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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY07 Strategic Operating Plan (SOP)** and the **FY07-11 Capital Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations. A listing of key terms is included in the glossary at the end of this document.

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.

FY07 Strategic Operating Plan

This document is a detailed record of the spending plan proposed by the City Manager and adopted by the Mayor and City Council for FY07. It contains the following elements:

Budget Process (Page iii)	Budget Process: Process by which the Strategic Operating Plan and the Capital Investment Plan are developed.
Executive Summary (Pages 1 - 30)	Executive Summary: 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 & Council Priorities (Pages 31 - 46)	Corporate Strategy: The City's corporate strategy, City Council priorities (Community Safety, Neighborhoods, and Economic Development) and strategic focus areas.
Operating Budgets (Pages 49 - 104)	<p>General Fund Operations Budgets: The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These are Police, Fire, Solid Waste, Transportation, Neighborhood Development, Engineering and Property Management, and Planning.</p> <p>Enterprise Operations Budgets: The budgets and performance achievements of Key Business Units which are enterprise operations with a dedicated funding source. These are Aviation, Charlotte Area Transit System, Storm Water and Charlotte-Mecklenburg Utilities.</p> <p>Support Businesses Budgets: The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These are Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.</p>
Capital Investment Plan (Pages 161 - 202)	Capital Investment Plan: 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 on page 49 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 the current FY06 and the proposed FY07.
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget summary by operating divisions
- Budget decreases and increases
- Unfunded requests (if applicable)

City Attorney			
Summary	FY05	FY06	FY07
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 \$1,336,200	\$1,471,494	\$1,652,763
	Positions 24.50	24.50	26.50
<p>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 11 support staff in City Attorney's Office • Staff of 2 attorneys in Aviation • Staff of 5 attorneys and 2 support staff in Police 			
<p>Accomplishments</p> <ul style="list-style-type: none"> • Negotiated through FEMA reimbursement issues for the City's expenditures from CRVA for use of the Coliseum as a Hurricane Katrina Shelter • Worked (and continue to work) with CMUD, outside counsel, other local government attorneys on the Duke Energy relicensing for the hydroelectric dams on the Catawba River • Worked with various KBUs to conclude a major round of annexations involving 7 areas, \$1.3 billion in property values, and 15,379 in population. All areas were annexed without litigation • Assisted Council in redrawing Council districts as a result of annexations. • Handled significant revisions of the Passenger Vehicle for Hire Ordinance to enhance inspection and enforcement efforts. 			
<p>SERVICE DELIVERY CHALLENGES</p> <p><u>Environmental Issues</u> Legal services related to Utilities and Engineering and Property Management environmental issues are currently handled by outside counsel. Services include permit issuance and compliance for wastewater collection and treatment plants, wastewater system protection enforcement efforts, storm water environmental issues, and land development issues. The addition of in-house staff to perform this work, as a lower cost alternative, requires consideration. A service level change to add to positions in support of these issues is included in the recommended budget.</p> <p><u>Space Needs and Staff Management</u> Space needs are becoming critical. The office has staff located in five separate areas: CATS, Police, Real Estate (Cameron Brown Building), Risk Management, and Aviation. Staff members located in other buildings spend considerable time commuting back and forth to meetings. This also hinders the attorneys because the face-to-face discussion they find extremely helpful when reviewing changes in the law, current litigation, and other legal problems is limited. Although some attorneys will always be out posted (Police and Aviation) others would benefit from a location with the rest of the office. Additionally, the lack of conference room space for mediations is increasingly noticeable because of increased condemnation actions that result in growing frequency of mediations requiring meeting space.</p>			

City Attorney																				
Performance Measures	Performance Achievement																			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target																
<p>Legal Advice and Representation Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff</p> <ul style="list-style-type: none"> • Conduct annual interviews with each client department to develop a service plan 100% 100% 100% 100% • Ensure that Attorney staff maintain certifications n/a n/a 180 training hours 192 training hours • Coordinate Lunch and Learn seminars or special sessions on legal topics of interest to City employees 4 seminars held 2 seminars held 2 seminars each fiscal year 2 seminars each fiscal year 																				
<p>Litigation Provides litigation services including defense and enforcement of ordinances and policies</p> <ul style="list-style-type: none"> • Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel \$91.58/hr. \$92.25/hr. \$95.70/hr. \$95.91/hr. 																				
<p>Property Transactions Provides negotiation and services for the purchase and sale of the City's real estate assets</p> <ul style="list-style-type: none"> • Active condemnation cases 122 114 123 120 																				
<table border="1"> <thead> <tr> <th>Budget Summary</th> <th>FY05</th> <th>FY06</th> <th>FY07</th> </tr> </thead> <tbody> <tr> <td>City Attorney Services</td> <td>Budget \$ 1,336,200</td> <td>\$ 1,471,494</td> <td>\$ 1,652,763</td> </tr> <tr> <td></td> <td>Positions 24.50</td> <td>24.50</td> <td>26.50</td> </tr> <tr> <td>Total</td> <td>\$ 1,336,200</td> <td>\$ 1,471,494</td> <td>\$ 1,652,763</td> </tr> </tbody> </table>					Budget Summary	FY05	FY06	FY07	City Attorney Services	Budget \$ 1,336,200	\$ 1,471,494	\$ 1,652,763		Positions 24.50	24.50	26.50	Total	\$ 1,336,200	\$ 1,471,494	\$ 1,652,763
Budget Summary	FY05	FY06	FY07																	
City Attorney Services	Budget \$ 1,336,200	\$ 1,471,494	\$ 1,652,763																	
	Positions 24.50	24.50	26.50																	
Total	\$ 1,336,200	\$ 1,471,494	\$ 1,652,763																	
<p>Decreases None</p> <p>Unfunded Unfunded requests totaling \$33,700 were requested by the City Attorney's Office. Please see the appendix on page 120 for details of these requests.</p> <p>Increases \$181,767 is added for an Attorney and support staff to address environmental legal issues. In house staff is added in lieu of using higher cost outside legal assistance. All costs are covered by either Enterprise operations or capital investment funds.</p>																				

Budget Process

PHASE I—BUDGET POLICY DEVELOPMENT	<p style="text-align: center;"><u>August, September, October 2005</u></p> <p>Council Budget Committee</p> <ul style="list-style-type: none"> • Alternative Revenues • City and County Budget Resolutions • Review FY06-10 CIP 	<p style="text-align: center;"><u>November 2005</u></p> <p>Council Budget Committee</p> <ul style="list-style-type: none"> • General Fund Financial Trend analysis • Other agency funding • Sales Tax/Property Tax review 	
	<p style="text-align: center;"><u>January 2006</u></p> <p>Council Budget Committee</p> <ul style="list-style-type: none"> • Budget Process and Calendar • Alternative Revenues <p>Mayor and Council</p> <ul style="list-style-type: none"> • New Council member budget orientation 	<p style="text-align: center;"><u>February 2006</u></p> <p>Mayor and Council Annual Retreat</p> <ul style="list-style-type: none"> • Revenues <ul style="list-style-type: none"> -Economic Outlook -Property Tax -Sales Tax -Debt Capacity -Financial Policy • General Operating Budget <ul style="list-style-type: none"> -General Fund summary -Review FY06 Budget -FY07 Key Budget requests • General Capital Investment Plan <ul style="list-style-type: none"> -CIP Process -Bond Referendums -Summary of unfunded requests <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none"> • Alternative Revenues • CATS Budget 	
	<p style="text-align: center;"><u>March 2006</u></p> <p>Mayor and Council Budget Retreat</p> <ul style="list-style-type: none"> • Alternative Revenues • CATS Operating and Capital Budget review • Sales Tax update • Financial Partners <p>Mayor and Council Budget Retreat</p> <ul style="list-style-type: none"> • Alternative Revenues • Key General Fund Budget Requests • Property Tax Update • Zoning Administration Update <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none"> • Alternative Revenue prioritization 	<p style="text-align: center;"><u>April 2006</u></p> <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none"> • Charlotte-Mecklenburg Utilities Budget • Storm Water Services Budget <p>Mayor and Council Budget Retreat</p> <ul style="list-style-type: none"> • Zoning Administration user fees • Draft Capital Investment Plan • Charlotte-Mecklenburg Utilities Budget • Storm Water Services Budget 	
PHASE II—BUDGET DELIBERATIONS AND ADOPTION	<p style="text-align: center;"><u>May 2006</u></p> <p>Budget Presentation by City Manager</p> <p>Public Hearing on Budget</p> <p>Mayor and Council Budget Retreat</p> <p>Budget Adjustment Meeting</p>	<p style="text-align: center;"><u>June 2006</u></p> <p>Budget Straw Votes Meeting</p> <p>Budget Adoption</p>	

Manager's Transmittal

July 1, 2006

To the Honorable Mayor Patrick McCrory and Charlotte City Council:

This document reflects the detailed information in the 2007 Appropriations and Tax Levy Ordinance and 2007 Budget Plan, each approved by City Council on June 19, 2006.

The total budget for FY07 is \$1.37 billion of which \$906.0 million is appropriated for operating expenses and \$463.3 million is appropriated for capital improvement projects.

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.

Respectfully,

A handwritten signature in black ink, appearing to read "Pamela A. Syfert". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Pamela A. Syfert
City Manager

Page intentionally blank.

Capital Investment Plan Resolution

June 19, 2006
Resolution Book 40, Page 157

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE
ADOPTING THE FIVE-YEAR CAPITAL INVESTMENT PLAN FOR FISCAL YEARS
2007 to 2011.**

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 FY2007-2011 Capital Investment Plan that balances the potential physical development planning with long-range financial capacity; and

NOW, THEREFORE, BE IT 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 2007 to 2011.

This 19th day of June 2006

CERTIFICATION

I, Stephanie C. Kelly, Deputy 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 19th day of June, 2006, the reference having been made in Minute Book 124, and recorded in full in Resolution Book 40, Page 157.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 22nd day of June, 2006.


Stephanie C. Kelly, CMC, Deputy City Clerk

Introduction

Charlotte's City Manager presented her recommend FY07 Operating Budget and the FY07-FY11 Capital Investment Plan to the City Council and public on May 8, 2006. The budget review process included several workshops and a public hearing on May 22, 2006 for input from Charlotte's citizens. Charlotte's City Council adopted the budget on June 19, 2006.

In an effort to focus on what is achieved through spending, this plan 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.

FY07 Strategic Operating Plan

This document is a detailed record of the spending plan proposed by the City Manager and adopted by the Mayor and City Council for FY07. It contains the following elements:

Executive Summary: 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: The City's corporate strategy, City Council priorities (Community Safety, Economic Development, and Neighborhoods) and strategic focus areas: Community Safety, Economic Development, Transportation, Housing and Neighborhood Development and Environment.

General Fund Operations Budgets: The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These are Police, Fire, Solid Waste, Transportation, Neighborhood Development, Engineering and Property Management, and Planning.

Enterprise Operations Budgets: The budgets and performance achievements of Key Business Units which are enterprise operations with a dedicated funding source. These are Aviation, Charlotte Area Transit System, Storm Water Services, and Charlotte-Mecklenburg Utilities.

Support Businesses Budgets: The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These are Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.

Capital Investment Plan: 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. The Final Capital Investment Plan, a companion document to this book, is now available and provides detailed descriptions of each capital project as approved by City Council.

Introduction

Summary of General Fund Changes to FY07 Manager's Recommended Budget

	FY06 Budget	FY07 Manager's Recommendation	FY07 Adopted (as amended)
General Fund	35.70¢	36.95¢	36.98¢
Pay As You Go	1.60¢	1.60¢	1.51¢
General Debt Service	4.70¢	7.95¢	7.37¢
Total	42.00¢	46.50¢	45.86¢

Items added to or reduced from the Manager's Recommended Budget include:

Additions

Street Resurfacing (from 18 to 16 year cycle)	\$1,011,000
Police – 15 sworn officers January 1st	809,918
Public Safety market pay 0.5% (from 2.5% to 3.0%)	734,907
Fire Rescue pay	217,600

Reductions

Freeze positions in General Fund vacant for 6 months	\$1,252,580
Cap General Fund (and Powell Bill fund) contribution to Storm Water	317,750
Police overtime for arena traffic control	200,000
Council Discretionary Account	100,000
Travel and training (maintain FY06 level)	75,560
Reduce Charlotte Regional Partnership	35,539

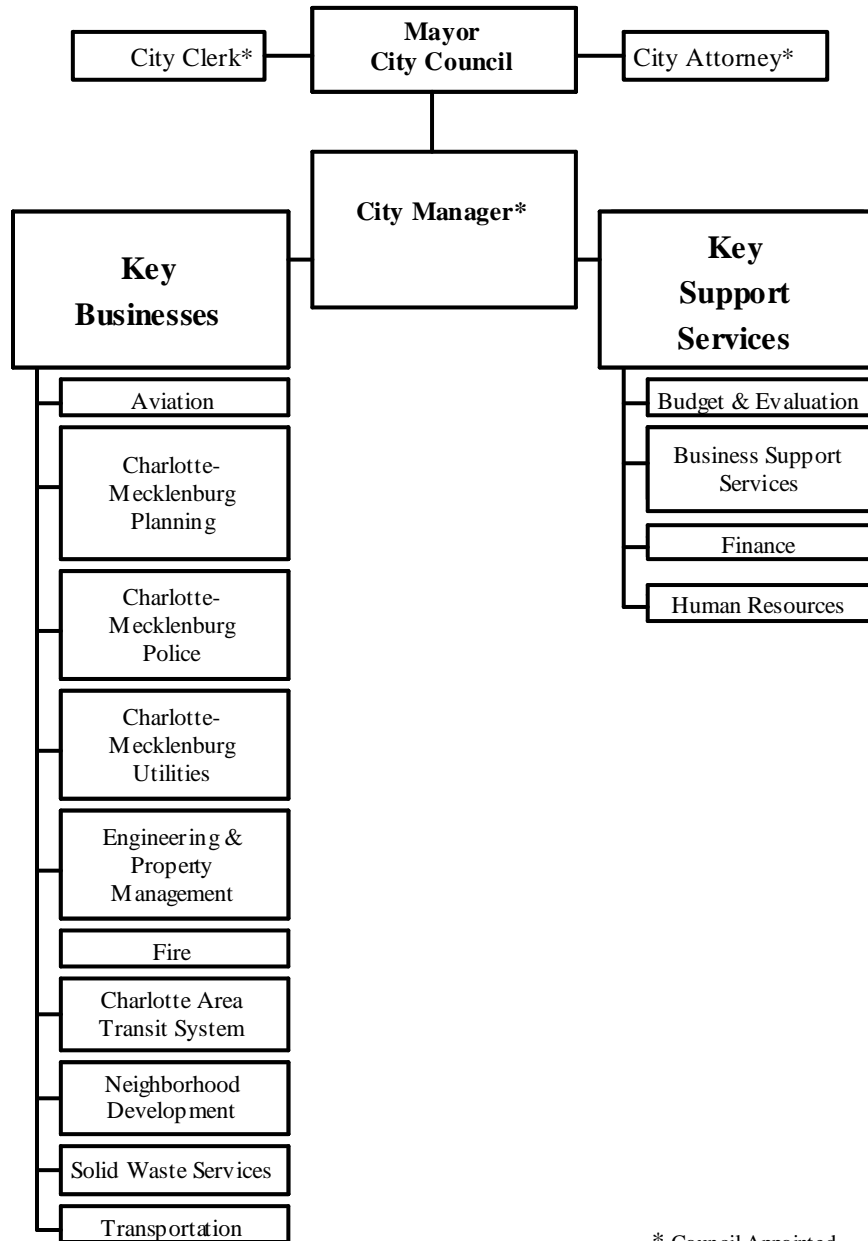
Property Tax Revenue Changes

Increase Property Tax growth estimate	\$591,000
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Note: For a summary of changes to the Manager's Recommended FY07-11 General Capital Investment Plan, please see the Capital Investment Plan section.

Organizational Chart

City of Charlotte



* Council Appointed

Executive Summary

INTRODUCTION

The City's adopted budget for FY07 totals \$1.37 billion, a decrease of 3.4% from FY06's revised budget of \$1.42 billion. The City's combined operating funds total \$906.0 million in FY07, an increase of \$31.2 million, or 3.6% over FY06's total of \$874.7 million. The Capital Investment Plan (CIP) decreases 14.6%, from \$542.8 million in FY06 to \$463.3 million in FY07. A review of the CIP follows the operating budget sections of this document.

Charlotte growing and investing in all parts of our city is vital strengthening neighborhoods and improving our quality of life. Maintaining a vibrant city requires a strong emphasis on community safety. It also requires an emphasis on mobility, supported by road improvements and street resurfacing. The operating and capital budget for FY07 helps address these needs in the context of Council's Focus Areas and Priorities. However, budget reductions were necessary to achieve this balance.

General Fund operating expenditures were reduced from the FY07 budget plan across various operating budgets saving over \$1 million. Although the City continues to see increases in necessary expenses, such as fuel and utilities, just like its citizens, the City has worked to absorb a portion of these increases by reducing spending in other areas of the budget. The recommended budget represents an on-going commitment to cost containment and a concern for maintaining service delivery standards.

Strategic Investment

Council Strategy

Community Safety

Transportation

Neighborhoods

Strategic reinvestment means that the City will place more attention on replenishing certain areas which have been cut due to past economic downturns. After five consecutive years of budget cuts, the FY07 budget addresses modest improvements to community services next year. An increase in community safety funding and capital funding for transportation and neighborhood needs is included in the budget and addresses areas that are key to maintaining Charlotte's continued vitality.

Council Focus Areas

Each year at the annual Council Retreat, the Mayor and City Council identify priorities and focus areas to serve as the framework for allocating funds and resources. The priorities for FY07 include Community Safety, Neighborhoods, and Economic Development. The FY07 Focus Areas are Housing and Neighborhood Development, Community Safety, Economic Development, Transportation, and the Environment. The FY07 budget reflects a continued commitment to these priorities and focus areas. The strategic investments at the core of the FY07 budget are linked to three of the focus areas - **Community Safety, Transportation, and Housing and Neighborhood Development.**

Community Safety *"Charlotte is committed to becoming the safest large city in America"*

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 *"Creating great neighborhoods in which to live, work, and play"*

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.

Transportation *"Charlotte will be the premier city in the country for transportation choices"*

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.

Executive Summary

Services Assessment Ranking

As introduced in the FY06 and FY07 budget process, the services assessment is a valuable tool used for examining budget requests and making resource allocation decisions. In January 2005, the Mayor and City Council undertook a services assessment process which resulted in a ranking of General Fund services. The Mayor and Council ranked 39 General Fund services according to priority. Services are defined from the perspective of a citizen, rather than by Business Unit responsibility. Results of the ranking exercise are provided below and illustrate the level of importance given to each service, as compared to all other services listed. Although the current Council did not complete the services assessment for FY07, we include the list as part of the 2-year budget process

Service Ranking

Rank	Service	Total
1	Community Policing	422
2	911 Communications	402
3	Police and Fire Investigations	363
4	Planning	350
5	Fire Control and Suppression	342
6	Garbage Collection	342
7	Street Repair	337
8	Street Resurfacing	333
9	Police and Fire Special Operations	331
10	Traffic Control	320
11	Code and Special Ordinance Enforcement	301
12	Land Development Regulation	300
13	Capital Project Planning and Construction	288
14	Housing Services	267
15	Targeted Economic Development	265
16	Business Development Retention and Growth	261
17	Police and Fire - School Support	249
18	Response to Natural Disasters	243
19	Police - Judicial System Support	218
20	Hospitality - Tourism Development and Support	212
21	Homeland Security Preparation	211
22	Animal Control and Shelter	201
23	Street Lighting	179
24	Cultural Programs Support	178
25	After-School Enrichment	172
26	Recycling Collection	169
27	Bulky Item Collection	163
28	Customer Service and Information	161
29	Yard Waste Collection	159
30	Uptown Services	153
31	Employment Programs	149
32	Street Cleaning	142
33	Street Right-of-Way Cleaning	133
34	Neighborhood Centers	119
35	Community Education and Relations	105
36	Community Cleanups	104
37	Government Communication and Information	104
38	Landscape Maintenance	97
39	Cemeteries Operation and Maintenance	47
	Grand Total	8892

Executive Summary

General Fund Operating Budget Development

Operating Budget Reductions

The City is beginning to see moderate growth in our key revenues following a modest economic recovery. However, we continue to look for budget reductions to balance. City employees continue to work hard to prevent these reductions from negatively impacting the level of service provided to the community. However, the cumulative impact of these reductions and the on-going structural budget deficit make it difficult to continue cutting the budget while maintaining service levels and quality standards. Although the exercise of identifying specific reductions was limited to the business units that rely on property tax revenues, all of the City's enterprise related business units are experiencing limited revenue growth.

Examples of prior year reductions include:

FY03

- Delayed Police and Fire recruit classes
- Froze positions in Street Maintenance
- Reduced funding for landscape maintenance and trash collection along right-of-way
- Eliminated recycling education programs
- Reduced inventory of Fire supplies
- Reduced printing, publishing, travel and training, and miscellaneous supplies and services

FY04

- Froze civilian positions in Police
- Froze positions in Fire recruit classes
- Reduced Traffic Operations inventory
- Eliminated mailing of City's annual report
- Froze positions in Planning supporting rezoning

FY05

- Eliminated positions and materials related to utility cut repairs
- Reduced I-277 landscape maintenance
- Delayed technology projects
- Reduced travel, training, printing, advertising, and small contracts
- (Note: Police and Fire recruit classes were restored in FY05).

FY06

- Eliminated all landscaping and grounds maintenance of I-277
- Decreased landscape maintenance on State rights-of-way within the City from 8 times to 5 times per year
- Decreased landscape maintenance on City rights-of-way from 8 times to 5 times per year
- Eliminated street sweeping and litter pick-up from all State streets
- Decreased multi-family garbage collection from twice-a-week to once-a-week
- Reduced training, employee development, and recruitment and retention funding
- Reduced communications funding
- Eliminated Neighborhood Specialist positions

A complete listing of FY07 reductions is provided on page 20 of this executive summary.

Executive Summary

General Fund Operating Budget Development

General Fund Increases

Fuel

Increases in necessary expenses, such as fuel, have been addressed by reduced spending in other areas of the operating budget. However, the increases have grown to a level that requires an additional allocation of funds be made in the larger Key Business Units, with operations more dependent upon vehicles to conduct business. \$1.3 million is included in the FY07 budget to address growing fuel budget constraints in Police (\$375,000), Fire (\$275,000), Transportation (\$275,000), and Solid Waste Services (\$375,000).

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 indicated a 3.5% merit increase in the Broadbanding Pay Plan and a 3.0% market increase for the Public Safety Pay Plan. The FY07 adopted budget contains the following:

- In the Broadbanding Pay Plan, the budget funds a 3% merit increase budget for all business units.
- In the Public Safety Pay Plan, the budget funds a 3.0% market increase budget and a 5.0% movement through steps. Staff recommended a 2.5% market increase. Council amended to 3.0%.
- The budget includes \$217,600 for Fire Rescue pay (Council amendment).
- An additional \$150,747 is budgeted in the General Fund to address targeted recruitment issues for those employees below 80% of the median market.

Strategic Investment

Service demands resulting from our growing community have outpaced revenue growth. As a result, significant needs in the City's infrastructure and core service areas require attention. The additional resources necessary to ensure Charlotte's long-term sustainability are recommended as described below.

Community Safety

Police

CMPD works hand-in-hand with businesses and neighborhood residents to make Charlotte a safer and better place to live. The addition of 70 sworn positions (27 officers, 12 detectives, 15 community coordinators, 15 additional sworn positions January 1st) will help Charlotte-Mecklenburg Police Department (CMPD) keep pace with the City's law enforcement needs. Also, the budget provides funding for a Gang of One program coordinator, a communication technology position, and a latent print examiner.

Fire - Arboretum Fire Station

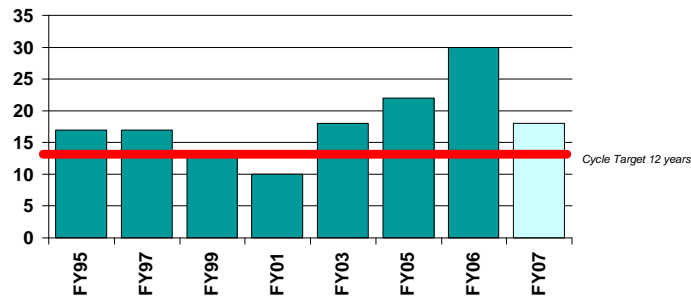
The addition of an infill fire station in the Arboretum community will improve response times and increase coverage in a growing area of the City. Funding is provided in the capital budget to construct the station. Funding to equip the station with a ladder truck is included in the General Fund. For FY08 and beyond, funding for the ladder truck will offset the increase of adding a fire company.

Executive Summary

Street Resurfacing

The FY07 budget provides \$4.25 million for street resurfacing. The increased funding will improve street conditions and improve the projected street resurfacing cycle to 16 years. The optimal level is 12 years.

Street Resurfacing Cycle (years)



Capital Infrastructure

Transportation is a strategic investment area that is fundamental to our quality of life. Already a fast growing city, we will find mobility even more challenging in the years to come. Over the next 25 years, approximately 340,000 new residents will move to Charlotte. This growth will increasingly strain our transportation infrastructure. The Transportation Action Plan provides the framework to accommodate growth through 2030.

Transportation Plan Goals

Goal 1

Continue implementation of the Centers and Corridors strategy.

Goal 2

Prioritize, design, construct, and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices, and meet land use objectives.

Goal 3

Collaborate with local and regional partners on land use, transportation, and air quality to enhance environmental quality and promote long-term regional sustainability.

Goal 4

Communicate land use and transportation objectives and services to key stakeholders.

Goal 5

Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services.

Executive Summary

The allocation of funding across the five-year General Capital Improvement Plan is as follows:

	Recommended:		Adopted:	
Neighborhood Improvements	\$60.0	12%	\$75.0	18%
Affordable Housing	60.0	12%	30.0	7%
Transportation	361.3	72%	286.3	68%
Facilities	18.9	4%	21.8	5%
Community ED strategy (one-time)	0.0	0%	8.9	2%
Total	\$500.2	100%	\$422.0	100%

Budget Highlights-All Funds

The City's total operating budget for FY07 is \$906.0 million, an increase of 3.6% over the FY06 budget. This includes all General and Enterprise Funds.

The City's debt service expenses represent a major driver in the operating budget totals above. For FY07, these expenses are \$180.7 million, a decrease of \$0.7 million, or 0.4% below the FY06 total of \$181.4 million.

Exclusive of debt service, which supports the City's capital investment programs, the total operating budget growth from FY06 to FY07 is \$31.9 million, or 4.6%.

The total assessed property value for FY07 is estimated at \$67,250,148,956, an increase of approximately \$2.0 billion, or 3.1% over FY06's budget estimate.

Executive Summary

Revenues-General Fund

Property Tax

The property tax rate for the General Fund is 36.98¢ for FY07 per \$100 of property valuation. **Property tax** revenues including current and prior year collections, interest, and other penalties and rebates are projected to total \$247.3 million (6.2% over FY06) in FY07. This increase includes \$8.4 million from a property tax rate increase of 1.28¢.

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.

County 1%

For FY07 the estimated revenue is \$39.8 million, an increase of \$4.3 million, or 12.1%, over FY06.

County ½ %

Revenues are projected to total \$14.1 million for FY07, representing an increase of 8.7% over FY06.

Utilities franchise tax revenues are projected to increase 1.0% to \$30.1 million for FY07.

Intragovernmental revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, increase to \$17.6 million in FY07, an increase of 4.3% over FY06.

Police Services

School Resource Officers-Mecklenburg County also reimburses the City for half of the 45 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 \$2.2 million for FY07 are projected.

Mecklenburg County-In FY04, the City and County agreed to cap the County's payments to the City for police services in the unincorporated areas at the current level until FY08. This action amended the cost sharing portion of the Police Consolidation Interlocal Agreement and capped Mecklenburg County's payments at the FY04 level of \$12,548,543. The population ratio method will continue to be used to calculate the County's contribution. This may result in the contribution being lowered if there are annexations during the life of the agreement.

Solid waste disposal fee revenue is projected to increase to \$10.7 million in FY07, an increase of 10.3% from FY06.

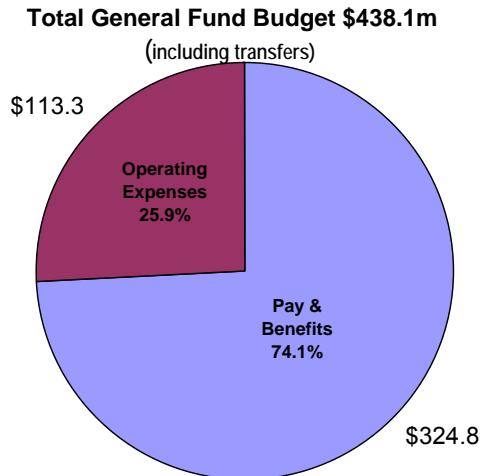
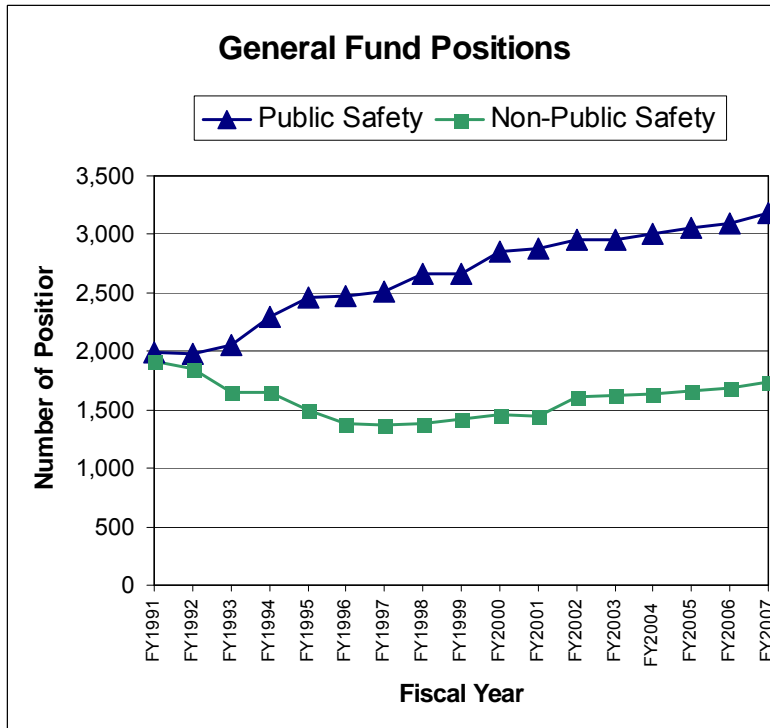
Business privilege license revenue is projected to increase to \$13.7 million in FY07, an increase of 23.1% from FY06. This estimate reflects the first full year of additional revenue from an increase to the business license cap approved by Council last year.

Other Revenues

The City's other General Fund revenues, including user fees, licenses, permits, grants, parking fees, and animal control charges total \$49.9 million in FY07.

Executive Summary

The illustrations provided below highlight the public safety portion of the FY07 General Fund operating budget and related positions. Public Safety comprises a significant portion of General Fund resources.



Executive Summary

City of Charlotte
All Funds
Summary of Expenditures
(Net of Transfers¹)
FY 2007

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 394,899,964	\$ -	\$ 394,899,964
Water and Sewer	91,062,243	77,723,000	168,785,243
Charlotte Area Transit (CATS)	89,260,823	103,325,151	192,585,974
Aviation	74,112,811	134,804,667	208,917,478
Storm Water Utility	13,594,664	22,210,000	35,804,664
Debt Service	180,680,943		180,680,943
Powell Bill	22,659,693		22,659,693
Convention Center	12,465,083		12,465,083
Neighborhood Development Grants	12,691,487		12,691,487
Public Safety Grants	712,417		712,417
Public Safety 911 Services	4,800,000		4,800,000
SafeLight	1,044,812		1,044,812
SafeSpeed	2,740,755		2,740,755
Municipal Service Districts	1,994,477		1,994,477
Risk Management	1,088,891		1,088,891
Tourism Operating	150,000		150,000
NASCAR Hall of Fame Operating ²	2,000,000		2,000,000
General CIP		125,233,718	125,233,718
TOTAL BUDGET	\$ 905,959,063	\$ 463,296,536	\$ 1,369,255,599

FY 2006 Revised Budget

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 374,057,235	\$ -	\$ 374,057,235
Water and Sewer	86,727,128	168,963,500	255,690,628
Charlotte Area Transit (CATS)	81,713,970	117,947,182	199,661,152
Aviation	69,307,743	101,736,577	171,044,320
Storm Water Utility	16,055,224	40,840,000	56,895,224
Debt Service	181,394,233		181,394,233
Powell Bill	17,821,092		17,821,092
Convention Center	12,884,130		12,884,130
Neighborhood Development Grants	12,191,189		12,191,189
Public Safety Grants	12,763,742		12,763,742
Public Safety 911 Services	4,063,267		4,063,267
SafeLight	1,500,000		1,500,000
SafeSpeed	1,312,718		1,312,718
Municipal Service Districts	1,916,767		1,916,767
Risk Management	917,687		917,687
Tourism Operating	100,000		100,000
General CIP		113,309,854	113,309,854
TOTAL BUDGET	\$ 874,726,125	\$ 542,797,113	\$ 1,417,523,238

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 FY07 by the General Fund's Fire Department, which totals \$2,583,216, 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 On March 6, 2006 Charlotte was selected as the site of the NASCAR Hall of Fame. On March 27, 2006 Charlotte's City Council approved the construction of the Hall of Fame, a new Convention Center ballroom, and surrounding parking facilities. A new 2% occupancy tax approved by the Mecklenburg County Commissioners on March 21, 2006 will fund these facilities.

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

<u>FUNDS</u>	<u>Revised FY2004</u>	<u>Revised FY2005</u>	<u>Revised FY2006</u>	<u>FY2007</u>	<u>Percent Change (FY06 to FY07)</u>
General	\$ 337.6	\$ 351.0	\$ 374.1	\$ 394.9	5.6%
Enterprise					
Water and Sewer	\$ 68.2	\$ 81.9	\$ 86.7	\$ 91.1	5.0%
Charlotte Area Transit (CATS)	64.1	68.1	81.7	89.3	9.2%
Aviation	52.5	50.5	69.3	74.1	6.9%
Storm Water Utility	15.1	16.9	16.1	13.6	-15.3%
Total Enterprise	\$ 199.8	\$ 217.3	\$ 253.8	\$ 268.0	5.6%
Debt Service					
Water and Sewer	52.5	55.8	63.1	68.7	8.9%
Municipal	40.7	52.7	41.7	40.0	-4.0%
Aviation	25.6	32.6	35.9	30.5	-15.1%
Convention Center	6.3	12.0	12.0	12.0	-0.4%
Storm Water	3.6	4.8	5.1	7.0	37.3%
CATS	2.9	12.1	14.3	12.7	-11.0%
Tourism	8.7	8.3	9.3	9.3	-0.6%
NASCAR Hall of Fame				0.5	
Total Debt Service	\$ 140.2	\$ 178.4	\$ 181.4	\$ 180.7	-0.4%
Other Operating					
Powell Bill	18.9	20.8	17.8	22.7	27.2%
Neighborhood Development Grants	5.6	14.1	12.2	12.7	4.1%
Convention Center	8.5	10.3	12.9	12.5	-3.3%
Public Safety Grants	4.9	2.5	12.8	0.7	-94.4%
Public Safety 911 Services	4.6	3.7	4.1	4.8	18.1%
Safe Light	2.1	2.1	1.5	1.0	-30.3%
Safe Speed	-	0.8	1.3	2.7	108.8%
Municipal Service Districts	1.9	1.9	1.9	2.0	4.1%
Risk Management	0.9	0.9	0.9	1.1	18.7%
Tourism Operating	-	-	0.1	0.2	50.0%
NASCAR Hall of Fame				2.0	
Total Other Operating	\$ 47.2	\$ 57.2	\$ 65.5	\$ 62.3	-4.8%
TOTAL OPERATING BUDGETS	\$ 724.8	\$ 803.9	\$ 874.7	\$ 906.0	3.6%

*Rounded, in millions

Executive Summary
City of Charlotte
Summary of Position Allocations
By Fund

<u>Key or Support Business</u>	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Police	1,987.50	1,976.50	2,012.50	2,096.50	4.2%
Fire	1,015.00	1,082.00	1,082.00	1,083.00	0.1%
Solid Waste	255.00	247.00	239.00	275.00	15.1%
Transportation	456.25	447.25	437.25	437.25	0.0%
Engineering and Property Management	298.00	299.00	301.00	306.00	1.7%
Planning	58.00	58.00	61.00	63.00	3.3%
Neighborhood Development	119.00	121.00	129.00	129.00	0.0%
Mayor/Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	19.50	24.50	24.50	26.50	8.2%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	28.00	72.00	94.00	94.00	0.0%
Economic Development	23.00	23.00	25.00	25.00	0.0%
Internal Audit	8.00	9.00	9.50	9.50	0.0%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	100.00	77.00	78.00	78.00	0.0%
Business Support Services	183.50	186.50	187.50	191.50	2.1%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
Total General Fund	4,650.25	4,722.25	4,779.75	4,913.75	2.8%
Charlotte-Mecklenburg Utilities	784.50	802.50	802.50	818.50	2.0%
Aviation	248.00	268.00	268.00	268.00	0.0%
Storm Water	77.00	84.00	92.00	85.00	-7.6%
Charlotte Area Transit System	225.25	242.25	289.75	380.75	31.4%
Risk Management	23.00	25.00	25.00	25.00	0.0%
Total All Funds	6,008.00	6,144.00	6,257.00	6,491.00	3.7%

Executive Summary

General Fund Decreases by Council Focus Area

\$1,252,580 is reduced for long-term vacant positions (Council amendment). Detail is provided on individual Key Business Unit pages.

Community Safety

\$713,557 is decreased in one-time operating expenses for the start-up of FY06 48 positions/officers.

\$200,000 decreased in overtime pay for traffic control at the Arena

An additional \$200,000 is reduced for overtime pay for arena traffic control (Council amendment).

Transportation

\$50,000 for Arena Traffic Control

Housing and Neighborhood Development

None

General Government

Over \$1 million is reduced from FY07 plan across various operating budgets: training, miscellaneous contractual services, equipment maintenance, miscellaneous supplies, printing and publishing, and landfill fees.

\$100,000 is reduced from Council's discretionary account (Council amendment).

\$75,560 is reduced from employee training funding (Council amendment).

\$35,539 is reduced from Charlotte Regional Partnership (Council amendment).

General Fund Increases by Council Focus Area

Community Safety

\$1,689,235 funds 23 patrol officer positions beginning July 2006 and \$188,894 for 4 positions beginning January 2007. An additional \$809,918 (Council amendment) is added to provide 15 additional sworn police officers in January 2007.

\$1,233,660 is added to fund 12 detective positions

\$863,919 is added to fund 16 patrol officer positions to serve as community coordinators beginning in January 2007

\$650,000 is added to cover rising costs of fuel in Police (\$375,000) and Fire (\$275,000)

\$593,055 is added to Fire Operations to fund one Ladder Truck to serve the Arboretum and South Charlotte areas. This funding will be used to offset future costs of adding a fire company in FY08.

\$309,037 is added to fund 6 Crime Reporting unit investigative technician positions. Police previously contracted with Unisys the crime reporting function. All but \$39,037 of the cost of the positions will be covered with the contract funds.

\$229,254 is added to fund 1 Gang of One program coordinator, 1 Communication Technology CAD position, and 1 Crime Lab Latent Print Examiner

\$217,600 is added to provide Fire Rescue pay (Council amendment).

\$152,391 is added to fund a Communications Technology Manager. This position was previously funded through a contract. The contract amount will offset the cost of the position.

\$111,687 is added to fund 2 Passenger Vehicle for Hire inspectors. This funding will be 100% offset by increased user fees.

Executive Summary

\$102,839 is added to the Fire Prevention Division to fund one Fire Plans Examiner position to assist with the growing demand for fire plans reviews. 100% of this additional cost is offset by additional user fee revenue.

Transportation

\$4,261,000 is added for street resurfacing decreasing the resurfacing schedule to 16 years from the current 28-31 year schedule. Staff recommended an 18 year cycle at \$3.25 million and Council increased funding to \$4.26 million. This funding is budgeted as General Fund Non-Departmental account.

\$275,000 for fuel. Transportation has projected a deficit in fuel funding of \$480,000 for the current year.

Transportation has identified a need for additional positions to implement bond projects. These positions would be fully charged to the capital program and would not impact the General Fund. Future budgets will include these additional positions if the increased capital program is approved by Council.

Housing and Neighborhood Development

\$201,024 is added for 3 Neighborhood Services Specialist positions. This increase will restore funding for one position frozen and two eliminated in FY06. No position allocations are added due to existing unfunded allocations.

\$189,834 is added for 3 Zoning Enforcement counter technician positions. This increase will be offset by Zoning Enforcement user fees.

\$25,000 is added for North Tryon Corridor project to perform a land use study reviewing transit economic development opportunities

\$10,000 is added for Eastland mixed use project to hire a consultant to determine how and what would be the mixed use catalyst for redevelopment of the Eastland Mall area.

General Government

\$375,000 is added to partially offset the rising costs of fuel in Solid Waste Services (SWS). SWS has projected a deficit in fuel funding of \$840,000 for the current year.

\$181,767 is added for an Attorney and Support Staff to address environmental legal issues. In house staff is added in lieu of using higher cost outside legal assistance. All costs are to be covered by either enterprise operations or general capital investment project funds.

\$124,827 is added for benefits to bring 36 temporary equipment operators and laborers into full-time positions in SWS

\$104,107 is added to BSS' Information Technology division to fund 2 Security Engineer positions to ensure security of the City's information systems infrastructure

\$82,320 is added to fund 2 administrative support positions to enhance customer service in Planning

\$74,400 is added to fund Channel 16 Issues Show to highlight Council's policy decisions and district issues as well as communicate bimonthly with citizens

\$69,273 is added to fund a previously frozen Principal Planner position. This position will support the rezoning process. The Zoning Ordinance has been revised and includes more conditional districts requiring site plan review. This position will help relieve the workload of current staff, reduce staff errors, and result in a higher level of customer service.

\$59,764 is added to the Revenue Division to offset rising costs for postage

\$53,595 (offset 100% by user fees) to add 1 position for administration of developer performance bonds

Executive Summary

\$42,546 is added to the Revenue Division for technology maintenance and support of the Utility Management System

\$35,000 is added for legal fees and other professional services for tax increment financing projects

\$31,376 is added for Government Center contractual services for semi-annual building air quality testing, and contractual increases in janitorial and security contracts

\$30,973 is added to the Cemeteries Division for contractual mowing services

\$29,459 is added to the Business Systems Division to provide funding for technology equipment replacements

\$15,000 is added to fund Streaming Media to deliver and promote on-demand information for American Disability Act compliance via both television and internet. This service will provide Council and Commission meetings and other video-based services via Charneck.org.

\$3,000 is added for Accessibility Training, a functional American Disability Act compliant website for citizens and site visitors

\$850 for increased printing and postage costs of employee W-2 forms

Executive Summary-Non-General Fund

Enterprise Funds

Water and Sewer Fund

Water and Sewer Rates

CMU's County-wide customers will receive an increase of 6.5% in FY07 in residential rates. This increase is needed to continue to fund system growth in response to increased customer demand and to continue funding capital investments in infrastructure.

The average monthly water/sewer bill for residential customers is anticipated to be approximately \$50.47 in FY07, up from \$47.39 in FY06. This average bill assumes 8,229 gallons used each month (11ccf). Users consuming more than the average are charged a higher "conservation" rate to encourage responsible use of this resource.

Expenditures

FY07 operating expenses (excluding debt service and capital program contributions) will increase by 5.0% over the FY06 budget level. The \$4.3 million additional in FY07 includes increased funding in various areas most notable being for motor fuels and lubricants, increased costs for contractual disposal of sludge, increased funding for contractual revenue recovered with costs offset by increased revenue, additional resources for on and off street cleaning to reduce sewer overflows, and additional resources for field services to enhance service order processing.

For FY07, contributions to Debt Service and the Capital Investment Plan (CIP) will increase 4.7% to \$116.8 million from the \$111.6 million level in FY06.

Charlotte Area Transit Fund (CATS)

The FY07 Transit Operating Program and the FY07-FY11 Transit Capital Program were approved by the Metropolitan Transit Commission in March 2006 and City Council in April 2006. In FY07 a total of \$89.3 million is allocated for operating programs and \$21.8 million in support of capital programs through pay-as-you-go and debt service.

Revenues

Operating revenues are projected to increase 3.6% to \$111.0 million in FY07.

The countywide one half-cent sales tax revenue dedicated to CATS is projected to be \$62.7 million for FY07, a 3.5% increase over the FY06 estimates. This revenue represents over 56% of CATS total revenues.

Revenues from passenger fares and service reimbursements are projected to increase by 8.3% to \$14.4 million in FY07. No fare increase is scheduled for FY07.

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 16.8% of CATS total operating revenue.

Operating assistance in the forms of state and federal grants is estimated at \$13.5 million in FY07. \$12.5 million of that amount continues as a regular source of operating income from the state and is based on the performance of CATS services.

Expenditures

Expenditures for the operating program are projected to increase a net of \$7.5 million to \$89.3 million in FY07. \$4.4 million funds final preparations and staffing for light rail with the addition of 82 positions. \$1.0 million funds planned security enhancements to create a 24/7 coverage of CATS' riders, vehicles, and facilities. Seven CATS staff and eight CMPD officers are added in association with security enhancements. \$0.5 million support bus service expansions and increased bus maintenance staff. \$0.4 million provides resources for maintenance of additional CATS facilities and supervision of the right-of-way maintenance program. For FY07, operating contributions to Debt Service and the Capital Investment Plan (CIP) from current year revenues will decrease by 14.5% to \$21.8 million from the \$25.5 million level in FY06.

Aviation Fund

Revenues

The airport is completely self-supporting. 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

Executive Summary-Non-General Fund

next year. Rents and prices for goods sold are based upon market rates.

Overall, revenue projections for FY07 show an increase over the FY06 revised budget, with an estimated increase of \$19.2 million, or 16.4%. This increase in operating revenues is primarily due to growth in parking revenues and the Airport's new fixed base operator, Wilson Air Center. Changes in specific operating revenue sources vary, as detailed below:

Concession revenues increase \$6.6 million, or 33.8% in FY07.

Parking revenues increase \$5.7 million, or 31.6% in FY07.

Airfield and passenger facilities charges and terminal revenues increase \$0.4 million, or 0.7% in FY07.

Airfield usage revenues remain flat in FY07.

Storm Water Fund

Revenues

Revenues are projected to increase by \$2.2 million, or 6.2%, from FY06 to FY07.

The budget includes a 7.0% impervious surface fee rate increase in FY07, a 0.5% smaller increase than FY06. The 7% annual rate increase will be maintained for four fiscal years through FY10 and then drop by 0.5% annually until adjustments equal the consumer price index. (Maintaining the fee at 7% for four years maintains the Storm Water CIP at current levels and accommodates Council's decision to cap the City's contribution to Storm Water at the FY06 level). Fee revenues from commercial properties are estimated to increase 10.0% from FY06 to FY07. The growth in revenues above the 7.0% fee increase is due to annexation and in-fill development, which create additional impervious areas and revenues.

For the average city residential storm water customer, the monthly variable rate fee will increase 34¢ from \$4.81 in FY06 to \$5.15 in FY07.

The appropriation from fund balance in FY07 is \$2.8 million, leaving \$9.5 million in reserve.

Expenditures

Total fund expenditures increase \$2.2 million or 6.2% in FY07. This is partially due to a \$2.2 million increase, or 18.6%, in the FY07 Storm Water Capital Investment Plan Pay-As-You-Go contribution. Debt Service contributions also increase by \$2.4 million, or 33.9%. The capital program reflects the continuing trend toward greater reliance on Pay-As-You-Go versus Revenue Bonds.

Operating budget expenditures decrease \$2.5 million, or (15.3%) from FY06 to FY07. These reductions were implemented to allow for an increase in cash contributions to the CIP. Major reductions in the budget are as follows:

\$461,718 reduction to eliminate seven staff positions

\$516,000 reduction in funding reserved for relocating the division

\$455,000 reduction in technology expenses

\$247,000 reduction in water quality services

\$780,842 reduction in expenses to reflect actual expenditure levels demonstrated in prior years

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 increased 2.8¢ in January 2006 and is adjusted every six months based on the wholesale price of gasoline. This funding source was named the "Powell Bill" after the State Senator who introduced the bill.

The FY07 Powell Bill budget totals \$24.4 million, a 24.7% increase from FY06. This increase is primarily due to additional funding for street resurfacing totaling \$4.3 million from the General Fund. The Manager's recommended budget included \$3,250,000 for resurfacing and Council further increased this amount by \$1,011,000. Council also capped the Powell Bill contribution to Storm Water at the FY06 level, further increasing the amount for street resurfacing by \$79,610 in FY07.

The Powell Bill (state shared gas tax) revenue estimate is projected at \$18.6 million, a 2.2% increase over FY06 actual disbursements, but a (2.4%) decrease from the FY06 revised budget.

Interest on investments are estimated at \$500,000 in FY07.

The Powell Bill Fund fund balance totals \$2.2 million, of which \$1.0 million is recommended for appropriation in the FY07 budget.

Expenditures

FY07 Powell Bill expenditures increase 24.7% to \$24.4 million.

Major expenditures in FY07 include:

- \$10.21 million for road resurfacing to achieve a 15.75-year resurfacing schedule
- \$7.7 million for Street Maintenance labor and construction materials
- \$2.4 million for 2005 annexation and improvements
- \$1.2 million for contribution to Storm Water

SafeLight Fund

Revenues

SafeLight is a photographic monitoring system for red light violations. The FY07 budget is projected to remain unchanged at \$1.5 million. The City has suspended this program due to legal challenges.

- Revenues from fines and penalties are projected to hold steady at \$1.45 million. Peek Traffic, Inc. began administration of the program in July 2003. The program continues to show positive results. A new safety study will be conducted in 2006 which will produce updated accident information.
- The current fund balance is \$1.6 million; after a larger balance accumulates the full will be used in transportation and public safety projects.

SafeLight is an all-digital photo system that ensures both the security and accuracy of the images. These digital cameras are currently installed at the following 22 intersections.

Current SafeLight Intersections

WB 12th & Caldwell

EB 11th & Brevard

EB Tyvola & Wedgewood

WB Independence & Harris

SB Brookshire & Hovis

SB Beatties Ford & Hoskins

EB Independence & Idlewild

EB Fairview & Sharon

WB Harris & Tryon

NB South Boulevard. & East Boulevard

SB Eastway & Kilborne

WB Morehead & McDowell

NB Sugar Creek & The Plaza

NB Eastway Boulevard & Shamrock

NB Tryon & Eastway

WB Idlewild & Independence

Executive Summary-Non-General Fund

WB Fairview & Park
WB East & Scott
EB 3rd & I-277

EB Plaza & Shannonhouse
EB Wilkinson & Little Rock
WB 12th & College

(Key: travel directions: WB-west bound, EB-east bound, NB-north bound, SB-south bound)

The program utilizes various tools to educate motorists about the dangers of running red-lights, including billboards in English and Spanish, and advertisement on various radio stations.

Expenditures

Expenditures are balanced to projected revenues. There are no changes in the budget from FY06 to FY07.

The budget includes:

\$1,237,893 for contractor operations.
\$262,107 for City administration of the program including, one position

SafeSpeed Fund

In June 2003, the City of Charlotte received legislative approval to begin an automated photographic speed enforcement program to address vehicle crashes along 14 high crash corridors. Operation began on August 2, 2004 (FY05). The program is self funding from citation revenue with no costs to tax payers. Revenue generated that exceeds operating costs goes to the county school system. Similar to the *SafeLight* program, Peek Traffic, Inc. administers the *SafeSpeed* effort. Three vans equipped with two cameras each operate in the corridors 16 hours per day and 7 days a week. The City has suspended this program due to legal challenges.

Revenues

In its second full year of operations, the program's revenue for FY07 is budgeted at \$2.7 million. That is a 109% increase over the partial year revenue in FY06 of \$1.3 million.

SafeSpeed Corridors

NC State University Institute for Transportation Research and Education received a grant to study the *SafeSpeed* program. Their study showed a 55% reduction in speeding incidents and a 12% to 14% reduction in crashes along the 14 corridors.

South Blvd between Scaleybark and I-485	Independence Blvd between Briar Creek and Sardis Road
East WT Harris Blvd between The Plaza and Idlewild	Tyron St between Marllard Creek Ch Rd and University Blvd
Tryon St between Orr Road and 36th St	Eastway Dr between Independence Blvd and Sugar Creek
West WT Harris Blvd between Tryon St and Technology Dr	Albemarle Rd between Independence Blvd and Lawyers Rd
Central Ave between Albemarle Rd and Briar Creek	Monroe Rd between McKee Rd and Providence Country Club
Highway 51 between Park Rd and Alexander Rd	Sharon Amity between Lyttleton and East WT Harris Blvd
Billy Graham Parkway between I-85 and Woodlawn Rd	

Expenditures

Expenditures include Peek Traffic's cost to administer the program as well as City administrative costs that include fuel, adjudicators, brochures, and traffic studies. All revenue in excess of expenses go to Charlotte-Mecklenburg Schools.

Executive Summary-Non-General Fund

Municipal Service Districts Fund

The FY07 budget includes funding for five Municipal Service Districts (MSDs). MSDs are separate tax districts 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 life in the districts.

Municipal Service Districts-Property Tax Revenue		
District	Recommended FY07 Tax Rate	FY07 Revenues
District 1-Center City	1.74¢	\$738,510
District 2-Center City	1.24¢	\$210,436
District 3-Center City	2.71¢	\$535,368
District 4-South End	6.68¢	\$341,563
District-5-University City	3.00¢	\$194,760

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 recommended tax rate for the district is 1.74¢, which will generate an estimated \$0.7 million in revenue.

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 recommended tax rates for Center City districts 2 and 3 are 1.24¢ and 2.71¢, respectively, which will generate an estimated \$0.2 million and \$0.5 million in revenues, respectively. All services for the three Center City MSDs are provided through contracts with Charlotte Center City Partners, Inc.

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 recommended tax rate for District 4 is 6.68¢, which will generate an estimated \$0.3 million in revenue. Services for District 4 are provided through a contract with Charlotte Center City Partners, Inc.

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 recommended tax rate for District 5 is 3.00¢, which will generate an estimated \$0.2 million. Services for District 5 are provided through a contract with University City Partners, Inc.

Executive Summary-Capital Investment Plan

Revenues

The FY07-11 Capital Investment Plan (CIP) totals \$2.8 billion, a 10.9% increase over the FY06-10 CIP. This increase is due to \$413.1 million in new general obligation bonds and certificates of participation for Neighborhood Improvements, Affordable Housing, Transportation, Economic Development, and Municipal Facilities.

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 revenue for these programs are summarized below:

- General Government totals \$547,672,489 and is funded by \$40.9 million in authorized general obligation bonds and certificates of participation, \$364.1 million in proposed general obligation bonds and certificates of participation, \$76.5 million in Pay-As-You-Go funding (cash), \$32.7 million in housing grants, and \$33.5 million in other funding.
- Storm Water totals \$155.8 million and is funded by \$70.0 million in Storm Water Pay-As-You-Go funding and \$85.8 million in revenue bonds. The program is self-funded through user fees charged to property owners according to areas of impervious surface.
- Charlotte Area Transit Service totals \$854.5 million and is funded by federal and state grants and the one half-cent sales tax for transit. The program is self-funded through ridership fares, 1/2 cent sales tax, and federal and state grants.
- Water and Sewer totals \$556.8 million and is funded by \$108.6 million in Water and Sewer Pay-As-You-Go and \$448.2 million in revenue bonds. The program is self-funded through Utilities' customers user fees.
- Aviation totals \$663.5 million and is funded by \$132.7 million in Federal Aviation Administration grants and \$530.8 million from revenue bonds issued through the City and debt serviced through long-term leases with the airlines. The program is self-funded through user fees and federal grants.

The property tax rate dedicated to the Pay-As-You-Go Fund is 1.51¢, a 0.09¢ decrease from FY06.

The property tax rate dedicated to general government debt retirement is 7.37¢, a 2.67 increase from FY06. This increase will be used to support certificates of participation totaling \$21.8 million and three general obligation bond referenda totaling \$391.3 million in 2006, 2008, and 2010.

Expenditures

Municipal Debt-Funded

The FY07-11 general government Capital Investment Plan includes \$40.9 million in prior approved debt financing and \$413.1 million in additional debt financing. Existing debt is summarized as follows:

- \$27.6 million in Street Improvement Bonds
- \$13.3 million in Certificates of Participation for municipal facilities

New debt capacity for the five-year CIP is summarized as follows:

- \$75.0 million in Neighborhood Improvement Bonds
- \$30.0 million in Affordable Housing Bonds
- \$286.3 million in Street Bonds
- \$21.8 million in Certificates of Participation for municipal facilities

Executive Summary-Capital Investment Plan

Pay-As-You-Go-Funded

The five-year FY07-11 CIP includes \$32.1 million in Pay-As-You-Go Revenues, an \$991,512 increase, or 3.2%, over the FY06 CIP.

Major five-year FY07-11 Pay-As-You-Go projects include:

- \$92.0 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$24.3 million for Innovative Housing
- \$22.5 million for building and roof maintenance
- \$4.5 million for Technology

Enterprise-Funded

Storm Water totals \$155.8 million and includes the following major projects:

- \$93.6 million for flood control projects in neighborhood water basins
- \$27.8 million for repairs to existing storm drains
- \$14.0 million for storm water channel restoration
- \$6.3 million for pollution control

Charlotte Area Transit System (CATS) totals \$854.5 million and includes the following major projects:

- \$551.0 million for future transitway planning and construction
- \$100.0 million for a Multimodal Station
- \$64.3 million for bus replacement and expansion
- \$25.8 million for North Corridor transitway construction

Water and Sewer totals \$556.8 million and includes the following major projects:

- \$68.0 million for water and sewer line rehabilitation
- \$60.0 million for northeast water transmission main
- \$58.0 million for wastewater treatment plant expansion
- \$28.6 million for water and sewer annexation lines

Aviation totals \$663.5 million and includes the following major projects:

- \$173.5 million for a new Third Parallel Runway
- \$86.0 million for new parking decks
- \$49.4 millions for expansion of Concourse E
- \$44.7 million for a new rental car facility
- \$34.1 million for general aviation facilities

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.



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

SMART GROWTH

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

Improve
Technology
Efficiencies

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	Establish internal and external partnerships to solve problems.
Enhance Customer Service	Improve service delivery to internal and external customers. Provide services that are courteous, accessible, responsive, and seamless.
Improve Technology Efficiencies	Integrate technology into business processes to increase operational efficiencies, improve service delivery, and control costs.

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

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 competition, privatization, optimization, and process improvement.
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 City priorities by optimizing existing infrastructure and creating new infrastructure. Ensure capital and land use investments are consistent with Smart Growth principles.

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 in technology, supervision, and management. Create a learning environment where employees are encouraged to test ideas and explore new methods.



“Charlotte will be the safest large city in America.”

The City of Charlotte takes a proactive approach to building a safe community where residents and visitors feel safe in the areas where they live, work, shop, and play. Police actively engage all segments of the community in problem solving partnerships to address crime and quality of life concerns that impact the safety and stability of the city’s neighborhoods.

While crime trends are extremely volatile, police identify areas of the city where crime patterns have existed over an extended period. Concentrating on these areas, known as chronic crime hotspots, allows police to work with those communities to build sustainable solutions while positively impacting the city’s overall crime rate.

Police work with a host of public and private service providers to develop integrated solutions to complex crime and disorder problems. The goal of these problem solving partnerships is to educate and empower citizens to help police prevent the next crime and make Charlotte the safest large city in America.

Future Direction

City Council identified Community Safety, specifically the future direction of community problem oriented policing, as one of their 2004 priorities. The Charlotte-Mecklenburg Police Department involved its personnel and members of the community in a two-day discussion of community policing in November 2004. The discussion resulted in a number of action steps to strengthen community policing and its accompanying problem solving efforts. These actions will enable the department to more effectively meet its goals. The action steps include:

- Restructure the response area teams to enhance the quality and effectiveness of their problem solving efforts
- Define the roles of captains and sergeants in problem solving activities and develop the appropriate performance accountabilities
- Develop new strategies to engage the community, including businesses, in problem solving partnerships
- Develop both external and internal communication plans that promote understanding of community problem oriented policing

Community Safety

Reduce Crime

- CS.1 Focus Area Initiative: Decrease crime throughout the city with community problem oriented policing and other strategies that target specific categories or offenders
- ▶ Measure: Crime rate per 100,000 population for Part I offense categories (homicide, rape, robbery, aggravated assault, burglary, larceny, auto theft, and arson)
- Target: 5% reduction in crime rates per 100,000 population for Part I offenses
- Prior Year: FY2005-Crime rates fell in four of eight offense categories.

Offense Category	% Change from 2004 to 2005
Arson	-8.3%
Robbery	+21.1%
Aggravated Assault	-11.1%
Homicide	0%
Larceny	-4.4%
Burglary	+4.2%
Rape	-6.4%
Auto Theft	+7.9%

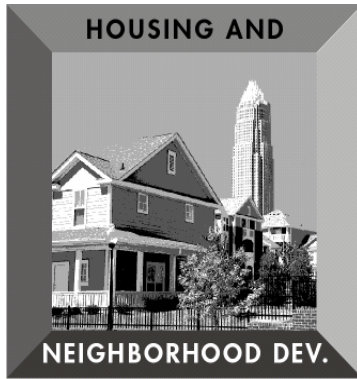
- CS.2 Focus Area Initiative: Reduce crime by targeting chronic crime hotspots
- ▶ Measure: Number of chronic crime hotspots where crime is reduced
- Target: Reduction in 9 of 12 crime hot spots
- Prior Year: In FY2005, 5 of 12 patrol divisions met or exceeded the crime reduction goals in their chronic hot spots.

- CS.3 Focus Area Initiative: Reduce the incidence of property crime
- ▶ Measure: Reduction in burglaries and vehicle thefts
- Target: 5% reduction in burglaries; 5% reduction in vehicle thefts
- Prior Year: In FY2005, the number of burglaries increased by 4.2% and vehicle thefts increased by 7.9%.

Community Safety

Increase Perception of Safety

CS.4	Focus Area Initiative:	Build problem solving partnerships in the community that result in a positive perception of police services and citizen perception of safety in their neighborhoods
	▶ Measure:	Rating on citizen satisfaction survey in November 2006
	Target:	Ratings of 7 or above on a 10 point scale
	Prior Year:	In 2004, 71% of respondents rated their overall impression of CMPD at 7 or higher on a 10-point scale. 75% of respondents said they feel safe in the neighborhoods where they live. The next survey will be in 2006.
CS.5	Focus Area Initiative:	Partner with surrounding counties in the development of an interoperable radio system that will meet identified homeland security needs
	▶ Measure:	Formalization of Piedmont Regional Interoperability Consortium and development and successful testing of interoperable communication system by target date
	Target:	Target date of June 2006
CS.6	Focus Area Initiative:	Through enforcement, including the use of speed cameras, education, and engineering, reduce crashes on high accident corridors
	▶ Measure:	Reduction in vehicle crashes in the 14 designated high accident corridors
	Target:	Reduction in 10 of 14 corridors
	Prior Year:	The program began in FY2006. No data is available for FY2005.



“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 divestments 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 fragile, 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	<p>Focus Area Initiative: Reduce the number of fragile neighborhoods</p> <p>▶ Measure: Number of fragile neighborhood statistical area (NSAs)</p> <p>Target: FY2006—25 FY2007—n/a</p> <p>Prior Year: FY2004—27</p> <p>The number of fragile neighborhoods in FY2005 will not be known until the 2006 Neighborhood Quality of Life report is available in July 2006.</p>
H&ND.2	<p>Focus Area Initiative: Expand the supply of affordable housing</p> <p>▶ Measure: Number of completed housing units and the number of completion relative to Council's 4,500 five year unit goal</p> <p>Target: FY2006—1,000/110% FY2007—1,000/132%</p> <p>Prior Year: FY2005—1,319/93.3% FY2004—1,023/65%</p>
H&ND.3	<p>Focus Area Initiative: Eliminate sub-standard housing and neighborhood nuisances</p> <p>▶ Measure: Number of housing units brought into compliance compared to the percentage of standard housing units citywide. Number of corrected neighborhood nuisances compared to the percentage of parcels that had nuisance violations.</p> <p>Target: FY2006—Housing—2,300/99.0%, Nuisance—28,000/12.0% FY2007—Housing—2,400/99.0%, Nuisance—25,000/11.0%</p> <p>Prior Year: FY2005—Housing—2,793/107.0%, Nuisance—33,325/59.0% FY2004—Housing—2,284/98.8%, Nuisance—32,213/15.0%</p>
H&ND.4	<p>Focus Area Initiative: Provide comprehensive neighborhood infrastructure</p> <p>▶ Measure: City neighborhood infrastructure investments vs. infrastructure needs</p> <p>Target: FY2006—\$7.8 million/\$548 million FY2007—\$35.0 million/\$597 million</p> <p>Prior Year: FY2005—\$5.0 million/\$548 million FY2004—\$18.7 million/\$487 million</p>

Invest in Infrastructure

H&ND.5	<p>Focus Area Initiative: Neighborhoods that have graduated from the revitalization plan process</p> <p>▶ Measure: Number of revitalization neighborhoods completed (9 neighborhoods have revitalization plans)</p> <p>Target: FY2006—2 FY2007—2</p> <p>Prior Year: FY2005—The number will not be known until the 2006 Neighborhood Quality of Life report is available in July 2006.</p>
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“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 for 2004. 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 providing land use and transportation choices.

Preparation of a succinct description of the City’s transportation strategies and programs is critical and will be accomplished in the **Transportation Action Plan (TAP)**. The TAP will be a comprehensive document that includes and addresses the elements listed below.

- Charlotte’s Transportation mission statement and vision
- Existing and future conditions impacting transportation
- Transportation goals, objectives, and policies
- Financial resources and constraints

Upon adoption of the Transportation Action Plan, the City will move forward on additional key strategic initiatives, such as:

- implementation and refinement of the Centers and Corridors strategy
- development and dissemination of public educational materials describing the Centers and Corridors strategy
- enhanced communication with the public regarding the City’s overall comprehensive transportation strategy
- ensuring land use and transportation decisions are moving toward the overall goal of maintaining the City’s livability and long-term growth

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:

- seeking ways to secure adequate funding to implement the Transportation Action Plan
- taking steps to improve the equitable share formula used for state funding for planning, constructing, and maintaining multi-modal transportation facilities
- identifying and prioritizing transportation strategies that ensure the City’s long-term viability

Transportation

Develop Collaborative Solutions

TRAN.1	Focus Area Initiative:	Continue implementation of Centers and Corridors strategy
	▶ Measure:	% of mixed use development in centers and corridors
	Target:	Minimum of 40% of the new households and 70% of the new multi-family units in the city be located within the centers and corridors
	Target:	Minimum of 75% of the new office development and 75% of the new employment occurring in the centers and corridors
	▶ Measure:	Use the South Corridor Light Rail Project (SCLRP) and the South Corridor Infrastructure Project (SCIP) as the City's investment to leverage private development of the south corridor
	Target:	Implementation of the light rail and infrastructure projects within approved schedules and budget
	▶ Measure	Refine geographic locations of Centers, Corridors, and Wedges
	Target:	January 2006
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:	Reduce vehicle miles traveled (VMT) per capita in Charlotte and Mecklenburg County
	Target:	Per capita VMT below previous year
	Prior Year:	34.8 daily miles per capita
	▶ Measure:	Prepare for 2008 Air Quality Plan process and maintain existing relationships with partners
	Target:	Maintain schedule for the development of the eight hour ozone process
	▶ Measure:	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit
	Target:	Increase the % of population within ¼ mile of parks above 16.9%
		Increase the % of population within ¼ mile of schools above 13%
		Increase the % of population within ¼ mile of shopping above 45.6%
		Increase the % of population within ¼ mile of transit above 63.5%

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
	▶ Measure:	Achieve 5 of 6 KBU(s) targets supporting this initiative
	Target:	1. 4% increase in transit ridership
	Prior Year:	8.2% increase

Transportation

TRAN.3 (cont.)

Target:	2. Complete a minimum of 10 miles each of new sidewalk and new bikeways annually
Prior Year:	16.6 miles of sidewalk and 14.1 miles of bikeways completed
Target:	3. 90% of transportation bond projects completed or forecast to be completed on schedule
Prior Year:	92% completed on schedule
Target:	4. 5% decrease in vehicular accidents per mile traveled
Prior Year:	13.6% decrease
Target:	5. Decrease in pedestrian and bicycle accidents per capita
Prior Year:	10.0% increase-pedestrian accidents and 30.0% decrease-bicycle accidents (per vehicle miles traveled)
Target:	6. Increase in bus bike rack usage
Prior year:	54,589 recorded usages

Enhance Customer Service

TRAN.4	Focus Area Initiative:	Communicate land use and transportation objectives as outlined in the Transportation Action Plan
	▶ Measure:	Prepare draft Transportation Action Plan for public review
	Target:	Plan prepared by January 2006
	▶ Measure:	Develop communication strategy (for Transportation Action Plan)
	Target:	January 2006

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:	Pursue a legislative agenda to promote/ensure that Charlotte receives an increasing share of state funding for planning, constructing, operating, and maintaining multi-modal transportation facilities and services
	Target:	July 2006
	▶ Measure:	Develop and implement a regional maintenance agreement for the regional travel demand model and other transportation planning activities
	Target:	January 2006



“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. The Economic Development Focus Area seeks to maintain, increase and enhance the quality and number of jobs available within Charlotte. 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 in targeted business districts. Charlotte’s job growth continues to remain strong due to targeted business retention and expansion measures, a renewed effort with small business enterprises and entrepreneurship, as well as increased emphasis on partnerships with the hospitality and tourism industry. Increasingly, Charlotte’s prosperity is tied to the economic health of the region, and regional solutions will be required to address employment, 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: Percentage of targeted businesses retained or expanded
- Target: 100%
- ▶ Measure: Percentage of job growth at targeted businesses
- Target: 5%

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 SBE's
- Target: 7%
- Prior Year: 9.44%
- ▶ Measure: Percentage of City contracting dollars awarded to Minority Women Business Enterprise (MWBES)
- Target: See table

Work Category	% Achieved 2005 (Trend Data)	% Goal 2006/2007 (80% MGT)
Construction less than \$30,000	11.82%	15.13%
Construction greater than \$30,000	18.89%	15.41%
Architecture & Engineering	8.84%	12.82%
Goods & Supplies	4.56%	6.70%
Professional Services	21.71%	17.67%
Other Services	13.39%	9.14%

ED.3 Focus Area Initiative: Economic Development Strategic Plan

- ▶ Measure: Develop Economic Development Strategic Plan
- Target: Adopt strategy by May 2005
- Target: Implement 50% of strategic actions contained in the Economic Development Strategic Plan by July 2006

Economic Development

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:	\$450 million
	Prior Year:	FY05-\$321,885,295 FY04-\$300,751,265 FY03-\$280,649,339

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 2005
	Prior Year:	FY2005-7.8% FY2004-7% FY2003-2.2%
	▶ Measure:	Convention Center utilization
	Target:	54%
	Prior Year:	FY2005-39% FY2004-52% FY2003-48%



On July 24, 2006, Council adopted the City of Charlotte Statement of Environmental Principles for the new Focus Area, the Environment. These principles will serve as the foundation for the Environment Focus Area Plan which will reflect specific environmental initiatives, measures and targets for achievement for the next two years. The plan will be drafted by staff and reviewed by the Committee this fall. Council will be asked to adopt the plan at the February 2007 retreat.

PROPOSED

City of Charlotte Statement of Environmental Principles

The City of Charlotte recognizes that environmental stewardship is fundamentally important to our quality of life and to a strong economy, both now and in the future. Protecting and improving the environment is a necessary element of the City's mission to enhance the quality of life for our citizens. 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.

Charlotte is the center of one of the fastest growing regions in the country. While growth contributes to our economic vitality, it also presents challenges for achieving and maintaining a healthy environment and a sustainable regional economy. *The City of Charlotte is committed to safeguarding the environment, which is integral to quality of life, in ways that balance environmental health, sound fiscal policy, and growth.*

Consistent with these values, the City will:

- * Recognize the important interrelationships between air quality, water resources, land preservation, and energy and resource conservation;
- * Recognize that we share our environment with our regional neighbors, including other public and private entities, and that we will work cooperatively with them;
- * Incorporate environmental goals and considerations in planning and decision making;
- * Conserve energy and other resources;
- * Protect natural ecosystems and habitats, including the tree canopy;
- * Make wise land use decisions regarding growth and development;
- * Adopt sound environmental practices in City operations; and
- * Support sustainability, which is defined as meeting the needs of our residents today without compromising the opportunity of future generations to meet their own needs.

The City of Charlotte recognizes that conscientious environmental stewardship and concern for the public interest may require 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. The choices will include (1) determining that regulatory *compliance* is sufficient, (2) being *proactive* and initiating positive action, especially to avoid more costly remedial action later, (3) taking a *leadership* role and modeling best practices.

Successfully meeting environmental challenges is critical to Charlotte's future. These principles will shape the City's approach to fulfilling our environmental responsibilities.

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 - 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, Charlotte Area Transit System (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 Key Business Units (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' Communications division in the departmental charges listed on the next page.

	FY07
Key Business Unit (KBU)	KBU 155 Budget
Aviation	\$ 57,677
Business Support Services	11,299
Charlotte Area Transit System	417,933
Transportation	126,909
Charlotte-Mecklenburg Utilities	193,968
Engineering	12,150
Fire	192,445
Police	1,693,772
Solid Waste Services	85,037
Total 155 Charges	\$ 2,791,190

The following list identifies all of the General Fund departmental charges by KBU division and describes 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 on the following page correspond to each division's final operating budgets, as reflected in the various KBU pages in this book.

General Fund Departmental Charges

General Fund Departmental Charges

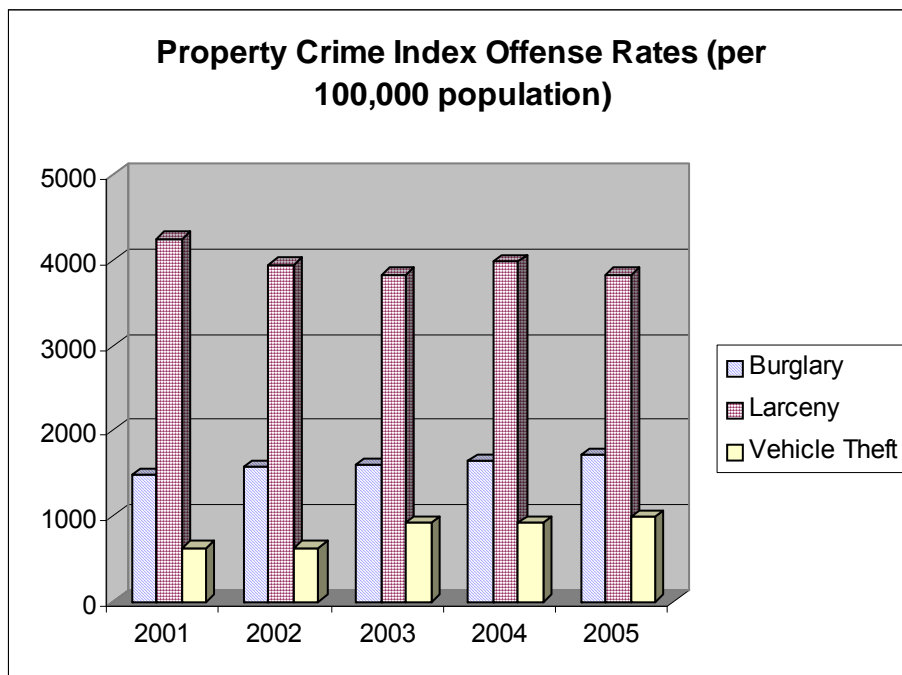
Key Business Unit/Division	Total Operating Budget	FY07 Departmental Charges	Net Operating Budget	Description of Departmental Charge
City Attorney	\$ 2,742,092	\$ (1,089,329)	\$ 1,652,763	Charges to CATS and Engineering for the provision of legal services
Budget and Evaluation	1,309,205	(46,797)	1,262,408	Charges to CIP for 50% of costs of CIP Budget Analyst
Business Support Services				
Equipment Management	7,911,352	(7,906,352)	5,000	Charges to KBUs for vehicle maintenance costs
Information Technology	9,718,301	(77,880)	9,640,421	Charges to 911 Fund for IT support of Fire's 911 system
Telecommunications	1,390,859	(708,065)	682,794	Charges to KBUs for telephone Centrex costs
Communications	4,801,906	(2,791,190)	2,010,716	Charges to KBUs for radio maintenance and infrastructure cost
Transportation				
Street Maintenance	15,180,009	(8,589,738)	6,590,271	Charges to Powell Bill and Storm Water
Planning and Design	2,475,280	(1,229,006)	1,246,274	Charges to CIP, CATS, and state planning grants
Engineering and Operations	3,953,297	(1,123,009)	2,830,288	Charges to CIP, state municipal agreements, CATS, Powell Bill, and SafeLight
Customer Service	759,941	(76,852)	683,089	Charges to the SafeLight
Administration	2,800,297	(137,535)	2,662,762	Charges to Powell Bill and CATS
Traffic Control	4,243,898	(485,278)	3,758,620	Charges to state municipal agreements, Powell Bill, and CIP
Engineering and Property Management				
Landscape Management	5,884,019	(715,949)	5,168,070	Charges to KBUs for landscape maintenance services at City facilities
Building Maintenance	3,054,608	(2,610,241)	444,367	Charges to KBUs for building maintenance services at City facilities
CMGC Property Management	3,025,171	(2,506,621)	518,550	Charges to KBUs for building rent at Char-Meck Government Center
City Hall Property Management	314,949	(314,949)	0	Charges to KBUs for building rent at Old City Hall
CMGC Mail Services	552,220	(552,220)	0	Charges to KBUs for postage
Capital Projects Management	10,490,179	(6,053,263)	4,436,916	Charges to CIP and CATS
Real Estate	1,730,554	(718,972)	1,011,582	Charges to CIP, CATS, Storm Water, and CMU
Public Service and Land Development	3,637,339	(50,000)	3,587,339	Charges to Storm Water
Finance				
Accounting	2,386,534	(158,662)	2,227,872	Charges to Procurement Services and CATS for financial system support
Revenue	4,124,147	(85,463)	4,038,684	Charges to KBUs for revenue collections for Animal licenses, transit fares, surplus auctions, and community development loans.
Fire				
Administration	3,943,037	(197,419)	3,745,618	Charges to 911 Fund for 3 positions supporting Fire's 911 system
Training	1,327,823	(59,468)	1,268,355	Charges to Police Department for Training Academy costs
Human Resources				
Personnel Administration	1,893,526	(53,585)	1,839,941	Charges to Non-Department accounts to support Health Insurance fund
Training	882,150	(216,791)	665,359	Charges to KBUs for cost of training classes
City Manager				
Corporate Communications	1,760,198	(102,698)	1,657,500	Charges to CIP for 1 employee
Economic Development	1,726,842	(73,927)	1,652,915	Charges to CATS for Transit Station Coordinator and MYEP Carwinds bus
Internal Audit	933,976	(113,985)	819,991	Charges to CATS for 1.5 employees
Planning				
General Planning Service	4,883,070	(346,355)	4,536,715	Charges to CATS for five employees
Zoning Plans Review	275,344	(109,882)	165,462	Charges to Neighborhood Development and Engineering
MUMPO Support Services	238,360	(100,000)	138,360	Charges to CDOT for MUMPO support
Police				
Police Attorney	696,739	(96,511)	600,228	Charges to Asset Forfeiture fund for Asst DA salary & benefits
Training	3,781,393	(139,782)	3,641,611	Charges to Fire Department for Training Academy costs
Property and Evidence Management	2,609,773	(95,868)	2,513,905	Charges to Engineering Building Services for CMGC Officer
Intelligence	120,500	(120,500)	0	Charges to federal government for reimbursement of costs
Transit Authority Liaison	278,623	(278,623)	0	Charges to CATS for Liaison Sergeant and 1 Police Officer
Airport Law Enforcement	96,543	(96,543)	0	Charges to Aviation for Police Captain leading the Airport Police
Neighborhood Development				
Administration	1,267,858	(421,058)	846,800	Charges to federal grants for support costs
Financial Services	496,209	(153,548)	342,661	Charges to federal grants for Financial Services support
Housing Services/Code Enforcement	3,759,461	(60,000)	3,699,461	Charges to In Rem Repair for Code Enforcement costs
Housing Services	1,950,913	(1,950,913)	0	Charges to the CDBG grant for Housing Services support costs

Police

<p>Summary</p> <p>The Charlotte-Mecklenburg Police Department (CMPD) delivers services using 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 employing a diverse, motivated workforce, and providing accurate crime information.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • 0.1% increase in crime rate per 100,000 population • 401,257 total citizen-initiated calls for service • Traffic collisions declined by 8% 	FY05	FY06	FY07
	Budget	\$145,826,914	\$155,657,815
Positions	1,976.50	2,012.50	2,096.50
<p>Accomplishments</p> <ul style="list-style-type: none"> • Initiated Street Crimes Task Force to address increases in robbery and vehicle theft • Accreditation by Commission on Accreditation of Law Enforcement Agencies • Citizen approval rating over 70% in last two surveys • Received a \$150,000 federal funding commitment for the Gang of One Program 			

SERVICE DELIVERY CHALLENGES

The Charlotte Mecklenburg Police Department faces significant challenges in its delivery of police services. Growth in the Center City and the suburban areas of the county increased the demand for police services. Robbery, burglary, and vehicle theft increases necessitated the new enforcement strategies, such as enhanced information technology, and more community engagement. CMPD requested additional officers to enable officers to use 40% of their time for proactive enforcement and prevention activities, including problem solving, in their assigned neighborhoods. The department also faces staffing challenges in its Investigative Division, where detectives are faced with increasing caseloads, and in support units that deal with crime analysis and information technology.



Police

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target*
Community Policing/Crime Prevention				
Provides police services to neighborhoods and businesses				
◆ Reduction in Uniform Crime Report Part One crime over previous fiscal year	+4.4%	+2.7	-5%	-6%
Patrol Support Services				
International Relations Unit Charlotte Area Transit Liaison School Resource Officers Burglary				
◆ Reduction in burglaries at targeted hot spots	n/a	7 of 8	6 of 8	6 of 8
Special Investigation				
Vice and Narcotics Intelligence				
◆ Reduction in drug activity in open air drug markets	9 of 12	10 of 12	9 of 12	4 of 6
Criminal Investigations				
Homicide/Missing Persons Robbery/Sexual Assault Court/District Attorney Liaison Units Property Crimes				
◆ Reduction in stolen vehicles (not to exceed 992 out of 100,000 registered vehicles)	n/a	<6,437	<6,498	TBD
Special Operations				
Crime Scene Search Canine Unit Aviation and Civil Emergency Unit SWAT Team and Alert Team Coordinator Passenger Vehicle for Hire Highway Interdiction/Traffic Safety				
◆ Reduce traffic collisions in the 14 corridors where photo radar cameras are used (new objective)	n/a	n/a	n/a	5%
◆ Calls abandoned	7.1%	5.2%	<10%	<10%

*A number of FY07 targets will not be set until closer to the start of the fiscal year. Crime trends are extremely volatile so the department will need to review its experience closer to July 1, 2006. The same principle applies to objectives such as on duty accidents and animal euthanasia rates, as the targets need to be based upon the previous year's experience.

Police

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Community Services				
Special Events				
Records				
School Crossing Guards				
Alarm Ordinance Enforcement				
Police Athletic League				
DARE				
Cadet/Explorers/Right Moves for Youth				
Police Reserves				
Volunteers				
◆ Increase number of volunteer hours for citizens on patrol and lake patrols (new objective)	n/a	n/a	n/a	TBD
Crime Lab				
Directs all forensic services				
◆ Lab analysis of evidence in 90% of all cases will be conducted within 45 business days from the receipt of evidence in the lab	n/a	n/a	90% in 45 days	90% in 45 days
Police Officer Training				
Firing Range				
Recruit Training				
In-Service Training				
◆ Reduction in preventable on-duty accidents (number of preventable accidents per million miles driven)	7.8%	7.02%	<9.9%	Maintain rate of <7%
Animal Control				
Ordinance Enforcement				
Shelter Operations				
◆ Reduction in incoming adoptable animals that are euthanized compared to FY05	n/a	2%	3%	3%

Police

Budget Summary		FY05	FY06	FY07
Community Policing/Crime Prevention	Budget	\$ 85,557,755	\$ 90,213,625	\$ 96,611,450
	Positions	1,194.00	1,232.00	1,292.00
Patrol Support Service	Budget	\$ 6,792,835	\$ 7,155,598	\$ 7,549,873
	Positions	90.00	90.00	90.00
Special Investigation	Budget	\$ 6,748,294	\$ 7,033,953	\$ 7,404,352
	Positions	81.75	81.75	81.75
Criminal Investigations	Budget	\$ 12,705,317	\$ 13,097,535	\$ 13,114,173
	Positions	158.25	158.25	170.25
Special Operations	Budget	\$ 7,298,612	\$ 7,601,767	\$ 7,798,280
	Positions	90.50	90.50	92.50
Communications	Budget	\$ 10,706,205	\$ 11,872,951	\$ 11,540,951
	Positions	164.75	164.75	172.75
Community Services	Budget	\$ 5,264,356	\$ 5,857,793	\$ 4,996,085
	Positions	71.50	71.50	72.50
Crime Lab	Budget	\$ 1,768,621	\$ 1,843,351	\$ 1,948,336
	Positions	19.25	19.25	20.25
Police Officer Training	Budget	\$ 4,062,225	\$ 5,493,376	\$ 7,580,855
	Positions	21.00	21.00	21.00
Animal Control	Budget	\$ 4,922,696	\$ 5,487,868	\$ 5,537,490
	Positions	85.50	83.50	83.50
Total		\$ 145,826,914	\$ 155,657,815	\$ 164,081,846
Total Positions		1,976.50	2,012.50	2,096.50

Police

<p>Decreases \$713,557 is decreased in one-time operating expenses for the start-up of FY06 48 positions/officers.</p> <p>\$552,838 is transferred to 311 Call Center for the reassignment of 12 positions. The positions were transferred effective FY05.</p> <p>\$200,000 is decreased in overtime pay for traffic control at the Arena.</p> <p>Increases \$1,689,235 funds 23 patrol officer positions beginning July 2006 and \$188,894 for 4 positions beginning January 2007.</p> <p>\$1,233,660 is added to fund 12 detective positions.</p> <p>\$1,679,099 is added to fund 31 patrol officer positions to serve as community coordinators beginning in January 2007.</p> <p>\$375,000 is added to address increased fuel cost.</p> <p>\$309,037 is added to fund 6 Crime Reporting unit investigative technician positions. Police previously contracted with Unisys the crime reporting function. All but \$39,037 of the cost of the positions will be covered with the contract funds.</p> <p>\$229,254 is added to fund a Gang of One program coordinator, 1 Communication Technology CAD position, and 1 Crime Lab Latent Print Examiner.</p> <p>\$152,391 is added to fund a Communications Technology Manager. This position was previously funded through a contract. The contract amount will offset the cost of the position.</p> <p>\$111,687 is added to fund 2 Passenger Vehicle for Hire inspectors. This funding will be offset by increased user fees.</p> <p>\$106,575 is added to fund 2 Transit Patrol Officer positions in FY07. These positions will be paid for by CATS. CATS-related officers will be 4 with this change. CATS plans to request that CMPD add 6 more officers in FY08, bringing the total to 10 to coincide with the opening of the South Corridor Light Rail.</p> <p>Council Amendments <u>Decreases</u> \$200,000 additional decrease in overtime pay for traffic control at the arena.</p> <p>\$72,158 to eliminate funding for long-term vacancies.</p>	<p>\$32,238 to reduce employee travel and training funding.</p> <p><u>Increases</u> \$457,719 to increase Public Safety market pay by 0.5%.</p> <p>\$809,918 (Council amendment) is added to provide funding for 15 additional sworn police officers in January 2007.</p> <p>Unfunded Unfunded requests totaling \$1,721,696 were requested by Police. Please see the appendix on page 115 for details on these requests.</p>
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Fire

Summary		FY05	FY06	FY07
Charlotte Fire Department provides response to and mitigation of fires, medical emergencies, hazardous materials incidents, aircraft emergencies, high angle and confined space rescues, and other emergencies as they arise.		\$72,380,508	\$77,196,773	\$81,569,126
<p>Vital Statistics</p> <ul style="list-style-type: none"> Provides primary fire services to a population of more than 650,000 Maintains 37 fire stations covering 280.5 square miles Operates 38 engine companies, 14 ladder companies, and two heavy rescue companies Responds to over 78,000 incidents each year 		1,082.25	1,082.25	1,083.00
<p>Accomplishments</p> <ul style="list-style-type: none"> Named one of the best terrorism-prepared cities by the Federal General Accounting Office Awarded re-accredited status by the Commission on Fire Accreditation International in August 2005 Provided well-organized response to evacuees from Hurricane Katrina as they arrived in Charlotte-Mecklenburg. Led a region-wide process involving multiple public safety agencies to provide radio interoperability for large-scale emergencies. 				

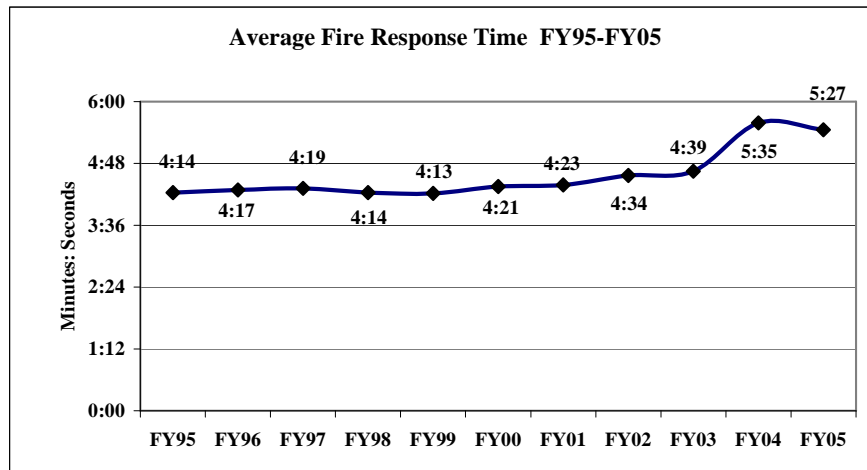
SERVICE DELIVERY CHALLENGES

Infill Fire Station at Providence Road and Pineville-Matthews Road (Arboretum Area)

Continued growth in southeast Charlotte exacerbates fire response time issues in this area. The Fire Department is one fire station short of meeting the current emergency workload within acceptable response parameters. Fire companies from existing stations cannot meet response standards to the Arboretum and the surrounding area. An infill fire station is needed to provide services commensurate with other comparable areas in the city.

Fire Response Times

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 until additional infill stations can be constructed.



Note: The increase in average response time in FY04 is due in part to improved response time tracking capabilities with the new Fire CAD

Fire

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Fire Emergency Response				
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, and aircraft crash rescue				
◆ Percent of alarms to which fire companies will be en route within 60 seconds of dispatch	43.2%	50.7%	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within 4 minutes	70.1%	69.4%	80%	80%
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 investigators will clear	30%	41%	34%	34%
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	99.8%	93.3%	85%	85%
Fire Communications				
Provides services to citizens calling 911 for the Fire Department's emergency services				
◆ Percent of telecommunicators answering phone within 3 rings or 12 seconds	99.9%	99.3%	90%	90%
◆ Percent of alarms dispatched within 60 seconds of answering phone	77.3%	87.3%	80%	80%

Fire

<p>Decreases None</p> <p>Increases \$593,055 is added to Fire Operations to fund one Ladder Truck to serve the Arboretum and South Charlotte areas. This funding will be used to offset future costs of adding a fire company in FY08.</p> <p>\$275,000 is added to cover increased fuel costs for fire response vehicles.</p> <p>\$102,839 is added to the Fire Prevention Division to fund one Fire Plans Examiner position to assist with the growing demand for fire plans reviews. (100% of this additional cost is offset by additional user fee revenue).</p>	<p>Council Amendments</p> <p><u>Decreases</u> \$162,688 to eliminate funding for long-term vacancies.</p> <p>\$16,654 to reduce employee training funding.</p> <p><u>Increases</u> \$217,600 is added to Fire Operations to fund rescue pay as directed by Council.</p> <p>Unfunded Unfunded requests totaling \$5,826,991 were requested by Fire. Please see the appendix on page 115 for details on these requests.</p>
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Budget Summary		FY05	FY06	FY07
Fire Emergency Response	Budget	\$ 65,402,379	\$ 69,761,731	\$ 73,886,416
	Positions	979.00	979.00	979.00
Emergency Preparedness/Homeland Security	Budget	\$ 572,684	\$ 590,195	\$ 605,264
	Positions	5.00	5.00	5.00
Fire Communications	Budget	\$ 2,115,890	\$ 2,228,013	\$ 2,239,921
	Positions	38.00	38.00	38.00
Fire Investigations	Budget	\$ 663,788	\$ 721,021	\$ 747,744
	Positions	9.50	9.50	9.50
Fire Code Enforcement	Budget	\$ 1,932,622	\$ 2,112,950	\$ 2,314,590
	Positions	33.00	33.00	34.00
Fire Community Education/Involvement	Budget	\$ 352,406	\$ 382,123	\$ 397,354
	Positions	5.00	5.00	5.00
Firefighter Training	Budget	\$ 1,340,740	\$ 1,400,740	\$ 1,377,836
	Positions	12.75	12.75	12.50
Total		\$ 72,380,508	\$ 77,196,773	\$ 81,569,126
Total Positions		1082.25	1082.25	1083.00

Solid Waste

<p style="text-align: center;">Summary</p> <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 FY07, 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 is serviced through a contract. In all collection zones, SWS collects dead animals and tires, and sweeps and picks up litter from streets and rights-of way. SWS also participates in neighborhood cleanups and other specialized cleaning programs including maintenance of the Central Business District.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Residential collection services to over 196,000 single-family and 90,000 multi-family households, 2,700 businesses, and 768 public trash receptacles • Street sweeping and litter pick-up on 2,050 miles of City streets • Clean up of 1,400 tons of garbage and 68 tons of recyclables 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$34,591,566</td> <td style="text-align: right;">\$39,244,164</td> <td style="text-align: right;">\$40,183,126</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">247.00</td> <td style="text-align: right;">239.00</td> <td style="text-align: right;">275.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Provided residential refuse collection at a cost per ton of \$52; compared to statewide average of \$92 • Provided recyclables collection at a cost per ton of \$171; compared to statewide average of \$203 • Collected 2,608 tons of refuse per Full Time Employee (FTE), compared with 1,339 tons per FTE statewide • Complaints per every 1,000-collection point were 20.6, compared to the statewide average of 32.6 • Accidents were reduced to 56, which was less than the target ceiling of 69 • Overtime hours were reduced by 5,659 hours below the target of 59,615 		FY05	FY06	FY07	Budget	\$34,591,566	\$39,244,164	\$40,183,126	Positions	247.00	239.00	275.00
	FY05	FY06	FY07										
Budget	\$34,591,566	\$39,244,164	\$40,183,126										
Positions	247.00	239.00	275.00										

SERVICE DELIVERY CHALLENGES

Rapid Growth

Existing resources within the single-family and multi-family collection contracts will be impacted by rapid growth and an increase in voluntary annexations. Pending voluntary annexations could add over 1,700 new single-family residential units, which are not part of the formal budget request process. Multi-family resources will be challenged by several high-rise residential properties planned in the central business district and outlying areas.

Center City Growth

The rapid growth of special events in the Center City coupled with residential growth, Johnson & Wales student growth, Bobcats Arena events, and increased restaurant and bar activity result in increasing work loads for maintenance crews.

Right-of-Way Cleaning

With the elimination of City-funded cleaning along State roads and the accompanying reduction of workers and equipment, SWS is challenged in providing useful public information and appropriate services to minimize the negative impact on our reputation as a clean city.

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 available services.

Solid Waste

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 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 more than 30 units)				
Special (weekly collection of public receptacle and small business garbage)				
◆ Reduce annual accident rate 5% below benchmark of 56	56	56	53	53
◆ Increase the number of route address verifications by 5% over previous year	40	48	48	50
◆ Reduce average missed collection service calls by 10% less than previous year	27.3	27.3	24.6	22.1
◆ Provide customer service training to at least 95% of all SWS employees annually	100%	100%	95%	95%
◆ Reduce total overtime hours in City-served zones by 5% less than benchmark of 61,459 hours	n/a	53,956	58,532	58,386
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)	1.4	1.4	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 targeted neighborhoods to increase bulky item scheduling	4	4	4	4
Community Education				
Communicates information and provides educational materials to the public on solid waste services				
◆ Increase the number of community awareness and media outreach activities by 15% more than previous year	38	59	51	59

Solid Waste

<p>Decreases \$587,781 is transferred to 311 Call Center for the reassignment of 13 positions. The positions were transferred effective FY05.</p> <p>\$278,000 is reduced from miscellaneous contractual services due to anticipated bid savings in the collection zones.</p> <p>\$46,271 is reduced for projected landfill savings</p> <p>Increases \$375,000 is added for increased fuel costs.</p> <p>\$124,827 is added for benefits to bring 36 temporary equipment operators and laborers into full-time positions.</p> <p>Council Amendments <u>Decreases</u> \$4,229 to reduce employee training funding.</p> <p>Unfunded Unfunded requests totaling \$332,749 were requested by Solid Waste. Please see the appendix on page 116 for details on these requests.</p>	
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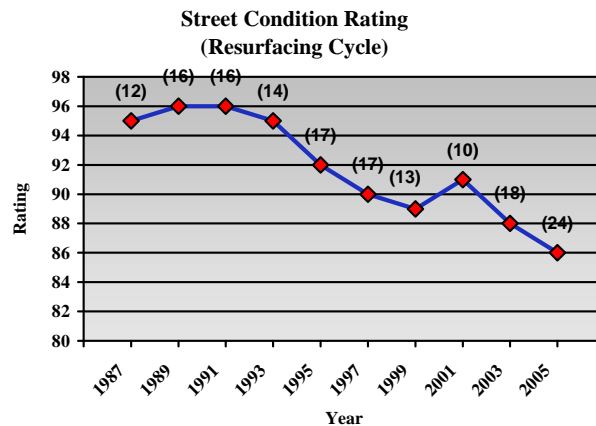
Budget Summary		FY05	FY06	FY07
Solid Waste Collections	Budget	\$ 29,050,178	\$ 33,278,823	\$ 34,244,139
	Positions	160.50	159.50	195.50
Special Maintenance Services	Budget	\$ 4,622,674	\$ 4,946,048	\$ 4,909,159
	Positions	81.75	74.75	74.75
Neighborhood Services	Budget	\$ 774,550	\$ 867,938	\$ 866,410
	Positions	3.75	3.75	3.75
Community Education	Budget	\$ 144,163	\$ 151,355	\$ 163,419
	Positions	1.00	1.00	1.00
Total		\$ 34,591,566	\$ 39,244,164	\$ 40,183,126
Total Positions		247.00	239.00	275.00

Transportation

Summary		FY05	FY06	FY07	
<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 maintains streets, signalized intersections, road signs, pavement markings, curb and gutters, and sidewalks. CDOT works with neighborhoods, developers, special event organizers, and utility companies to coordinate the effective use of the public right-of-way. CDOT coordinates local and regional transportation planning efforts.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • Maintains 2,300 centerline miles of roadway • Maintains 650 signalized intersections • Maintains 1,050 miles of sidewalks • Installs 2 million ft. of new pavement markings each year 		Budget	\$37,080,621	\$42,501,365	\$47,085,682
		Positions	447.25	437.25	437.25
<p>Accomplishments</p> <ul style="list-style-type: none"> • Led an organization-wide effort to address transportation and land use needs - Transportation Action Plan (TAP) • Completed three required air quality reports within the past 12 months • Completed all public infrastructure requirements to open the new Arena • Initiated testing of less costly pavement maintenance techniques 					

SERVICE DELIVERY CHALLENGES

- Keeping pace with the city's growth by addressing current and future transportation needs (outlined in the 25 year Transportation Action Plan) in an environment of scarce resources.
- Operational issues related to increased costs of fuel.
- Street System Repairs are a high priority maintenance need. The downward trend in street conditions evaluations will continue unless additional funding becomes available.
- Utility Right-of-Way Management is an emerging issue that is under process evaluation for safe and efficient use of the City's rights-of-way.
- Regional Transportation Planning is a continuing issue with future challenges in collaboration.
- Leadership development in the department is a challenge in retaining and attracting employees.



12 years is the optimal resurfacing cycle.

Transportation

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 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	n/a	97%	97%	97%
◆ Achieve a rating of 90 or more on the pavement conditions survey	87.8	86.6	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	n/a	100%	n/a	100%
◆ Respond to all sign and signal emergencies within 2 hours 90% of the time	95%	95%	90%	90%
Transportation Safety and Neighborhood Services				
Provides for three initiatives: <i>SafeLight</i> (cameras at intersections), <i>ParkIt!</i> (parking meters), and 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=8.7% Bike=31.5%	Ped=10% Bike=30%	Decrease	Decrease
Land Development Regulations				
Reviews development plans for conformance with City ordinances				
◆ 100% conformance of development plans to General Development Policy	100%	100%	100%	100%
Capital Program Planning and Management				
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares				
◆ Complete Transportation Action Plan by January 2006	n/a	n/a	100%	n/a
◆ Reduce vehicle miles traveled (VMT) per capita in Charlotte and the region	33.6	34.8	Less than FY05	Less than FY06

Transportation

<p>Decreases \$286,669 is transferred to 311 Call Center for the reassignment of 5 positions. The positions were transferred effective FY05.</p> <p>\$50,000 for Arena Traffic Control.</p> <p>Increases \$3,250,000 for street resurfacing decreasing the resurfacing schedule to 18 years from the current 28-31 year schedule (funded in non-departmental account).</p> <p>\$275,000 for fuel. Transportation has projected a deficit in fuel funding of \$480,000 for the current year.</p> <p>Transportation identified a need for additional positions to implement bond projects. These positions would be fully charged to the capital program and would not impact the General Fund. Future budgets will include these additional positions if the increased capital program is approved by Council.</p> <p>Council Adjustments <u>Decreases</u> \$398,503 to eliminate funding for long-term vacancies.</p> <p>\$79,610 transferred within the Powell Bill Fund from contribution to storm water to resurfacing as a result of capping the City's storm water contribution at the FY06 level as directed by Council.</p>	<p>\$5,724 to reduce employee training funding.</p> <p><u>Increases</u> \$1,011,000 is added for street resurfacing decreasing the resurfacing schedule to 16 years as directed by Council.</p> <p>Unfunded Unfunded requests totaling \$10,845,731 were requested by Transportation. Please see the appendix on page 116 for details on these requests.</p>
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Budget Summary		FY05	FY06	FY07
Street Maintenance	Budget	\$ 24,225,683	\$ 26,218,781	\$ 31,481,299
	Positions	277.00	265.00	265.00
Traffic Control	Budget	\$ 7,846,518	\$ 10,219,474	\$ 9,848,609
	Positions	103.00	104.00	104.00
Transportation Safety and Neighborhood Svcs	Budget	\$ 1,231,567	\$ 1,356,085	\$ 1,189,014
	Positions	16.00	17.00	17.00
Land Development Regulations	Budget	\$ 1,542,782	\$ 1,798,471	\$ 1,656,323
	Positions	19.00	19.00	19.00
Capital Program Planning and Management	Budget	\$ 2,234,071	\$ 2,908,553	\$ 2,910,438
	Positions	32.25	32.25	32.25
Total		\$ 37,080,621	\$ 42,501,365	\$ 47,085,682
Total Positions		447.25	437.25	437.25

Neighborhood Development

<p style="text-align: center;">Summary</p> <p>Neighborhood Development provides a number 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, and building the capacity of neighborhood organizations to solve neighborhood problems.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Performed over 36,118 housing and nuisance code inspections • Completed 1,319 new or renovated housing units • Assisted 302 citizens in becoming new home owners • Trained 919 citizens through the Community University program 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$6,098,216</td> <td style="text-align: right;">\$7,051,996</td> <td style="text-align: right;">\$7,541,554</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">121.00</td> <td style="text-align: right;">129.00</td> <td style="text-align: right;">129.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • International and national recognitions for the City's Quality of Life Study and Neighborhood Revitalization Strategy • Successful consolidation of housing code and community improvement enforcement functions • Set records for affordable housing production • Received a customer satisfaction rating of 92% on annual survey 		FY05	FY06	FY07	Budget	\$6,098,216	\$7,051,996	\$7,541,554	Positions	121.00	129.00	129.00
	FY05	FY06	FY07										
Budget	\$6,098,216	\$7,051,996	\$7,541,554										
Positions	121.00	129.00	129.00										

SERVICE DELIVERY CHALLENGES

Reduction in Federal Revenue

The U. S. Department of Housing and Urban Development will reduce federal funds for the City by \$722,360 in FY07. Given the \$691,637 federal reduction in FY06, the City has lost over \$1.4 million in federal funds over the past two years. Future losses will impact development initiatives in revitalization neighborhoods and housing support programs such as relocation, emergency rental payments, emergency utility payments, and after school enrichment programs.

Neighborhood Expectations

Citizen's expectations have created service delivery challenges. The lack of funding for revitalization neighborhoods delayed implementation plans for graduating the nine targeted neighborhoods. There are 20 other *Challenged* areas in the City needing attention. The number of *Transitioning* neighborhood areas grew from 44 to 54 since 2000. The number of *Transitioning* neighborhoods increases the demand for code enforcement and neighborhood services to assist neighborhood organizations in declining areas.

Zoning Enforcement

To meet the demand for better neighborhood zoning enforcement, resources are needed to address the zoning counter permit function. The zoning counter consumes about 88% of zoning staff resources. Addressing staffing needs will allow for substantive service delivery improvements in neighborhood zoning enforcement. Code enforcement staff are being cross trained to assume some zoning responsibilities.

Maintaining Skilled, Diverse Workforce

Performance requirements and shrinking resources are adversely affecting Neighborhood Development staff. The KBU's turnover rate is expected to exceed 10% for the first time in several years. The varied programs in Neighborhood Development require a skilled, diverse workforce.

Neighborhood Development

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Neighborhood Services				
Neighborhood Problem Solving				
Capacity Building				
Neighborhood Centers Management & Special Projects				
◆ Percent of capacity building successes	187%	360%	80%	100%
◆ Number of citizens trained	921	919	900	1,100
Housing Services				
Provides the following services:				
Relocation				
Housing Financing				
Housing Rehabilitation/Lead Paint Abatement				
Housing Development				
Housing Support Services				
◆ New & renovated housing units completed with City funds	1,023	1,319	1,000	1,000
◆ Homeowners created with City funds	358	302	300	300
Neighborhood Code Enforcement				
Provides Housing Code and Nuisance Abatement Graffiti Program				
◆ Housing Code Compliances	2,284	2,793	2,300	2,500
◆ Nuisance Code Compliances	32,213	33,325	33,000	35,600

Budget Summary		FY05	FY06	FY07
Neighborhood Services	Budget	\$ 1,640,454	\$ 1,845,070	\$ 2,061,810
	Positions	28.00	26.00	19.00
Housing Services	Budget	\$ 197,205	\$ 288,116	\$ 297,366
	Positions	32.00	32.00	32.00
Neighborhood Code Enforcement	Budget	\$ 3,646,764	\$ 4,918,811	\$ 5,182,378
	Positions	54.00	71.00	78.00
Workforce Development	Budget	\$ 391,047	\$ -	\$ -
	Positions	7.00		
Total		\$ 5,875,470	\$ 7,051,996	\$ 7,541,554
Total Positions		121.00	129.00	129.00

Neighborhood Development

Decreases

None

Increases

\$201,024 is added for 3 Neighborhood Service Specialist positions. This increase will restore funding for one position frozen and two eliminated in FY06. No position allocations are added due to existing unfunded allocations.

\$189,834 is added for 3 Zoning Enforcement counter technician positions. This increase is offset by Zoning Enforcement user fees.

Council Amendments

Decreases

\$44,738 to eliminate funding for long-term vacancies.

\$1,984 to reduce employee training funding.

Increases

None

Unfunded

Unfunded requests totaling \$550,618 were requested by Neighborhood Development. Please see the appendix on page 116 for details on these requests.

Engineering & Property Management

<p style="text-align: center;">Summary</p> <p>Engineering & Property Management (E&PM) provides an array of services to sustain a vibrant, high quality, 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, and real estate acquisition and management.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Maintain over 110 municipal facilities • Maintain over 500 miles of road right-of-way • Manage over 250 active capital projects • Review over 2,100 development plans and conduct over 5,000 inspections annually 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$27,665,032</td> <td style="text-align: right;">\$33,906,054</td> <td style="text-align: right;">\$32,070,574</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">383.00</td> <td style="text-align: right;">393.00</td> <td style="text-align: right;">391.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Completing the Trolley Project • Completed an aggressive construction schedule for the new Arena • Created the City's Storm Water Quality Mitigation Bank • Maintained an AA+ rating for Storm Water revenue bonds • Maintained an excellent safety record 		FY05	FY06	FY07	Budget	\$27,665,032	\$33,906,054	\$32,070,574	Positions	383.00	393.00	391.00
	FY05	FY06	FY07										
Budget	\$27,665,032	\$33,906,054	\$32,070,574										
Positions	383.00	393.00	391.00										

SERVICE DELIVERY CHALLENGES

Staffing

Staffing, recruitment, and retention of employees is a high priority in an environment of resource scarcity, increased workload, and competition for quality personnel.

Collaboration

Collaboration with Key Business Units, contractors, and other government entities will allow E&PM to leverage its work to produce the best results for citizens as well as develop and implement internal process improvements.

Project Management Skills

To remain the project management resource of choice, E&PM recognizes project management knowledge and skills are high priorities in terms of maintaining state-of-the-art processes where projects are implemented on time, within budget, and with a high level of internal and external customer satisfaction.

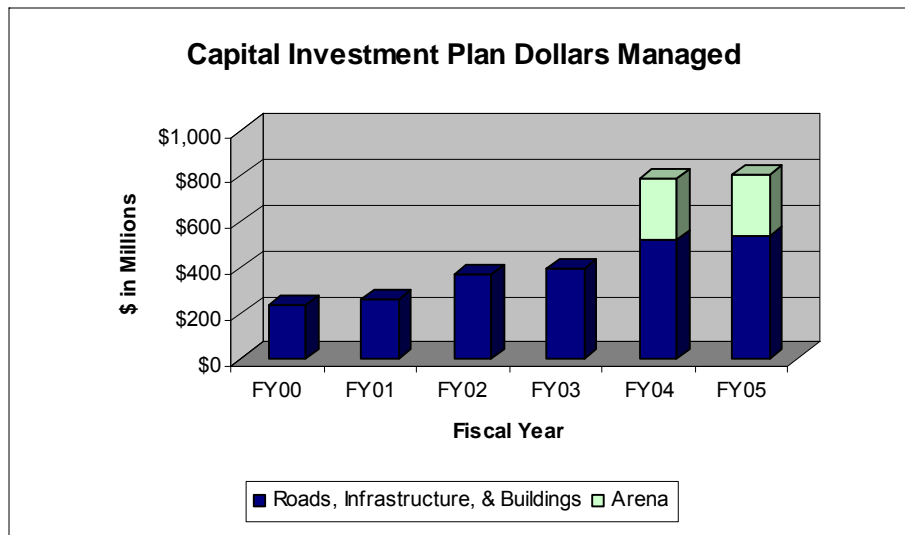
Zoning Enforcement

The transfer of zoning enforcement and permitting activity to E&PM presents both opportunities and challenges. The opportunities lie in integrating existing land development regulation activities with zoning enforcement activities such that the services provide enhanced customer service. The challenge is to assimilate the new service and additional positions into the organization such that the activities are seamless.

Engineering & Property Management

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 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, environmental protection, transportation, sidewalk, streetscape, economic development programs, and project management services for CATS				
◆ Complete small transportation projects within 1.5 years of land acquisition	1.3 years	1.5 years	1.5 years	1.5 years
◆ Complete large transportation projects within 3 years of land acquisition	n/a	3 years	3 years	3 years
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 rezoning, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district				
◆ Complete plan reviews on schedule	n/a	n/a	95%	95%
Storm Water Services				
Provides Water Quality/Clean Water Act enforcement, and capital project planning, design, and construction				
◆ Inspect sites approved for fee credits annually	n/a	n/a	95%	95%
Municipal Facilities Maintenance				
Provides maintenance for Charlotte-Mecklenburg Government Center (CMGC), Old City Hall, and all other facilities				
◆ Maintain CMGC operation cost below Building Owners and Managers Association past three year average	100%	<100%	<100%	<100%
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				
◆ Grounds maintenance inspections will meet an acceptable quality rating	n/a	n/a	95%	95%

Engineering & Property Management



Budget Summary		FY05	FY06	FY07
Municipal Capital Project Planning, Design & Construction	Budget	\$ 4,143,904	\$ 5,086,516	\$ 5,332,426
	Positions	151.00	151.00	152.00
Land Development Regulation, Plan Review and Inspection	Budget	\$ 3,035,339	\$ 3,957,686	\$ 4,134,471
	Positions	47.00	54.00	55.00
Storm Water Services	Budget	\$ 12,290,013	\$ 16,055,224	\$ 13,594,664
	Positions	84.00	92.00	85.00
Municipal Facilities Maintenance	Budget	\$ 2,763,276	\$ 3,015,191	\$ 3,094,586
	Positions	46.00	45.00	47.00
Landscape Management	Budget	\$ 5,432,500	\$ 5,791,437	\$ 5,914,426
	Positions	55.00	51.00	52.00
Total		\$ 27,665,032	\$ 33,906,054	\$ 32,070,574
Total Positions		383.00	393.00	391.00

Engineering & Property Management

Decreases

\$1,998,842 in Storm Water operating expense line items to bring the budget in line with prior year expenses and to increase the cash contribution to the Storm Water CIP. These decreases include one-time funding relocating the Storm Water Division to a location outside of the Government Center, technology expenses, water quality services, and other line items.

\$461,718 to eliminate 7 positions in Storm Water to increase the cash contribution to the Storm Water Capital Investment Plan (CIP).

Increases

\$309,844 (100% offset by charges to CATS) to add 1 position and contractual services for landscape management services for the South Corridor and CATS bus garages.

\$290,295 (100% offset by charges to CATS) to add 2 positions and contractual services to provide building maintenance services for the bus garages on South Tryon Street and Davidson Street.

\$68,574 (offset 100% by charges to the capital program) to add 1 position to administer the current level of professional services and construction contracts.

\$53,595 (offset 100% by user fees) to add 1 position for administration of developer performance bonds.

\$31,376 is added for Government Center contractual services for semi-annual building air quality testing, and contractual increases in janitorial and security contracts.

\$30,973 is added to the Cemeteries Division contractual services for mowing cemeteries.

Engineering and Property Management identified a need for additional positions to implement bond projects. These positions would be fully charged to the capital program and would not impact the General Fund. Future budgets will include these additional positions if the increased capital program is approved by Council.

Council Amendments

Decreases

The City's contribution to the Storm Water fund was capped at the FY06 level, \$5,676,563 as directed by Council.

\$136,169 to eliminate funding for long-term vacancies.

\$4,705 to reduce employee training funding.

Unfunded

Unfunded requests totaling \$1,838,082 were requested by Engineering & Property Management. Please see the appendix on page 117 for details on these requests.

Charlotte-Mecklenburg Planning

<p style="text-align: center;">Summary</p> <p>The Charlotte-Mecklenburg Planning Commission (Planning) is a joint City-County agency providing 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 the Commission operates.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Manage growth and design of the City, County, and region to a population of 651,101 • Revitalize and preserve neighborhoods, business areas, and corridors covering 280.5 square miles • Focus on planning and development of the Center City 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$4,042,566</td> <td style="text-align: right;">\$4,858,184</td> <td style="text-align: right;">\$4,761,410</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">58.00</td> <td style="text-align: right;">61.00</td> <td style="text-align: right;">63.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Successfully transferred the Zoning Administration function from Mecklenburg County to the City of Charlotte • Increased the amount of Transit Oriented Development zoning and higher density housing approved supporting transit • Established General Development Policies to protect the environment • Reviewed 93% of all subdivision plans within 20 days, exceeding the target of 90% 		FY05	FY06	FY07	Budget	\$4,042,566	\$4,858,184	\$4,761,410	Positions	58.00	61.00	63.00
	FY05	FY06	FY07										
Budget	\$4,042,566	\$4,858,184	\$4,761,410										
Positions	58.00	61.00	63.00										

SERVICE DELIVERY CHALLENGES

Staff Investment and Retention

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 community and elected officials. Yet, Planning is continuously challenged to build the expertise and capacity of staff to better handle the increasing day-to-day demands of the department and to identify and employ retention and recruitment strategies for talented experienced staff to reduce attrition, protect the investment in staff development, and attract new talent.

Community Engagement and Education

Effectively engaging and educating an increasingly larger and diverse population on the planning process 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 the public and elected officials.

Charlotte-Mecklenburg Planning

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 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.				
◆ Rezoning cases	117	108	125	135
◆ Single family lot approvals	5,227	4,104	5,500	5,500
◆ Multi-family unit approvals	3,145	3,269	3,200	3,200
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	75	75	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), provides 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 through adopted plans and policies.				
◆ Percent of rezoning decisions consistent with adopted plan		95%	90%	90%

Budget Summary		FY05	FY06	FY07
Planning Regulatory Functions	Budget	\$ 1,380,357	\$ 1,791,602	\$ 1,697,360
	Positions	19.00	22.00	22.00
<hr/>				
Planning, Research, Information, and Mapping	Budget	\$ 735,134	\$ 814,872	\$ 824,640
	Positions	10.50	10.50	10.50
<hr/>				
Long Range Planning	Budget	\$ 1,927,075	\$ 2,251,710	\$ 2,239,410
	Positions	28.50	28.50	30.50
Total		\$ 4,042,566	\$ 4,858,184	\$ 4,761,410
Total Positions		58.00	61.00	63.00

Charlotte-Mecklenburg Planning

Decreases

None

Increases

\$69,273 is added to fund a previously frozen Principal Planner position. This position will support the rezoning process. The Zoning Ordinance has been revised and includes more conditional districts requiring site plan review. This position will help relieve the workload of current staff, reduce staff errors, and result in a higher level of customer service.

\$82,320 is added to fund 2 administrative support positions to enhance customer service.

Planning identified a need for additional positions to implement bond projects. These positions would be fully charged to the capital program and would not impact the General Fund. Future budgets will include these additional positions if the increased capital program is approved by Council.

Council Amendments

Decreases

\$222,158 to eliminate funding for long-term vacancies.

\$969 to reduce employee training funding.

Unfunded

Unfunded requests totaling \$185,031 were requested by Charlotte-Mecklenburg Planning. Please see the appendix on page 118 for details on these requests.

Aviation

	FY05	FY06	FY07						
<p style="text-align: center;">Summary</p> <p>Charlotte Douglas International Airport is the largest airport between Philadelphia and Atlanta. It is served by all six major airlines, two foreign flag carriers, 14 regional carriers, and a low fare airline. The airport is also home to 20 all-cargo airlines and approximately 50 corporate aircraft. Many of the corporate aircraft are stored and maintained at one of 15 corporate aviation facilities.</p> <p>The Airport serves as the largest passenger hub for US Airways. Passenger traffic at the Airport grew from 2.9 million enplanements in 1982 when the current passenger terminal opened, to over 13.1 million domestic and 942,425 international enplanements in 2005. By virtue of the Airport and the passenger airlines that serve it, citizens of the Charlotte Region have access to one-stop service to most anywhere in the United States.</p> <p>Aviation Department staff are dedicated to continue the Airport operation on a financially self-sustaining basis in a manner that makes it the best aviation facility possible for its users and the people of this region, and also continue to be one of the vital cogs in the economic engine for the region.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Enterprise fund; uses no local tax dollars • Employs 268 employees in varying positions • Each day the Passenger airlines operate over 600 flights per day to 120 non-stop destinations in the United States, Canada, Mexico, Europe, and the Caribbean 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">Budget</td> <td style="text-align: right;">\$106,691,493</td> <td style="text-align: right;">\$122,176,895</td> <td style="text-align: right;">\$136,060,640</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">268.00</td> <td style="text-align: right;">268.00</td> <td style="text-align: right;">268.00</td> </tr> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Maintenance and expansion of the hub operation despite multiple airline bankruptcy proceedings • Financial stability in the wake of multiple bankruptcies involving multiple tenants • Construction of corporate hangars for Fortune 500 companies • Implementation of a management contract for Fixed Base Operator services • Expansion of public parking facilities, including a state of the art deck • Lead the industry in operating cost per passenger to airlines • Selling of \$165 million in airport revenue bonds • Implementation of Passenger Facility Charge 	Budget	\$106,691,493	\$122,176,895	\$136,060,640	Positions	268.00	268.00	268.00
Budget	\$106,691,493	\$122,176,895	\$136,060,640						
Positions	268.00	268.00	268.00						

SERVICE DELIVERY CHALLENGES

The aviation industry has been particularly unpredictable the past few years. As we encounter the upcoming fiscal year, we are emerging in the most stable environment we have seen in some time.

As an organization we recognize the need for self-sufficiency, innovative thinking, and flexibility. Highlights of issues and opportunities we expect to encounter in the coming year include:

- Fine tuning our program to help US Airways restore the company to profitability and continue to focus on Charlotte
- Provide additional parking to accommodate the rapidly growing local demand
- Diversify our revenue base to increase the level of protection against financial fallout from failing air carriers
- Continue to pursue the establishment of a truck/rail yard on airport premises
- Continue development of new runway
- Remain cost conscious and flexible in the face of potentially sudden airline industry collapse

Aviation

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 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	Yes
◆ No General Fund revenues appropriated to Airport	\$0	\$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)	1,140	3,000	3,000	3,000
◆ Sufficient capacity to accommodate all air cargo tenants	Yes	Yes	Yes	Yes
◆ Maintain or increase bond ratings of three rating agencies	3/3	3/3	3/3	3/3
Airport Maintenance				
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance				
◆ Maintain Part 139 Certification annually with zero defects	1	0	0	0
◆ OSHA injuries less than 5% of workforce	<5%	<5%	<5%	<5%

Budget Summary		FY05	FY06	FY07
Airport Operations	Budget	\$ 14,167,443	\$ 16,977,260	\$ 17,778,369
	Positions	130.00	130.00	130.00
Airport Capital Project Planning, Design and Construction	Budget	\$ 15,824,057	\$ 28,296,185	\$ 28,539,380
	Positions	19.00	19.00	19.00
Airport Maintenance	Budget	\$ 22,779,931	\$ 26,950,408	\$ 27,795,062
	Positions	119.00	119.00	119.00
Sub-Total Aviation Services		\$ 52,771,431	\$ 72,223,853	\$ 74,112,811
Discretionary and Debt Support		\$ 53,920,062	\$ 49,953,042	\$ 61,947,829
Total Aviation		\$ 106,691,493	\$ 122,176,895	\$ 136,060,640
Total Positions		268.00	268.00	268.00

Aviation

Decreases
None

Increases
Due to passenger growth and enhanced facilities and capacity, utilities expenditures increase by \$421,176 (7%) and parking expenditures increase by \$869,804 (11%).

Unfunded
None

Charlotte Area Transit System

Summary		FY05	FY06	FY07
<p>Charlotte Area Transit System (CATS) provides public transit services to the Charlotte-Mecklenburg community. CATS is the largest transit system in the Carolinas. Service is provided via local, express, neighborhood, activity center and regional bus services, vanpool, ADA paratransit, and human services transportation.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 19.0 million riders annually • 60,000 passengers daily • CATS bus fleet now totals 326 buses with an additional fleet of 160 paratransit and vanpool vans for a total vehicle fleet of 486 vehicles • Bus fleet is 100% wheelchair and bicycle accessible 	<p>Budget</p> <p>Positions</p>	<p>\$99,535,538</p> <p>242.25</p>	<p>\$107,184,451</p> <p>289.75</p>	<p>\$111,049,236</p> <p>380.75</p>
Accomplishments				
<ul style="list-style-type: none"> • Seven consecutive years of ridership increases with a 50.0% increase since 1998 • Replacement of 3,800 bus stop signs and installation of 197 bus shelters and 51 benches • Accident rate per 100,000 miles reduced by 53% since 2000 • Federal appropriations totaling \$91.6 million and \$44.6 million from NCDOT 				

SERVICE DELIVERY CHALLENGES

2025 Plan Implementation

The most significant challenges of this period will be to maintain the budget and schedule for the South Corridor Light Rail Project. CATS will achieve a successful implementation of light rail service in early FY08 by completing the following:

- * Recruitment and training of staff for Light Rail Transit (LRT) and customer service functions
- * Startup/testing/debugging activities for LRT operations
- * Feeder bus service changes
- * Customer and community communications including safety educational programs and how-to use LRT activities

CATS will also focus on completion of the environmental/conceptual engineering studies in the other corridors and achieving Metropolitan Transit Commission (MTC) decisions on:

- * Technology in the Southeast and West Corridors
- * Final alignment configurations for each corridor
- * Which corridors will be advanced for implementation consistent with FTA criteria/requirements
- * A revised phased implementation plan for the selected rapid transit improvements and a companion revised long-term financing plan for construction of the transit system

Sustaining Growth in Transit Ridership

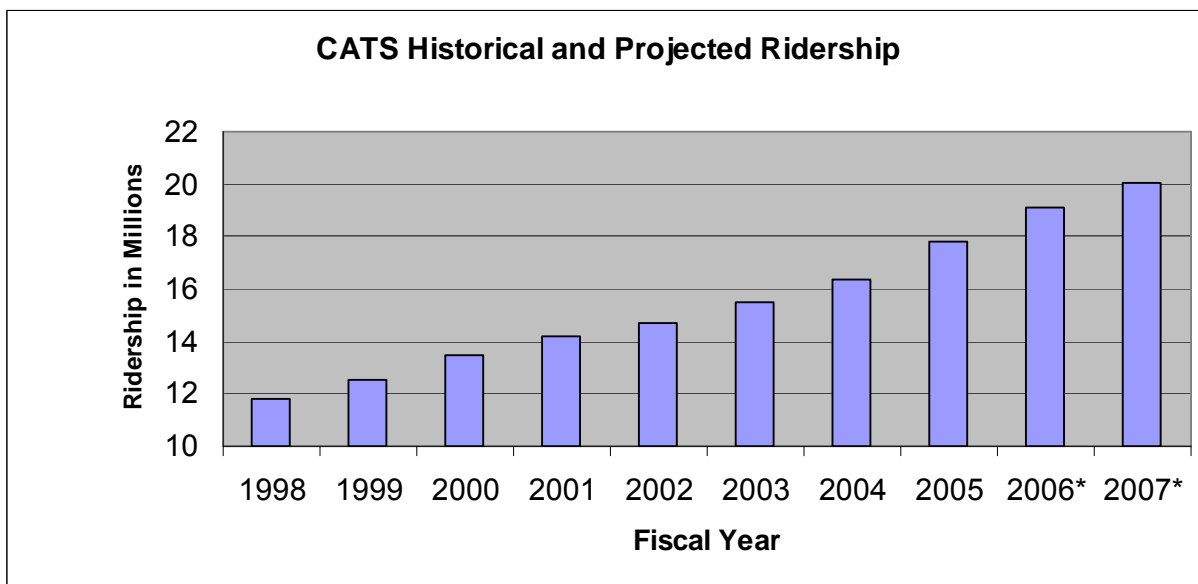
CATS will seek to sustain growth in ridership through:

- * Improving customer satisfaction with key service attributes and products
- * Addressing top deterrents to using CATS for non-customers
- * Continued improvements in bus maintenance
- * Expanded Transit Demand Modeling (TDM) Program activities in the context of regional TDM initiative
- * Implementation of expanded security strategy

Charlotte Area Transit System

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 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 transit ridership	5.7%	8.2%	5%	5%
◆ Number of bus shelters and benches installed	131	6	50	TBD
◆ Increase passengers per service hour	21.8	22.2	22.2	24.2
Transit Development				
Provides for planning and development long-range rapid transit systems outline in the 2025 integrated Transit/Land-Use Plan.				
◆ Complete the South Corridor Light Rail Transit project and start revenue service	n/a	n/a	n/a	Fall 2007
Marketing and Communications				
Provides customer service, public relations, communications, and service marketing. Develops market research and develops sales and promotional activities.				
◆ Increase number of pass sales outlets	+20%	27%	10%	8%
◆ % of customer complaint responses within 5 days	96%	93%	93%	93%
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.				
◆ Secure funding needed to carry out 2025 Plan Improvements	6-5-03 State FFGA for SC	5-6-05 Federal FFGA for SC	6-30-06 Funding strategy for remaining corridors	6-30-07 Long Range Plan update
◆ Targeted cost per service hour	\$68.56	\$69.15 (unaudited)	\$82.50	\$88.88

Charlotte Area Transit System



Budget Summary		FY05	FY06	FY07
Transportation Service	Budget	\$60,041,626	\$71,459,347	\$78,522,547
	Positions	125.25	167.75	257.75
Transit Development	Budget	-\$8,227	\$481,700	\$415,519
	Positions	56.00	49.00	43.00
Marketing and Communications	Budget	\$3,310,552	\$3,821,146	\$3,914,105
	Positions	30.00	32.00	36.00
Executive and Administration	Budget	\$4,410,475	\$5,951,777	\$6,408,652
	Positions	31.00	41.00	44.00
Sub Total CATS		\$ 67,754,426	\$ 81,713,970	\$ 89,260,823
Contributions to Capital and Debt Service		\$31,781,113	\$25,470,481	\$21,788,413
Total CATS		\$ 99,535,538	\$ 107,184,451	\$ 111,049,236
Total Positions		242.25	289.75	380.75

Charlotte Area Transit System

Decreases

\$379,541 is reduced by eliminating four positions previously supporting South Corridor Planning, Development Administration, and Planning and Special Operations.

Increases

\$4,328,781 adds 82 positions and resources for recruitment, training, start-up, and testing for light rail operations. Service implementation is anticipated the fall of 2007.

\$1,021,587 funds planned security enhancements to create a 24/7 coverage of CATS' riders, vehicles and facilities. Seven positions are added for safety compliance and fare inspection, as well as 8 additional officers in CMPD and contracts for police services (2 in FY07 and 6 in FY08).

\$446,879 adds resources for maintenance of additional CATS facilities. One position is added to supervise the overall right-of-way maintenance program.

\$328,440 supports bus route service expansions.

\$314,500 funds service and safety marketing associated with the existing transit and trolley system as well as for light rail transit.

\$214,971 adds electronics technicians and parts clerks to support the Bus Operations Division.

\$92,678 adds a Services Planning Supervisor for bus services.

\$94,045 adds 4 positions late in FY07 for expansion of call center hours and in anticipation of handling the increased call volume anticipated with implementation of light rail.

Unfunded

None

Charlotte-Mecklenburg Utilities

<p style="text-align: center;">Summary</p> <p>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"> • Provide service to a population of more than 700,000 • Pump an average of 100 million gallons of water daily • Treat an average of 84 million gallons of wastewater daily • Maintain over 6,800 miles of pipeline • Operate 3 water treatment plants and 5 wastewater treatment plants 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$172,168,449</td> <td style="text-align: right;">\$198,311,428</td> <td style="text-align: right;">\$207,849,944</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">802.50</td> <td style="text-align: right;">802.50</td> <td style="text-align: right;">818.50</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Implemented the newly merged Field Operations division • Implemented <i>Speedpay</i> as an online payment option • Established Construction Period Financing to reduce interest payments, resulting in over \$3 million in savings • Received Gold Award from the Association of Metropolitan Sewerage Agencies for McAlpine Creek wastewater treatment plant • Determined the Briar Creek Relief Sewer project route alignment, with extended citizen input 		FY05	FY06	FY07	Budget	\$172,168,449	\$198,311,428	\$207,849,944	Positions	802.50	802.50	818.50
	FY05	FY06	FY07										
Budget	\$172,168,449	\$198,311,428	\$207,849,944										
Positions	802.50	802.50	818.50										

SERVICE DELIVERY CHALLENGES

Field Operations

As a cost savings and productivity improvement measure, Utilities consolidated Water Distribution and Wastewater Collection divisions into a single Field Operations Division. The new division is geographically divided into four zones where cross trained work groups service both water and sewer portions of the system. Implementation challenges include ensuring appropriate training, technology, and equipment availability.

Customer Service

Improving customer service is a challenge, specifically, reducing abandoned calls and customer wait time, implementing process improvements, and ensuring correct call routing from 311 Call Center and problem resolution.

Capital Investment Plan Implementation

The State of North Carolina is increasing regulatory requirements on secondary and cumulative impacts of large capital investment projects. As a result, large scale projects take longer and are more expensive to complete. Utilities will continue to be challenged to maintain the balance of capital funding and staffing to manage the projects necessary to meet growth and regulatory compliance.

Environmental Management

Increasing regulatory requirements, stricter treatment plant permit schedules, and increasing costs associated with lab testing, chemicals, and power for utilities are of concern in the coming year. In addition, two issues that will continue to be challenging in coming years are reclaimed water and biosolids. The water reclamation system requires improvements in order to provide reclaimed water to customers. Land application of biosolids (a by product of the wastewater treatment process) continues to be challenging because less land is available for this purpose and the perceptions associated with biosolids.

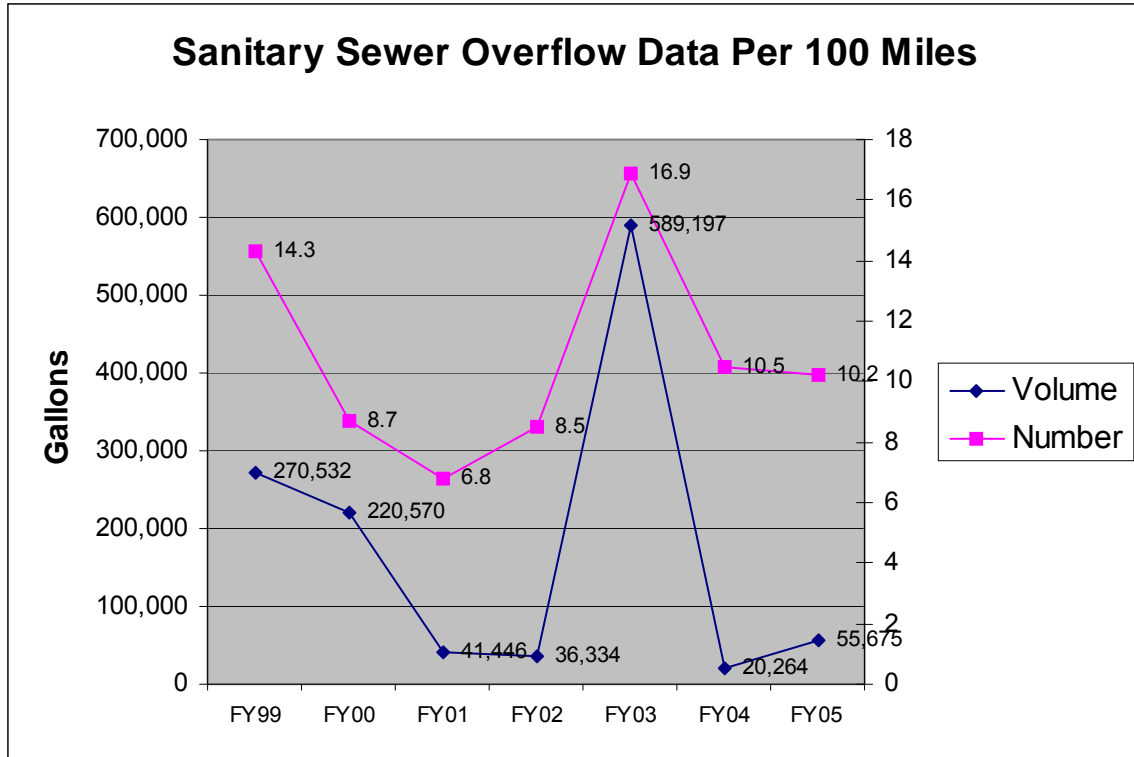
Charlotte-Mecklenburg Utilities

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Environmental Management				
Provides treatment of over 104 million gallons of water for drinking and treatment of over 80 million gallons of wastewater each day				
◆ Meet or exceed NPDES (National Pollutant Discharge Elimination System) permit requirements	96.3%	99.92%	100%	100%
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%	100%	100%
Field Operations				
Provides maintenance of facilities to deliver treated water and collect wastewater through over 6,500 miles of water and sewer mains				
◆ Reduce the five-year mean of sanitary sewer overflows per 100 miles of pipe	10.52 per 100	10.20 per 100	9.54 per 100	9.50 per 100
◆ Repair water leaks within 4 weeks	96.7%	91.8%	100%	100%
Utility System Planning and Engineering				
Provides design and contract administration and support for construction of capital facilities to ensure system infrastructure stability and capacity				
◆ Construct the Southwest Water Main	Design completed	20% of construction completed	80% off construction completed	Complete construction
◆ Define capacity needs for northern and eastern Mecklenburg County	Eastern zone scope	60% achieved	Complete study by October 2005	n/a
◆ Complete McAlpine Phosphorous Reduction construction by permit compliance deadline	n/a	79% complete	100% complete	n/a
Customer Service, Meter Reading, and Billing				
Responds to all customer requests related to billing and services, provides meter reading and maintenance and addresses all service connection related requests				
◆ Reduce billing center call abandonment rate and customer wait time	New measure	New measure	Less than 10%	Less than 10%
◆ Complete implementation of the Automated Meter Reading project	73,525	73,758	56,000	TBD by FY06 actual
◆ Complete commercial taps within 8 weeks of application	67%	78%	80%	80%

Charlotte-Mecklenburg Utilities



Budget Summary		FY05	FY06	FY07
Environmental Management	Budget	\$ 34,380,017	\$ 41,203,585	\$ 42,768,199
	Positions	229.25	229.25	234.50
Field Operations	Budget	\$ 25,215,189	\$ 30,328,624	\$ 32,184,449
	Positions	326.50	326.50	333.00
Utility System Planning and Engineering	Budget	\$ 2,072,986	\$ 2,002,912	\$ 2,154,486
	Positions	120.50	120.50	120.50
Customer Service, Meter Reading and Billing	Budget	\$ 12,407,051	\$ 13,192,308	\$ 13,955,109
	Positions	126.25	126.25	130.50
Sub Total		\$ 74,075,243	\$ 86,727,428	\$ 91,062,244
Contribution to Capital and Debt Service		\$ 98,093,206	\$ 111,584,000	\$ 116,787,700
Total Charlotte-Mecklenburg Utilities		\$ 172,168,449	\$ 198,311,428	\$ 207,849,944
Total Positions		802.50	802.50	818.50

Charlotte-Mecklenburg Utilities

Decreases

None

Increases

\$544,307 is added to motor fuels and lubricants in response to cost increases.

\$505,060 is added for increased cost allocation reimbursement to the General Fund.

\$500,000 is added for contractual revenue recovery. Revenues of \$1 million offset this cost.

\$469,921 is added for increased contractual cost for sludge disposal.

\$361,917 is added for increased health insurance premium costs.

\$285,095 adds 6 positions to provide more off and on street cleaning to reduce potentials for sewer overflows. This effort will assist in complying with new wastewater permit requirements and support the on-going mission to protect the environment.

\$145,096 is added to overtime due to continued difficulty in filling key vacancies for plant operations.

\$145,011 is added for increased cost of maintenance and construction materials.

\$126,731 is added to power for pumping for increase water and wastewater processing.

\$162,057 adds 4 Water Service Technicians to reduce overtime in processing delinquent turn off orders and to improve response time to water quality and low pressure complaints.

\$135,444 adds 3 positions for maintenance of increased mechanical and electrical components at wastewater treatment plants.

\$76,101 adds 2 operator positions for McDowell Creek and Sugar Creek expanded wastewater treatment plants.

\$73,928 adds a Geographic Information Systems analyst for support of GIS applications and data analysis within Utilities.

Unfunded

None

Mayor and City Council

<p style="text-align: center;">Summary</p> <p>The Office of the Mayor and Council provides leadership and strategic vision for the City. The Mayor and Council approves 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.</p> <p style="text-align: center;">Vital Statistics</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 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY05</th> <th style="width: 20%;">FY06</th> <th style="width: 20%;">FY07</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$1,082,308</td> <td style="text-align: right;">\$1,052,141</td> <td style="text-align: right;">\$1,059,273</td> </tr> <tr> <td>Positions</td> <td style="text-align: center;">7.00</td> <td style="text-align: center;">7.00</td> <td style="text-align: center;">7.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <p><u>FY05</u></p> <ul style="list-style-type: none"> • Adopted 56 policy items • Engaged in 35 Council meetings • Engaged in 10 district meetings <p><u>FY06 (as of March 31, 2006)</u></p> <ul style="list-style-type: none"> • Adopted 42 policy items • Engaged in 27 Council meetings 		FY05	FY06	FY07	Budget	\$1,082,308	\$1,052,141	\$1,059,273	Positions	7.00	7.00	7.00
	FY05	FY06	FY07										
Budget	\$1,082,308	\$1,052,141	\$1,059,273										
Positions	7.00	7.00	7.00										

Budget Summary		FY05	FY06	FY07
Mayor and Council	Budget	\$ 562,800	\$ 547,113	\$ 550,822
	Positions	0.00	0.00	0.00
Administrative Support	Budget	\$ 411,277	\$ 399,814	\$ 402,524
	Positions	7.00	7.00	7.00
Memberships	Budget	\$ 108,231	\$ 105,214	\$ 105,927
	Positions	0.00	0.00	0.00
Total		\$ 1,082,308	\$ 1,052,141	\$ 1,059,273
Total Positions		7.00	7.00	7.00

<p>Decreases</p> <p>None</p> <p>Increases</p> <p>None</p>	<p>Council Amendment</p> <p><u>Decreases</u></p> <p>\$108 to reduce employee training funding.</p> <p>Unfunded</p> <p>None</p>
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City Attorney

Summary		FY05	FY06	FY07
<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 11 support staff in City Attorney's Office • Staff of 2 attorneys in Aviation • Staff of 5 attorneys and 2 support staff in Police 	<p>Budget</p> <p>Positions</p>	<p>\$1,336,200</p> <p>24.50</p>	<p>\$1,471,494</p> <p>24.50</p>	<p>\$1,641,563</p> <p>26.50</p>
Accomplishments				
<ul style="list-style-type: none"> • Negotiated Federal Emergency Management Agency reimbursement issues for the City's expenditures from Charlotte Regional Visitors Authority for use of the Coliseum as a Hurricane Katrina Shelter • Works with Utilities, outside counsel, and other local government attorneys on the Duke Energy relicensing for the hydroelectric dams on the Catawba River • Worked with various KBUs to conclude a major round of annexations involving 7 areas, \$1.3 billion in property values, and 15,379 in population. All areas were annexed without litigation. • Assisted Council in redrawing Council districts as a result of annexations. • Handled significant revisions of the Passenger Vehicle for Hire Ordinance to enhance inspection and enforcement efforts. 				

SERVICE DELIVERY CHALLENGES

Environmental Issues

Legal services related to Utilities and Engineering and Property Management environmental issues are currently handled by outside counsel. Services include permit issuance and compliance for wastewater collection and treatment plants, wastewater system protection enforcement efforts, storm water environmental issues, and land development issues. The addition of in-house staff to perform this work, as a lower cost alternative, requires consideration. A service level change to add two positions in support of these issues is included in the recommended budget.

Space Needs and Staff Management

Space needs are becoming critical. The office has staff located in five separate areas: CATS, Police, Real Estate (Cameron Brown Building), Risk Management, and Aviation. Staff members located in other buildings spend considerable time commuting back and forth to meetings. This also hinders the attorneys because the face-to-face discussion they find extremely helpful when reviewing changes in the law, current litigation, and other legal problems is limited. Although some attorneys will always be out posted (Police and Aviation) others would benefit from a location with the rest of the office. Additionally, the lack of conference room space for mediations is increasingly noticeable because of increased condemnation actions that result in growing frequency of mediations requiring meeting space.

City Attorney

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Legal Advice and Representation				
Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff				
◆ Conduct annual interviews with each client department to develop a service plan	100%	100%	100%	100%
◆ Ensure that Attorney staff maintain certifications	n/a	n/a	180 training hours	192 training hours
◆ Coordinate Lunch and Learn seminars or special sessions on legal topics of interest to City employees	4 seminars held	2 seminars held	2 seminars each fiscal year	2 seminars each fiscal 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	\$91.58/hr.	\$92.25/hr.	\$95.70/hr.	\$95.91/hr.
Property Transactions				
Provides negotiation and services for the purchase and sale of the City's real estate assets				
◆ Active condemnation cases	122	114	123	120

Budget Summary		FY05	FY06	FY07
City Attorney Services	Budget	\$ 1,336,200	\$ 1,471,494	\$ 1,641,563
	Positions	24.50	24.50	26.50
Total		\$ 1,336,200	\$ 1,471,494	\$ 1,641,563

<p>Decreases None</p> <p>Increases \$181,767 is added for an Attorney and support staff to address environmental legal issues. In house staff is added in lieu of using higher cost outside legal assistance. All costs are covered by either Enterprise operations or capital investment funds.</p>	<p>Council Amendments</p> <p><u>Decreases</u> \$10,793 to eliminate funding for long-term vacancies.</p> <p>\$407 to reduce employee training funding.</p> <p>Unfunded Unfunded requests totaling \$33,700 were requested by the City Attorney's Office. Please see the appendix on page 118 for details of these requests.</p>
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City Clerk

Summary		FY05	FY06	FY07
<p>The City Clerk records, transcribes, and distributes City Council Meeting minutes for 10 workshops, 20 business meetings, 11 zoning meetings, all Council budget workshops and special meetings; coordinates citizen speakers lists; assembles Council Business Agendas; and receives zoning protest petitions. The City Clerk maintains City Council minutes from 1988 to the present on the City's website, as well as all Council meeting agendas since 1998.</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 processes and attendance records for 37 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 FY06 • More than 2,000 requests for research were completed • 12 Civil Service Board meetings and 8 days of hearings were held • 5 Citizens Review Board meetings were held 	<p>Budget</p> <p>Positions</p>	<p>\$454,868</p> <p>6.00</p>	<p>\$503,323</p> <p>6.00</p>	<p>\$511,401</p> <p>6.00</p>
Accomplishments				
<ul style="list-style-type: none"> • Provided web access to Council business agendas and attachments • Continued to add minutes and contract information to Image Silo for research purposes • Held 3 teambuilding sessions for City Clerk staff • Conducted diversity and ethics training for City Clerk staff • Published article in FYI about the convenience and use of Image Silo as a tool for City staff • The City Clerk web page had 136 subscribers for the Council agendas and 199 for Council minutes 				

SERVICE DELIVERY CHALLENGES

There are 6 full time employees in the City Clerk's Office. In February of 2006 one employee retired and one employee transferred to another City department. It has been a challenge to meet workload demands while working to fill these vacancies.

Budget Summary		FY05	FY06	FY07
City Clerk Services	Budget	\$ 454,868	\$ 503,323	\$ 511,401
	Positions	6.00	6.00	6.00
Total		\$ 454,868	\$ 503,323	\$ 511,401

City Clerk

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 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>				
<p>◆ Complete Council business meeting minutes within 28 business days 98% of the time</p>	100%	100%	98%	98%

<p>Decreases None</p> <p>Increases None</p>	<p>Council Amendments <u>Decreases</u> \$92 to reduce employee training funding.</p> <p>Unfunded None</p>
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City Manager

Summary		FY05	FY06	FY07
<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 six divisions: City Administration, Community Relations Committee, Corporate Communications, CharMeck Call Center (311), Economic Development Office, and Internal Audit.</p> <p style="text-align: center;">Vital Statistics</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 customer service to our customers • Provides structure to the City's overall economic development objectives 	<p>Budget</p> <p>Positions</p>	<p>\$8,777,933</p> <p>145.00</p>	<p>\$10,501,102</p> <p>169.50</p>	<p>\$12,202,074</p> <p>169.50</p>
Accomplishments				
<ul style="list-style-type: none"> • Participated in 237+ community projects facilitating dialogue and community action around issues of community harmony, diversity, conflict resolution, discrimination, and reconciliation • Received numerous local, regional, and national awards for publications and campaigns • Implemented automated subscription service for charmeck.org • Successfully launched the operation of CharMeck 311 Call Center, "One Stop" customer service point, enabling citizens to contact customer service representatives 24 hours per day, 7 days per week to obtain information about many services by dialing 311 				

SERVICE DELIVERY CHALLENGES

Diminished Funding

Loss of State grant funding will impact future service delivery in the remaining balances from prior year awards diminishes the Dependency Mediation Program operated by the Community Relations Committee (CRC).

CharMeck 311 Customer Service Call Center

311 faces many challenges as the newly created division grows and expands service delivery to the citizens of Charlotte and Mecklenburg County. The division is striving to become the benchmark for government customer contact centers worldwide by delivering efficient, accurate, and professional services to internal partners and external customers, 311's specific challenges include providing satisfactory services to the citizens of Charlotte and Mecklenburg County, reducing attrition, and securing adequate staffing to meet and maintain goals and metrics, and coverage needs.

Small Business Development

Entrepreneurs and small business owners are vital to the economy. The Economic Development Office's (EDO) strategic efforts include initiatives to sustain, maintain, and encourage Charlotte's substantial small business population and to support emerging entrepreneurs. The EDO will focus its collaborations with CPCC, Charlotte BizHub, Inc., Charlotte Chamber, other service partners and the private sector to provide training and development, networking, and contracting opportunities. The EDO will also fully implement the City to Business program for proactively calling on certified small businesses and small businesses within the City's Business District geography to connect them to resources and assistance needed.

Targeted Redevelopment in Business and Transit Corridors

Construction along the South Corridor began in FY06, and construction in the station areas has outpaced construction City-wide. New development for distressed corridors is planned to provide mixed-use projects for the Statesville/Oaklawn corridor, First Ward neighborhood, and infrastructure on North Brevard to support Alpha Mill and new housing. Initial planning for tax incremental financing districts, such as West Trade/Beatties Ford Road and Wilkinson/Thrift/Tuckaseege is currently underway.

City Manager

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Community Relations Committee				
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, and percent successfully resolved	1,203 95%	537 95%	600 90%	800 90%
Government Communications and Information				
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	6.1	6.3	6.2	6.2
CharMeck 311 Customer Service Call Center				
Services an average of 4,000 calls and approximately 350 in-person contacts per day regarding City and County Services.				
◆ Maintain less than 10% call abandonment rate	9%	<10%	<10%	<10%
Small Business Development Program				
Provides registration and certification services to small businesses and minority-owned and/or women-owned businesses, support to City Key Businesses in establishing yearly 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	n/a	9.44%	7%	7%

City Manager

Budget Summary		FY05	FY06	FY07
Community Relations Committee	Budget	\$ 1,109,455	\$ 1,850,191	\$ 1,101,705
	Positions	10.00	10.00	10.00
Government Communications and Information	Budget	\$ 2,050,001	\$ 1,520,134	\$ 1,657,208
	Positions	19.00	19.00	19.00
CharMeck 311 Customer Service Call Center	Budget	\$ 1,192,082	\$ 2,304,342	\$ 4,557,376
	Positions	72.00	94.00	94.00
Small Business Development Program	Budget	\$ 667,667	\$ 617,667	\$ 613,108
	Positions	12	11	11
Economic Development Office	Budget	\$ 1,117,015	\$ 1,537,951	\$ 1,606,877
	Positions	11	14	14
Internal Audit	Budget	\$ 803,501	\$ 827,188	\$ 759,890
	Positions	9.00	9.50	9.50
Support for Mayor & Council and Policy Development and Organizational Leadership	Budget	\$ 1,838,212	\$ 1,843,629	\$ 1,905,911
	Positions	12.00	12.00	12.00
Total		\$ 8,777,933	\$ 10,501,102	\$ 12,202,074
Total Positions		145.00	169.50	169.50

The 311 Call Center (311) began operation in FY06. For its initial year of operation 311 was funded by charging expenditures (personnel and operating) to the Key Business Units (KBUs) from which 311 was compiled. Mecklenburg County will pay separately for its pro rata share.

Beginning with FY07, 311 has its own budget. Therefore, the FY07 total for the consolidated City Manager's Office (in which 311 is located) reflects an increase that is simultaneously reflected as a decrease in the original General Fund KBUs (Police, Solid Waste Services, and Transportation). CM Utilities' share is reflected as an increase to the payment Utilities makes to the General Fund for indirect costs and an accompanying increase in this General Fund revenue amount.

Thus, \$2.1 million of the increase in the 311 Call Center budget for FY07 is the result of budget transfers from other Key Business Units and do not impact budget growth in the General Fund.

Budgeted Amounts Transferred to Support 311		
KBU	Positions	Budget
CM Utilities	14	\$664,920
Solid Waste Services	13	587,781
Police	12	552,838
Transportation	5	286,669
Totals	44	\$2,092,208

City Manager

<p>Decreases</p> <p>Economic Development \$76,896 is reduced from the Small Business Development Program by transferring one Management Analyst position to Business Support Services.</p> <p>Increases</p> <p>Corporate Communications \$74,400 is added to fund Channel 16 Issues Show to highlight Council's policy decisions and district issues as well as communicate bimonthly with citizens allowing in-depth explanations.</p> <p>\$15,000 is added to fund Streaming Media to deliver and promote on demand information American Disability Act compliant via both television and internet. This service would provide Council and Commission meetings and other video based services via Charneck.org.</p> <p>\$3,000 is added for Accessibility Training, a functional American Disability Act compliant website for citizens and site visitors.</p> <p>Economic Development \$35,000 is added for tax increment financing projects.</p> <p>\$25,000 is added for North Tryon Corridor project to perform a land use study reviewing transit economic development opportunities.</p> <p>\$10,000 is added for Eastland Mixed Use project to hire a consultant to determine how and what would be the mixed use catalyst for redevelopment of the Eastland Mall area.</p> <p>Council Amendments</p> <p><u>Decreases</u></p> <p>City Manager \$185 to reduce employee training funding.</p> <p>Community Relations \$154 to reduce employee training funding.</p> <p>Corporate Communications \$292 to reduce employee training funding.</p> <p>Customer Service - 311 Call Center \$1,445 to reduce employee training funding.</p> <p>Economic Development \$85,453 to eliminate funding for long-term vacancies.</p> <p>\$384 to reduce employee training funding.</p>	<p>Internal Audit \$59,955 to eliminate funding for long-term vacancies.</p> <p>\$146 to reduce employee training funding.</p> <p>Unfunded Unfunded requests totaling \$567,902 were requested by the City Manager's Office. Please see the appendix on page 118 for details of these requests.</p>
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Budget and Evaluation

Summary		FY05	FY06	FY07	
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, coordination of City Council's business agenda, and the implementation of the organization's performance management process.		\$1,143,914	\$1,220,875	\$1,262,208	
<p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Annual operating budget of \$903.4 million • Five-year Capital Investment plan of \$2.8 billion • Property tax revenue contributes 19.3% to total revenue • Preparation of 20 City Council meeting agendas (1,000 items annually) 		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 second lowest tax rate of the seven 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. 					
Performance Measures		Performance Achievement			
		FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Strategic Planning and Monitoring					
Recommends strategy and resource allocation for achievement of the City's vision and mission					
◆	1 of 3 lowest tax rates of the top 7 NC cities	2nd lowest	2nd lowest	1 of 3 lowest	1 of 3 lowest
◆	20% or less of revenues comprised of property tax	16.9%	19.3%	20%	20%
◆	Approved funding of requested capital needs	39%	29.4%	60%	60%
Program Evaluation and Policy Analysis					
Conducts or coordinates special studies and projects for the organization.					
◆	Conduct survey to measure effectiveness in facilitation, problem solving, and process/project management	n/a	n/a	7.0	7.0
Council Business Agenda Coordination					
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.					
◆	Survey of Mayor and Council (10 point scale)	8.25	7.91	7.5	7.5

Budget and Evaluation

Budget Summary		FY05	FY06	FY07
Budget and Evaluation Services	Budget	\$ 1,143,914	\$ 1,220,875	\$ 1,262,208
	Positions	13.00	13.00	13.00
Total		\$ 1,143,914	\$ 1,220,875	\$ 1,262,208

<p>Decreases None.</p> <p>Increases None</p>	<p>Council Amendments <u>Decreases</u> \$200 to reduce employee training funding.</p> <p>Unfunded None</p>
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Business Support Services

Summary		FY05	FY06	FY07
<p>With emphasis on mobility, technology, and procurement Business Support Services (BSS) provides corporate services including information technology infrastructure planning and management, fleet management and vehicle maintenance, radio and network communications, procurement of goods, disposition of surplus property, cable franchise, and competition expertise.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Responds to over 16,000 service calls for information technology support each year • Completes 39,000 work orders each year for maintenance and repair of 3,000 vehicles • Installs and maintains over 5,500 radios for City and County operations 	<p>Budget</p> <p>Positions</p>	<p>\$14,646,511</p> <p>186.50</p>	<p>\$14,757,092</p> <p>187.50</p>	<p>\$15,330,959</p> <p>191.50</p>
Accomplishments				
<ul style="list-style-type: none"> • Completed multiple phases of rebuilding the Public Safety 800 MHz Radio System under budget and ahead of schedule • Introduced hybrid technology and biodiesel fuel into fleet operations • Collaborated with Solid Waste Services (SWS) to redesign vehicle maintenance costing methods, contributing significantly to SWS winning the East Zone bid for services • Awards from the National Association of Governmental Purchasing, the National Purchasing Institute, the Carolinas Association of Governmental Purchasing, and the Exemplary Technology Systems in Government 				

SERVICE DELIVERY CHALLENGES

Information Technology Division (IT) Data and Network Security

The challenges facing IT include the continuation of incorporating available technology advances to optimize City services, while also ensuring the security of all computing systems is maintained. Specific focus includes data and network security issues, technology service enhancements, and maintaining technology infrastructure. Data and network security continues to be a priority as IT must continuously safeguard and monitor all City systems to ensure the integrity of the data and network systems. Safeguarding the networks, servers, and desktop computers against viruses in the decentralized computing infrastructure is an additional challenge. The budget adds two dedicated IT security staff positions to guard the City's data and ensure the services to the public are not interrupted.

Procurement Services – Decentralized purchasing practices

One of the greatest challenges for Procurement Services is the ability to access relevant purchasing data from the current financial and purchasing systems, and to analyze trends and forecast the widely-varying purchasing needs of City departments. A new procurement system with greater data tracking capabilities and a more centralized purchasing process would strengthen the ability to take advantage of economies of scale through the pooling of resources and purchasing power, greatly improving the cost effectiveness of all City department purchases.

Business Support Services

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Information Systems				
Provides support for computer applications, hardware, software, servers, data storage, and networking services				
◆ Percent of IT Help Desk calls inside CMGC and Old City Hall serviced within 2 business hours	93%	94%	85%	85%
◆ Percent of IT Help Desk calls outside CMGC and Old City Hall serviced within 4 business hours	90%	93%	90%	90%
Fleet Management				
Provides maintenance and repair of vehicles and performs fleet analysis and costing				
◆ Overall fleet availability	95%	96.5%	95%	95%
Procurement and Contracting				
Provides for acquisition of goods and services for the City and County through competitive bidding				
◆ Percent of contract award recommendations accepted by elected boards as recommended.	100%	100%	95%	95%
Radio Services				
Provides management and maintenance support for the 800 MHz radio communication system				
◆ Percent of time radio system is available	99.98%	99.99%	99.99%	99.98%

Budget Summary		FY05	FY06	FY07
Information Systems	Budget	\$ 10,139,437	\$ 9,341,179	\$ 9,794,350
	Positions	51.50	52.50	56.50
Strategic Technology Planning	Budget	\$ 477,520	\$ 485,063	\$ 504,239
	Positions	5.00	5.00	5.00
Communications	Budget	\$ 1,949,627	\$ 2,809,018	\$ 2,833,577
	Positions	23.25	23.25	23.25
Fleet Management	Budget	\$ 651,584	\$ 598,735	\$ 601,642
	Positions	89.00	89.00	89.00
Procurement and Contracting	Budget	\$ 1,428,343	\$ 1,523,098	\$ 1,597,152
	Positions	17.75	17.75	17.75
Total Budget		\$ 14,646,511	\$ 14,757,092	\$ 15,330,959
Total Positions		186.50	187.50	191.50

Business Support Services

Decreases
None

Increases

\$205,235 is added to BSS' Information Technology (IT) division to fund 2 system administrator positions to support the Utility Management System. (100% of this additional cost will be paid by the Charlotte-Mecklenburg Utility and Storm Water enterprise operating funds.)

\$104,107 is added to BSS' IT division to fund 2 Security Engineer positions to ensure security of the City's information systems infrastructure.

\$76,896 is added for 1 Management Analyst position transferred from the Economic Development Division (no additional funding - an equal amount is reduced from Economic Development).

Council Amendments

Decreases

\$2,945 to reduce employee training funding.

Unfunded

Unfunded requests totaling \$8,747,659 were requested by Business Support Services. Please see the appendix on page 119 for details of these requests.

Finance

Summary		FY05	FY06	FY07
<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 254,000 accounts for the Charlotte-Mecklenburg Utility Department and the City/County Storm Water Services, providing technical and business 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>	Budget	\$9,250,946	\$10,249,511	\$10,933,482
	Positions	102.00	103.00	103.00
<p>Vital Statistics</p> <ul style="list-style-type: none"> • Manages over \$3 billion in outstanding debt • Processes approximately 73,000 vendor payments annually • Manages over \$1.7 billion cash and investments portfolio 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Migrated financial reporting to the GEAC Financial System MPC Budget Module to enhance reporting capabilities and successfully prepare the financial statements • Implemented GEAC's Active Client product to provide graphical-user-friendly-interface access to the financial system • Awarded for the 20th consecutive year by the Government Finance Officers Association a Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report 			

SERVICE DELIVERY CHALLENGES

Re-establish Debt Capacity

Operating budget pressures, rising interest rates, and structural reductions in revenue sources such as sales tax revenue has resulted no capacity for the City to issue further debt to meet upcoming capital needs. A key component of an "AAA" credit rating city is the ability to continue to adequately fund future capital needs. In order to maintain the exceptional credit the City has held for the last four decades, additional revenue sources need to be set aside for the capital program.

Integrated Revenue Collections

The Revenue Division is working with Internal Audit to improve compliance with NC General Statutes related to billing, collection, and deposit of City monies. The ongoing processes of evaluating and maintaining balanced resource levels in the Revenue Division continue to be important. Additionally, the existing cashiering system needs to be replaced with a new system. This will present an opportunity to further pursue integrated services.

Mainframe End-of-Life

Finance and BSS-IT have initiated a major project to transition the City's mainframe applications from Mecklenburg County to the State of North Carolina's mainframe. Equally challenging is the replacement of the Receivables Asset Management System.

Finance

Performance Measures

Performance Achievement

	FY04 Actual	FY05 Actual	FY06 Target	FY07 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	n/a	n/a	\$2 million	\$2 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	10/31/03	10/29/04	10/31/05	10/31/06
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 utilizing e-business service for utility payments	16.8%	23.82%	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	1.4%	1.4%	1.3%	1.3%

Budget Summary		FY05	FY06	FY07
Financial Management	Budget	\$ 1,056,441	\$ 1,181,103	\$ 1,217,134
	Positions	10.00	11.00	11.00
General Accounting	Budget	\$ 2,253,389	\$ 2,689,578	\$ 2,594,077
	Positions	37.00	38.50	38.50
Revenue Management	Budget	\$ 3,561,435	\$ 4,188,415	\$ 4,735,970
	Positions	30.00	28.50	28.50
Risk Management	Budget	\$ 2,029,375	\$ 2,190,416	\$ 2,386,301
	Positions	25.00	25.00	25.00
Total		\$ 8,900,641	\$ 10,249,511	\$ 10,933,482
Total Positions		102.00	103.00	103.00

Finance

Decreases

\$4,200 is reduced from Finance's Revenue Division for maintenance of the old cashiering system being eliminated.

Increases

\$250,000 is added to the Revenue Division for the purchase of a new automated cashiering system to manage the receipt and deposit of funds received by the City. (100% of this additional cost will be paid by the Charlotte-Mecklenburg Utility and Storm Water enterprise operating funds.)

\$59,764 is added to the Revenue Division to cover rising costs for postage.

\$42,546 is added to the Revenue Division for technology maintenance and support of the Utility Management System.

\$29,459 is added to the Business Systems Division to provide technology refresh funding.

Council Amendments

Decreases

\$59,965 to eliminate funding for long-term vacancies.

\$1,199 to reduce employee training funding.

Unfunded

Unfunded requests totaling \$241,722 were requested by Finance. Please see the appendix on page 120 for details on these requests.

Human Resources

	FY05	FY06	FY07
Summary			
<p>Human Resources (HR) partners with other key businesses to provide human capital strategies and core human resources services. Key human capital strategies include positioning the City to compete for and retain quality employees now and in the future. Human Resources core services include: recruitment, compensation, employee relations, benefits enrollment and management, consulting services, human resources management system, and payroll services.</p>	Budget	\$3,407,163	\$3,089,804
	Positions	32.50	32.50
Vital Statistics			
<ul style="list-style-type: none"> • Supports over 6,000 employees and 1,740 retirees annually • Comprised of 32.5 FTE (one frozen) and three divisions: HR Administration, HR Management Systems, and Organizational Learning and Development • Processes an average of 43,000 employee applications annually 			
	Accomplishments		
	<ul style="list-style-type: none"> • The disease management program continues to produce returns on investment improving to 4:1 • The Enhanced Wellness Program has had many successes: 856 employees participated in 8-week walking challenge, 15 onsite prostate screening sessions, Breast Cancer Awareness education, 403 pounds collectively lost in Take off a Ton program, and 465 blood pressure screenings • PeopleSoft 8.9 upgrade and enhancements completed • Web Link pilot project placed computer kiosks in worksites that are currently without computer access • In the first half of FY06, City employees earned 2,017 new certificates and 35 new educational degrees 		

SERVICE DELIVERY CHALLENGES

Workforce Planning and Diversity

The HR analyst position frozen in FY06 had been responsible for the City's workforce planning and diversity efforts. Without this position, HR does not have the staff resources to make significant progress with workforce planning or diversity. Workforce planning maps out strategies to fill the gap from the current workforce to the workforce needed to meet the City's goals. Workforce planning is also an effective vehicle to incorporate diversity into the fabric of the City's organizational culture.

Health Care Cost Containment

The City continues to aggressively manage health care costs through its disease management and enhanced wellness programs. One of the more difficult aspects of this challenge is finding the appropriate balance between individual and corporate responsibility for employees' health.

Maintaining Competitive Pay Systems with Limited Resources

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.

Developing Employee Skills to Maintain and Enhance Productivity

In FY06 approximately \$300,000 was eliminated from various training budgets. Approximately half of that amount came from HR, and the remaining was in KBU training budgets. Given the speed at which changes occur in the workplace (particularly technology changes) HR believes this reduction will have a detrimental effect on productivity. This funding is not restored in the FY07 budget.

Human Resources

Performance Measures	Performance Achievement			
	FY04 Actual	FY05 Actual	FY06 Target	FY07 Target
Compliance, Recruitment, and Retention				
Ensures compliance and cost avoidance with federal and state laws. Provides essential recruiting and retention efforts.				
◆ Turnover rate: ≤ 3% for public safety; ≤ 8% for all other employees	7.6%	2.0% 6.1%	≤3% ≤8%	≤3% ≤8%
Employee Benefits Services				
Administers programs in accordance with Council philosophy of providing employees moderate levels of income protection against unexpected health, life, and disability risk.				
◆ Control costs through health screening program's return on investment (ROI)	n/a	n/a	n/a	1.5:1 ROI
◆ Control costs through disease management program's return on investment	1.4:1 ROI	4:1 ROI	5:1 ROI	6:1 ROI
Employee Training and Organizational Development				
Provides ongoing training and development programs for employees and management to create a skilled workforce.				
◆ Assess workforce for ability to provide effective services to a diverse citizenry	n/a	100% KBU training plans complete	>certification & degrees	>certification & degrees
Human Resources Management Services				
Manages the integrated Human Resources and Payroll System of employees and retirees. Maintains employment-related records.				
◆ Successful implementation of PeopleSoft 8.9	n/a	n/a	Complete 4/03/06	n/a

Human Resources

<p>Decreases None</p> <p>Increases \$850 in increased postage costs to mail W-2's.</p> <p>Council Amendments <u>Decreases</u> \$500 to reduce employee training funding.</p> <p>Unfunded Unfunded requests totaling \$101,128 were requested by Human Resources. Please see the appendix on page 120 for details on these requests.</p>	
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Budget Summary		FY05	FY06	FY07
Compliance, Recruitment and Retention	Budget	\$ 951,005	\$ 951,937	\$ 1,011,811
	Positions	9.75	9.75	9.75
Employee Compensation Services	Budget	\$ 242,074	\$ 242,311	\$ 257,552
	Positions	2.50	2.50	2.50
Employee Benefits Services	Budget	\$ 536,021	\$ 536,546	\$ 570,293
	Positions	5.50	5.50	5.50
Employee Training and Organizational Development	Budget	\$ 751,571	\$ 576,770	\$ 665,221
	Positions	9.50	9.50	9.50
Human Resources Management Services	Budget	\$ 926,493	\$ 782,239	\$ 794,393
	Positions	5.25	5.25	5.25
Total		\$ 3,407,163	\$ 3,089,804	\$ 3,299,270
Total Positions		32.50	32.50	32.50

Non-Departmental Accounts

The City of Charlotte uses these "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>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>
EMPLOYEE RELATED		
Retiree Insurance Provides the City's share for retired General Fund employees in the health insurance program. Of the 1,533 current retirees, 931, or 61%, are Police and Fire retirees.	\$7,059,105	\$7,950,852
Other Administration Funds the amortized cost of the FY03 pay-week change. This cost will end after FY09.	\$337,975	\$407,546
Wellness Program Provides funding for the work-life diversity program and other employee recognition activities.	\$178,585	\$178,585
Employee Training Program Provides funding for Citywide training for programs common to all Key Business Units.	\$165,413	\$165,413
Firefighter's Retirement Represents the appropriation for the cost of the actuarial study required by law.	\$18,000	\$18,000
Targeted Pay Adjustment Provides funding for automatic movement of labor and trade employees to 80% of the market median. Example: Solid Waste Services equipment operators	\$0	\$150,747
Total Employee Related Expenses	\$7,759,078	\$8,871,143
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.	\$14,595,404	\$12,824,877
Municipal Debt-Interest on Investments Transfers the interest earned on invested areas of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	\$2,875,000	\$3,248,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>
CONTRIBUTIONS TO OTHER FUNDS - CONT.		
Street Resurfacing Provides supplemental funding to the Powell Bill for increased level of street resurfacing. The City's street quality rating has declined in recent years due to higher material costs, a decrease in Powell Bill funding from the State, and several significant weather events. This contribution from the General Fund helps improve the street quality rating and decrease the street resurfacing cycle. The City Manager recommended \$3,250,000; per Council amendment funding was increased by \$1,011,000.	\$0	\$4,261,000
Public Safety Grants Transfers Assets Forfeiture funds to the Public Safety Grant Fund	\$84,426	\$0
Arboretum Fire Station Transfers funds to Pay-As-You-Go to purchase land for infill fire station in the Arboretum area (Providence Road and Highway 51). The Fire Department has prioritized an infill fire station in this location in order to improve coverage and response time.	\$800,000	\$0
Total Contribution to Other Funds	\$18,354,830	\$20,333,877
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.	\$320,561	\$321,950
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. The contribution increases at a growth rate set by Engineering and Property Management.	\$225,000	\$278,100
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.	\$75,553	\$77,059
Advantage Carolina Provides the City's contribution towards a public/private partnership with the Charlotte Chamber of Commerce designed to improve the economic vitality and quality of life in the region through regional planning, corporate headquarters recruitment, and other initiatives. The City committed to contributing five annual installments, for a total pledge of \$1 million, beginning in FY03. However, the FY06 budget adopted by Council reduced the annual payment to \$75,000 for FY06. The Chamber has requested \$131,250 for FY07 and FY08.	\$75,000	\$131,250
Sister Cities Supports an international cultural exchange program.	\$58,909	\$60,046
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.	\$2,500	\$2,500
Total Cultural and Community Agencies	\$3,699,523	\$3,812,905

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>
COUNTY ADMINISTERED		
County Storm Water Provides for the City's payment of its County storm water fees.	\$1,441,401	\$1,441,401
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.	\$1,400,000	\$1,576,007
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees. An increase is projected for administrative costs associated with the business privilege fee increase.	\$552,000	\$625,000
Total County-Administered	\$3,393,401	\$3,642,408
OTHER ACCOUNTS		
Street Lighting Represents the operating costs for the City's street lighting program.	\$7,159,891	\$7,200,000
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. Per Council amendment the fee remained constant at the FY06 level.	\$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.	\$2,526,181	\$2,892,024
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.	\$1,433,000	\$2,136,380
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$315,000	\$315,000
Charlotte-Mecklenburg Government Center Parking Provides funding for operation, utilities, and maintenance of the CMGC parking deck.	\$302,593	\$314,694
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.	\$300,819	\$396,163
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 process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.	\$300,000	\$300,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>
OTHER ACCOUNTS-CONT.		
<p>Road Use Tax Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.</p>	\$200,000	\$200,000
<p>CIAA Men's Basketball Tournament The City successfully won the rights to host the CIAA Men's Basketball Tournament for three years beginning in FY06. The City committed \$200,000 per year over the three year period as a component of the bid package.</p>	\$200,000	\$200,000
<p>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 that is unfunded.</p>	\$197,924	\$209,255
<p>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.</p>	\$174,644	\$111,881
<p>Federal Program Representative Provides the contract for local government liaison with the federal government.</p>	\$98,000	\$98,000
<p>Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.</p>	\$88,858	\$90,635
<p>Charlotte Regional Partnership Provides the City's contribution for developing an economic strategy for the Charlotte region. Prior years' annual support totaled \$110,539 and included \$25,000 for the Partnership's Film Division. However, the FY06 budget adopted by Council reduced the annual payment to \$75,000 in FY06. The City Manager recommended restoring funding to previous grant amount. Per Council amendment, the contribution remained constant at the FY06 level.</p>	\$75,000	\$75,000
<p>Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit.</p>	\$41,186	\$37,100
<p>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. The City Manager recommended \$200,000; per Council amendment funding was reduced to \$100,000.</p>	\$34,337	\$100,000
<p>Independence Plaza Parking Funds the ground lease agreement.</p>	\$25,000	\$25,000
<p>Protocol Services Provides assistance to City officials with regards to visiting dignitaries and international protocol.</p>	\$17,800	\$17,800
<p>Citizens Review Board Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints.</p>	\$11,000	\$11,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>
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.	\$156,441	\$500,000
City Burials Funds burials in City-owned cemeteries for indigent citizens.	\$3,000	\$3,000
Total Other Accounts	\$18,199,964	\$19,772,222
Total Non-Departmental Accounts	\$51,406,796	\$56,432,555

Non-Departmental Accounts	FY2006 Revised Budget	FY2007 Budget
Employee Related Expenses	\$7,759,078	\$8,871,143
Contributions to Other Funds	18,354,830	20,333,877
Cultural and Community Agencies	3,699,523	3,812,905
County-Administered	3,393,401	3,642,408
Other Accounts	18,199,964	19,772,222
Total Non-Departmental Services	\$51,406,796	\$56,432,555

General Fund Financial Partners

	FY05 Funding	FY06 Funding	FY07 Request	FY07 Budget
Advantage Carolina	\$200,000	\$75,000	\$131,250	\$131,250
Arts & Science Council	3,017,000	2,942,000	2,942,000	2,942,000
Charlotte Regional Partnership	110,539	75,000	137,533	75,000
Charlotte Center City Partners	1,756,676	1,753,077	1,821,754	1,825,877
Mayor's International Cabinet	74,845	75,553	104,741	77,059
Sister Cities	58,560	58,909	86,974	60,046
University City Partners	163,690	163,690	168,600	168,600
United Family Services-Victim Assistance	319,213	320,561	373,497	321,950
New Requests for Funding:				
Charlotte-Mecklenburg Crime Stoppers	0	0	35,000	0
Total General Fund Partners	\$5,700,523	\$5,463,790	\$5,801,349	\$5,601,782

Neighborhood Development Financial Partners

	FY05 Budget	FY06 Budget	FY07 Request	FY07 Budget
Bethlehem Center of Charlotte	\$199,207	\$199,207	\$201,207	\$199,207
Charlotte Housing Authority Relocation Services	2,000,000	1,900,000	1,500,000	1,500,000
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	2,000,000	2,000,000
Community Link (formerly UJAMMA, Inc.)	210,000	210,000	235,000	210,000
Crisis Assistance Ministries	380,000	380,000	450,000	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	59,925	57,735
Regional HIV/AIDS Consortium (HOPWA)	571,000	565,000	593,250	597,000
YMCA Community Development	48,699	48,699	50,160	48,699
YWCA Central Carolinas After School Enrichment	114,546	114,546	114,546	114,546
United Family Services - Consumer Credit Counseling & Housing Services	170,000	170,000	458,888	170,000
Total Neighborhood Development Partners	\$6,602,617	\$6,496,617	\$6,514,406	\$6,128,617

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 FY07 is \$4,353,139,394. Recommended budget continues the current MSD tax rate of 1.74 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY06 Budget</u>	<u>FY07 Budget</u>
Revenues		
Property Taxes	\$704,904	\$738,510
Total Municipal Service District 1 Revenues	\$704,904	\$738,510
Expenditures		
Contractual Services	\$695,655	\$729,061
City Services	9,249	9,449
Total Municipal Service District 1 Expenditures	\$704,904	\$738,510

District 2 (Center City): Assessed value for FY07 is \$1,740,579,583. Recommended budget continues the current MSD tax rate of 1.24 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY06 Budget</u>	<u>FY07 Budget</u>
Revenues		
Property Taxes	\$188,286	\$210,436
Total Municipal Service District 2 Revenues	\$188,286	\$210,436
Expenditures		
Contractual Services	\$185,816	\$207,744
City Services	2,470	2,693
Total Municipal Service District 2 Expenditures	\$188,286	\$210,436

Municipal Service Districts

District 3 (Center City): Assessed value for FY07 is \$2,026,180,721. Recommended budget continues the current MSD tax rate of 2.71 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY06 Budget</u>	<u>FY07 Budget</u>
Revenues		
Property Taxes	\$539,922	\$535,368
Total Municipal Service District 3 Revenues	\$539,922	\$535,368
Expenditures		
Contractual Services	\$512,238	\$507,300
City Services	27,684	\$28,068
Total Municipal Service District 3 Expenditures	\$539,922	\$535,368

District 4 (South End): Assessed value for FY07 is \$524,433,240. Recommended budget continues the current MSD tax rate of 6.68 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY06 Budget</u>	<u>FY07 Budget</u>
Revenues		
Property Taxes	\$319,965	\$341,563
Total Municipal Service District 4 Revenues	\$319,965	\$341,563
Expenditures		
Contractual Services	\$315,767	\$337,193
City Services	4,198	\$4,370
Total Municipal Service District 4 Expenditures	\$319,965	\$341,563

District 5 (University City): Assessed value for FY07 is \$665,844,686. Recommended budget continues the current rate of 3.00 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY06 Budget</u>	<u>FY07 Budget</u>
Revenues		
Property Taxes	\$178,384	\$194,760
Total Municipal Service District 5 Revenues	\$178,384	\$194,760
Expenditures		
Contractual Services	\$159,721	\$168,600
City Services	3,969	\$0
Total Municipal Service District 5 Expenditures	\$163,690	\$168,600
Reserved for Future Years	\$14,694	\$26,160

Unfunded Requests

Charlotte-Mecklenburg Police

\$726,696 for unfunded position requests, including 4 camera monitors, passenger vehicle for hire administrator, CTS Security, CTS Server administrator, Citizen on Patrol administrator, Animal Control Bureau Volunteer coordinator, 3 Research and Planning Management Analysts

\$932,000 to increase current level expenses for overtime, fuel, and miscellaneous equipment

\$34,000 to cover cost of motor leases previously covered through grant funds

\$20,000 to continue operation of spay/neuter van

\$9,000 to provide insurance for lake patrol vehicles

Fire

\$1,168,501 for one new Ladder Company (18 Firefighter positions) to serve the Arboretum and South Charlotte areas

\$1,467,829 for one new Engine Company (18 Firefighter positions and one truck) to serve the Arboretum and South Charlotte areas

\$1,024,300 for one replacement Aircraft Rescue Firefighting truck at the Airport

\$884,800 for additional fire apparatus funds to ensure a dependable reserve fleet. This amount represents 10% of the replacement value of 9 Engines, 4 Ladders, and 2 Rescue trucks, plus a 3.5% adjustment for price increases.

\$383,658 to acquire 35 new portable radios and replace 88 existing outmoded 800Mhz radios that have either reached the end of life cycles, are no longer manufactured, cannot be upgraded to digital, or are unrepairable.

\$270,000 for medical and physical examinations for Firefighters

\$267,956 in current level increases to cover rising costs for educational reimbursements, training, janitorial supplies, and physical training equipment

\$173,290 for expanded recruitment and training efforts, including one new Battalion Chief to coordinate an enhanced minority recruitment effort

\$124,975 for two new positions to provide budgetary and administrative support

\$36,682 for elimination of vacancy rate reductions associated with non-uniform emergency response positions with minimum staffing requirements in Fire Prevention, Communications, and Investigations

\$25,000 to conduct a needs study for a consolidated Fire Department facility for Fire Administration, Communications, Prevention, Investigations, and Logistics

Unfunded Requests

Solid Waste Services

\$230,705 for increased fuel needs

\$55,773 in travel, training and conferences

\$46,271 for a Customer Service/Receptionist position to help with customer service calls transferred from 311 Call Center

Transportation

\$4,239,000 to implement a 12-year resurfacing schedule. (Note: \$4.26 million is included in the budget for an 16-year resurfacing schedule.)

\$4,750,000 for a sidewalk and curb and gutter repair program. (Note: The sidewalk and curb and gutter repair program is partially included funded by Pay-As-You-Go at \$2,750,000 in the Capital budget.)

\$413,768 in current level line items increases

\$330,000 to implement an electronic inventory system for traffic signals, signs, markings, and directional pavement arrows

\$300,000 for handheld computers and GIS technology to enhance field crew efficiency

\$277,007 to add 4 positions for one signalized intersection loop replacement crew

\$260,456 to implement a recruit and retain reorganization strategy in Street Maintenance

\$100,000 to replace the current labor cost system

\$50,000 to develop a software application for utility management of right-of-ways

\$47,000 to purchase equipment and provide building modifications to produce signs and pavement markings with larger lettering for better legibility

\$27,500 to convert the traffic control system from a DOS-based to a Windows-based operating system

\$26,000 for a fiber optic connection between the new Street Maintenance facility and the Government Center

\$25,000 for expansion of the existing file server for coordinated signal systems

Neighborhood Development

\$138,334 for 2 additional staff positions to expand efforts in revitalizing neighborhoods and expand capabilities to serve transitioning neighborhoods

\$100,000 for vehicle replacement of aging fleet

Unfunded Requests

\$100,000 in FY07 and FY08 to contract with a third-party expert in child care/out of school activities to administer the After School Enrichment Program

\$75,285 for Code Enforcement to adjust pay to compensate code enforcement staff for increased responsibility

\$69,167 for a staff position to serve as a Neighborhood Ombudsman in transitioning neighborhoods

\$67,832 for a graffiti inspector to assist property owners in dealing with the growing graffiti issue

Engineering & Property Management

\$435,000 to replace the work management system in building maintenance and landscape management

\$252,062 in current level line item increases

\$200,000 to add 4 positions: 3 positions to address traffic safety concerns on tree trimmer crews, 1 position to monitor tree trimmer contracts, and additional contractual funding for removal of dead trees

\$157,060 to add 2 positions for landscape management contract supervision

\$135,201 (reimbursed through user fees) to add 2 positions for zoning plan reviews

\$117,524 (reimbursed through Charlotte Area Transit System) to add 1 position to provide building maintenance services for the new rail maintenance facility

\$91,254 (reimbursed through the capital program) to add 1 position to implement enhanced applications of the department's capital project delivery system

\$76,652 (reimbursed through user fees) to add 1 position for land development plan review

\$75,000 to replace the work management system in real estate

\$68,574 (reimbursed through the capital program) to add 1 position for administration of professional services and construction contracts. (Note: the request was for 2 positions and 1 position is recommended for funding)

\$65,500 (reimbursed through user fees) to add 1 position for land development urban forestry

\$60,000 for landscape projects at fire stations

\$57,729 (reimbursed through the capital program) to add 1 position to manage digital plans and provide Small Business Opportunities support

\$46,526 (reimbursed through user fees) to add 1 position for land development customer service

Unfunded Requests

Charlotte-Mecklenburg Planning

\$112,830 to bring 33 staff positions to 90% of market rate

\$72,201 for a Hearing Examiner position to provide case support for the Zoning Board of Adjustment

Aviation

None

Charlotte Area Transit System

None

Charlotte-Mecklenburg Utilities

None

Mayor and City Council

None

City Attorney

\$24,000 for laptop computers for attorneys to increase productivity and support outside office activities

\$9,700 for voice and data devices for attorneys to support work outside of the office

City Clerk

None

City Manager

City Manager

\$7,850 in current level increases including telecommunications and subscriptions

Corporate Communications

\$133,065 in current level increases including postage, printing and publishing, technology supplies/services, advertising, maintenance and repair of both non-self propelled equipment and motorized equipment, travel and meetings, employee reimbursed training expenses, training conferences and meetings, motor fuels and lubricants, office supplies, other specialized departmental supplies, and other miscellaneous contractual services

\$92,000 for printing and mailing the Annual Report, an unmediated print opportunity to provide each City of Charlotte household with information of Council's priorities, the City's strategic objectives, and the organization's performance and financial picture

\$45,000 for Advertising/Marketing to raise awareness of City services (Government Channel, City Page, C-mail, Website, neighborhood and public meetings, CharMeck 311) through ads, brochures, and public outreach activities

Unfunded Requests

\$42,000 for City Notes, water bill inserts, to raise awareness of City services reaching more than 600,000 citizens

\$42,000 for CMPD Today, programming to communicate about important citizens' issues

\$40,000 for State of the City Ads for quarterly local print English and Spanish State of the City ads to supplement the Annual Report

\$14,000 for Special Video Projects for production of special training videos and projects produced for City departments

\$12,480 for a Tape Librarian part-time position to organize, recycle, shelve, and catalog tape database, fulfill many internal/external client copy requests of Council meetings, Government Channel programming, video projects, shows, and nightly news casts

\$10,000 for Foreign Language Translations to provide translations of key service information to enable the City to connect with a broader range of citizens

CharMeck 311 Customer Service Center

\$1,772 in current level telecommunications increases

Internal Audit

\$95,336 in current level increases including printing and publishing, technology supplies/services, travel and meetings, training conferences and meetings, dues and subscriptions, office supplies, and other miscellaneous contractual services

Economic Development

\$32,399 in current level increases including telecommunications, printing and publishing, advertising, automobile allowances, travel and meetings, training conferences and meetings, fees, office supplies, and other miscellaneous contractual services

Budget and Evaluation

None

Business Support Services

\$3,144,020 for 25 technology-related projects, including enhanced internet/intranet and Web-based applications and infrastructure, electronic document management, and updated city-wide computer network infrastructure, storage, applications, and software

\$1,930,000 for deployment of WiMAX, a wide area, high speed, wireless network covering the entire Charlotte-Mecklenburg metropolitan area. Currently multiple City departments are considering developing wide area wireless networks for their individual needs and use. Creating one enterprise wide area wireless network eliminates duplication of effort, cost, and resources.

\$1,037,355 for Geographic Information Systems (GIS) infrastructure, applications, and related address data coordination

Unfunded Requests

\$741,353 in current level increases to cover rising costs for IT Help Desk services, computer software licenses, Anti-SPAM and website security software, off-site building rent and utilities, and radio system maintenance contracts

\$675,992 in current level increases to reinstate frozen, unfunded positions, and cover employee retirement payouts

\$600,000 to acquire a new automated procurement system

\$365,289 in Equipment Management Division for technology upgrades in maintenance shops for barcoding, connectivity, and wireless communications, as well as 3 new vehicle maintenance Service Writer positions, 1 Surplus Property Storekeeper, and 1 Surplus Property Administrative Assistant.

\$128,650 for two positions to support procurement services and contract administration

\$125,000 for consulting and application software to develop a City-wide Strategic Technology Planning infrastructure that will provide a complete and accurate inventory and future-needs plan for all City computer hardware, software, connectivity, and standards for technology use

Finance

\$90,812 for one new Business Systems Analyst position in the Business Systems Division to assist with process and procedures improvements to the GEAC Financial System

\$80,816 to reinstate two frozen, unfunded positions in the Accounting Division

\$47,778 for one new Investment Analyst position in the Treasury Division to assist with management of the City's investment portfolio

\$22,316 to provide maintenance and support for the new RAMS accounts receivable system

Human Resources

\$80,550 to unfreeze a Workforce Planning & Diversity analyst position

\$19,000 for maintenance and licensing agreement for Oracle software

\$1,578 in Dues and Subscriptions

Summary Schedules

City of Charlotte Summary of Tax Levies City-wide

	FY2004 Budget	FY2005 Budget	FY2006 Budget	FY2007 Budget
City-wide Assessed Valuation (in Dollars)				
Assessed Property Value	\$60,887,248,478	\$62,692,000,842	\$65,219,209,806	\$67,250,148,956

City-wide Tax Rate Per \$100 Valuation				
Fund				
General	0.3480	0.3550	0.3570	0.3698
Municipal Debt Service	0.0540	0.0470	0.0470	0.0737
Pay-As-You-Go	0.0180	0.0180	0.0160	0.0151
Total City-wide Tax Levy	0.4200	0.4200	0.4200	0.4586

City-wide Tax Levy				
Fund				
General	\$206,020,037	\$215,792,387	\$225,011,765	\$240,621,402
Municipal Debt Service	31,983,955	27,817,745	27,713,124	48,083,841
Pay-As-You-Go	10,656,708	10,974,930	10,074,197	9,819,053
Storm Water				
Total City-wide Tax Levy	\$248,660,700	\$254,585,062	\$262,799,086	\$298,524,296

Summary Schedules

City of Charlotte Summary of Tax Levies Municipal Service District 1

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Property					
Real	3,347,188,440	3,147,662,492	3,157,100,610	3,381,995,029	7.12%
Personal	854,999,826	881,479,266	866,083,872	853,263,812	-1.48%
State Certified	150,839,082	138,805,965	131,865,667	117,880,553	-10.61%
Total MSD 1 Assessed Valuation	\$4,353,027,348	\$4,167,947,723	\$4,155,050,149	\$4,353,139,394	4.77%

Municipal Service District 1 Tax Rate Per \$100 Valuation

Municipal Service District 1	0.0174	0.0174	0.0174	0.0174	0.00%
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Municipal Service District 1 Tax Levy Summary

Total Municipal Service District 1 Tax Levy	\$755,762	\$736,368	\$704,904	\$738,510	4.77%
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Summary Schedules

City of Charlotte Summary of Tax Levies Municipal Service District 2

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Property					
Real	1,287,604,169	1,085,403,950	1,093,036,208	1,279,187,691	17.03%
Personal	354,281,551	385,896,286	378,469,484	372,971,530	-1.45%
State Certified	98,371,175	90,383,190	85,864,031	88,420,362	2.98%
Total MSD 2 Assessed Valuation	\$1,740,256,895	\$1,561,683,426	\$1,557,369,723	\$1,740,579,583	11.76%

Municipal Service District 2 Tax Rate Per \$100 Valuation

Municipal Service District 2	0.0124	0.0124	0.0124	0.0124	0.00%
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Municipal Service District 2 Tax Levy Summary

Total Municipal Service District 2 Tax Levy	\$212,503	\$198,165	\$188,286	\$210,436	11.76%
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Summary Schedules

City of Charlotte Summary of Tax Levies Municipal Service District 3

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Property					
Real	1,563,640,450	1,574,574,479	1,578,122,550	1,593,439,642	0.97%
Personal	443,372,483	450,270,401	441,977,815	421,498,766	-4.63%
State Certified	25,437,965	24,544,699	23,317,464	11,242,313	-51.79%
Total MSD 3 Assessed Valuation	\$2,032,450,898	\$2,049,389,579	\$2,043,417,829	\$2,026,180,721	

Municipal Service District 3 Tax Rate Per \$100 Valuation

Municipal Service District 3	0.0271	0.0271	0.0271	0.0271	0.00%
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Municipal Service District 3 Tax Levy Summary

Total Municipal Service District 3 Tax Levy	\$554,821	\$553,814	\$539,922	\$535,368	-0.84%
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Summary Schedules

City of Charlotte Summary of Tax Levies Municipal Service District 4

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 Revised <u>Budget</u>	FY2007 <u>Budget</u>	Percent Change (FY06 to FY07)
Property					
Real	413,774,632	412,994,020	413,692,547	438,564,065	6.01%
Personal	78,047,782	77,846,572	76,809,340	83,853,518	9.17%
State Certified	1,028,993	809,151	768,693	2,015,657	162.22%
Total MSD 4 Assessed Valuation	\$492,851,407	\$491,649,743	\$491,270,580	\$524,433,240	6.75%

Municipal Service District 4 Tax Rate Per \$100 Valuation

Municipal Service District 4	0.0668	0.0668	0.0668	0.0668	0.00%
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Municipal Service District 4 Tax Levy Summary

Total Municipal Service District 4 Tax Levy	\$315,998	\$326,375	\$319,965	\$341,563	6.75%
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Summary Schedules

City of Charlotte Summary of Tax Levies Municipal Service District 5

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Property					
Real	557,569,306	525,842,539	529,584,254	583,666,955	10.21%
Personal	68,063,847	81,691,414	80,276,323	82,177,731	2.37%
State Certified	-	-	-	-	
Total MSD 5 Assessed Valuation	\$625,633,153	\$607,533,953	\$609,860,577	\$665,844,686	9.18%

Municipal Service District 5 Tax Rate Per \$100 Valuation

Municipal Service District 5	0.0300	0.0300	0.0300	0.0300	0.00%
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Municipal Service District 5 Tax Levy Summary

Total Municipal Service District 5 Tax Levy	\$183,977	\$189,573	\$178,384	\$194,760	9.18%
Total MSD Revenue	\$2,023,061	\$2,004,295	\$1,931,461	\$2,020,637	4.62%

Summary Schedules

**City of Charlotte
All Funds
Summary of Expenditures
(Net of Transfers¹)
FY 2007**

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 394,899,964	\$ -	\$ 394,899,964
Water and Sewer	91,062,243	77,723,000	168,785,243
Charlotte Area Transit (CATS)	89,260,823	103,325,151	192,585,974
Aviation	74,112,811	134,804,667	208,917,478
Storm Water Utility	13,594,664	22,210,000	35,804,664
Debt Service	180,680,943		180,680,943
Powell Bill	22,659,693		22,659,693
Convention Center	12,465,083		12,465,083
Neighborhood Development Grants	12,691,487		12,691,487
Public Safety Grants	712,417		712,417
Public Safety 911 Services	4,800,000		4,800,000
SafeLight	1,044,812		1,044,812
SafeSpeed	2,740,755		2,740,755
Municipal Service Districts	1,994,477		1,994,477
Risk Management	1,088,891		1,088,891
Tourism Operating	150,000		150,000
NASCAR Hall of Fame Operating ²	2,000,000		2,000,000
General CIP		125,233,718	125,233,718
TOTAL BUDGET	\$ 905,959,063	\$ 463,296,536	\$ 1,369,255,599

FY 2006 Revised Budget

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 374,057,235	\$ -	\$ 374,057,235
Water and Sewer	86,727,128	168,963,500	255,690,628
Charlotte Area Transit (CATS)	81,713,970	117,947,182	199,661,152
Aviation	69,307,743	101,736,577	171,044,320
Storm Water Utility	16,055,224	40,840,000	56,895,224
Debt Service	181,394,233		181,394,233
Powell Bill	17,821,092		17,821,092
Convention Center	12,884,130		12,884,130
Neighborhood Development Grants	12,191,189		12,191,189
Public Safety Grants	12,763,742		12,763,742
Public Safety 911 Services	4,063,267		4,063,267
SafeLight	1,500,000		1,500,000
SafeSpeed	1,312,718		1,312,718
Municipal Service Districts	1,916,767		1,916,767
Risk Management	917,687		917,687
Tourism Operating	100,000		100,000
General CIP		113,309,854	113,309,854
TOTAL BUDGET	\$ 874,726,125	\$ 542,797,113	\$ 1,417,523,238

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 FY07 by the General Fund's Fire Department, which totals \$2,583,216, 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 On March 6, 2006 Charlotte was selected as the site of the NASCAR Hall of Fame. On March 27, 2006 Charlotte's City Council approved the construction of the Hall of Fame, a new Convention Center ballroom, and surrounding parking facilities. A new 2% occupancy tax approved by the Mecklenburg County Commissioners on March 21, 2006 will fund these facilities.

Summary Schedules

City of Charlotte Summary of Position Allocations By Fund

<u>Key or Support Business</u>	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Police	1,987.50	1,976.50	2,012.50	2,096.50	4.2%
Fire	1,015.00	1,082.00	1,082.00	1,083.00	0.1%
Solid Waste	255.00	247.00	239.00	275.00	15.1%
Transportation	456.25	447.25	437.25	437.25	0.0%
Engineering and Property Management	298.00	299.00	301.00	306.00	1.7%
Planning	58.00	58.00	61.00	63.00	3.3%
Neighborhood Development	119.00	121.00	129.00	129.00	0.0%
Mayor/Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	19.50	24.50	24.50	26.50	8.2%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	28.00	72.00	94.00	94.00	0.0%
Economic Development	23.00	23.00	25.00	25.00	0.0%
Internal Audit	8.00	9.00	9.50	9.50	0.0%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	100.00	77.00	78.00	78.00	0.0%
Business Support Services	183.50	186.50	187.50	191.50	2.1%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
Total General Fund	4,650.25	4,722.25	4,779.75	4,913.75	2.8%
Charlotte-Mecklenburg Utilities	784.50	802.50	802.50	818.50	2.0%
Aviation	248.00	268.00	268.00	268.00	0.0%
Storm Water	77.00	84.00	92.00	85.00	-7.6%
Charlotte Area Transit System	225.25	242.25	289.75	380.75	31.4%
Risk Management	23.00	25.00	25.00	25.00	0.0%
Total All Funds	6,008.00	6,144.00	6,257.00	6,491.00	3.7%

Summary Schedules

City of Charlotte All Key and Support Businesses Summary of Position Allocations

<u>Key or Support Business</u>	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Police	1,987.50	1,976.50	2,012.50	2,096.50	4.2%
Fire	1,015.00	1,082.00	1,082.00	1,083.00	0.1%
Solid Waste	255.00	247.00	239.00	275.00	15.1%
Transportation	456.25	447.25	437.25	437.25	0.0%
Engineering and Property Management	375.00	383.00	393.00	391.00	-0.5%
Planning	58.00	58.00	61.00	63.00	3.3%
Neighborhood Development	119.00	121.00	129.00	129.00	0.0%
Mayor/Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	19.50	24.50	24.50	26.50	8.2%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	28.00	72.00	94.00	94.00	0.0%
Economic Development	23.00	23.00	25.00	25.00	0.0%
Internal Audit	8.00	9.00	9.50	9.50	0.0%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	123.00	102.00	103.00	103.00	0.0%
Business Support Services	183.50	186.50	187.50	191.50	2.1%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
Charlotte-Mecklenburg Utilities	784.50	802.50	802.50	818.50	2.0%
Aviation	248.00	268.00	268.00	268.00	0.0%
Charlotte Area Transit System	225.25	242.25	289.75	380.75	31.4%
Total All Funds	6,008.00	6,144.00	6,257.00	6,491.00	3.7%

Summary Schedules

City of Charlotte All Funds Summary of Positions Changes (Net)

	<u>FY2004 to FY2005 Budget</u>	<u>6/30/2005 Annexation</u>	<u>FY2005 to FY2006 Budget</u>	<u>FY2006 to FY2007 Budget</u>
<u>Key or Support Business</u>				
Police	(11.00)	0.00	36.00	84.00
Fire	67.00	68.00	0.00	1.00
Solid Waste	(8.00)	5.00	(8.00)	36.00
Transportation	(9.00)	0.00	(10.00)	0.00
Engineering and Property Management	1.00	1.00	2.00	5.00
Planning	0.00	0.00	3.00	2.00
Neighborhood Development	2.00	2.00	8.00	0.00
Mayor/Council	0.00	0.00	0.00	0.00
City Attorney	5.00	0.00	0.00	2.00
City Clerk	0.00	0.00	0.00	0.00
City Manager	0.00	0.00	0.00	0.00
Community Relations	0.00	0.00	0.00	0.00
Corporate Communications	0.00	0.00	0.00	0.00
Customer Service - 311 Call Center	44.00	0.00	22.00	0.00
Economic Development	0.00	0.00	3.00	(1.00)
Internal Audit	1.00	0.00	0.50	0.00
Training	0.00	0.00	0.00	0.00
Human Resources	0.00	0.00	0.00	0.00
Finance	(23.00)	0.00	1.00	0.00
Business Support Services	3.00	2.00	0.00	5.00
Budget and Evaluation	0.00	0.00	0.00	0.00
Total General Fund	72.00	78.00	57.50	134.00
Charlotte-Mecklenburg Utilities	18.00	0.00	0.00	16.00
Aviation	20.00	0.00	0.00	0.00
Storm Water	7.00	0.00	8.00	(7.00)
Charlotte Area Transit System	17.00	0.00	47.50	91.00
Risk Management	2.00	0.00	0.00	0.00
Total All Funds	136.00	78.00	113.00	234.00

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 Revised <u>Budget</u>	FY2007 <u>Budget</u>	Percent Change (FY06 to FY07)
PROPERTY TAX					
5101 Property Tax- Current Year Base	\$ 211,699,540	\$ 217,584,613	\$ 227,011,765	\$ 234,107,047	3.1%
5101 Property Tax- Curr Yr Recomm Increase (1.28¢)				8,366,728	
5102 Prior Year	4,373,423	4,635,160	5,515,811	4,675,000	-15.2%
5103 Rebates	(2,658,981)	(3,392,670)	(2,000,000)	(1,852,373)	-7.4%
5111 Penalties	313,614	378,924	650,000	450,000	-30.8%
5112 Interest	1,551,966	1,499,062	1,650,000	1,600,000	-3.0%
5113 Rebates of Listing Penalties	(32,265)	(45,634)	-	-	
Total	\$ 215,247,296	\$ 220,659,455	\$ 232,827,576	\$ 247,346,402	6.2%
SALES TAX 1%					
5121 Sales- County 1% + 1/2%	45,073,295	50,099,101	48,445,116	53,865,430	11.2%
Total	\$ 45,073,295	\$ 50,099,101	\$ 48,445,116	\$ 53,865,430	11.2%
UTILITIES FRANCHISE TAX					
5430 Utility Franchise	27,720,718	28,542,983	29,800,000	30,100,000	1.0%
Total	\$ 27,720,718	\$ 28,542,983	\$ 29,800,000	\$ 30,100,000	1.0%
POLICE SERVICES					
5451 Law Enforcement Services- County	12,548,543	12,548,543	12,548,543	12,548,543	0.0%
5451 Law Enforcement Services- County- Prior Year	88,345	170,000	-	-	
5477 Small Town Service Fees	30,094	29,028	30,600	31,212	2.0%
5999 School Resource Officers- School Board	1,555,766	1,625,000	1,650,000	2,190,096	32.7%
Total	\$ 14,222,748	\$ 14,372,571	\$ 14,229,143	\$ 14,769,851	3.8%
TAX REIMBURSEMENTS					
5431 Beer & Wine Tax	2,539,994	2,654,762	2,321,386	2,800,000	20.6%
Total	\$ 2,539,994	\$ 2,654,762	\$ 2,321,386	\$ 2,800,000	20.6%
SOLID WASTE FEE					
5560 Refuse Disposal Fees	9,685,023	9,945,338	9,700,000	10,700,000	10.3%
5561 Rebates- Refuse Disposal Fees	(15,419)	(39,390)	(30,000)	(30,000)	0.0%
Total	\$ 9,669,603	\$ 9,905,947	\$ 9,670,000	\$ 10,670,000	10.3%
BUSINESS PRIVILEGE LICENSES					
5202 Business Privilege Licenses	9,007,858	9,118,017	11,172,000	13,747,440	23.1%
Total	\$ 9,007,858	\$ 9,118,017	\$ 11,172,000	\$ 13,747,440	23.1%
OTHER REVENUES					
Licenses and Permits					
5201 Motor Vehicle Licenses	2,076,396	2,160,884	2,221,320	2,310,173	4.0%
5332 Motor Vehicle Licenses- Rebates	(59,190)	(61,045)	(51,000)	(60,000)	17.6%
5204 Animal Licenses- Fertile	180,624	205,412	201,669	211,752	5.0%
5209 Animal Licenses- Spay/Neuter	366,675	426,178	369,043	387,495	5.0%
5210 Fire Plan Review Fees	649,862	906,932	1,149,400	1,290,395	12.3%
5211 Vehicle Licenses- City Billed	23,550	21,790	178,500	30,000	-83.2%
5212 Fire Permits- New	219,445	214,865	419,014	289,951	-30.8%
5213 Fire Permits- Renewal	547,520	581,410	830,028	588,689	-29.1%
5214 Tryon Mall Vendor Fees	2,490	1,180	3,060	3,121	2.0%
5215 Security Dog Licenses	270	150	275	275	0.0%
5218 Vehicle for Hire Fees and Permits	147,623	158,363	258,875	391,245	51.1%
5220 Cable TV Franchise Fee	5,586,544	6,110,881	6,222,000	6,222,000	0.0%
5240 Grading Permits	1,012,737	1,180,530	1,883,891	1,753,510	-6.9%
5241 KIVA	52,923	-	430,718	531,472	23.4%
5246 Sexually Oriented Businesses Licenses	61,970	54,995	98,933	114,560	15.8%
5613 Parking and Parade Permits	12,013	14,033	24,400	24,400	0.0%
Total	\$ 10,881,452	\$ 11,976,559	\$ 14,240,126	\$ 14,089,038	-1.1%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2004	FY2005	FY2006	FY2007	Percent
		<u>Actual</u>	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
Fines, Forfeits, and Penalties						
5222	Vehicle for Hire Penalties	8,650	6,605	3,060	3,121	2.0%
5301	Traffic Fines and Penalties	-	350	-	-	
5305	Housing Code Violations	36,941	98,109	65,000	66,300	2.0%
5307	Parking Citations	1,044,933	1,021,580	1,172,906	1,100,000	
5308	Parking Citation Penalties	117,208	109,964	100,000	100,000	
5309	Security Alarm Fines	719,034	620,758	650,000	600,000	-7.7%
5310	Fire Citation Fines	21,300	14,110	20,000	20,000	0.0%
5331	Privilege License Penalties	456,942	385,172	460,000	460,000	0.0%
5335	Animal License Penalties	88,958	140,224	98,906	110,000	11.2%
5336	Litter Citations	450	-	-	-	
5337	Animal Citation Penalties	5,126	3,057	2,000	2,000	0.0%
5340	Grading Permit Penalties	364,083	251,333	306,000	300,000	-2.0%
5502	Court Costs- Superior	262,335	236,160	285,000	250,000	-12.3%
5661	Court Awards- Fair Housing Settlements	(220)	-	-	50,000	
5664	Court Awards- Vice & Narcotics	23,587	17,549	15,000	15,000	0.0%
Total		\$ 3,149,327	\$ 2,904,972	\$ 3,177,872	\$ 3,076,421	-3.2%
Interlocal Grants and Agreements						
5414	Wireless Communications	1,148,420	1,901,454	1,093,141	1,095,970	0.3%
5442	First Responder	496,068	459,063	475,000	475,000	0.0%
5445	Procurement Services	486,662	419,300	503,149	514,250	2.2%
5447	Customer Services - 311 Call Center	317,059	174,460	1,242,508	1,216,493	-2.1%
5458	CMGC Occupancy	999,626	672,386	617,898	631,014	2.1%
5459	Recycling	8,992	-	9,000	-	-100.0%
5460	Corporate Communications Services	7,555	10,124	8,000	12,000	50.0%
5461	CMGC Phone Costs- County	554,253	798,293	651,612	647,016	-0.7%
Total		\$ 4,018,635	\$ 4,435,081	\$ 4,600,308	\$ 4,591,743	-0.2%
Federal and State Shared Revenues						
5470	Federal Grants	407,406	778,350	770,667	167,861	-78.2%
5471	State Grants- DOT	1,012,553	892,442	1,319,489	1,300,000	-1.5%
5471	State Grants- CRC	64,262	64,262	74,540	78,100	4.8%
5471	State Grants- ED- One NC Fund	-	75,000	-	-	
5471	State Grants- SWS- Community Waste Reduction	-	23,500	-	-	
5471	State Grants- I-277 Maintenance	243,692	(78,707)	-	-	
5450	ABC Stores Revenue	1,430,641	1,525,000	2,307,530	1,700,000	-26.3%
Total		\$ 3,158,553	\$ 3,279,847	\$ 4,472,226	\$ 3,245,961	-27.4%
General Government						
5245	County Plan Review	-	-	1,084,841	1,429,907	31.8%
5503	Zoning Petition Filing Fees	223,051	369,640	256,231	353,721	38.0%
5504	Annexation Fees	-	150	1,208	800	-33.8%
5506	Subdivision Services - DOT	(1,315)	-	453,783	462,859	2.0%
5506	Subdivision Services - EPM	-	-	1,794,350	1,496,088	-16.6%
5506	Subdivision Services- PLAN	875,790	820,043	280,855	281,627	0.3%
5508	Sale of Maps	46,478	30,530	40,800	30,000	-26.5%
5550	Equipment Mgmt Svcs- Fleet	2,763	624	2,040	2,081	2.0%
5551	Procurement Professional Services	22,520	116,891	30,000	30,000	0.0%
5576	Citylife Fees	19,679	(222)	-	-	
5596	Tree Planting	17,568	43,810	25,500	26,000	2.0%
5599	Park It! Program Fees	632,195	643,166	615,000	600,000	-2.4%
5603	Parking Garage Fees	970,602	950,119	1,001,112	1,023,000	2.2%
5688	Parking Fees- Independence Center	372,336	345,686	373,000	380,460	2.0%
5604	Rent Revenue	725,485	716,489	733,214	735,950	0.4%
Total		\$ 3,907,151	\$ 4,036,924	\$ 6,691,934	\$ 6,852,493	2.4%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2004	FY2005	FY2006	FY2007	Percent
		<u>Actual</u>	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
Public Safety						
5478	State Reimb for Services Provided- DOT	\$ 575,655	\$ 924,805	\$ 754,620	\$ 754,620	0.0%
5478	State Reimb for Services Provided- EPM	-	-	198,750	198,750	0.0%
5478	State Reimb for Services Provided- Fire	88,893		125,912	168,348	33.7%
5513	CMPD- Fingerprint Reports	91,192	85,942	91,800	60,000	-34.6%
5514	Underbrush and Debris Removal	93,951	152,286	105,000	175,000	66.7%
5515	Demolition- Clearing	79,231	39,362	40,800	41,616	2.0%
5516	Sale of Animals	78,216	104,158	85,700	85,700	0.0%
5518	Utility Street Cuts	1,828,313	2,012,135	1,900,000	1,600,000	-15.8%
5529	Spay/Neuter Fees	89,033	93,947	96,783	110,000	13.7%
5542	Vehicle Towing and Storage	56,766	63,808	61,200	62,424	2.0%
5544	Animal Reclaim Fees	139,192	149,943	166,213	166,213	0.0%
5627	Dead Animal Collection	6,852	6,714	7,000	5,120	-26.9%
Total		\$ 3,127,293	\$ 3,633,100	\$ 3,633,778	\$ 3,427,791	-5.7%
Cemeteries						
5530	Sale of Cemetery Lots	112,450	109,025	97,500	106,500	9.2%
5531	Care of Lots	600	600	8,095	7,080	-12.5%
5532	Grave Digging	251,586	273,840	260,791	275,463	5.6%
5533	Duplicate Deeds and Transfer Fees	350	450	350	825	135.7%
5534	Monument Foundation	50,228	52,934	34,540	42,083	21.8%
5535	Perpetual Care	10,200	10,885	9,100	9,100	0.0%
Total		\$ 425,414	\$ 447,734	\$ 410,376	\$ 441,051	7.5%
Use of Money and Property						
5608	Interest on Liens	17,327	41,753	50,000	55,000	10.0%
5609	Grounds Maintenance	14,572	44,010	11,220	44,500	296.6%
5614	CRC Events	40,838	56,253	45,000	45,000	0.0%
5624	Damage to City-Owned Equipment	414,653	367,484	300,000	300,000	0.0%
5625	Accident Reimbursement Program	43,055	47,255	44,000	45,000	2.3%
5648	Recovery of Losses	7,888	16,394	7,650	7,803	2.0%
5643	Telephone Commissions	49,705	66,405	55,000	35,778	-34.9%
Total		\$ 588,039	\$ 639,553	\$ 512,870	\$ 533,081	3.9%
Sale of Salvage and Land						
5622	Sale of Land	8,300	3,500	10,000	10,000	0.0%
5660	Sale of Salvage	63,570	40,108	42,840	43,697	2.0%
5662	Sale of Used Autos	959,126	677,053	950,000	650,000	-31.6%
Total		\$ 1,030,996	\$ 720,660	\$ 1,002,840	\$ 703,697	-29.8%
Other						
5000	Miscellaneous Grants and Contributions	-	-	300,000	300,000	0.0%
5668	Contrib/Donations- CMPI	12,935		-	-	
5668	Contrib/Donations- CRC	228,521		69,450	-	-100.0%
5668	Contrib/Donations- MUMPO	80,065		81,200	78,000	-3.9%
5668	Contrib/Donations- SBD Self Help Loan Funds	362,500		-	-	
5668	Contrib/Donations- Misc	48,507	27,495	-	-	
5646	Reimb City Svcs- Manager's Office	62,026	106,776	26,970	13,362	-50.5%
5646	Reimb City Svcs- EPM	20,000		30,600	31,218	2.0%
5646	Reimb City Svcs- Fire	7,500		-	-	
5646	Reimb City Svcs- Training	-		5,000	5,000	0.0%
5646	Reimb City Svcs- Misc	-		12,700	12,700	0.0%
5640	Refunds of State Gas Taxes	107	-	-	-	
5669	Other Revenue	886,698	635,938	797,155	172,107	-78.4%
Total		\$ 1,708,858	\$ 770,209	\$ 1,323,075	\$ 612,387	-53.7%
Total Other Revenues		\$ 31,995,718	\$ 32,844,640	\$ 40,065,405	\$ 37,573,663	-6.2%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 Revised <u>Budget</u>	FY2007 <u>Budget</u>	Percent Change (FY06 to FY07)
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
5123 Occupancy Taxes- CRVA	\$ 2,406,596	\$ 2,582,082	\$ 2,491,181	\$ 2,857,024	14.7%
5601 Interest on Investments- Debt Svc	762,561	2,312,264	2,875,000	3,248,000	13.0%
5689 Assets Forfeiture- Public Safety Grants			84,426		
Total	\$ 3,169,157	\$ 4,894,346	\$ 5,450,607	\$ 6,105,024	12.0%
Intragovernmental Revenues					
5421 Cost Allocation- Storm Water	676,023	761,293	785,064	731,895	-6.8%
5422 Cost Allocation- Water and Sewer	3,149,359	3,263,047	3,290,008	4,545,028	38.1%
5423 Cost Allocation- Aviation	1,374,176	1,432,511	1,451,357	1,393,644	-4.0%
5424 Fire Control Services- Aviation	2,316,521	2,414,818	2,470,134	2,583,216	4.6%
5425 Account Services- Storm Water	-	-	395,606	319,359	-19.3%
5425 Account Services- Storm Water	1,668,775	2,166,827	1,145,765	1,277,326	11.5%
5426 Account Services- Utilities	1,203,351		1,414,469	1,084,831	-23.3%
5426 Account Services- Utilities	3,633,672	4,172,115	3,017,845	3,483,683	15.4%
5427 Cost Allocation- Radio	83,958	42,170	43,013	43,874	2.0%
5428 Cost Allocation- CATS	1,808,987	2,689,106	2,549,247	2,415,095	-5.3%
5429 Cost Allocation- Risk Management	293,921	290,401	312,514	365,206	16.9%
Total	\$ 16,208,743	\$ 17,232,288	\$ 16,875,023	\$ 18,243,157	8.1%
Transfers from Other Funds					
5695 Cemetery Trust	61,952	70,041	120,000	75,000	-37.5%
5695 CIP- Project Closeouts	499,040	8,827	-	-	
5695 Municipal Debt Service- CRVA	35,000	35,000	35,000	35,000	0.0%
5695 Municipal Debt Service- Debt Mgr reimbursemt			12,911	13,143	1.8%
5695 Neighborhood Development Grants	213,319	-	-	-	
5695 Convention Center Tax- Towns' Tourism Subsidy	1,177,050	1,278,276	1,433,000	2,136,380	49.1%
5695 Public Safety Grants Fund	113,003	-	-	-	
5695 Winter Storm 2002 Fund	1,035,804	594,720	-	-	
5695 Self Insurance Risk Loss Fund	-	-	1,500,000	-	-100.0%
Total	\$ 3,135,168	\$ 1,986,864	\$ 3,100,911	\$ 2,259,523	-27.1%
Appropriated Fund Balance					
4110 Fund Balance- Annexation	-	-	1,472,077	616,033	-58.2%
4110 Fund Balance- FY07 revenue shortfall				4,289	
Total	\$ -	\$ -	\$ 1,472,077	\$ 620,322	-57.9%
Total (Transfers and Fund Balance)	\$ 22,513,069	\$ 24,113,499	\$ 26,898,618	\$ 27,228,026	1.2%
Total General Fund Revenues	\$ 377,990,301	\$ 392,310,975	\$ 415,429,244	\$ 438,100,812	5.5%

Summary Schedules

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

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Revised Budget</u>	FY2007 <u>Budget</u>	Percent Change (FY06 to <u>FY07</u>)
<u>Operating Revenues</u>					
Variable Rate Revenues	\$ 132,912,949	\$ 139,731,186	\$ 171,499,291	\$ 181,711,429	5.95%
Fixed Rate Revenues	7,364,872	8,159,946	8,379,563	9,435,192	12.60%
Specific Service and Capacity Charges	21,218,043	24,642,759	23,504,542	25,481,586	8.41%
Industrial Waste Surcharge	2,822,887	2,638,836	3,486,541	3,582,559	2.75%
Other	1,220,028	900,433	621,594	638,998	2.80%
Interest on Investments	(51,115)	1,767,210	1,875,000	2,268,000	20.96%
Total Revenues	\$ 165,487,664	\$ 177,840,370	\$ 209,366,531	\$ 223,117,764	6.57%
<u>Operating Expenditures</u>					
Personal Services	\$ 34,431,648	\$ 36,584,600	\$ 44,182,275	\$ 45,143,313	2.18%
Operating Expense	29,691,063	33,284,672	40,119,151	43,042,018	7.29%
Capital Outlay	72,604	81,122	-	-	
Non-Departmental	12,559,938	12,466,723	13,266,633	13,935,282	5.04%
Departmental Charges	(9,086,999)	(8,341,875)	(10,840,631)	(11,058,370)	2.01%
Total Operating Expenditures	\$ 67,668,254	\$ 74,075,242	\$ 86,727,428	\$ 91,062,243	5.00%
Debt Service Support	\$ 86,117,594	\$ 90,343,206	\$ 103,634,000	\$ 108,937,700	5.12%
Capital Investment Plan Support	\$ 6,250,000	\$ 7,750,000	\$ 7,950,000	\$ 7,850,000	-1.26%
Total Expenditures	\$ 160,035,849	\$ 172,168,448	\$ 198,311,428	\$ 207,849,943	4.81%
Reserved for Future Years	\$ 5,451,815	\$ 5,671,922	\$ 11,055,103	\$ 15,267,821	38.11%

Summary Schedules

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

	FY2004	FY2005	FY2006	FY2007	Change
	Actual	Actual	Revised Budget	Budget	(FY06 to FY07)
<u>Operating Revenues</u>					
Half-Percent Sales Tax	\$ 53,876,974	\$ 59,024,486	\$ 60,544,438	\$ 62,666,329	3.5%
Maintenance of Effort - Charlotte	18,400,000	18,400,000	18,400,000	18,400,000	0.0%
Maintenance of Effort - Mecklenburg	181,866	181,866	181,866	181,866	0.0%
Maintenance of Effort - Huntersville	17,500	17,500	17,500	17,500	0.0%
Operating Assistance	12,549,729	12,796,433	12,872,475	13,516,366	5.0%
Fares	9,952,655	10,765,841	12,341,397	13,244,365	7.3%
Service Reimbursements	1,115,705	984,811	956,775	1,152,810	20.5%
Transfer from Capital		10,300,933			
Other Miscellaneous Income	446,349	416,980	370,000	370,000	0.0%
Interest on Investments	(473,039)	1,414,090	1,500,000	1,500,000	0.0%
Total Operating Revenues	\$ 96,067,739	\$ 114,302,940	\$ 107,184,451	\$ 111,049,236	3.6%
<u>Operating Expenditures</u>					
Planning, Communication and Management	\$ 3,962,836	\$ 3,573,977	\$ 5,658,252	\$ 6,343,089	12.1%
City Staff Support	1,923,883	2,894,582	3,982,894	3,947,596	-0.9%
Community and Town Circulators	1,167,941	769,302	1,201,145	1,080,628	-10.0%
Special Transportation Service	4,625,159	5,165,338	6,064,400	6,482,816	6.9%
Bus Operations Division	43,737,544	46,964,380	53,111,677	53,632,123	1.0%
Light Rail Operations		-	1,590,944	5,859,382	268.3%
Historic Trolley (Rail) Service	737,220	950,120	1,007,142	852,865	-15.3%
Customer Service Division	1,540,821	1,641,075	1,995,804	1,955,749	-2.0%
Transit Center Operations	1,730,920	1,732,890	908,165	1,002,150	10.3%
Operations Services Division	1,150,563	1,157,243	1,503,380	1,574,480	4.7%
Transit Security	125,654	191,210	2,094,534	3,765,456	79.8%
Vanpool Division	486,831	561,573	539,753	699,871	29.7%
County Human Services Transportation	1,390,609	2,152,734	2,055,880	2,064,618	0.4%
Sub-total Operating	\$ 62,579,981	\$ 67,754,426	\$ 81,713,970	\$ 89,260,823	9.2%
Debt Service Support	\$ 3,080,705	\$ -	\$ 17,939,219	\$ 18,257,526	1.8%
Total Operating Plan Expenditures	\$ 65,660,686	\$ 67,754,426	\$ 99,653,189	\$ 107,518,349	7.9%
Capital Investment Plan Support	\$ 30,407,053	\$ 31,781,113	\$ 7,531,262	\$ 3,530,887	-53.1%
Total Expenditures	\$ 96,067,739	\$ 99,535,539	\$ 107,184,451	\$ 111,049,236	3.6%
Reserved for Future Years	\$ -	\$ 14,767,401	\$ -	\$ -	

Summary Schedules

City of Charlotte Aviation Operating Funds Summary of Revenues and Expenditures

	FY2004	FY2005	FY2006		Percent
	Actual	Actual	Revised	FY2007	Change
			Budget	Budget	(FY06 to
					FY07)
<u>Operating Revenues</u>					
Concessions	\$ 21,536,956	\$ 22,947,748	\$ 19,515,006	\$ 26,119,327	33.8%
Parking	18,210,328	21,679,493	18,115,006	23,840,000	31.6%
Terminal	23,579,251	26,182,269	22,349,378	22,592,461	1.1%
Airfield Usage	11,511,078	10,856,004	11,775,000	11,775,000	0.0%
Cargo Area and Ground Rents	5,218,007	10,769,187	23,800,160	23,871,161	0.3%
Other	3,910,910	3,551,783	3,194,744	9,376,903	193.5%
Interest on Investments	(230,227)	1,613,493	1,822,290	2,085,400	14.4%
Total Operating Revenues	\$ 83,736,303	\$ 97,599,977	\$ 100,571,584	\$ 119,660,252	19.0%
PFC Fund	\$ -	\$ 18,025,279	\$ 16,274,655	\$ 16,400,388	0.8%
Fund Balance - Operating	\$ -	\$ -	\$ 5,330,656	\$ -	
Total Revenues	\$ 83,736,303	\$ 115,625,256	\$ 122,176,895	\$ 136,060,640	11.4%
<u>Operating Expenditures</u>					
Airport Operations	12,168,394	14,167,443	16,977,260	17,778,369	4.7%
Airport Capital Project Planning, Design and Construction	8,748,519	15,824,057	28,296,185	28,539,380	0.9%
Airport Maintenance	18,849,082	22,779,931	26,950,408	27,795,062	3.1%
Total Operating	\$ 39,765,995	\$ 52,771,431	\$ 72,223,853	\$ 74,112,811	2.6%
Discretionary and Debt Support	35,337,970	53,920,062	49,953,042	61,947,829	24.0%
Total Expenditures	\$ 75,103,965	\$ 106,691,493	\$ 122,176,895	\$ 136,060,640	11.4%
Reserved for Future Years	\$ 8,632,337	\$ 8,933,763	\$ -	\$ -	

Summary Schedules

City of Charlotte Storm Water Fund Summary of Revenues and Expenses

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
<u>Revenues-Operating</u>					
Impervious Fee- City	\$ 4,911,819	\$ 5,280,524	\$ 5,676,563	\$ 5,676,563	0.0%
Impervious Fee- Other	22,728,617	25,816,763	26,070,199	28,401,377	8.9%
Interest on Investments	(24,241)	353,221	473,145	350,000	-26.0%
Other- Miscellaneous	34,686	3,949			
Total Revenues	\$ 27,650,881	\$ 31,454,457	\$32,219,907	\$ 34,427,940	6.9%
Fund Balance			\$ 2,868,317	\$ 2,848,724	-0.7%
Total Revenues and Fund Balance	\$ 27,650,881	\$ 31,454,457	\$35,088,224	\$ 37,276,664	6.2%
<u>Expenditures</u>					
Operating Budget	\$ 10,911,178	\$ 12,290,013	\$16,055,224	\$ 13,594,664	-15.3%
Transfer to Storm Water- Capital Project Fund	6,300,000	9,400,000	11,800,000	14,000,000	18.6%
Transfer to Storm Water- Debt Service Fund	4,708,249	6,330,654	7,233,000	9,682,000	33.9%
Total Expenditures	\$ 21,919,427	\$ 28,020,667	\$35,088,224	\$ 37,276,664	6.2%
Reserved for Future Years	\$ 5,731,454	\$ 3,433,790	\$ -	\$ -	

Summary Schedules

City of Charlotte Consolidated Water and Sewer Debt Service Funds Summary of Revenues and Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Operating Revenues</u>					
Contribution from Water and Sewer Operating Fund	\$ 86,117,594	\$ 90,343,206	\$ 103,634,000	\$ 106,669,700	2.93%
Interest on Investments	1,098,397	1,176,330	824,000	824,000	0.00%
Proceeds from Sale of Bonds	3,666,145	14,654,378		1,100,000	
Proceeds from Refunding	37,070,000	161,365,600			
Interest Transferred from Other Funds					
Water and Sewer Operating	(51,115)	1,767,210	1,875,000	2,268,000	20.96%
CIP and Other	1,390,379	491,337	425,000	532,000	25.18%
Total Revenues	\$ 129,291,400	\$ 269,798,061	\$ 106,758,000	\$ 111,393,700	4.34%
Fund Balance	\$ 58,701			\$ -	
Total Revenues and Fund Balance	\$ 129,350,101	\$ 269,798,061	\$ 106,758,000	\$ 111,393,700	4.34%
<u>Operating Expenditures</u>					
Bond Retirement	\$ 37,000,689	\$ 37,699,989	\$ 41,797,000	\$ 42,668,100	2.08%
Interest on Bonds	47,096,298	44,586,868	52,515,000	48,757,700	-7.15%
Bank Charges	605,595	676,964	525,000	1,445,700	175.37%
Cost of Issuance	167,706	1,902,594		1,100,000	
Refunding Bond Escrow Agent	40,572,922	176,493,880			
Equipment Lease-Purchase	3,906,891	1,695,603	8,660,000	16,078,000	85.66%
Small Town Debt Service		1,430,350	1,386,000	1,344,200	-3.02%
Total Expenditures	\$ 129,350,101	\$ 264,486,248	\$ 104,883,000	\$ 111,393,700	6.21%
Reserved for Future Years	\$ -	\$ 5,311,813	\$ 1,875,000	\$ -	

Summary Schedules

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

<u>Revenues</u>	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
Property Tax Base	\$ 33,174,566	\$ 29,083,704	\$ 30,362,514	\$ 31,192,422	2.7%
Property Tax Increase (2.67¢)				17,506,895	
Sales Tax	9,023,174	10,184,505	9,377,824	10,568,960	12.7%
Interest on Investments	971,730	2,277,036	2,749,000	2,856,000	3.9%
Interest Transferred from Other Funds					
General	1,830,461	2,447,480	2,875,000	3,248,000	13.0%
Other	1,510,339	1,217,181	852,790	588,000	-31.0%
Contribution from Other Funds					
General- Equipment and CMGC	14,737,343	15,541,384	14,595,404	11,040,934	-24.4%
General- Public Safety Communications	-	1,511,226	1,532,386	1,530,747	-0.1%
Powell Bill	-	-	603,634	587,360	-2.7%
Public Safety Grants- Helicopter	336,902	336,713	336,910	-	-100.0%
County Share- CMGC and Park and Rec L/P	1,237,209	1,198,534	1,184,000	1,167,200	-1.4%
Contribution from Charlotte Regional Visitors Authority	323,798	220,268	-	-	
Proceeds from the Sale of Debt	-	218,532	950,000	550,000	-42.1%
Proceeds from Refundings	21,007,471	125,607,347	-	-	
Proceeds from Bonds	2,101,040	8,665,532	-	-	
Other	530,778	690,994	538,340	580,330	7.8%
Total Revenues	\$ 86,784,811	\$ 199,200,436	\$ 65,957,802	\$ 81,416,848	23.4%
Fund Balance	\$ 3,957,460	\$ 5,434,351	\$ -	\$ -	
Total Revenues and Fund Balance	\$ 90,742,271	\$ 204,634,787	\$ 65,957,802	\$ 81,416,848	23.4%
 <u>Operating Expenditures</u>					
Bond Retirement	\$ 28,087,348	\$ 28,551,815	\$ 23,767,500	\$ 23,877,000	0.5%
Interest on Bonds	19,892,854	19,329,536	18,184,000	18,251,400	0.4%
Bond Issue Expense	131,861	1,397,612	800,000	550,000	-31.3%
Payment to Bond Refunding Agent	22,992,568	135,142,654	-	-	
Lease Purchase Agreements- Principal	14,080,647	14,874,307	16,233,000	13,903,000	-14.4%
Lease Purchase Agreements- Interest	3,736,202	3,688,268	4,348,000	4,480,000	3.0%
Bond Anticipation Note Interest	-	-	416,100	2,153,000	417.4%
Bank Charges and Other	260,290	364,356	650,000	595,000	-8.5%
Loan to Charlotte Regional Visitors Authority (CRVA)	1,270,720	-	-	-	
Contributions to General Fund					
CRVA Grants	35,000	35,000	35,000	35,000	0.0%
Debt Management	-	-	12,911	13,143	1.8%
Contribution to General CIP	-	1,000,000	975,000	-	-100.0%
Contribution to CATS Debt Service Fund	254,781	251,239	81,000	66,000	-18.5%
Total Expenditures	\$ 90,742,271	\$ 204,634,787	\$ 65,502,511	\$ 63,923,543	-2.4%
Reserved for Future Years	\$ -	\$ -	\$ 455,291	\$ 17,493,305	3742.2%
 Property Tax Rate	 5.4¢	 4.7¢	 4.7¢	 7.37¢	 69.1%

Summary Schedules

City of Charlotte Aviation Debt Service Funds - Consolidated Summary of Revenues and Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Operating Revenues</u>					
Contribution from Aviation Operating & PFC Fund	\$ 27,992,162	\$ 32,916,855	\$ 37,610,091	\$ 35,777,103	-4.9%
Contribution from Airlines	8,266,550	6,283,680	8,617,096	7,530,250	-12.6%
Proceeds from Sale of Debt	-	5,010,782	-	-	
Interest on Investments	888,184	1,299,975	1,145,850	1,148,490	0.2%
Transfer from Capital Project Fund	15,548	6,817,025	8,639,060	5,000,000	-42.1%
Total Revenues	\$ 37,162,444	\$ 52,328,317	\$ 56,012,097	\$ 49,455,843	-11.7%
Fund Balance	\$ 5,950,566	\$ 8,614,850	\$ 1,161,144	\$ -	-100.0%
Total Revenues and Fund Balance	\$ 43,113,010	\$ 60,943,167	\$ 57,173,241	\$ 49,455,843	-13.5%
<u>Operating Expenditures</u>					
Bond Retirement	\$ 13,472,748	\$ 20,161,703	\$ 18,207,190	\$ 17,418,610	-4.3%
Interest on Bonds	26,463,389	23,019,121	34,876,218	29,608,260	-15.1%
Fees	715,956	833,454	1,023,715	886,210	-13.4%
Transfers to Operating Fund	1,246,314	742,872	922,635	1,030,850	11.7%
Transfers to Capital Project Fund	-	3,500,000	-	-	
Cost of Bond Sale	-	4,996,164	-	-	
Total Expenditures	\$ 41,898,407	\$ 53,253,314	\$ 55,029,758	\$ 48,943,930	-11.1%
Reserved for Future Years	\$ 1,214,603	\$ 7,689,853	\$ 2,143,483	\$ 511,913	-76.1%

Summary Schedules

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

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$ 14,821,341	\$ 14,953,431	\$ 16,110,000	\$ 16,111,000	7.7%
Interest on Investments	326,359	148,454			-100.0%
Premium on Sale of Debt	6,234,499	1,649,092			
Proceeds from Sale of COPS	126,580,000	33,665,000			
Total Revenues	\$ 147,962,199	\$ 50,415,977	\$ 16,110,000	\$ 16,111,000	-68.0%
Fund Balance	\$ 8,923,580	\$ 575,701	\$ -	\$ -	
Total Revenues and Fund Balance	\$ 156,885,779	\$ 50,991,678	\$ 16,110,000	\$ 16,111,000	-68.4%
<u>Expenditures</u>					
Bond Retirement	\$ 6,295,000	\$ 4,125,909	\$ 4,099,700	\$ 4,153,000	-0.6%
Interest on Bonds	4,849,536	10,578,834	11,643,400	11,569,000	10.1%
Payment to Refunding Escrow Agent	145,347,137	35,894,447	-	-	
Cost of COPS Sale	394,106	299,348	-	-	
Other	-	93,140	366,900	389,000	293.9%
Total Expenditures	\$ 156,885,779	\$ 50,991,678	\$ 16,110,000	\$ 16,111,000	-68.4%
Reserved for Future Years	\$ -	\$ -	\$ -	\$ -	

Summary Schedules

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

	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>Percent</u>
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
			<u>Budget</u>		<u>(FY06 to</u>
					<u>FY07</u>
<u>Revenues</u>					
Contribution from Storm Water Operating	\$ 4,708,249	\$ 6,330,654	\$ 7,233,000	\$ 9,682,000	33.9%
Proceeds from Sale of Bonds	642,529	13,972,082	-	600,000	
Interest on Investments	82,045	60,779	-	-	
Total Revenues	\$ 5,432,822	\$ 20,363,515	\$ 7,233,000	\$ 10,282,000	42.2%
<u>Expenditures</u>					
Bond Retirement	\$ 1,905,615	\$ 2,002,755	\$ 2,111,000	\$ 3,251,200	54.0%
Interest on Bonds	2,815,316	4,195,458	5,097,000	6,391,000	25.4%
Cost of Sale	-	463,669	-	600,000	
Payment to Refunding Escrow Agent	703,244	13,680,775	-	-	
Fees	8,448	15,437	25,000	39,800	59.2%
Total Expenditures	\$ 5,432,623	\$ 20,358,094	\$ 7,233,000	\$ 10,282,000	42.2%
Restricted for Future Years	\$ 199	\$ 5,421	\$ -	\$ -	

Summary Schedules

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

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Operating Revenues</u>					
Transfers from Other Funds					
CATS Operating	\$ 324,437	\$ -	\$ 9,906,691	\$10,021,213	1.2%
CATS Capital	1,675,851	6,021,436	7,951,528	8,170,313	2.8%
Municipal Debt Svc Fund	254,780	251,239	81,000	66,000	-18.5%
Sale of Debt	2,787,217		1,700,000		
Interest on Investments	1,469,692	15,693		-	
Total Revenues	\$ 6,511,977	\$ 6,288,368	\$19,639,219	\$18,257,526	-7.0%
Fund Balance	\$ -	\$ 1,964,618	\$ -	\$ 298,799	
Total Revenues and Fund Balance	\$ 6,511,977	\$ 8,252,986	\$19,639,219	\$18,556,325	-5.5%
<u>Operating Expenditures</u>					
Bond Retirement	\$ 1,311,349	\$ 4,410,443	\$ 5,384,830	\$ 5,871,395	9.0%
Interest on Bonds	2,024,137	3,724,321	12,294,389	12,384,930	0.7%
Cost of Sale	875,750		1,700,000		
Fees	17,627	118,222	260,000	300,000	15.4%
Total Expenditures	\$ 4,228,863	\$ 8,252,986	\$19,639,219	\$18,556,325	-5.5%
Reserved for Future Years	\$ 2,283,114	\$ -	\$ -	\$ -	

Summary Schedules

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

	FY2004	FY2005	FY2006	FY2007	Percent
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
<u>Revenues</u>			<u>Budget</u>		<u>(FY06 to</u>
					<u>FY07)</u>
Contribution from Other Funds:					
Tourism Operating Fund	\$ 40,000	\$ 25,586	\$ 96,000	\$ 7,577,330	7793.1%
Contribution from CRVA		1,892,667	3,141,513	\$ 2,443,270	-22.2%
Debt Proceeds	19,350,768	-	-	-	
Interest on Investments	239,611	269,255	180,000	25,000	-86.1%
Other	490,062	-			
Total Revenues	\$ 20,120,441	\$ 2,187,508	\$ 3,417,513	\$ 10,045,600	193.9%
Fund Balance	\$ -	\$ 5,534,394	\$ 8,084,087	\$ 1,400,000	-82.7%
Total Revenues and Fund Balance	\$ 20,120,441	\$ 7,721,902	\$ 11,501,600	\$ 11,445,600	-0.5%
<u>Expenditures</u>					
Debt Retirement	\$ -	\$ -	\$ 2,180,000	\$ 2,180,000	0.0%
Interest on Debt	5,651,900	7,604,200	9,171,600	8,839,000	-3.6%
Cost of Sale	1,368,229	-	-	-	
Bank Charges and Other	82,226	117,702	150,000	426,600	184.4%
Total Expenditures	\$ 7,102,355	\$ 7,721,902	\$ 11,501,600	\$ 11,445,600	-0.5%
Reserved for Future Years	\$ 13,018,086	\$ -	\$ -	\$ -	

Summary Schedules

City of Charlotte Hall of Fame Debt Service Fund (5108) Summary of Revenues and Expenditures

	FY2004	FY2005	FY2006	FY2007	Percent
<u>Revenues</u>	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
			<u>Budget</u>		<u>(FY06 to</u>
					<u>FY07)</u>
Hall of Fame Operating Fund	\$ -	\$ -	\$ -	\$ 10,000	
Debt Proceeds	-	-	-	500,000	
Interest on Investments	-	-	-		
Other					
Total Revenues	\$ -	\$ -	\$ -	\$ 510,000	
 <u>Expenditures</u>					
Debt Retirement	\$ -	\$ -	\$ -	\$ -	
Interest on Debt	-	-	-	-	
Cost of Sale	-	-	-	500,000	
Bank Charges and Other	-	-	-	10,000	
Total Expenditures	\$ -	\$ -	\$ -	\$ 510,000	

Summary Schedules

City of Charlotte

Powell Bill Fund

Summary of Revenues and Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Revenues - Operating</u>					
State Gas Tax Refund	\$ 15,767,330	\$ 17,665,080	\$ 19,062,000	\$ 18,600,000	-2.4%
Transfer from General Fund				4,261,000	
Interest on Investments	149,008	476,464	500,000	500,000	0.0%
Other	118,363	168,763			
Total Revenues	\$ 16,034,701	\$ 18,310,307	\$ 19,562,000	\$ 23,361,000	19.4%
Fund Balance	\$ 3,220,153	\$ 303,945	\$ -	\$ 1,023,326	
Total Revenues and Fund Balance	\$ 19,254,854	\$ 18,614,252	\$ 19,562,000	\$ 24,384,326	24.7%
<u>Expenditures - Operating</u>					
Contracted Resurfacing	\$ 6,677,144	\$ 5,227,697	\$ 6,203,260	\$ 10,189,225	64.3%
Repairs by City Forces	7,236,377	7,082,187	7,663,262	7,663,262	0.0%
Equipment Rent/Purchase	1,390,045	979,165	1,523,957	1,188,957	-22.0%
Street Drainage Maintenance	25,523	(86,819)	160,860	160,860	0.0%
Traffic Control Improvements	523,786	482,876	523,786	523,786	0.0%
Snow Removal	729,985	379,670	100,000	100,000	0.0%
Physical Inventory of Streets	10,921	11,064	12,000	12,000	0.0%
Pavement Management System	0	120,010	0	200,000	
Non-System Residential Streets	0	0	50,000	50,000	0.0%
Wheel Chair Ramps	59,400	150,000	150,000	150,000	0.0%
Annexation	1,304,056	3,050,988	1,433,967	2,421,602	68.9%
Storm Water Program Fees	984,120	1,057,929	1,137,274	1,137,274	0.0%
Storm Related Costs		6,483			
Contribution to Debt Service - Equipment Lease Purchase			603,634	587,360	-2.7%
Total Operating	\$ 18,941,357	\$ 18,461,250	\$ 19,562,000	\$ 24,384,326	24.7%
<u>Expenditures - Capital</u>					
Bridge Replacement and Repair	\$ 313,497	\$ 153,002	\$ -	\$ -	
Total Capital					
Total Expenditures	\$ 19,254,854	\$ 18,614,252	\$ 19,562,000	\$ 24,384,326	24.7%

Summary Schedules

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

	FY2004 <u>Actual</u>	FY2005 <u>Actual</u>	FY2006 <u>Revised Budget</u>	FY2007 <u>Budget</u>	Percent Change (FY06 to FY07)
<u>Operating Revenues</u>					
<u>Federal Grants:</u>					
WIA Adult	487,127	1,089,313	1,615,766	1,078,181	-33.3%
WIA Administration	383,984	436,486	468,566	372,311	-20.5%
WIA Youth	467,493	1,479,298	1,766,343	1,207,537	-31.6%
WIA Dislocated Worker	1,283,392	1,295,755	2,560,235	1,065,074	-58.4%
WIA Incentive	220,048	481,820	617,223	41,250	-93.3%
Housing Opportunities for People with Aids (HOPWA) Program	(747,400)	561,691	1,011,291	597,000	-41.0%
Emergency Shelter Program	166,587	206,715	205,359	203,832	-0.7%
Mecklenburg Mills	90,000	90,000	-	-	0.0%
Villages of Hope Haven	297,764	389,773	156,886	125,383	-20.1%
Weed and Seed	73,785	7,482	175,329	-	-100.0%
Economic Development Initiative	-	-	99,200	-	-100.0%
Lead Based Paint Grant	1,091,627	1,552,027	1,854,482	3,000,000	61.8%
Enterprise Community Grant	(155,216)	326,789	9,577	-	-100.0%
Brownfields Grant	11,487	-	-	-	0.0%
Section 108 Loan- West Blvd Shopping Center	1,188,527	356,587	439,621	395,694	-10.0%
Lead Based Paint Outreach Grant	184,790	171,474	35,393	-	-100.0%
Healthy Homes Grant	-	-	-	1,000,000	0.0%
Sisters of Mercy Grant	-	-	1,011,310	658,259	-34.9%
Elite Academy Able Grant	-	60,823	(4,213)	-	-100.0%
Total Federal Grants	\$ 5,043,995	\$ 8,506,033	\$ 12,022,369	\$ 9,744,521	-18.9%
<u>State Grants:</u>					
NC Employment & Training	2,218	0	0	0	0.0%
Urgent Repair Grant	0	57,579	168,820	75,000	-55.6%
Total State Grants	\$ 2,218	\$ 57,579	\$ 168,820	\$ 75,000	-55.6%
Total Revenues	\$ 5,046,213	\$ 8,563,611	\$ 12,191,189	\$ 9,819,521	-19.5%
<u>Operating Expenditures</u>					
Dislocated Worker Contract	1,283,392	1,295,755	2,560,235	1,065,074	-58.4%
Education & Training Courses	709,393	1,571,133	2,232,989	1,119,431	-49.9%
Summer & Year Round Youth Program	467,493	1,479,298	1,766,343	1,207,537	-31.6%
Contribution to Workforce Development Board & Subgrantee Administration	383,984	436,486	468,566	372,311	-20.5%
Housing Opportunities for People with Aids (HOPWA) Program	(747,400)	561,691	1,011,291	597,000	-41.0%
Emergency Shelter Program	166,587	206,715	205,359	203,832	-0.7%
Mecklenburg Mills	90,000	90,000	-	-	0.0%
Villages of Hope Haven	297,764	389,773	156,886	125,383	-20.1%
Weed and Seed	73,785	7,482	175,329	-	-100.0%
Economic Development Initiative	-	-	99,200	-	-100.0%
Lead Based Paint Grant	1,091,627	1,552,027	1,854,482	3,000,000	61.8%
Enterprise Community Grant	(155,216)	326,789	9,577	-	-100.0%
Brownfields Grant	11,487	-	-	-	0.0%
Section 108 Loan- West Blvd Shopping Center	1,188,527	356,587	439,621	395,694	-10.0%
Lead Based Paint Outreach Grant	184,790	171,474	35,393	-	-100.0%
Healthy Homes Grant	-	-	-	1,000,000	0.0%
Sisters of Mercy Grant	-	-	1,011,310	658,259	-34.9%
Elite Academy Able Grant	-	60,823	(4,213)	-	-100.0%
Urgent Repair Grant	-	57,579	168,820	75,000	-55.6%
Total Expenditures	\$ 5,046,213	\$ 8,563,612	\$ 12,191,189	\$ 9,819,521	-19.5%

Summary Schedules

City of Charlotte WorkForce Investment Fund (6346) Summary of Revenues and Expenditures

	FY2004	FY2005	FY2006	FY2007	Percent
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
			<u>Budget</u>		<u>(FY06 to</u>
					<u>FY07)</u>
<u>Operating Revenues</u>					
<u>Federal Grants:</u>					
WIA Adult	487,127	1,089,313	1,615,766	1,078,181	-33%
WIA Administration	383,984	436,486	468,566	372,311	-21%
WIA Youth	467,493	1,479,298	1,766,343	1,207,537	-32%
WIA Dislocated Worker	1,283,392	1,295,755	2,560,235	1,065,074	-58%
WIA Incentive	220,048	481,820	617,223	41,250	-93%
Total Federal Grants	\$ 2,842,044	\$ 4,782,672	\$ 7,028,133	\$ 3,764,353	-46%
<u>State Grants:</u>					
NC Employment & Training	2,218	-	-	-	0%
Total Revenues	\$ 2,844,262	\$ 4,782,672	\$ 7,028,133	\$ 3,764,353	-46%
<u>Operating Expenditures</u>					
Dislocated Worker Contract	1,283,392	1,295,755	2,560,235	1,065,074	-58%
Education & Training Courses	709,393	1,571,133	2,232,989	1,119,431	-50%
Summer & Year Round Youth Program	467,493	1,479,298	1,766,343	1,207,537	-32%
Contribution to Workforce Development Board & Subgrantee Administration	383,984	436,486	468,566	372,311	-21%
Total Expenditures	\$ 2,844,262	\$ 4,782,672	\$ 7,028,133	\$ 3,764,353	-46%

In FY07, the Workforce Development Board will become the grantee for the Workforce Investment Act grants.

Summary Schedules

City of Charlotte Neighborhood Development Grant Fund (6807) Summary of Revenues & Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Operating Revenues</u>					
<u>Federal Grants:</u>					
Housing Opportunities for People with Aids (HOPWA) Program	(747,400)	561,691	1,011,291	597,000	-41.0%
Emergency Shelter Program	166,587	206,715	205,359	203,832	-0.7%
Mecklenburg Mills	90,000	90,000	-	-	0.0%
Villages of Hope Haven	297,764	389,773	156,886	125,383	-20.1%
Weed and Seed	73,785	7,482	175,329	-	-100.0%
Economic Development Initiative	-	-	99,200	-	-100.0%
Lead Based Paint Grant	1,091,627	1,552,027	1,854,482	3,000,000	61.8%
Enterprise Community Grant	(155,216)	326,789	9,577	-	-100.0%
Brownfields Grant	11,487	-	-	-	0.0%
Section 108 Loan- West Blvd Shopping Center	1,188,527	356,587	439,621	395,694	-10.0%
Lead Based Paint Outreach Grant	184,790	171,474	35,393	-	-100.0%
Healthy Homes Grant	-	-	-	1,000,000	-
Sisters of Mercy Grant	-	-	1,011,310	658,259	-34.9%
Elite Academy Able Grant	-	60,823	(4,213)	-	-100.0%
Total Federal Grants	2,201,951	3,723,361	4,994,236	5,980,168	19.7%
<u>State Grants:</u>					
Urgent Repair Grant	-	57,579	168,820	75,000	-55.6%
Total Revenues	2,201,951	3,780,940	5,163,056	6,055,168	17.3%
<u>Operating Expenditures</u>					
Housing Opportunities for People with Aids (HOPWA) Program	(747,400)	561,691	1,011,291	597,000	-41.0%
Emergency Shelter Program	166,587	206,715	205,359	203,832	-0.7%
Mecklenburg Mills	90,000	90,000	-	-	0.0%
Villages of Hope Haven	297,764	389,773	156,886	125,383	-20.1%
Weed and Seed	73,785	7,482	175,329	-	-100.0%
Economic Development Initiative	-	-	99,200	-	-100.0%
Lead Based Paint Grant	1,091,627	1,552,027	1,854,482	3,000,000	61.8%
Enterprise Community Grant	(155,216)	326,789	9,577	-	-100.0%
Brownfields Grant	11,487	-	-	-	0.0%
Section 108 Loan- West Blvd Shopping Center	1,188,527	356,587	439,621	395,694	-10.0%
Lead Based Paint Outreach Grant	184,790	171,474	35,393	-	-100.0%
Healthy Homes Grant	-	-	-	1,000,000	-
Sisters of Mercy Grant	-	-	1,011,310	658,259	-34.9%
Elite Academy Able Grant	-	60,823	(4,213)	-	-100.0%
Urgent Repair	-	57,579	168,820	75,000	-55.6%
Total Expenditures	2,201,951	3,780,940	5,163,056	6,055,168	17.3%

Summary Schedules

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

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Operating Revenues</u>					
Taxes					
Occupancy	\$ 8,480,810	\$ 9,204,462	\$ 9,172,632	\$ 10,631,153	15.9%
Prepared Food	14,476,409	15,594,890	15,933,235	17,602,732	10.5%
Total Taxes	\$ 22,957,219	\$ 24,799,352	\$ 25,105,867	\$ 28,233,885	12.5%
Participation Agreement	1,558,750	3,661,250	-	-	
Interest on Investments	287,392	801,149	1,125,000	1,064,000	-5.4%
Other	12,122	-	-	-	
Total Revenues	\$ 24,815,483	\$ 29,261,751	\$ 26,230,867	\$ 29,297,885	11.7%
Fund Balance	\$ -	\$ -	\$ 4,196,263	\$ 1,414,578	-66.3%
Total Revenues and Fund Balance	\$ 24,815,483	\$ 29,261,751	\$ 30,427,130	\$ 30,712,463	0.9%
<u>Operating Expenditures</u>					
Promotion and Marketing	\$ 3,228,267	\$ 3,410,908	\$ 3,659,130	\$ 4,235,083	15.7%
Business Development	-	-	1,500,000	1,545,000	3.0%
Administration	75,000	5,758	75,000	75,000	0.0%
Hotel Parking Management Contract	2,610,000	2,610,000	2,610,000	2,610,000	0.0%
Contribution to Coliseum Authority					
Convention Center Operating Deficit	1,373,950	2,873,944	3,500,000	3,500,000	0.0%
Capital Projects	420,507	350,558	1,540,000	500,000	-67.5%
Mecklenburg Towns' General Tourism Subsidy	1,177,050	1,278,276	1,433,000	2,136,380	49.1%
Transfers to Other Funds:					
Convention Center Debt Service	14,821,342	14,953,431	16,110,000	16,111,000	0.0%
General Capital Improvement					
Total Expenditures	\$ 23,706,116	\$ 25,482,875	\$ 30,427,130	\$ 30,712,463	0.9%
Reserved for Future Years	\$ 1,109,367	\$ 3,778,876	\$ -	\$ -	

Summary Schedules

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

	Total	Prior Years - Cumulative		FY2007 Budget	
	Grant Award	Grants	City Match	Grants	City Match
Police Federal Grants					
COPS '98	5,378,538	4,033,903	1,344,635	-	-
Bulletproof Vest	34,678	34,678	-	-	-
Arbitrary Profiling	151,193	146,376	4,817	-	-
Community Gun Violence	600,000	463,613	115,903	16,387	4,097
Federal Reimbursables	199,622	79,122	-	120,500	-
Internal Affairs Grant	125,000	120,765	-	4,235	-
Volunteers in Police Services	49,382	49,382	-	-	-
Automated Telephone Equipment	299,500	289,500	-	10,000	-
Local Law Enforcement Block Grant	3,239,312	2,915,381	323,931	-	-
Justice Assistance Grant **	1,059,152	-	-	1,059,152	-
Interoperability Communications Grant	7,988,240	5,381,731	1,793,910	609,449	203,150
DNA FY05 Equipment Grant	57,776	51,781	-	5,995	-
DNA FY06 Equipment Grant **	52,045	-	-	52,045	-
Forensic Casework DNA Backlog **	30,000	-	-	30,000	-
Total Police Federal Grants	\$ 19,264,438	\$ 13,566,232	\$ 3,583,196	\$ 1,907,763	\$ 207,247
Fire Federal Grant					
FEMA - Portable Radios	329,000	329,000	141,000	-	-
USDOJ - Terrorism Response	102,549	102,549	-	-	-
USDOHS - Terrorism Preparedness	668,728	668,728	-	-	-
FEMA - Terrorism Preparedness	95,737	95,737	-	-	-
USDOHS - Homeland Security	4,085,158	4,085,158	-	-	-
USDOHS - Urban Area Security	10,661,671	10,661,671	-	-	-
Total Fire Federal Grants	\$ 15,942,843	\$ 15,942,843	\$ 141,000	\$ -	\$ -
Police State Grants					
ICHOPPE Grant	45,234	40,711	4,523	-	-
Forensic Science	11,025	11,025	-	-	-
IRU Best Practices	5,950	5,950	-	-	-
No Suspect DNA Casework	95,210	72,547	-	22,663	-
Photo Radar Grant	81,451	40,726	40,725	-	-
Project Safe Neighborhood	93,077	40,775	-	52,302	-
Discretionary Grant/Crime Lab	8,611	8,611	-	-	-
NFSIA Coverdell Grant FY03 - FY05	75,105	11,989	-	63,116	-
Gang of One YR1 and YR2	52,867	14,755	1,639	32,826	3,647
Triad Foundation	30,000	30,000	-	-	-
NC Dept of Insurance	5,000	5,000	-	-	-
DJJDP Gang Grant *	50,000	-	-	50,000	-
Regional Law Enforcement Liaison (RLEL)	10,000	-	-	10,000	-
Law Enforcement Terrorism Prevention **	514,438	-	-	514,438	-
Hidden Valley After School Program **	10,525	-	-	10,525	-
Permanent Checking Station/NC Safe Kids	8,500	8,500	-	-	-
Total Police State Grants	\$ 1,088,493	\$ 282,089	\$ 46,887	\$ 755,870	\$ 3,647
Fire State Grants					
NC Emer Mgmt - Program Grant	303,609	233,609	-	70,000	-
NC Emer Mgmt - Nuclear Plant	238,661	191,161	-	47,500	-
NC Emer Mgmt - USAR	150,000	150,000	-	-	-
NC Emer Mgmt - RRT	288,000	231,000	-	57,000	-
NC Emer Mgmt - HazMat Response	90,900	90,900	-	-	-
NC Emer Mgmt - CERT	12,500	12,500	-	-	-
NC Fire Investigations/Education	77,280	77,280	-	-	-
Total Fire State Grants	\$ 1,160,951	\$ 986,451	\$ -	\$ 174,500	\$ -
Contributions					
Assets Forfeiture Funds	3,227,367	\$ 2,610,971	\$ -	\$ 616,396	\$ -
Total Contributions	\$ 3,227,367	\$ 2,610,971	\$ -	\$ 616,396	\$ -
Total Revenues & Expenditures	\$ 40,684,092	\$ 33,388,585	\$ 3,771,083	\$ 3,454,529	\$ 210,894

Summary Schedules

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

	FY2004 Actual	FY2005 Actual	FY2006 Revised Budget	FY2007 Budget	Percent Change (FY06 to FY07)
<u>Operating Revenues</u>					
Wireless Fee (State Reimbursement)	\$ 691,791	\$ 756,183	\$ 800,000	\$ 800,000	0.0%
Wired Fee	4,010,495	3,665,324	4,000,000	4,000,000	0.0%
Interest on Investments	(3,880)	32,386	10,000	10,000	0.0%
Total Revenues	\$ 4,698,406	\$ 4,453,894	\$ 4,810,000	\$ 4,810,000	0.0%
Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Total Revenues and Fund Balance	\$ 4,698,406	\$ 4,453,894	\$ 4,810,000	\$ 4,810,000	0.0%
<u>Operating Expenditures</u>					
Police 911 Services	\$ 2,245,373	\$ 2,364,033	\$ 2,877,893	\$ 2,708,581	-5.9%
Fire 911 Services	876,927	517,690	1,030,670	1,584,698	53.8%
Payment to Mecklenburg County	1,464,452	501,889	154,704	506,722	227.5%
Total Expenditures	\$ 4,586,752	\$ 3,383,613	\$ 4,063,267	\$ 4,800,000	18.1%
Reserved for Future Years	\$ 111,654	\$ 1,070,281	\$ 746,733	\$ 10,000	-98.7%

Note 1:

Prior to FY02, no Wired 911 fees were collected. All expenditures for 911 Services were funded in the General Fund. The 911 Fee became effective on September 16, 2001. Receipts from the fee began in October 2001.

Note 2:

Payments to Mecklenburg County represent MEDIC's share of the total 911 Wired Fee revenue collected. MEDIC's share of this revenue is based on its relative percentage of the total expenditure budgets for the three 911 services agencies (Police, Fire and MEDIC). County MEDIC's percentage of total budget is:

FY02	3.1586%	FY05	9.4608%
FY03	8.9416%	FY06	3.8676%
FY04	39.9429%	FY07	12.6680%

Summary Schedules

City of Charlotte SafeLight Fund

Summary of Revenues and Expenditures

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
<u>Revenues - Operating</u>					
Traffic Fines and Penalties	\$ 632,367	\$ 1,095,869	\$ 1,450,000	\$ 1,450,000	0.0%
Interest on Investments	23,548	43,500	50,000	50,000	0.0%
Total Revenues	\$ 655,915	\$ 1,139,369	\$ 1,500,000	\$ 1,500,000	0.0%
<u>Expenditures - Operating</u>					
Administration (City)	\$ 154,433	\$ 127,978	\$ 262,107	\$ 150,000	-42.8%
Contractual Services	400,347	650,000	1,237,893	894,812	-27.7%
Total Expenditures	\$ 554,780	\$ 777,978	\$ 1,500,000	\$ 1,044,812	-30.3%
Reserved for Future Years	\$ 101,135	\$ 361,391	\$ -	\$ 455,188	

Note:

Revenues are dependent upon number of intersections operating with cameras and number of violations. As such, revenue projections may vary widely.

Summary Schedules

City of Charlotte SafeSpeed Fund

Summary of Revenues and Expenditures

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
<u>Revenues - Operating</u>					
Traffic Fines and Penalties	\$ -	\$ 895,798	\$ 1,312,718	\$ 2,740,755	108.8%
Interest on Investments		\$ 2,987			
Total Revenues	\$ -	\$ 898,785	\$ 1,312,718	\$ 2,740,755	108.8%
Total Revenues and Fund Balance	\$ -	\$ 898,785	\$ 1,312,718	\$ 2,740,755	108.8%
<u>Expenditures - Operating</u>					
Administration (City)	\$ -	\$ 118,455	\$ 199,471	\$ 87,000	-56.4%
Estimated Revenue to CMS	-	\$ 84,385	205,858	803,790	290.5%
Contractual Services	-	\$ 695,945	907,389	1,849,965	103.9%
Total Expenditures	\$ -	\$ 898,785	\$ 1,312,718	\$ 2,740,755	108.8%
Reserved for Future Years	\$ -	\$ -	\$ -	\$ -	

Notes

¹⁾ Program started October 2004. FY2006 and FY2007 reflect full year budgets.

²⁾ Significant revenue increase in FY2007 reflects installation of two cameras in each van resulting in greater number of citations written.

Summary Schedules

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

	<u>FY2004 Actual</u>	<u>FY2005 Actual</u>	<u>FY2006 Revised Budget</u>	<u>FY2007 Budget</u>	<u>Percent Change (FY06 to FY07)</u>
<u>Operating Revenues</u>					
Property Taxes	\$ 2,023,061	\$ 2,004,295	\$ 1,931,461	\$ 2,020,637	4.6%
State Reimbursement	-	-	-	-	-
Fund Balance	403,584	-	-	-	-
Total Revenues	\$ 2,426,645	\$ 2,004,295	\$ 1,931,461	\$ 2,020,637	4.6%
<u>Operating Expenditures</u>					
Contractual Services	\$ 2,310,410	\$ 1,915,652	\$ 1,869,197	\$ 1,949,897	4.3%
City Services	82,258	62,759	47,570	44,580	-6.3%
Total Expenditures	\$ 2,392,668	\$ 1,978,411	\$ 1,916,767	\$ 1,994,477	4.1%
Reserved for Future Years	\$ 33,977	\$ 25,884	\$ 14,694	\$ 26,160	78.0%

Summary Schedules

City of Charlotte Risk Management Fund Summary of Revenues and Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Revenues</u>					
City of Charlotte - General Fund	\$ 630,096	\$ 697,811	\$ 746,001	\$ 759,454	1.8%
City of Charlotte - Other Funds	420,514	469,184	526,728	537,956	2.1%
Mecklenburg County	477,550	451,745	487,604	536,887	10.1%
Board of Education	382,040	361,396	390,083	429,509	10.1%
Other Agencies	45,000	39,992	40,000	40,000	0.0%
Interest on Investments	22,764	24,467	-	-	-
Other	902	-	-	-	-
Total Revenues	\$ 1,978,866	\$ 2,044,595	\$ 2,190,416	\$ 2,303,806	5.2%
Transfer from Reserve Fund	\$ -	\$ -	\$ -	\$ 82,495	-
Total Revenues and Reserve Funds	\$ 1,978,866	\$ 2,044,595	\$ 2,190,416	\$ 2,386,301	8.9%
<u>Expenditures</u>					
Operating Budget	\$ 1,978,866	\$ 2,029,375	\$ 2,190,416	\$ 2,386,301	8.9%
Total Expenditures	\$ 1,978,866	\$ 2,029,375	\$ 2,190,416	\$ 2,386,301	8.9%
Reserved for Future Years	\$ -	\$ 15,220	\$ -	\$ -	-

Summary Schedules

City of Charlotte Tourism Operating Fund Summary of Revenues and Expenditures

	FY2004	FY2005	FY2006	FY2007	Percent
	Actual	Actual	Revised	Budget	Change
<u>Revenues</u>			Budget		(FY06 to
					FY07)
Occupancy Tax	\$ 3,610,928	\$ 3,835,556	\$ 3,801,400	\$ 4,508,574	18.6%
Rental Car Tax	1,630,178	1,905,099	1,714,950	2,149,300	25.3%
Parking Fees	154,478	-	198,000	400,000	102.0%
Interest on Investments	251,897	495,197	600,000	700,000	16.7%
Rents	71,944	513,448	75,000	1,135,000	1413.3%
Other	-	14,000	-	-	
Total Revenues	\$ 5,719,425	\$ 6,763,300	\$ 6,389,350	\$ 8,892,874	39.2%
 <u>Operating Expenditures</u>					
Contractual Services	\$ 23,787	\$ 14,414	\$ 100,000	\$ 150,000	50.0%
Contribution to Tourism Capital Project Fund	-	300,000	121,770	250,000	105.3%
Contribution to Tourism Debt Service Fund	40,000	25,586	40,000	7,577,330	18843.3%
Total Expenditures	\$ 63,787	\$ 340,000	\$ 261,770	\$ 7,977,330	2947.5%
Reserved for Future Years	\$ 5,655,638	\$ 6,423,300	\$ 6,127,580	\$ 915,544	-85.1%

Summary Schedules

City of Charlotte
Hall of Fame (0138)
Summary of Revenues and Expenditures

	<u>FY2004</u> <u>Actual</u>	<u>FY2005</u> <u>Actual</u>	<u>FY2006</u> <u>Revised</u> <u>Budget</u>	<u>FY2007</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY06 to</u> <u>FY07)</u>
<u>Revenues</u>					
Occupancy Tax	\$ -	\$ -	\$ 956,241	\$ 6,733,034	604.1%
Interest on Investments	-	-	-	140,000	
Loan Proceeds	-	-	-	2,000,000	
Other	-	-	-	-	
Total Revenues	\$ -	\$ -	\$ 956,241	\$ 8,873,034	827.9%
<u>Operating Expenditures</u>					
Transfer to Component Unit	\$ -	\$ -	\$ -	\$ 2,000,000	
Transfer to Debt Service Fund	-	-	-	10,000	
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,010,000	
Reserved for Future Years	-	-	956,241	6,863,034	617.7%
Total Expenditures and Reserved for Future Years	\$ -	\$ -	\$ 956,241	\$ 8,873,034	827.9%

Executive Summary

FY07-11 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, roads, transit, economic development, airport, water and sewer, 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.

City Council has a tradition of balanced spending to ensure the capacity for delivering services to a growing community. The City's history of long-range planning, leadership, and sound financial management has earned an AAA credit rating (highest rating obtainable) for the issuance of debt.

HIGHLIGHTS OF THE FY07-11 CIP

The five-year FY07-11 CIP totals \$2,778,422,062, a 10.9% increase from the FY06-10 CIP. This increase is due to \$413.1 million in new general obligation bonds and certificates of participation for Neighborhood Improvements, Affordable Housing, Transportation, Economic Development, and Municipal Facilities.

General Government

This program includes funding for neighborhoods, housing, roads, economic development, 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, a 2.67¢ increase from FY06
- Pay-As-You-Go: 1.51¢ of the property tax rate, a .09¢ decrease from FY06
- Capital Reserve: funding surpluses above specified levels 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 \$547.7 million. Funding highlights of the program are as follows:

Neighborhoods

- \$75.0 million for neighborhood improvements
- \$66.6 million for housing programs
- \$30.0 million for the affordable housing
- \$43.8 million for sidewalks
- \$12.5 million for area plan improvements

Transportation

- \$36.5 million for Fred D. Alexander Boulevard (NC27 to NC16)
- \$23.0 million for Statesville Road Widening (Starita to Keith)
- \$13.0 million for Beatties Ford Road Widening (Capps Hill Mine to Sunset)
- \$10.0 million for Intersection Capacity/Multimodal Enhancement Program
- \$10.0 million for Brevard/Caldwell Streets (convert to two-way)

Executive Summary

FY07-11 Capital Investment Plan

Economic Development

- \$14.5 million for community economic development strategy Implementation
- \$12.0 million for Elizabeth Avenue parking decks
- \$11.0 million for center city transportation implementation

Facility Investments

- \$22.5 million for building and roof maintenance
- \$12.5 million for public safety digital communications system upgrade
- \$9.3 million for three annexation fire stations
- \$3.6 million for Arboretum fire station

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 \$155.8 million and is fully financed through storm water fees.

Major projects include:

- \$93.6 million for flood control projects in neighborhood water basins
- \$27.8 million for repairs to existing storm drains
- \$14.0 million for storm water channel restoration
- \$6.3 million for pollution control

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 \$854.5 million and is fully financed through the one half-cent sales tax and federal and state capital grants.

Major projects include:

- \$551.0 million for future transitway planning and construction
- \$100.0 million for a multimodal station
- \$64.3 million for bus replacement and expansion
- \$25.8 million for North Corridor transitway construction

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 \$556.8 million and is fully financed from water and sewer fees.

Major projects include:

- \$68.0 million for water and sewer line rehabilitation
- \$60.0 million for northeast water transmission main
- \$58.0 million for wastewater treatment plant expansions
- \$28.6 million for water and sewer annexation lines

Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$663.5 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants.

Major projects include:

- \$173.5 million for a the Third Parallel Runway
- \$86.0 million for new parking decks
- \$49.4 million for expansion of Concourse E
- \$32.7 million for new parking facilities

Executive Summary

FY07-11 Capital Investment Plan

AMENDMENTS TO THE MANAGER'S RECOMMENDED BUDGET – GENERAL CAPITAL PROGRAM

Projects eliminated, reduced, increased or modified from the Manager's Recommended Budget of \$500.2 million to \$422.0 million include:

(\$ in millions)

<u>Eliminated</u>	
-Rea Road Upgrade	\$20.6
-Pedestrian Connectivity Program	\$4.0

<u>Reduced</u>	<u>FROM</u>	<u>TO</u>
-Brevard Street Improvements	\$20.0	\$10.0
-Intersection and Multimodal Enhancements	\$22.0	\$10.0
-Minor Roadway Improvements Program	\$9.0	\$5.0
-Nonsystem Residential Street Improvements	\$4.0	\$2.0
-Housing Trust Fund (affordable housing)	\$60.0	\$30.0
-Centers and Corridors	\$23.0	\$2.5

<u>Increased</u>	<u>FROM</u>	<u>TO</u>
Neighborhood Improvements	\$60.0	\$75.0
Area Plan Projects	\$9.0	\$15.0

Projects revised from the Manager's Recommended Budget include:

- Police Metro Station \$2.9 million
- Community ED Strategy Implementation \$15.0 million
 (revised from Streetscape/Pedscape Program/ Business Corridors)
 \$6.1 million from General Obligation bonds
 \$8.9 million in one-time revenues (U.S. Airways and Coliseum land)
- Pay-As-You-Go projects: In Rem reduced \$250,000 and Government Plaza Maintenance reduced \$300,000

Executive Summary

FY07-11 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 FY07-11 Capital Investment Plan was developed within the City's Corporate Scorecard objectives of develop collaborative solutions, invest in infrastructure, and 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) and the City Manager's Office.

Initial planning for the CIP began in the fall 2005 with a review of the Capital Investment Plan process by the City Manager's Office. During January the mid-year CIP status report was completed and Key Businesses also completed CIP and Capital Needs requests. Between February 17 and March 23, 2006, several collaborative meetings were held to develop recommendations for the City Manager.

Process Enhancements

1. The CIP process is an instrument for maximizing strategic leverage in achieving City Council's priorities as identified at their annual retreat.
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. The 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 new "BECap" Geographic Information System (GIS) initiative was successfully implemented, providing linkages and graphical displays of capital project requests from all Key Businesses. This graphical tool assisted the CIP Staff Review Team in identifying capital project connectivity and opportunities for further collaborative planning and implementation.

Executive Summary

FY07-11 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

Executive Summary

FY2007-2011 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.

Executive Summary

FY07-11 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 voters approved \$101.8 million in Street Bonds in 2004. Of this, \$74.2 million has been appropriated, with \$27.6 million scheduled for appropriation in the FY07-11 CIP.
- The FY07-11 CIP also includes \$13.3 million in authorized Certificates of Participation (COPs) for a public safety digital radio system and supplemental funding for annexation fire stations.

New General Government Bond Status

- The FY07-11 CIP includes \$413.1 million in additional debt capacity. The additional capacity is supported by an increase in the property tax rate of 2.67¢ in FY07. The schedule includes three bond referenda over the next five years:
 - \$120.2 million in 2006
 - \$145.0 million in 2008
 - \$126.1 million in 2010

The increased debt capacity also supports the issuance of \$21.8 million in Certificates of Participation to construct an Arboretum fire station, three annexation fire stations, police metro station; and to fund general government's 50% share of a vehicle maintenance facility. Charlotte-Mecklenburg Utilities also will pay 50% as a principal customer of the facility.

A summary of the bond referenda and projects follow.

Executive Summary

FY07-11 Capital Investment Plan

	2006 Bond	2008 Bond	2010 Bond	Total
Housing and Neighborhood Development				
- Neighborhood Improvements	25.0	25.0	25.0	75.0
- Affordable Housing	10.0	10.0	10.0	30.0
- Area Plan Projects	5.0	5.0	5.0	15.0
- Traffic Calming Program	1.5	1.5	3.0	6.0
- Pedestrian and Traffic Safety Program	2.0		2.0	4.0
- Sidewalk Construction Program	12.0	15.0	15.0	42.0
Total	\$55.5	\$56.5	\$60.0	\$172.0
Transportation				
- Bridge Program	4.0	2.0	2.0	8.0
- Farm-to-Market Road Improvement Program	2.0	4.0	4.0	10.0
- Community House Road Improvements		5.0		5.0
- Oakdale Road Improvements			5.5	5.5
- Robinson Church Road Improvements			2.5	2.5
- Future Project Planning and Design	1.0	1.0	1.0	3.0
- Intersection Capacity and Multimodal Program	10.0			10.0
- Minor Roadway Improvement Program	3.0	0.0	3.0	6.0
- Non-System Residential Street Improvements	2.0			2.0
- Public-Private Participation Program		3.0	3.0	6.0
- Railroad Grade Crossing and Safety Programs		0.5		0.5
- Thoroughfare and Street Projects:				
- Auten Road Extension (Chesapeake to Plumstead)			5.0	5.0
- Beatties Ford Rd Widening (Capps Hill Mine to Sunset)			13.0	13.0
- Brevard/Caldwell Streets (convert to two-way)		10.0		10.0
- Dixie River Road/Steele Creek Intersection	5.0			5.0
- Fred D. Alexander Boulevard (NC27 to NC16)	20.0	16.5		36.5
- Harris Boulevard/Milton Road Intersection	0.5			0.5
- Idlewild Road (Piney Grove to Valley Grove)			6.0	6.0
- Old Pineville Rd (Victory Christian to England)	1.2			1.2
- Statesville Road Widening (Starita to Keith)		23.0		23.0
- State Highway Participation Program		3.0	3.0	6.0
- Street Connectivity Program	3.0	4.0	4.0	11.0
- Traffic Control Devices Upgrade Program	3.0	3.0	3.0	9.0
- Traffic Flow Enhancement (coordinated signals)	3.0	3.0	3.0	9.0
- Bicycle Program	1.0	1.0	2.0	4.0
Total	\$58.7	\$79.0	\$60.0	\$197.7
Economic Development				
- City Center Transportation Implementation	4.0	5.0	4.0	13.0
- Centers and Corridors Implementation - Corridors (future transit station area infrastructure)		2.5		2.5
- Community ED Strategy Implementation (see note below)	2.0	2.0	2.1	6.1
Total	\$6.0	\$9.5	\$6.1	\$21.6
Facility Investments - COPS				
- Arboretum Fire Station - construction	3.6			3.6
- 3 Annexation Fire Stations	4.1	4.1	4.1	12.3
- Police Metro Station	2.9			2.9
- NE Equip. Maintenance Facility (CMU at ½ cost)	3.0			3.0
Total	\$13.6	\$4.1	\$4.1	\$21.8
Total	\$133.8	\$149.1	\$130.2	\$413.1
One-Time Community ED Strategy Implementation funding	\$8.9			\$8.9
Total Program	\$142.7	\$149.1	\$130.2	\$422.0

Note: This program includes one-time contribution of \$8.9 million from US Airways settlement and coliseum land sale for a total of \$15.0 million (including \$6.1 million in Street Bonds).

Executive Summary

FY07-11 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.

The FY07 Pay-As-You-Go Fund increased \$1.2 million (4.2% increase) compared with the FY06 Pay-As-You-Go Fund.

Below is a five-year revenue summary of the Pay-As-You-Go Fund:

- \$52.2 million from PAYG property tax
- \$117.1 million from auto and sales taxes
- \$0.8 million from interest income

The Pay-As-You-Go Fund property tax rate is 1.51¢, a .09¢ decrease.

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

- \$92.0 million for the City's Maintenance of Effort Contribution to the Metropolitan Transit Commission (MTC)
- \$24.3 million for the Innovative Housing Program
- \$22.5 million for roof and building maintenance

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

Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
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PAY-AS-YOU-GO SUMMARY

Pay-As-You-Go Revenues

Property Tax	\$ 10,028,577	\$ 10,229,148	\$ 10,433,731	\$ 10,642,406	\$ 10,855,254	\$ 52,189,116
Interest Income	168,000	168,000	168,000	168,000	168,000	840,000
Sales Tax	10,625,635	10,997,532	11,382,446	11,780,831	12,193,161	56,979,605
Auto Tax	11,550,866	11,781,883	12,017,521	12,257,871	12,503,029	60,111,170
TOTAL REVENUES	\$ 32,373,078	\$ 33,176,563	\$ 34,001,698	\$ 34,849,108	\$ 35,719,444	\$ 170,119,891

EXPENDITURES

Contribution to MTC (MOE)	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 92,000,000
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Innovative Housing	4,580,858	4,719,899	4,863,112	5,010,621	5,162,555	24,337,045
HOME Grant Match	642,251	642,251	642,251	642,251	642,251	3,211,255
In Rem Remedy	500,000	500,000	500,000	500,000	500,000	2,500,000
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Business Grant Program	400,000	400,000	400,000	400,000	400,000	2,000,000
Environmental Services Program	600,000	600,000	600,000	600,000	600,000	3,000,000
Building Maintenance	3,100,000	3,200,000	3,300,000	3,400,000	3,500,000	16,500,000
Roof Replacement Program	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,000,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Maintenance	500,000	600,000	600,000	600,000	600,000	2,900,000
Fire Station Renovations	250,000	250,000	500,000	1,000,000	1,500,000	3,500,000
Technology Investments	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Ovens/Cricket Maintenance	530,450	546,364	562,755	579,637	597,026	2,816,232
TOTAL EXPENDITURES	\$ 32,053,559	\$ 33,008,514	\$ 33,618,118	\$ 34,482,509	\$ 35,351,832	\$ 168,514,532

Executive Summary

FY07-11 Capital Investment Plan

FY07-11 Preliminary Public Art Eligible Projects

FY07-11 Public Art Eligible Projects

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
Neighborhood Improvements - Streetscape	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
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	1,000,000	4,000,000
Innovative Housing Program	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Streetscape/Pedscape/Business Corridors	500,000					500,000
Community ED Strategy Implementation	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	5,100,000
Business Grant Program - Facades	200,000	200,000	200,000	200,000	200,000	1,000,000
Centers and Corridors Implementation - Station Area Infrastructure			1,250,000	1,250,000		2,500,000
Annexation Fire Stations	1,850,000	3,000,000	1,100,000	3,000,000	1,100,000	10,050,000
Arboretum Fire Station	600,000	3,000,000				3,600,000
Police Metro Station	1,000,000	1,900,000				2,900,000
Northeast Equipment Maintenance Facility	500,000	2,500,000				3,000,000
TOTAL	\$ 11,400,000	\$ 16,350,000	\$ 9,300,000	\$ 11,200,000	\$ 8,150,000	\$ 56,400,000

FY07-11 General Art Allocations

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
Neighborhood Improvements - Streetscape	12,500	12,500	12,500	12,500	12,500	62,500
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	10,000	40,000
Innovative Housing Program	10,000	10,000	10,000	10,000	10,000	50,000
Streetscape/Pedscape/Business Corridors	5,000					5,000
Community ED Strategy Implementation	10,000	10,000	10,000	10,000	11,000	51,000
Business Grant Program - Facades	2,000	2,000	2,000	2,000	2,000	10,000
Centers and Corridors Implementation - Station Area Infrastructure			12,500	12,500		25,000
Annexation Fire Stations	11,100	18,000	6,600	18,000	6,600	60,300
Arboretum Fire Station	3,600	18,000				21,600
Police Metro Station	6,000	11,400				17,400
Northeast Equipment Maintenance Facility	3,000	15,000				18,000
TOTAL	\$ 98,200	\$ 121,900	\$ 88,600	\$ 100,000	\$ 77,100	\$ 485,800

REVENUES

2004 Street Bonds	15,000					15,000
Street Bonds - To Be Authorized	35,000	35,000	57,500	57,500	46,000	231,000
Neighborhood Improvement Bonds -To Be Authorized	12,500	12,500	12,500	12,500	12,500	62,500
Pay-As-You-Go Funding	12,000	12,000	12,000	12,000	12,000	60,000
Certificates of Participation - Fire Facilities	14,700	36,000	6,600	18,000	6,600	81,900
Certificates of Participation - Police Metro Station	6,000	11,400				17,400
Certificates of Participation - Northeast Equipment Maintenance Facility	3,000	15,000				18,000
TOTAL	\$ 98,200	\$ 121,900	\$ 88,600	\$ 100,000	\$ 77,100	\$ 485,800

FY07-11 Aviation and Water and Sewer Estimated Art Allocations

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
Aviation Estimated Public Art Program	\$ 472,750	\$ 133,175	\$ 674,540	\$ 469,775		\$ 1,750,240
Water and Sewer Estimated Public Art Program	\$ 123,000	\$ 18,000				\$ 141,000

Executive Summary

FY07-11 Capital Investment Plan

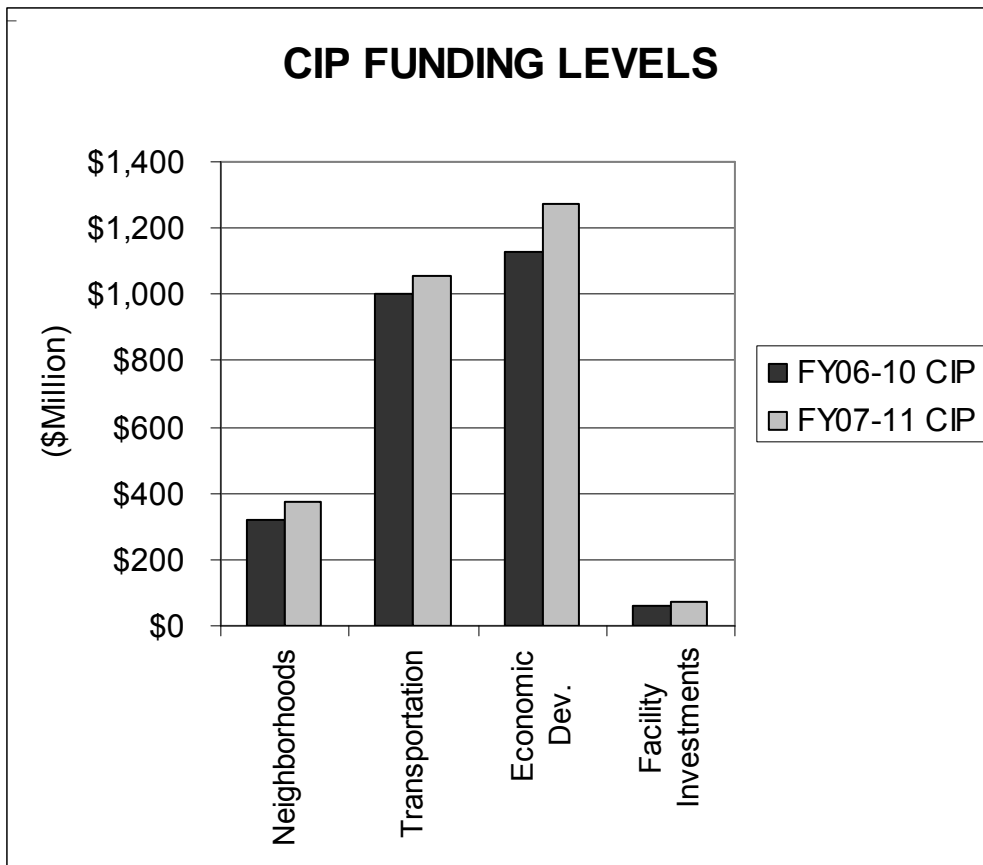
CAPITAL INVESTMENT PLAN OVERVIEW

The FY07-11 Capital Investment Plan (CIP) represents a 10.9% increase over the FY06-11 CIP.

Program funding level changes:

- **Housing and Neighborhood Development:** funding is increasing by \$58.3 million, or 18.4%, due to increases of \$97.7 million, or 318.6%, in Neighborhoods and \$2.9 million, or 3.3%, in Housing. These increases are partially offset by a decrease in Storm Water of \$42.3 million, or -21.3%.
- **Transportation:** funding is increasing by \$57.2 million, or 5.7%, due to an increase of \$156.6 million, or 344.7%, in Roads. This increase is partially offset by a \$99.5 million decrease, or -10.4%, in CATS.
- **Economic Development:** funding is increasing by \$143.6 million, or 12.7%, due to increases of \$23 million, or 84.6% in the Economic Development sub-section and \$144.2 increase, or 27.8%, in Aviation. These increases are partially offset by a decrease in Water and Sewer of \$23.6 million, or -4.1%.
- **Facility Investments:** funding is increasing by \$13.1 million, or 21.0%.

Detailed explanations of the increases and decreases by program category are available on the subsequent pages.

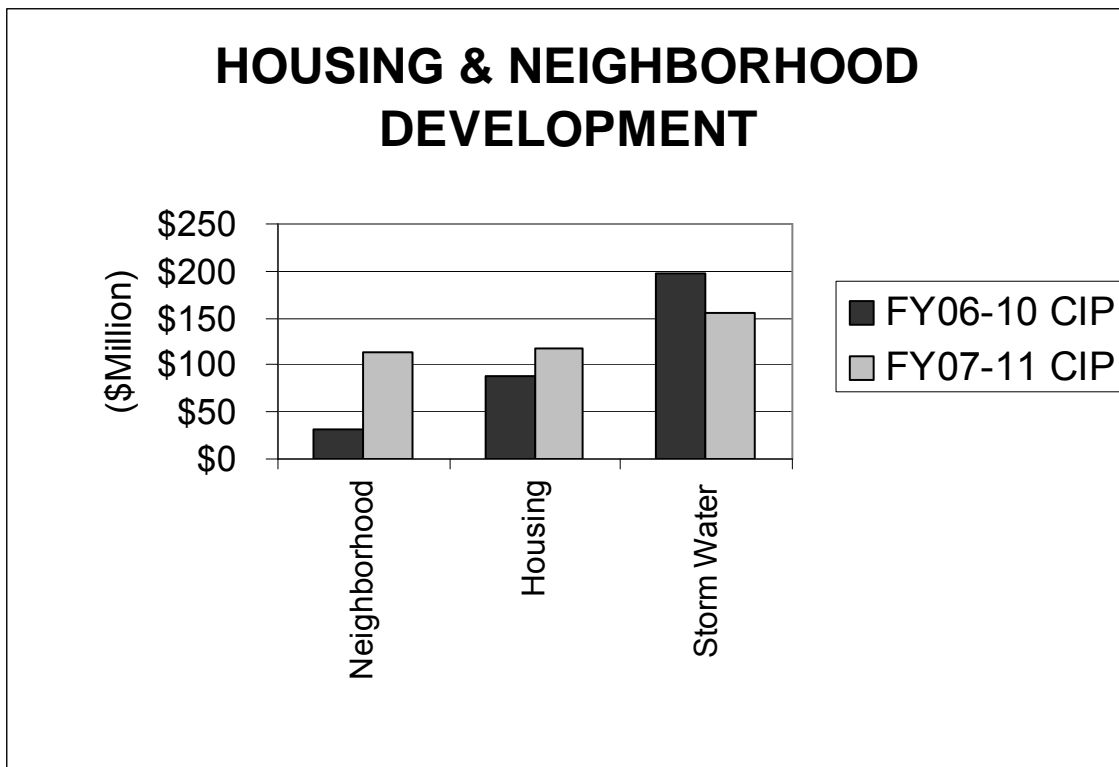


Executive Summary

FY07-11 Capital Investment Plan

Housing and Neighborhood Development

- The Neighborhood Improvement Program increases \$97.7 million, or 318.6%, due to proposed bond funding for Neighborhood Improvements (\$75 million), Sidewalks (\$42 million), and Area Plans (\$15 million). Project appropriations extend through FY12.
- The Housing Program increases \$2.9 million, or 3.3%, due to \$30 million in bond funding for Affordable Housing. This increase is partially offset by reduced revenues from Community Development Block Grant (CDBG) and Home Opportunities Made Easy (HOME) grant funding, which are projected to decrease by \$13.7 million over the next five years.
- The Storm Water Program decreases \$42.3 million, or -21.3%. The decrease in the program is due to two reasons: the program is emphasizing Pay-As-You-Go projects with less reliance on revenue bonds, and several of the project account balances have sufficient funding that will carryover into next fiscal year and do not require supplemental appropriations.

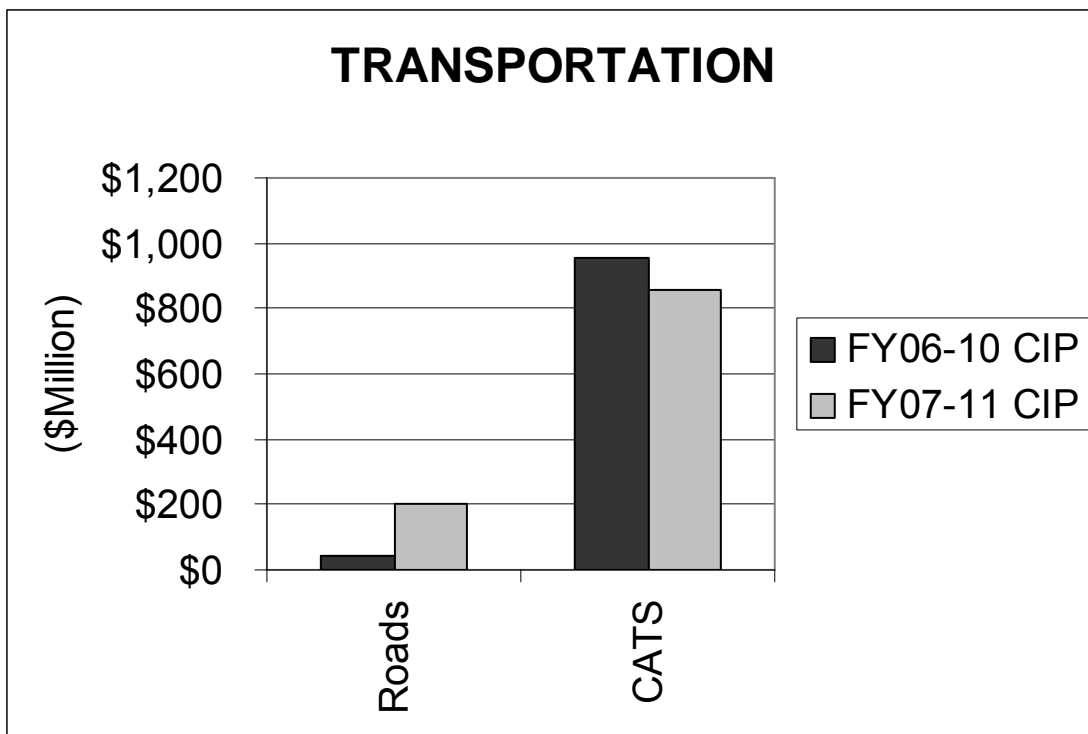


Executive Summary

FY07-11 Capital Investment Plan

Transportation

- The Roads Program is increasing \$156.6 million, or 344.7%. With the exception of \$2.7 million in Pay-As-You-Go funding (for sidewalk, curb and gutter repair), the entire program is bond financed. The program is based on the 2030 Comprehensive Transportation Plan adopted by Council on May 22, 2006. The program schedules three Street Improvement Bonds as follows: 2006 with \$85.2 million, 2008 with \$110.0 million, and 2010 with \$91.1 million.
- The Charlotte Area Transit System (CATS) Program is decreasing \$99.5 million, or -10.4%. This decrease reflects current year appropriations in the FY06-11 CIP for the South Corridor project. Despite the decrease, the program schedules appropriations in the FY07-11 CIP for future transitway planning and construction (\$551.0 million), a multimodal transit station (\$100.0 million), and bus replacements and expansions (\$64.3 million).

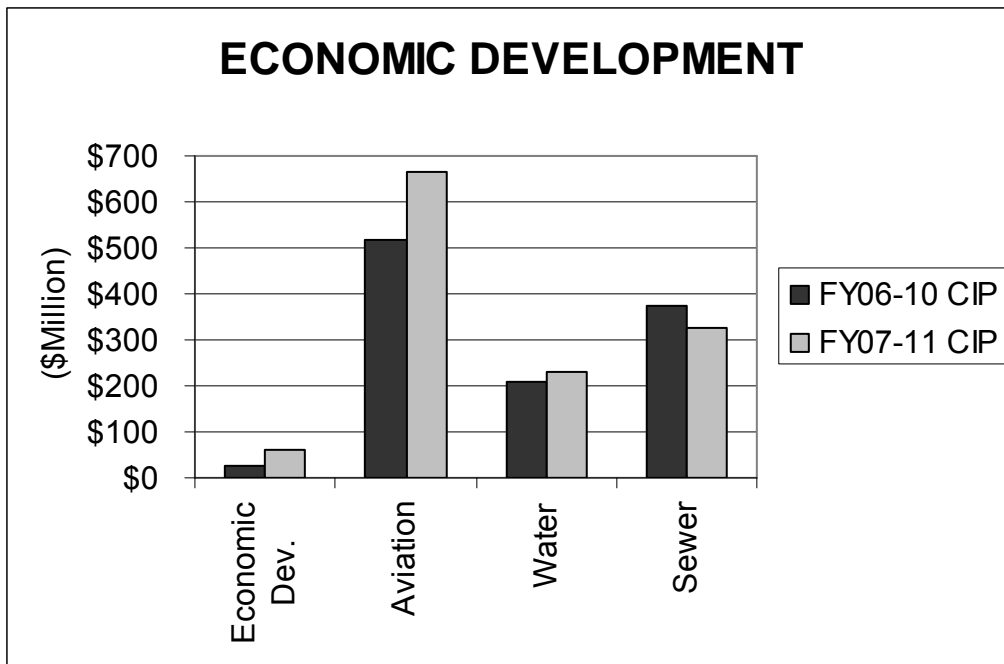


Executive Summary

FY07-11 Capital Investment Plan

Economic Development

- The Economic Development Program is increasing \$23.0 million, or 84.6%, due to tax increment financing for the Elizabeth Avenue parking decks at \$12.0 million in FY10 and projects included in the 2030 Comprehensive Transportation Plan that are defined as related to economic development: Community ED Strategy Implementation (\$15.0 million), Center City Transportation Implementation Plan (\$13.0 million), Centers and Corridors Implementation - Station Area Infrastructure (\$2.5 million).
- The Aviation Program is increasing \$144.3 million, or 27.8% due to cost estimates for the Third Parallel Runway and increased funding for parking decks.
- The Water and Sewer Program is decreasing \$23.6 million, or -4.1%. Major projects include: \$68.0 million for water and sewer line rehabilitations, \$60 million for northeast water transmission line, and \$58.0 million for wastewater treatment plant expansions.

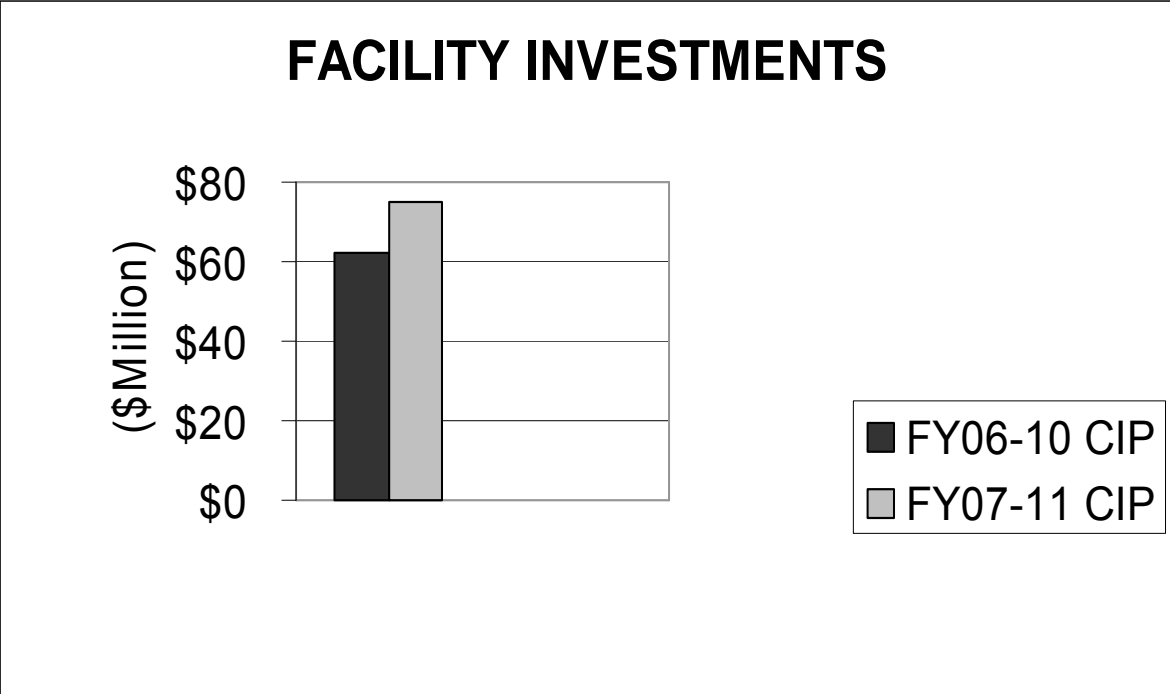


Executive Summary

FY07-11 Capital Investment Plan

Facility Investment

The Facility Investments Program is increasing \$13.1 million. The program includes three new projects: Arboretum fire station construction (\$3.6 million), Police Metro Station (\$2.9 million), and Northeast Equipment Maintenance Facility (\$3.0 million) in a 50-50 collaborative effort with Charlotte-Mecklenburg Utilities.



Executive Summary

FY07-11 Capital Investment Plan

AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

Amended Projects

- *Small Area Plan Capital Projects and Neighborhood Traffic Calming* - These on-going projects have traditionally been funded from Pay-As-You-Go. The projects were included in the 2030 Comprehensive Transportation Plan and are recommended for bond funding. The scope of these projects has also been expanded to include more projects.
- *Community Development Block Grant (CDBG) and Home Opportunities Made Easy (HOME) Grant* - Available funding from these two federal grants is projected to drop \$742,648 from FY06 to FY07. This drop in funding is offset by projected carry-over savings from FY06 to FY07. However, a 5-year projection indicates reduced grant funding totaling \$13.7 million over the five year period.
- **Transportation Projects** - All on-going transportation projects are included in the 2030 Comprehensive Transportation Plan. These projects have an aggregate funding level of \$13,650,000 from the 2004 Street Bonds in addition to funding recommended under the proposed bond program:
 - Minor Roadway Improvement Program
 - Traffic Control Devices Upgrade Program
 - State Highway Participation Program
 - Public-Private Participation Program
 - Bridge Program
 - Railroad Grade Crossings and Safety Program

New Projects

- *Neighborhood Improvements* - The program includes \$75.0 million for neighborhoods (\$25.0 million in each of the three bond referendums). The program includes 31 neighborhoods ranked under the Quality of Life index as “stable”, “transitioning”, or “challenged”. Specific neighborhoods are listed on the following page.
- *Affordable Housing* - The program includes \$30.0 million for affordable housing (\$10.0 million in each of the three bond referendums). The program is dedicated to acquisition and rehabilitation of existing housing units to leverage more affordable housing dollars, especially projects that take advantage of excess capacity in the local apartment market.
- *Transportation* - The program includes Street Improvement Bond referendums in 2006, 2008, and 2010 totaling \$286.3 million. The bond referenda are scheduled as follows:
 - \$85.2 million in 2006
 - \$110.0 million in 2008
 - \$91.1 million in 2010

Specific bond project descriptions included under each of the referenda are included on the following pages.

Executive Summary

FY07-11 Capital Investment Plan

Neighborhood Improvement Program

This program provides for new and reconstructed infrastructure in neighborhoods showing signs of distress as identified in the Neighborhood Quality of Life Index. Need is based on addressing substandard and deteriorating neighborhood infrastructure; improving the livability of neighborhoods; and preserving the tax base. The project funds curb and gutter, sidewalks, storm drainage, landscaping, lighting, and other improvements. Neighborhoods proposed to be included in future bonds over the five-year plan are as follows:

<u>Neighborhood</u>	<u>Estimate</u>
Belmont	\$2.0 million
Belmont Convenience Stores - Purchase	1.1
Thomasboro/Hoskins Phases 3 and 4	5.0
Howie Acres Phase 2	1.5
Ashley Park Phase 2	3.0
Sugaw Creek/Ritch Avenue	3.0
Jackson Park	2.0
Revolution Park	2.0
York/Cama	3.0
Enderly Park	4.0
Tryon Hills	2.0
Colonial Village/Sedgefield	5.0
Lincoln Heights/Wilson Heights	5.0
Nevin	2.0
Delta Lake	2.0
Linda Lake	3.0
McCrorey Heights	2.0
Melynda Woods	2.0
Ponderosa	2.0
Eastwood	2.0
Hope Park	2.0
Hyde Park	4.0
Shamrock-Gardens	2.0
Cedar Grove	2.0
Pawtucket	2.0
Hidden Valley	1.0
Plaza-Shamrock	0.4
Autumnwood	2.0
Eastway/Shelfield	1.0
East Forest	2.0
Farm Pond	1.5
Shannon Park	1.5
Total	\$75.0 million

Affordable Housing

This program provides for acquisition and rehabilitation of existing units to leverage more affordable housing dollars, especially projects that take advantage of excess capacity in the local apartment market. Need is based on ensuring an adequate supply of safe and habitable structures in the community. The CIP includes \$30.0 for this program.

Area Plan Capital Project Program

This program provides funding to implement transportation and other infrastructure improvements identified in City Council adopted area plans. There is currently a backlog of improvements. This program focuses on infrastructure improvements that sustain, stabilize, and enhance neighborhoods by providing a more efficient and safer multi-modal transportation system. The five-year CIP includes \$12.5 million for this program.

Executive Summary

FY07-11 Capital Investment Plan

Traffic Calming Program

This program provides funding for new traffic control devices or other "traffic calming" improvements (speed humps, circles and other innovative neighborhood traffic control devices). Need is based on neighborhood requests to control travel speeds. The five-year CIP includes \$4.5 million for this program.

Pedestrian and Traffic Safety Program

This program provides traffic control devices, pedestrian signals, marked cross walks, and other improvements to enhance conditions for transportation system users. The five-year CIP includes \$4.0 million for this program.

Sidewalk Construction Program

This program provides for the construction of new sidewalks throughout the City, as well as modifications to existing sidewalks to conform to the Americans with Disabilities Act (ADA). The program is needed to encourage pedestrian use, improve safety, and to provide connections within the existing sidewalk network. The five-year CIP includes \$43.8 million.

Bridge Program

This program provides for inspection, repair, and replacement of substandard bridges throughout the City. The program's purpose is to maintain a safe bridge system. Locations for bridge repairs and replacements are identified through the State's biennial inspection program and the City's annexations. The State provides 80% of funding for inspections and replacement of bridges on State roads. The five-year CIP includes \$9.8 million for this program.

Farm-to-Market Road Improvement Program

This program provides funds to widen roads in outlying, developing areas of the City where narrow farm-to-market roads serve as primary routes. These roadways quickly become overburdened by traffic resulting in significant congestion and unsafe conditions. The five-year CIP includes \$20.5 million for this program.

Intersection Capacity and Multimodal Enhancement Program

This program will provide pedestrian signals, marked crosswalks, sidewalk, wheelchair ramps, bicycle lanes, and additional turn storage lanes to improve traffic capacity at intersections. The five-year CIP includes \$10.0 for this program.

Minor Roadway Improvement Program

This program provides small-scale safety improvements, turn lanes at intersections, widening of roads that have been partially widened through the subdivision process, and construction of additional intermittent lanes to allow for uninterrupted traffic flow where left turns are frequent. The five-year CIP includes \$7.8 million for this program.

Non-System Residential Street Improvements

This project provides resurfacing funds to bring roads up to City standards in areas that are newly annexed. This involves paving gravel roads and widening roads. The need is based on the ability of the City to provide services to areas where roads are substandard. Services particularly impacted are solid waste collection, fire protection and provision of water and sewer services. The five-year CIP includes \$2.0 million for this program.

Railroad Grade Crossing Improvement Program

This program provides for the replacement of railroad crossings by installing modular-type railroad crossing fittings or by providing other types of improvements. The intent of this program is to improve ride comfort and to reduce congestion at track locations. The five-year CIP includes \$650,000 for this program.

Executive Summary

FY07-11 Capital Investment Plan

Public-Private Participation Program

This program provides funding to leverage benefits of developer-required improvements to the road system to conform to the Thoroughfare Plan. The program allows developers and the City to cost-share in these improvements. Need is based on proceeding with road improvements where development is occurring, such that thoroughfares are developed in a timely manner and in accordance with planned alignment. The five-year CIP includes \$7.0 million for this program.

Railroad Safety Improvement Program

This project provides funds for the City's share of installing railroad warning flashers. Program funding is included in the Railroad Crossing Program on the previous page.

Thoroughfare and Street Projects

A listing of road projects was developed utilizing a weighted evaluation that includes the following criteria: congestion, safety, supports transit, supports land use objectives, increases accessibility to uptown or other destinations, economic centers, connectivity, provides multimodal options, supports "fragile" or "threatened" neighborhoods, improves intermodal connectivity, and provides positive cost-effectiveness. The five-year CIP includes \$100.2 million for road improvements, which are listed below:

- Auten Road Extension (Chesapeake to Plumstead)
- Beatties Ford Road Widening (Capps Hill Mine to Sunset)
- Brevard/Caldwell Streets (convert to two-way)
- Dixie River Road/Steele Creek Intersection
- Fred D. Alexander (NC27 to NC16)
- Harris Boulevard/Milton Road Intersection
- Idlewild Road (Piney Grove to Valley Grove)
- Old Pineville Road Extension (Christian to England)
- Statesville Road Widening (Starita to Keith)

State Highway Participation Program

This program provides supplemental sidewalk, landscaping, and lighting on State highway projects to conform to City standards. The five-year CIP includes \$9.2 million for this program.

Street Connectivity Program

This program promotes the goal of providing better connectivity throughout the city. The program approach includes: inventory and implement needed street connections within and between neighborhoods and construct new connector and local streets that provide improved access and connectivity as development occurs. The five-year CIP includes \$9.0 million for this program.

Traffic Control Devices Upgrade Program

This program replaces obsolete traffic control devices, such as traffic controllers and loops. Loops are wires in the pavement which communicate to the controllers the presence of vehicles, resulting in changes to the traffic signal. The five-year CIP includes \$9.2 million for this program.

Traffic Flow Enhancement Program (coordinated signals)

This program provides wiring for signal coordination (80% of traffic signals are currently coordinated to allow uninterrupted flow); cameras and computers for real-time traffic surveillance, traffic counts, and travel speed data to system operators; and, incident management communication equipment for clearance of motor vehicle accidents, signal outages, traffic control during special events, and assistance to disabled motorists. The five-year CIP includes \$7.5 million for this program.

Executive Summary

FY07-11 Capital Investment Plan

Bicycle Program

This program provides funding to implement projects specified in the Charlotte-Mecklenburg Bicycle Transportation Plan. Bicycle projects include further development of an interconnected system of bikeways incorporating on-street and off-street facilities. The program will increase the amount of bike lane mileage on primary roadways, complemented by a connected system of signed bike routes utilizing low volume, low speed streets. The five-year CIP includes \$3.0 million for this program.

Center City Transportation Implementation Program

This program supports the Center City Transportation Study, which was developed as the primary transportation infrastructure implementation program for several initiatives: Center City 2010 Vision Plan, master plans and vision plans for First, Second, and Third Wards, 2025 Transit System Plan, and individual facility plans or initiatives. The program includes improvements to the pedestrian, bicycle, vehicular, and transit systems within Center City. The five-year CIP includes \$11.0 million for this program.

Centers and Corridors Implementation – Corridors (transit station area infrastructure)

This program provides coordinated station area infrastructure upgrades. Building on the work completed for the South Corridor Infrastructure Program, station areas will be evaluated as to the types of infrastructure improvements needed to enhance pedestrian and vehicular accessibility. The five-year CIP includes \$2.5 million for this program.

Community ED (Economic Development) Strategy Implementation

This program funds streetscape and pedscape improvements along street rights-of-way that impact usability, functionality, appearance and identity. Good streetscapes enhance the community environment by providing access to land uses, locations for social interaction, and sites for locating and maintaining infrastructure, and amenities. The program also utilizes one-time revenues dedicated to community ED projects with City partners including but not limited to Charlotte-Mecklenburg Development Corporation to revitalize economically challenged business corridors. The five-year CIP includes \$15.0 million for this program.

Arboretum Fire Station – Construction

This project provides architectural and construction funding for a new fire station near the intersection of NC16 and NC51. This area of the City has experienced rapid growth and fire response times to the area are above citywide averages. The five-year CIP includes \$3.6 million for this project.

Annexation Fire Stations

This project provides funding for three fire stations needed for annexation. The five-year CIP includes \$12.3 million for this program.

Police Metro Station

This project provides for construction of a metro station along Beatties Ford Road. The five-year CIP includes \$2.9 million for this project.

Northeast Equipment Maintenance Facility

This project constructs a new vehicle maintenance facility off Orr Road on City-owned land between the Street Maintenance operations yard and the Water and Sewer operations yard. The facility will reduce the time required for vehicle maintenance, increase time available for work, and reduce fuel and maintenance costs. The facility budget totals \$6.0 million, with half being funded by General Government and half funded by Charlotte-Mecklenburg Utilities.

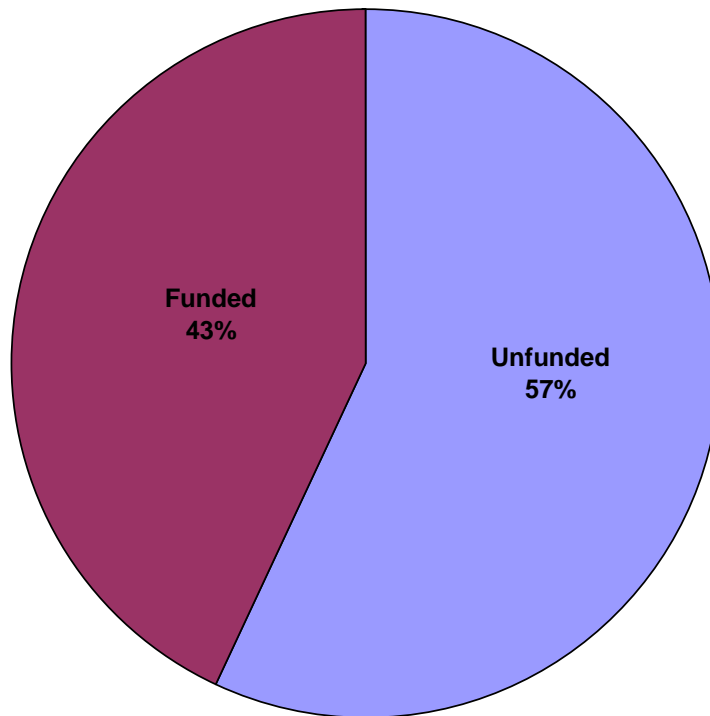
Executive Summary

FY07-11 Capital Investment Plan

Unfunded Capital Projects

General Government (excludes CATS, Storm Water, Aviation, and Water and Sewer) capital project requests and project adjustments total \$1,265,327,154. The FY07-11 CIP includes funding of \$547,672,489 leaving \$717,654,665 in projects identified as unfunded. The chart below illustrates the proportion of funded to unfunded General Government projects.

Status of All General Government Project Requests



Executive Summary

FY07-11 Capital Investment Plan

FY2007-2011 Unfunded General Government Project Requests

<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
Housing and Neighborhood Development	
Affordable Housing	\$120,000,000
Housing Partnership: Purchase of Parcels along Statesville Avenue	3,963,800
Total Housing and Neighborhood Development	\$123,963,800
Transportation	
<u>Motorist Capacity and Safety Improvements</u>	
Traffic Flow Enhancement Program (coordinated signal systems)	\$1,000,000
Traffic Control Devices Upgrade Program (partially funded)	1,800,000
Intersection Capacity and Multimodal Enhancement Program (partially funded)	70,000,000
Street Connectivity Program (partially funded)	59,000,000
Farm-to-Market Road Improvement Program (partially funded)	27,500,000
Minor Roadway Improvements (partially funded)	5,700,000
Non-System Residential Street Improvements (partially funded)	5,500,000
Pedestrian & Traffic Safety (partially funded)	1,500,000
Second Street Extension	9,000,000
Brevard/Caldwell (partially funded)	10,000,000
Rea Road Upgrade (Colony to NC51)	20,600,000
Fred D. Alexander Boulevard (Sunset Road to Reames Road)	5,000,000
Old Pineville Road Extension (South Boulevard to Freeland)	8,000,000
Scaleybark Road Extension (South Boulevard to Tryon Street)	2,000,000
East Boulevard Improvements	1,000,000
Fifth Street Extension (McDowell to Kings)	2,000,000
Arequipa Drive Extension (Margaret Wallace Road to Sam Newell Road)	16,300,000
Krefeld Drive Extension (McAlpine Creek to Sardis Road North)	11,000,000
Beatties Ford Road Widening (Sunset to Lakeview; partial cost - total: \$7.6 million)	3,500,000
Denmark Road Extension (Sweden to Arrowood)	3,500,000
Seneca Place Extension (South Boulevard to Old Pineville Road)	2,000,000
Sugar Creek Road Widening (Graham St. to Harris Blvd. partial cost-total: \$15.1 million)	1,300,000
Total	\$267,200,000
<u>Pedestrian Pathways</u>	
Pedestrian Connectivity Program	\$6,000,000
Safe Routes to Schools Program	10,000,000
Total	\$16,000,000
<u>Bicycle Pathways</u>	
Bicycle Program (partially funded)	\$3,500,000
<u>Centers, Corridors and Livable Neighborhoods</u>	
Air Quality and Congestion Mitigation Program	\$10,000,000
Centers and Corridors Implementation: Centers Program	5,000,000
Centers and Corridors Implementation: Corridors Program (partially funded)	36,500,000
Total	\$51,500,000
Total Transportation	\$338,200,000

Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE

5-YEAR TOTAL

Economic Development

Eastland Mall Area Improvements - Phase II	\$5,000,000
ED and Revitalization Fund	2,000,000
Business Equity Loan Program (Replaces CWAC)	1,500,000
Smart Growth Land Acquisition and Infrastructure Improvements	3,000,000
South Davidson Street Improvements	677,000
Fourth/McDowell Intersection	95,000
Stonewall Street Streetscape Improvements (McDowell to College)	3,030,000
Second Ward Street Improvements - Planning	500,000
Total Economic Development	\$15,802,000

Facility Investments

Police

Police Auto Storage Facility	150,000
New Division Office Upfit	350,000
AFIS Equipment - Crime Lab	115,000
Animal Control Kennel Expansion - Phase II	572,800
Firing Range Improvements	800,000
Helicopter (2) Replacement	5,000,000
Lake Wylie Boat House	161,000
Total	\$7,148,800

Fire

Fire Headquarters Facility (includes Fire Logistics)	26,025,000
Emergency Operations Center	6,500,000
Reserve Fire Apparatus Shelter	600,000
Infill Fire Station - Sharon Amity/Albemarle Road	5,561,000
Fire Training Ground Improvements	5,000,000
Children's Fire Safety Village	2,925,000
Airport Fire Station	4,761,000
Replacement of Fire Station No. 7 - Davidson Street	4,091,000
Total	\$55,463,000

Business Support Services

Data Center Power and Cooling Upgrades	890,000
Louise Avenue Maintenance Shop Improvements	852,000
Sweden Road Equipment Maintenance Shop - Modifications	720,000
Total	\$2,462,000

Other

Landscape Renovations	1,000,000
Southeast Street Maintenance Facility	8,000,000
CMGC Exterior Sealant Replacement	6,000,000
CRVA: Cricket Arena/Ovens Auditorium Facility Maintenance	1,115,065
Total	\$16,115,065

Total Facility Investments	\$81,188,865
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Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE

5-YEAR TOTAL

Cultural Facilities*

Afro American Cultural Center	\$18,700,000
Bechtler Museum	17,600,000
Discovery Place	31,600,000
1200 Seat Theatre	34,200,000
Mint Museum	56,400,000
Total	\$158,500,000
Total FY2007-2011 Unfunded Project Requests	\$717,654,665

* Cultural facility costs reflect staff review adjustments in mid FY06. Discussions for funding through a separate proposal continues.

Executive Summary

FY07-11 Capital Investment Plan

Unfunded 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

Goose Creek Outfall	\$500,000
Campus Ridge Road Lift Station, Force Main, and Gravity Sewer	750,000
North Prong Clarke Creek Trunk	2,010,000
Ramah Creek Trunk Sewer	1,030,000
McDowell Basin Trunk Sewers	56,000,000
Upper McAlpine Creek Relief Sewer	5,000,000
Little Paw Creek Lift Station, Force Main and Trunk Sewer	5,000,000
Total	\$70,290,000

Water

Water Main - Plaza Road Extension	\$1,760,000
Margaret Wallace Road: Idlewild to Lawyers	1,000,000
Water Main: Huntersville to Concord Road	3,110,000
Hiwassee Road: Huntersville-Concord Road to Asbury Chapel	1,000,000
Johns Street: Trade Street to Friendship Drive	1,260,000
Albemarle Road: Harrisburg Road to Wilgrove-Mint Hill Road	530,000
WM-Truelight: Wilgrove-Mint Hill to Blair Road	780,000
Ramah Church: Seagle to NC73	1,570,000
Harrisburg, Camp Stewart & Rocky River Church Rd	1,000,000
WM Remount Rd: West Blvd. to South Blvd	3,450,000
Water Transmission Main - N. Meck WTP to Hwy 21	10,000,000
Water Main: Freedom to Tuckaseegee Replacement	5,500,000
Shearer Road: Two Million Gallon Elevated Water Storage	7,850,000
Water Main Lawyers Road: NC51 to Thompson Road	700,000
Water Main Bain School: Philadelphia Church to Lawyers Road	660,000
Total	\$40,170,000

Executive Summary

FY07-11 Capital Investment Plan Project Status

Capital Investment Plan Status

This section provides an overview of the status of capital projects included in bond referenda since 1998, and projects funded in the Eastside and West Side Strategy Plans. The status of the projects is as of June 26, 2006. {Note: if the completion date is listed as "TBD" (to be determined), this indicates that engineering, funding or other key issues need to be resolved before the completion date can be firmly established}.

<u>1998 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Freedom Drive Widening	Design	TBD
Albemarle/WT Harris Intersection – Lawyers Road Ext.	Design	4 th Quarter 2009
NC 49/US 29 Connector	Design	TBD
Billy Graham/Wilkinson	Construction	3 rd Quarter 2007
Brookshire Blvd. Widening	Complete	
Old Statesville Rd. Widening	Complete	
Statesville Ave. Widening	Complete	
Graham St. Widening	Complete	
South Blvd. Medians (Held to plan with South Transit Corridor)	Construction	2 nd Quarter 2007

<u>2000 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Asbury Avenue Extension	Complete	
Archdale Drive Widening	Complete	
Arrowood Road Widening	Complete	
Davidson Matheson Connector	Complete	
Fairview Rd/Sharon Rd Widening Phase 9	Complete	
Graham Street/Norris Avenue Intersection	Complete	
Prosperity Church Rd Widening Phase II	Complete	
Sharon Amity/Lyttleton Intersection	Complete	
Tryon Street Widening/Craighead/Sugar Creek	Complete	
Tuckaseegee Mulberry Intersection	Complete	
The Plaza Pedestrian Refuge Median	Complete	

<u>2000 Road Planning/Design Projects:</u>		
Arequipa Drive Extension	*On-Hold	TBD
*Held pending transit corridor decisions		
Krefeld Drive Extension	*On-Hold	TBD
*Held pending transit corridor decisions		
Statesville Rd Widening (I85 to Sunset Rd)	*Design	TBD
*Funded through design. Will be placed on hold pending construction funding.		

<u>2000 Neighborhood Improvement Bonds</u>	<u>Current Phase</u>	<u>Completion Date</u>
Washington Heights	Complete	
Oakview Terrace	Construction	3 rd Quarter 2007
Todd Park	Complete	
West Blvd.	Complete	
Eleanor Hts.	Complete	
Smallwood	Complete	
Rockwell Park	Complete	
Wesley Heights	Complete	
Historic North Charlotte	Complete	
Oaklawn Park	Construction	3 rd Quarter 2006
Thomasboro/Hoskins Phase 2	Complete	
Thomasboro/Hoskins Phase 3	On-Hold	TBD
Westover Hills	Complete	
Herrinwood	Complete	
Edgewood	Design	4 th Quarter 2008
Merry Oaks	Complete	
Howie Acres	Plan Sign-off	TBD
Plaza/Midwood	Complete	

Executive Summary

FY07-11 Capital Investment Plan Project Status

Ashley Park/Westerly Hills	Construction	3rd Quarter 2008
Oakhurst	Complete	
Purser/Finchley	Complete	
Eastway/Medford	Design	TBD
Polk/White	*Plan Sign-off	TBD
*Will be placed on hold.		
Briar Creek/Woodland	Complete	

<u>2002 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
South Corridor Transit Infrastructure	See complete listing below	
Hickory Grove Widening	Complete	
Third St. /Baldwin Intersection	Complete	
South Boulevard/Woodlawn Intersection	Construction	2 nd Quarter 2007

<u>2002 Road Planning/Design Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Rea Road Widening	*Design	TBD
*Funded through design. Will be placed on hold pending construction funding.		
Beatties Ford Rd Widening (Capps Hill to Lakeview)	*On-Hold	TBD
*Funded for planning only and planning is complete		
Idlewild Road Widening	*On-Hold	TBD
*Funded for planning only and planning is complete		
Sugar Creek Road Widening	*Planning	TBD
*Funded for planning only, in collaboration with proposed transit corridor		

<u>2004 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Fred D. Alexander Boulevard	*Real Estate	TBD
*Funded through real estate acquisition. Will be placed on hold pending construction funding.		
Cindy Lane Extension	Construction	4 th Quarter 2007
Nevin Road Extension	Construction	2 nd Quarter 2007
Dixie River Road Intersection	Planning	TBD

<u>2004 Neighborhood Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Belmont-Seigle Avenue Streetscape	Design	3 rd Quarter 2009
Belmont-Gateways	Design	1 st Quarter 2009
Belmont-Pedestrian Improvements	Design	2 nd Quarter 2008

<u>West Side Strategy Plan Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Brookshire Freeway Landscaping	Complete	
Morris Field Drive Widening	Complete	
West Blvd. Streetscape	Complete	
Westinghouse Blvd. Streetscape	Complete	
Wilkinson Blvd. Gateway	Complete	
Old Steele Creek Road Widening (Wingate NIP)	Complete	
Harlee/Stafford	*On Hold	TBD
*Design is complete. Project is being held pending completion of CMU's transmission main.		
JC Smith (Andrill Terrace) Sidewalk	Complete	
West Morehead Streetscape	Construction	1 st Quarter 2008
Rozzelles Ferry Streetscape	Real Estate	2 nd Quarter 2009
Statesville Avenue Streetscape	Landscaping	2 nd Quarter 2007
Tuckaseegee Road Streetscape	Construction	1 st Quarter 2007

<u>Eastside Strategy Plan Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Norland Road Sidewalk	Complete	
Central Ave Streetscape, Phase 1	Complete	
Central Ave Streetscape, Phase 2	Complete	

Executive Summary

FY07-11 Capital Investment Plan

Central Ave Streetscape, Phase 3 (Landscaping)	Complete	
Albemarle Road Streetscape (Landscaping)	Complete	
Pence Road Streetscape	Complete	
The Plaza Streetscape	Complete	
Eastland Mall Area Plan Study	Complete	
Central Avenue at Eastland Mall	Design	2 nd Quarter 2010
<u>South Corridor Infrastructure Program</u>	<u>Current Phase</u>	<u>Completion Date</u>
New Bern/Marsh/South Signature Intersection.	Complete	
Rail Crossing Lane Streetscape	Complete	
Remount/IdealWay/South Intersection	Complete	
New Bern Sidewalk Package	Complete	
Scaleybark Sidewalk Package	Complete	
Woodlawn/Old Pineville Signature Intersection	Construction	2 nd Quarter 2007
Woodlawn Sidewalk Package	Complete	
Tyvola Signature Intersections	Construction	3 rd Quarter 2006
Tyvola Sidewalk Package	Construction	2 nd Quarter 2007
Archdale Pedestrian/Bike/Signature Intersection	Construction	2 nd Quarter 2007
Archdale Sidewalk Package	Complete	
Arrowood Pedestrian/Bike/Signature Intersection	Construction	3 rd Quarter 2006
Arrowood Sidewalk Package	Complete	
Sharon Road West Signature Intersection	Complete	
Sharon Road West Sidewalk Package	Complete	
Sharon Road West Pedestrian Bridge	*Design	2 nd Quarter 2007
*Project was withdrawn from SCLRT contract because of high prices. Project is being redesigned for rebid.		
South Blvd. Sidewalks (Fill-in)	Complete	
Old Pineville Road South Section	*Deferred	
*Deferred in order to provide funding for work deleted from SCLRT project.		
Old Pineville Road North Section	Construction	2 nd Quarter 2007
Old Pineville Road Dewitt Ext. (Freeland to Clanton)	Construction	2 nd Quarter 2007
Old Pineville Road -Center Section (Bourbon-Exmore)	Bid	2 nd Quarter 2007
Old Pineville Road Extension (To Arrowood Road)	*Deferred	
*Deferred in order to provide funding for work deleted from SCLRT project.		
Woodlawn Bike Lanes (Murrayhill to South Blvd.)	Construction	2 nd Quarter 2007
Multi-use trail (within Rail Right of Way)	Construction	2 nd Quarter 2007

Executive Summary

FY07-11 Capital Investment Plan

CITY OF CHARLOTTE FY2007-2011 CAPITAL INVESTMENT PLAN

Program Category	FY2007	FY2008	FY2009	FY2010	FY2011	TOTAL
HOUSING AND NEIGHBORHOOD DEVELOPMENT						
Neighborhoods	\$27,950,000	\$26,250,000	\$24,450,000	\$24,450,000	\$25,200,000	\$128,300,000
Housing	18,903,268	18,564,870	18,278,388	18,039,172	17,843,053	91,628,751
Storm Water	22,210,000	22,010,000	35,218,000	40,060,000	36,350,000	155,848,000
Total Housing and Neighborhood Development	\$69,063,268	\$66,824,870	\$77,946,388	\$82,549,172	\$79,393,053	\$375,776,751
TRANSPORTATION						
Roads	\$51,800,000	\$20,150,000	\$46,950,000	\$22,450,000	\$60,750,000	202,100,000
Charlotte Area Transit	103,325,151	158,712,726	226,140,009	186,479,164	179,889,406	854,546,456
Total Transportation	\$155,125,151	\$178,862,726	\$273,090,009	\$208,929,164	\$240,639,406	\$1,056,646,456
ECONOMIC DEVELOPMENT						
Economic Development	\$15,350,000	\$5,950,000	\$6,700,000	\$18,200,000	\$4,000,000	\$50,200,000
Aviation	134,804,667	192,771,428	186,622,572	112,947,364	36,375,586	663,521,617
Water	28,273,000	77,280,000	17,950,000	74,480,000	32,500,000	230,483,000
Sewer	49,450,000	94,730,000	42,950,000	104,480,000	34,740,500	326,350,500
Total Economic Development	\$227,877,667	\$370,731,428	\$254,222,572	\$310,107,364	\$107,616,086	\$1,270,555,117
FACILITY INVESTMENTS	\$11,230,450	\$18,511,364	\$17,943,205	\$16,598,939	\$11,159,780	\$75,443,738
TOTAL PROGRAM	\$463,296,536	\$634,930,388	\$623,202,174	\$618,184,639	\$438,808,325	\$2,778,422,062

Executive Summary

FY07-11 Capital Investment Plan

Program Category	FY07	FY08	FY09	FY10	FY11	TOTAL
GENERAL GOVERNMENT REVENUES SUMMARY						
BONDS						
2004 Street Bonds	18,100,000	7,450,000	1,550,000	550,000		27,650,000
2006 Street Bonds - TBA	52,450,000	29,250,000	1,500,000	1,000,000	1,000,000	85,200,000
2008 Street Bonds - TBA			60,400,000	37,400,000	12,200,000	110,000,000
2010 Street Bonds - TBA					62,600,000	62,600,000
2006 Neighborhood Improvement Bonds - TBA	12,500,000	12,500,000				25,000,000
2008 Neighborhood Improvement Bonds - TBA			12,500,000	12,500,000		25,000,000
2010 Neighborhood Improvement Bonds - TBA					12,500,000	12,500,000
2006 Affordable Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
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
Facilities COPs - TBA	3,200,000	10,400,000	1,100,000	3,000,000	1,100,000	18,800,000
Radio System COPs			8,250,000	4,272,940		12,522,940
Fire Station COPs	750,000					750,000
Total Bonds	\$ 92,000,000	\$ 64,600,000	\$ 90,300,000	\$ 63,722,940	\$ 94,400,000	\$ 405,022,940
TAXES						
Contribution from Pay-As-You-Go Fund	13,653,559	14,608,514	15,218,118	16,082,509	16,951,832	76,514,532
Total Taxes	\$ 13,653,559	\$ 14,608,514	\$ 15,218,118	\$ 16,082,509	\$ 16,951,832	\$ 76,514,532
GRANTS						
Community Dev Block Grant	4,774,387	4,296,948	3,867,253	3,480,528	3,132,475	19,551,591
Community Dev HOME Grant	2,631,915	2,631,915	2,631,915	2,631,915	2,631,915	13,159,575
Total Grants	\$ 7,406,302	\$ 6,928,863	\$ 6,499,168	\$ 6,112,443	\$ 5,764,390	\$ 32,711,166
FUND BALANCES, LOAN REPAYMENTS AND OTHER						
Innovative Housing Repayments	53,857	53,857	53,857	53,857	53,857	269,285
CDBG Program Income	520,000	520,000	520,000	520,000	520,000	2,600,000
HOME Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
Smart Growth Land Revolving Fund		2,000,000	1,000,000	500,000	500,000	4,000,000
Contribution from Tourism Operating Fund	250,000	257,500	265,225	273,181	281,377	1,327,283
Contribution from Bobcats	250,000	257,500	265,225	273,181	281,377	1,327,283
Tax Increment Financing				12,000,000		12,000,000
US Airways Settlement	3,900,000					3,900,000
Sale of Coliseum Land	5,000,000					5,000,000
Sports and Entertainment Fund - Sale of Land	2,000,000					2,000,000
Total Fund Balances, Loan Repayments and Other	\$ 12,173,857	\$ 3,288,857	\$ 2,304,307	\$ 13,820,219	\$ 1,836,611	\$ 33,423,851
TOTAL GENERAL GOVERNMENT REVENUES	\$ 125,233,718	\$ 89,426,234	\$ 114,321,593	\$ 99,738,111	\$ 118,952,833	\$ 547,672,489

Executive Summary

FY07-11 Capital Investment Plan

Program Category	FY07	FY08	FY09	FY10	FY11	TOTAL
ENTERPRISE FUNDS REVENUES SUMMARY						
STORM WATER						
Storm Water Revenue Bonds	\$ 8,210,000	\$ 8,010,000	\$ 21,218,000	\$ 26,060,000	\$ 22,350,000	\$ 85,848,000
Storm Water Pay-As-You-Go	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	70,000,000
Total Storm Water	\$ 22,210,000	\$ 22,010,000	\$ 35,218,000	\$ 40,060,000	\$ 36,350,000	\$ 155,848,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	15,751,970	66,652,184	93,110,625	85,487,558	86,131,431	347,133,768
NC DOT Transit Grants	8,601,384	26,787,741	39,500,446	38,202,551	38,247,063	151,339,185
CATS Operating Budget Contribution	78,971,797	65,272,801	93,528,938	62,789,055	55,510,912	356,073,503
Total CATS	\$ 103,325,151	\$ 158,712,726	\$ 226,140,009	\$ 186,479,164	\$ 179,889,406	\$ 854,546,456
WATER AND SEWER						
Water Revenue Bonds	22,823,000	72,680,000	4,350,000	60,380,000	18,400,000	178,633,000
Sewer Revenue Bonds	47,050,000	92,330,000	25,650,000	87,180,000	17,440,500	269,650,500
Water/Sewer Operating Fund	7,850,000	7,000,000	30,900,000	31,400,000	31,400,000	108,550,000
Total Water and Sewer	\$ 77,723,000	\$ 172,010,000	\$ 60,900,000	\$ 178,960,000	\$ 67,240,500	\$ 556,833,500
AVIATION						
Revenue Bonds	108,691,805	107,621,875	181,766,485	104,824,864	27,896,836	530,801,865
FAA Grants and Funding	26,112,862	85,149,553	4,856,087	8,122,500	8,478,750	132,719,752
Total Aviation	134,804,667	192,771,428	186,622,572	112,947,364	36,375,586	\$ 663,521,617
TOTAL ENTERPRISE FUNDS REVENUES	\$ 338,062,818	\$ 545,504,154	\$ 508,880,581	\$ 518,446,528	\$ 319,855,492	\$ 2,230,749,573
TOTAL CIP REVENUES	\$ 463,296,536	\$ 634,930,388	\$ 623,202,174	\$ 618,184,639	\$ 438,808,325	\$ 2,778,422,062

Note: TBA means To Be Authorized

Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
Housing and Neighborhood Development						
<u>Neighborhoods</u>						
Neighborhood Improvements	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000	\$62,500,000
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	1,500,000	4,500,000
Pedestrian and Traffic Safety Program	1,000,000		1,000,000	1,000,000	1,000,000	4,000,000
Sidewalk Program	11,000,000	10,300,000	7,500,000	7,500,000	7,500,000	43,800,000
Total Neighborhoods	\$27,950,000	\$26,250,000	\$24,450,000	\$24,450,000	\$25,200,000	\$128,300,000
<u>Housing</u>						
Affordable Housing	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Community Dev BLOCK GRANT	5,294,387	4,816,948	4,387,253	4,000,528	3,652,475	22,151,591
Community Dev HOME GRANT	3,474,166	3,474,166	3,474,166	3,474,166	3,474,166	17,370,830
Innovative Housing Program	4,634,715	4,773,756	4,916,969	5,064,478	5,216,412	24,606,330
In Rem Remedy	500,000	500,000	500,000	500,000	500,000	2,500,000
Total Housing	\$18,903,268	\$18,564,870	\$18,278,388	\$18,039,172	\$17,843,053	\$91,628,751
<u>Storm Water</u>						
Storm Water Repairs to Existing Drains	4,000,000	5,950,000	5,950,000	5,950,000	5,950,000	27,800,000
Storm Water Channel Restoration		3,500,000	3,500,000	3,500,000	3,500,000	14,000,000
Storm Water Pollution Control			2,100,000	2,100,000	2,100,000	6,300,000
Storm Water Stream Restoration			1,750,000	1,750,000	1,750,000	5,250,000
Storm Water Transit			1,050,000	1,050,000	1,050,000	3,150,000
Storm Water Neighborhood Improvements			700,000	700,000	700,000	2,100,000
Storm Water Transportation Improvements			700,000	700,000	700,000	2,100,000
Storm Water Economic Development			525,000	525,000	525,000	1,575,000
<u>Area Improvements</u>						
Andover III	6,000,000					6,000,000
Eastburn	1,500,000		10,000,000			11,500,000
Jefferson	5,000,000	2,300,000				7,300,000
Shillington	1,000,000			6,000,000		7,000,000
Cherokee-Scotland		550,000			4,000,000	4,550,000
Nightingale		4,000,000				4,000,000
Peterson					500,000	500,000
Hinsdale				500,000		500,000
Kenilworth-Romany					500,000	500,000
Fourth Street			500,000		1,000,000	1,500,000
Brentwood					500,000	500,000
Robinhood				1,000,000		1,000,000
Wiseman				500,000	4,000,000	4,500,000
Gaynor-Brantham			500,000		1,000,000	1,500,000
Lyon Court					1,000,000	1,000,000
McAlway/Churchill			1,000,000			1,000,000
Myrtle			658,000	8,000,000		8,658,000
Conway-Briabend				500,000		500,000
Storm Water Flood Control Projects	4,710,000	5,710,000	6,285,000	7,285,000	7,575,000	31,565,000
Total Storm Water	\$22,210,000	\$22,010,000	\$35,218,000	\$40,060,000	\$36,350,000	\$155,848,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$69,063,268	\$66,824,870	\$77,946,388	\$82,549,172	\$79,393,053	\$375,776,751

Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
NEIGHBORHOODS REVENUE SUMMARY						
2004 Street Bonds	6,000,000	4,300,000	1,000,000			11,300,000
2006 Street Bonds - TBA	9,250,000	9,250,000		1,000,000	1,000,000	20,500,000
2008 Street Bonds - TBA			10,750,000	10,750,000		21,500,000
2010 Street Bonds - TBA					11,500,000	11,500,000
2006 Neighborhood Improvement Bonds - TBA	12,500,000	12,500,000				25,000,000
2008 Neighborhood Improvement Bonds - TBA			12,500,000	12,500,000		25,000,000
2010 Neighborhood Improvement Bonds - TBA					12,500,000	12,500,000
2006 Affordable Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
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
Storm Water Revenue Bonds	8,210,000	8,010,000	21,218,000	26,060,000	22,350,000	85,848,000
Storm Water Pay-As-You-Go	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	70,000,000
Pay-As-You-Go Fund	5,923,109	6,062,150	6,205,363	6,352,872	6,504,806	31,048,300
Community Dev Block Grant	4,774,387	4,296,948	3,867,253	3,480,528	3,132,475	19,551,591
HOME Grant	2,631,915	2,631,915	2,631,915	2,631,915	2,631,915	13,159,575
Innovative Housing Loan Repayments	53,857	53,857	53,857	53,857	53,857	269,285
Community Development Program Income	520,000	520,000	520,000	520,000	520,000	2,600,000
HOME Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL REVENUES	\$69,063,268	\$66,824,870	\$77,946,388	\$82,549,172	\$79,393,053	\$375,776,751

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FY07-11 Capital Investment Plan

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
TRANSPORTATION						
<u>Road Projects</u>						
Bridge Program	\$4,200,000	\$2,600,000	\$1,000,000	\$1,000,000	\$1,000,000	9,800,000
Farm-to-Market Road Improvement Program	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Community House Road Improvements			5,000,000			5,000,000
Oakdale Road Improvements					5,500,000	5,500,000
Robinson Church Road Improvements					2,500,000	2,500,000
Future Project Planning and Design	1,000,000		1,000,000		1,000,000	3,000,000
Intersection Capacity/Multimodal Enhancement Progra	5,000,000	5,000,000				10,000,000
Minor Roadway Improvement Program	3,300,000	1,500,000	1,500,000		1,500,000	7,800,000
Non-System Residential Street Improvements	1,000,000	1,000,000				2,000,000
Public-Private Participation Program	1,000,000		1,500,000	1,500,000	3,000,000	7,000,000
Railroad Grade Crossing and Safety Programs	150,000		500,000			650,000
Auten Road Extension (Chesapeake to Plumstead)					5,000,000	5,000,000
Beatties Ford Rd Widening (Capps Hill Mine to Sunset)					13,000,000	13,000,000
Brevard/Caldwell Streets (convert to two-way)			5,000,000	5,000,000		10,000,000
Dixie River Road/Steele Creek Intersection	5,000,000					5,000,000
Fred D. Alexander Boulevard (NC27 to NC16)	20,000,000		16,500,000			36,500,000
Harris Boulevard/Milton Road Intersection	500,000					500,000
Idlewild Road (Piney Grove to Valley Grove)					6,000,000	6,000,000
Old Pineville Rd Ext (Victory Christian to England)	1,200,000					1,200,000
Statesville Road Widening (Starita to Keith)			5,400,000	5,400,000	12,200,000	23,000,000
State Highway Participation Program	2,700,000	2,000,000	1,500,000	1,500,000	1,500,000	9,200,000
Street Connectivity Program	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	9,000,000
Traffic Control Devices Upgrade Program	1,700,000	3,000,000	1,500,000	1,500,000	1,500,000	9,200,000
Traffic Flow Enhancement Program (coordinated arterial signal systems)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Bicycle Program	500,000	500,000	500,000	500,000	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
Total Roads	\$51,800,000	\$20,150,000	\$46,950,000	\$22,450,000	\$60,750,000	\$202,100,000
<u>Charlotte Area Transit System</u>						
Buses - Replacement	\$2,067,576		\$5,267,593	\$19,630,153	\$12,716,490	\$39,681,812
Buses - Expansion	2,492,247	7,791,736	8,497,902	2,874,812	2,928,588	24,585,285
STS Vans - Replacement	1,385,670	1,148,655	964,872	826,875	2,868,530	7,194,602
STS Vans - Expansion		382,885		422,131		805,016
Vanpool Vans - Replacement	152,068	119,481	158,410	238,425	188,684	857,068
Vanpool Vans - Expansion	102,612	107,240	127,630	124,010	150,710	612,202
Transit Centers	2,603,981	2,800,000	2,000,000	2,900,000	2,100,000	12,403,981
Park and Ride Lots	1,062,456	3,200,000	3,200,000	3,300,000	2,800,000	13,562,456
Technology Improvements	2,428,214	3,044,329	3,193,030	3,534,140	3,475,363	15,675,076
Uptown Transit Center Revitalization		125,000	125,000	125,000	125,000	500,000
Asset Maintenance	1,628,800	627,400	644,872	632,418	625,041	4,158,531
South Corridor Transitway Construction	4,000,000					4,000,000
Charlotte Multimodal Station	14,000,000	36,000,000	50,000,000			100,000,000
Transitway ROW Protection	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Rail and Rail Facilities	2,266,000	400,000				2,666,000
Safety and Security Equipment	200,000					200,000
Future Years - Transitway Planning and Construction	50,000,000	100,000,000	150,000,000	150,000,000	150,000,000	600,000,000
Service Vehicles	201,000	166,000	460,700	371,200	411,000	1,609,900
STS Facility and Davidson Garage Rehab	17,234,527	1,300,000				18,534,527
Total CATS	\$103,325,151	\$158,712,726	\$226,140,009	\$186,479,164	\$179,889,406	\$854,546,456
TOTAL TRANSPORTATION	\$155,125,151	\$178,862,726	\$273,090,009	\$208,929,164	\$240,639,406	\$1,056,646,456

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TRANSPORTATION REVENUE SUMMARY

2004 Street Bonds	11,050,000	2,600,000				13,650,000
2006 Street Bonds - TBA	40,200,000	17,000,000	1,500,000			58,700,000
2008 Street Bonds - TBA			44,900,000	21,900,000	12,200,000	79,000,000
2010 Street Bonds - TBA					48,000,000	48,000,000
Pay-As-You-Go Fund	550,000	550,000	550,000	550,000	550,000	2,750,000
Federal Transit Grants	15,751,970	66,652,184	93,110,625	85,487,558	86,131,431	347,133,768
NCDOT Transit Grants	8,601,384	26,787,741	39,500,446	38,202,551	38,247,063	151,339,185
CATS Operating Budget Contribution	78,971,797	65,272,801	93,528,938	62,789,055	55,510,912	356,073,503
TOTAL REVENUES	\$155,125,151	\$178,862,726	\$273,090,009	\$208,929,164	\$240,639,406	\$1,056,646,456

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PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
ECONOMIC DEVELOPMENT						
<u>ECONOMIC DEVELOPMENT</u>						
Community ED Strategy Implementation	\$10,400,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000	\$14,500,000
Business Grant Program*	400,000	400,000	400,000	400,000	400,000	2,000,000
Smart Growth Land Acquisition and Infrastructure Improvements		2,000,000	1,000,000	500,000	500,000	4,000,000
City Center Transportation Implementation Program	2,000,000	2,000,000	2,500,000	2,500,000	2,000,000	11,000,000
Centers and Corridors Implementation - Corridors (transit station area infrastructure)			1,250,000	1,250,000		2,500,000
Elizabeth Avenue Parking Decks				12,000,000		12,000,000
U.S. National Whitewater Center	2,000,000					2,000,000
Old Convention Center Redevelopment	550,000	550,000	550,000	550,000		2,200,000
TOTAL ECONOMIC DEVELOPMENT	\$15,350,000	\$5,950,000	\$6,700,000	\$18,200,000	\$4,000,000	\$50,200,000
ECONOMIC DEVELOPMENT REVENUE SUMMARY						
2004 Street Bonds	1,050,000	550,000	550,000	550,000		2,700,000
2006 Street Bonds - TBA	3,000,000	3,000,000				6,000,000
2008 Street Bonds - TBA			4,750,000	4,750,000		9,500,000
2010 Street Bonds - TBA					3,100,000	3,100,000
Pay-As-You-Go Fund	400,000	400,000	400,000	400,000	400,000	2,000,000
Tax Increment Financing				12,000,000		12,000,000
US Airways Settlement	3,900,000					3,900,000
Coliseum Land Sale	5,000,000					5,000,000
Smart Growth Land Revolving Fund		2,000,000	1,000,000	500,000	500,000	4,000,000
Sports and Entertainment Fund - Sale of Land	2,000,000					2,000,000
TOTAL REVENUES	\$15,350,000	\$5,950,000	\$6,700,000	\$18,200,000	\$4,000,000	\$50,200,000

* Business Grant Program consolidates DARE, Façade Grants and Infrastructure Grants.

Executive Summary

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
AVIATION						
<u>Airfield Projects</u>						
Third Parallel Runway	\$9,870,850	\$110,850,000	\$52,750,000			\$173,470,850
Remote Crash Fire Rescue Station		79,500	1,567,500			1,647,000
Ramp 'E' Expansion	6,711,299	9,730,588				16,441,887
Deicing Facility	2,500,000	17,331,000	6,215,000			26,046,000
Rehabilitation Runway 18R-36L			1,386,000	27,291,600		28,677,600
Taxiway 'F' Extension	3,790,000	15,490,840				19,280,840
Parallel Taxiway (Runway 18R)		243,800	4,807,000			5,050,800
Wallace Neel Road Relocation	3,845,000	6,500,000	6,500,000			16,845,000
West Boulevard Relocation	200,000		10,780,000	5,731,920		16,711,920
Terminal Ramp Expansion (West)			275,000	5,700,000		5,975,000
Runway 18L Safety Area Improvements	5,800,000					5,800,000
Storm Drain Rehabilitation - Phase II	700,000					700,000
Total Airfield Projects	\$33,417,149	\$160,225,728	\$84,280,500	\$38,723,520		\$316,646,897
<u>Terminal Complex Projects</u>						
Daily Parking Deck (East)	30,000,000					30,000,000
Concourse 'E' Enhancements and Expansions	9,732,828	8,457,500	12,687,072	11,539,844	7,004,386	49,421,630
Communications Infrastructure	3,200,000	3,200,000	2,375,000			8,775,000
Renovate Baggage Claim Lobby	3,000,000					3,000,000
Terminal Signage Package	1,250,000					1,250,000
Terminal Building Expansion (West Side)	2,500,000	6,000,000	1,720,000			10,220,000
Consolidated Fuel Farm Expansion	9,000,000	1,000,000				10,000,000
Concourse 'C' Re-Roofing			770,000			770,000
HVAC Chiller Replacement	1,200,000					1,200,000
Renovate Security Checkpoints	75,000					75,000
Hourly Deck Renovations	1,000,000					1,000,000
Terminal Road Resurfacing	450,000					450,000
Parking Deck (North)		2,544,000	35,200,000	18,240,000		55,984,000
Public Parking Surface Lot Expansion	2,118,100					2,118,100
Total Terminal Complex	\$63,525,928	\$21,201,500	\$52,752,072	\$29,779,844	\$7,004,386	\$174,263,730
<u>Miscellaneous Aviation Projects</u>						
Master Plan Land Acquisition	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Noise Compatibility Program	2,500,000	2,500,000	1,000,000	1,000,000	1,000,000	8,000,000
Employee Parking Expansion	3,150,000					3,150,000
Wetland Mitigation Project	4,800,000					4,800,000
Master Plan Update	2,000,000					2,000,000
Harlee Avenue On&Off-Ramp	570,590	1,007,000				1,577,590
Storm Water Facilities			2,310,000			2,310,000
Hotel/Unit Terminal Roadway					4,498,200	4,498,200
Airport Entrance Road Connection		530,000	10,450,000			10,980,000
Roadway Signage Project	750,000					750,000
Airport Drive Relocation				57,000	1,130,500	1,187,500
Airport Office Relocation	938,000					938,000
Air Traffic Control Tower			825,000	8,122,500	8,478,750	17,426,250
Total Miscellaneous Aviation Projects	\$18,708,590	\$8,037,000	\$18,585,000	\$13,179,500	\$19,107,450	\$77,617,540
<u>General Aviation Projects</u>						
*Fixed Base Operator (FBO) Terminal Aircraft Canopy	1,000,000					1,000,000
FBO Terminal Expansion			3,120,000			3,120,000
FBO Ramp Expansion			2,970,000			2,970,000
FBO Parking Deck	7,500,000					7,500,000
General Aviation Aircraft Maintenance Hangar				199,500	3,956,750	4,156,250
Group Hangar #3&4			275,000	5,415,000		5,690,000
GADO Site Redevelopment	1,000,000	1,060,000	1,100,000	1,140,000	1,190,000	5,490,000
General Aviation Hangar Development	3,200,000					3,200,000
Bank of America Road Relocation	953,000					953,000

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PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
<u>Cargo Development Projects</u>						
Cargo Ramp Expansion (Buildings 6 & 7)				114,000	2,261,000	2,375,000
Cargo Buildings #8-11		127,200	2,640,000	2,736,000	2,856,000	8,359,200
Old Terminal Loop Road	2,000,000					2,000,000
Total Cargo Development	\$2,000,000	\$127,200	\$2,640,000	\$2,850,000	\$5,117,000	\$12,734,200
<u>Special Facility Projects</u>						
Rental Car Facility Relocation		2,120,000	20,900,000	21,660,000		44,680,000
Aircraft Maintenance Hangar	3,500,000					3,500,000
Total Special Facility	\$3,500,000	\$2,120,000	\$20,900,000	\$21,660,000		\$48,180,000
TOTAL AVIATION	\$134,804,667	\$192,771,428	\$186,622,572	\$112,947,364	\$36,375,586	\$663,521,617
AVIATION REVENUE SUMMARY						
Revenue Bonds	108,691,805	107,621,875	181,766,485	104,824,864	27,896,836	530,801,865
FAA Grants and Funding	26,112,862	85,149,553	4,856,087	8,122,500	8,478,750	132,719,752
TOTAL REVENUES	\$134,804,667	\$192,771,428	\$186,622,572	\$112,947,364	\$36,375,586	\$663,521,617

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PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
WATER						
Water Line Rehabilitation/Replacement	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Street and Minor Water Main Extensions	4,500,000	4,000,000	4,000,000	4,500,000	4,500,000	21,500,000
New Service Installation Water	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
WM Relocated Wallace Neal Rd.	3,200,000					3,200,000
South Transit Corridor Improvments	3,000,000					3,000,000
2007 Annex. Area Water Mains	2,500,000	3,400,000				5,900,000
Land Acquisition for Watershed Protection	1,200,000				200,000	1,400,000
Water Lines for Street Improv.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Technology Improvements	850,000					850,000
5100 Brookshire Upgrades	800,000	9,900,000				10,700,000
Developer Constructed Water - Reimbursable	600,000	600,000	600,000	600,000	600,000	3,000,000
Franklin Solids Handling	500,000	2,000,000				2,500,000
Streetcar Program Utility Improvements Phase I	500,000					500,000
N Meck WTP Generator	250,000					250,000
WTPs and BP Stations Upgrades and Rehab	200,000		200,000			400,000
Public Facility Art	123,000	18,000				141,000
Fire Hydrant Installation/Replacement	50,000		50,000		50,000	150,000
West Water Main		17,500,000				17,500,000
Southwest Water Supply		10,000,000				10,000,000
Northeast Water Transmission Main		5,000,000		55,000,000		60,000,000
Raw Water Reservoir Upgrades		4,000,000				4,000,000
W.T. Harris/AlbemarleRd.		3,000,000				3,000,000
Sardis Rd, 5 MG Grnd Tank & BPS		2,000,000				2,000,000
Sam Furr Rd		1,000,000				1,000,000
Sardis Rd. Pump Station to NC51		900,000				900,000
North Transit Corridor Improvements.		500,000				500,000
Elevated Water Storage Tank Rehabilitation		280,000		280,000		560,000
Vest Plant Rehab/ Upgrades		200,000				200,000
Northeast Equipment Maintenance Facility		2,982,000				2,982,000
WM: WT Harris Albemarle to Plaza)			2,000,000		9,000,000	11,000,000
2009 Annexation Areas Water			1,000,000	4,000,000		5,000,000
Water Distribution Flow Monitoring Program			100,000	100,000	100,000	300,000
Lee S. Dukes WTP Expansion					3,500,000	3,500,000
WM: Bailey Road					1,100,000	1,100,000
East Transit Corridor Improvements					1,000,000	1,000,000
NE Transit Corridor Improvements - University					1,000,000	1,000,000
West Transit Corridor Improvements - Wilkinson					1,000,000	1,000,000
WM: New Dixie River Road					450,000	450,000
TOTAL WATER	\$28,273,000	\$77,280,000	\$17,950,000	\$74,480,000	\$32,500,000	\$230,483,000
WATER REVENUE SUMMARY						
Water Revenue Bonds	22,823,000	72,680,000	4,350,000	60,380,000	18,400,000	178,633,000
Water/Sewer Operating Fund	5,450,000	4,600,000	13,600,000	14,100,000	14,100,000	51,850,000
TOTAL REVENUES	\$28,273,000	\$77,280,000	\$17,950,000	\$74,480,000	\$32,500,000	\$230,483,000

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PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
SEWER						
Briar Creek Relief Sewer	\$20,000,000			\$16,500,000		\$36,500,000
Sanitary Sewer Line Rehabilitation	8,000,000	8,000,000	9,000,000	9,000,000	9,000,000	43,000,000
Street and Minor Sewer Main Extension	5,800,000	5,800,000	5,800,000	5,800,000	5,800,000	29,000,000
2007 Annex. Area Sewer Trunks	3,500,000	10,200,000				13,700,000
Upper Little Sugar Creek Relief Sewer	2,000,000	6,000,000				8,000,000
New Service Installation Sewer	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Coffey/Taggart Creek Outfall	1,500,000		5,000,000			6,500,000
Griffith Street LS Replacement	1,000,000					1,000,000
Paw Creek Force Main Replacement	1,000,000	5,000,000				6,000,000
Dorman Road Trunk Sewer	1,000,000					1,000,000
Irwin WWTP Dewatering Bldg. Improv.	900,000					900,000
Sewer Lines in Streets to be Widened	750,000	750,000	750,000	750,000	750,000	3,750,000
Back-up Generaters-Pump Stations	500,000					500,000
Lower Coffey Creek Relief Sewer	500,000					500,000
Developer Constructed Sewer - Reimbursable	400,000	400,000	500,000	500,000	500,000	2,300,000
Sugar WWTP Rehab and Upgrades	200,000	300,000		300,000	300,000	1,100,000
Mallard WWTP Rehab and Upgrades	200,000	200,000	200,000	200,000	200,000	1,000,000
South Davidson LS Replacement	200,000					200,000
McAlpine Relief Sewer		20,000,000				20,000,000
McKee Creek Basin Sanitary Sewer		8,400,000				8,400,000
Wastewater Treatment Plant Expansion		8,000,000		50,000,000		58,000,000
Irwin WWTP Back-up Power System		5,000,000				5,000,000
Sugar Creek WWTP Primary Clarifier Upgrades		5,000,000				5,000,000
Steele Creek Parallel Outfall		5,000,000				5,000,000
McAlpine Hydraulic & Misc. Imp		3,300,000				3,300,000
McAlpine WWTP Rehab and Upgrades		1,000,000		1,000,000		2,000,000
Security Improv - Sewer System		300,000				300,000
McDowell WWTP Rehab and Upgrades		80,000		80,000	80,000	240,000
Steele Creek LS Replacement			14,000,000			14,000,000
Irwin WWTP Aeration Basins & Concrete			3,000,000			3,000,000
Irwins Creek Parallel Sewer			2,500,000			2,500,000
Irwin WWTP Rehab and Upgrades			200,000	350,000	350,000	900,000
WSACC Amendment IV				14,000,000		14,000,000
2009 Annex. Area Sewer Trunks				4,000,000		4,000,000
McMullen Creek Flow EQ & Relief Sewer					5,000,000	5,000,000
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Pineville Regional LS and Force Main					1,500,000	1,500,000
Little Sugar Creek & Pineville LS					1,500,000	1,500,000
Beaver Dam Creek West Branch Outfall					1,300,000	1,300,000
Cane Creek Outfall					1,230,500	1,230,500
North Fork of Crooked Creek					1,100,000	1,100,000
Rocky River (South Prong) to Mayes					1,100,000	1,100,000
System Protection Optimization Plan					400,000	400,000
Ramah Creek Trunk Sewer Phase I					1,030,000	1,030,000
TOTAL SEWER	\$49,450,000	\$94,730,000	\$42,950,000	\$104,480,000	\$34,740,500	\$326,350,500
SEWER REVENUE SUMMARY						
Sewer Revenue Bonds	47,050,000	92,330,000	25,650,000	87,180,000	17,440,500	269,650,500
Water/Sewer Operating Fund	2,400,000	2,400,000	17,300,000	17,300,000	17,300,000	56,700,000
TOTAL REVENUES	\$49,450,000	\$94,730,000	\$42,950,000	\$104,480,000	\$34,740,500	\$326,350,500

Executive Summary

FY07-11 Capital Investment Plan

PROJECT TITLE	FY07	FY08	FY09	FY10	FY11	TOTAL
FACILITY INVESTMENTS						
Environmental Services Program	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Building Maintenance Program	3,100,000	3,200,000	3,300,000	3,400,000	3,500,000	16,500,000
Roof Replacement Program	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,000,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	500,000	600,000	600,000	600,000	600,000	2,900,000
Fire Station Renovations	250,000	250,000	500,000	1,000,000	1,500,000	3,500,000
Annexation Fire Station - Lake Wylie	750,000					750,000
Annexation Fire Stations - TBD	1,100,000	3,000,000	1,100,000	3,000,000	1,100,000	9,300,000
Arboretum Fire Station - construction	600,000	3,000,000				3,600,000
Northeast Equipment Maintenance Facility	500,000	2,500,000				3,000,000
Police Metro Station	1,000,000	1,900,000				2,900,000
Public Safety Digital Communications Upgrade			8,250,000	4,272,940		12,522,940
Technology Investments	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Ovens/Cricket Maintenance	530,450	546,364	562,755	579,637	597,026	2,816,232
Arena Maintenance Reserve	500,000	515,000	530,450	546,362	562,754	2,654,566
TOTAL FACILITY INVESTMENTS	\$11,230,450	\$18,511,364	\$17,943,205	\$16,598,939	\$11,159,780	\$75,443,738
FACILITY INVESTMENTS REVENUE SUMMARY						
COPs - Radio System			8,250,000	4,272,940		12,522,940
COPs - Fire Stations	750,000					750,000
COPs - To Be Authorized	3,200,000	8,500,000	1,100,000	3,000,000	1,100,000	16,900,000
Pay-As-You-Go Fund	6,780,450	9,496,364	8,062,755	8,779,637	9,497,026	42,616,232
Contribution from Tourism Operating Fund	250,000	257,500	265,225	273,181	281,377	1,327,283
Contribution from Bobcats	250,000	257,500	265,225	273,181	281,377	1,327,283
TOTAL REVENUES	\$11,230,450	\$18,511,364	\$17,943,205	\$16,598,939	\$11,159,780	\$75,443,738

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.

Key Terms

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

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. The Budget and Evaluation Director presents information regarding the current financial status, financial projections, and identified service delivery needs. 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

Key Terms

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.

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 focus area plans, business plans and 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.