serve as the framework for allocating funds and resources. These are: Housing and Neighborhood Development, Community Safety, Economic Development, Environment, and Transportation.

Full Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: The difference between assets and liabilities of a particular fund. Incorporates the difference between the revenues and expenditures each year.

General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled, which is allocated to support many of the operations of City government.

General Obligation Bonds: Bonds whose payment is guaranteed by the full faith and credit of the government body.

Key Business Unit: City's major operating departments. (Police, Fire, Solid Waste Services, Transportation, Neighborhood Development, Engineering and Property Management, Planning).

Manager/Council Retreat: This initial retreat serves to reaffirm Council priorities and identify citizen concerns and desires for service delivery during the next fiscal year. This discussion also includes any other additional parameters for possible changes to the budget plan under development. City Council adopts a strategic plan as a result of this discussion and the Business Units are charged with meeting these identified needs.

MUMPO (Mecklenburg Union Metropolitan Planning Organization): The transportation body that is responsible for overseeing the development of the transportation system in Mecklenburg and Union counties of North Carolina.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area and one in the University City area.

Net of Transfers: Takes into account transfers between funds (General Fund, Enterprise Funds and Capital Funds).

Non-Departmental Account: Those services or functions that are not specifically associated with a particular Key Business Unit.

Operating Budget: The portion of the budget that deals with recurring expenditures such as salaries, utilities, postage, office supplies, and fuel.

Pay-As-You-Go Projects: Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives. These indicators may include measures of inputs, outputs, outcomes, or activities.

Position Number: A term that refers to the title and unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the PeopleSoft Human Resources System. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a Key Business Unit, aligned by common purpose.

Key Terms

Public Hearing on Recommended Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for citizens to comment on the published budget plan. Notice of the public hearing and the Council discussion process are included as inserts in City mailings, on the City's website, and on the Government Channel. The budget documents are made available to the public through the regional public libraries and the local university libraries.

Public Safety Pay Plan: The City's Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps and the second is structural market adjustments to the steps.

Strategic Operating Plan (SOP): The Strategic Operating Plan includes organizational strategy and resources. It combines city strategy and operating and capital budgets.

Straw Votes: This session provides the opportunity for Council to vote on each of the items that moved from the adjustments session. Each of these items receiving six or more straw votes will be incorporated into the budget ordinance that will be part of the budget adoption agenda item.

Support Business Unit: City's support businesses, such as Finance and Human Resources.

Target: Quantifiable and specific level of achievement, communicates the expected level of performance.

Two-Year Budget: The City operates with a two-year budget plan. The plan is established to manage funds on a fiscal year (FY) that begins July 1 and ends June 30. Council appropriates the first year's budget and approves the plan for the second year's budget. Although the City's budget preparation and request is presented in two-year increments, Council is required to appropriate monies on an annual basis.