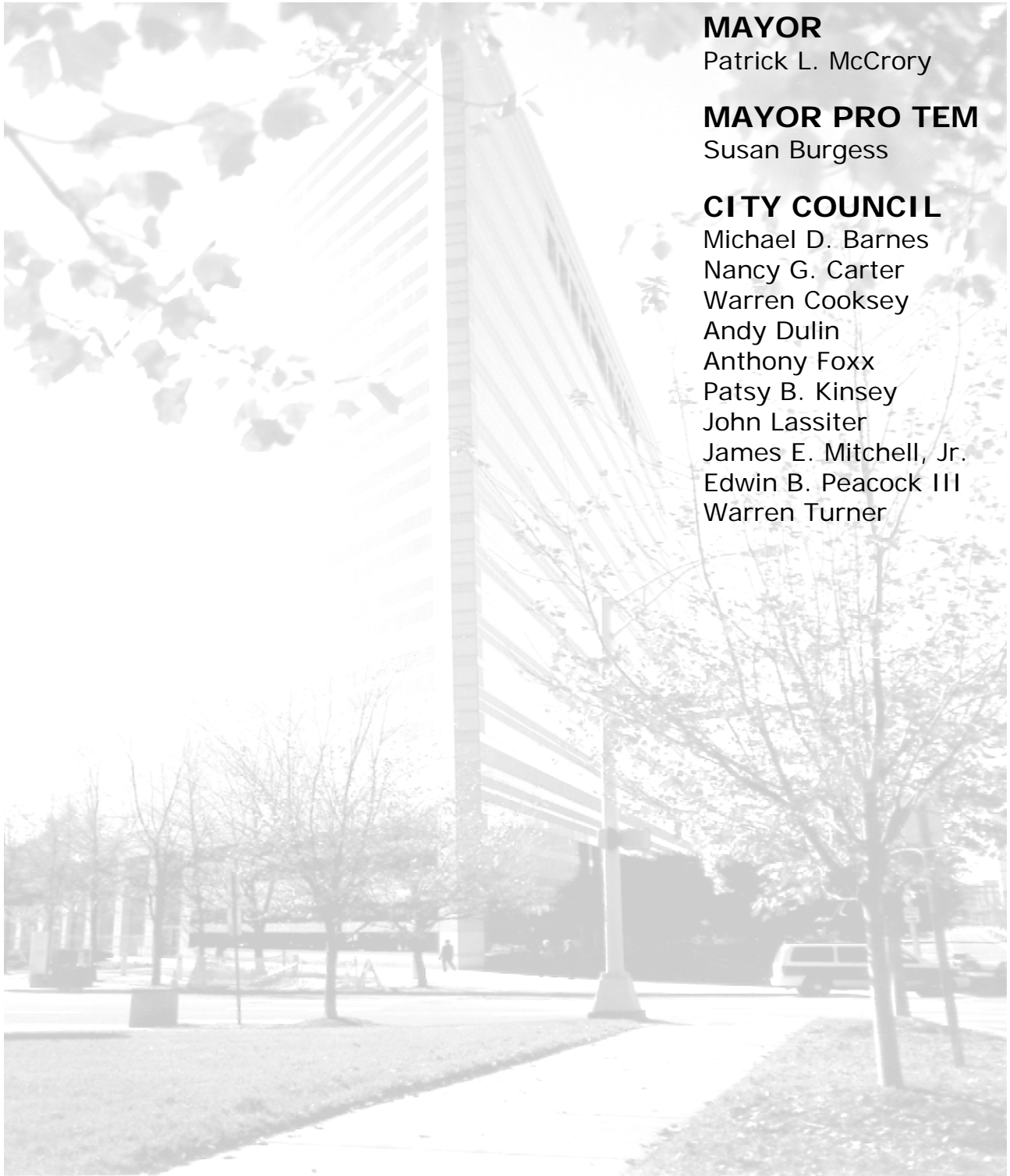




CHARLOTTE.

**FY2010 Preliminary Strategic Operating Plan
and
FY2010-2014 Capital Investment Plan**



MAYOR

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MAYOR PRO TEM

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CITY COUNCIL

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CHARLOTTE.

**FY2010 Preliminary Strategic Operating Plan
and
FY2010-FY2014 Capital Investment Plan**

Table of Contents

Reader's Guide	i
Budget Process	iii
Executive Summary	
Manager's Transmittal Letter.....	1
Organizational Chart.....	7
Introduction	9
Council Focus Areas.....	9
Budget Highlights.....	10
Revenues—General Fund.....	15
General Fund Decreases/Increases by Council Priority	18
Non-General Fund Summary.....	21
Enterprise Funds	22
Other Operating Funds.....	24
Capital Investment Plan-Summary.....	26
City-wide Budget and Personnel Summaries.....	28
Corporate Strategy and Priorities	
City Strategy	33
Strategic Focus Areas	37
Operating Budgets	
General Fund Operation	
Police	55
Fire	59
Solid Waste	62
Transportation	65
Neighborhood and Business Services.....	68
Engineering & Property Management.....	71
Charlotte-Mecklenburg Planning	75
Enterprise Operations	
Aviation	78
Charlotte Area Transit System.....	81
Charlotte-Mecklenburg Utilities.....	84
Support Businesses	
Mayor and City Council.....	87
City Attorney	88
City Clerk.....	90
City Manager	92
Budget and Evaluation	95
Business Support Services.....	97
Finance.....	100
Human Resources	103
Non-Departmental Accounts	107
General Fund Financial Partners	111
Housing Related, After School Enrichment, Crisis Assistance and Community Development Partners.....	112
Community Development Corporations.....	113
Municipal Service Districts	114
Synthetic Tax Increment Financing	116
Summary Statistics and Schedules	
Citywide Summary of Tax Levies	119
Summary of Position Allocations by Fund.....	120
Summary of Position Changes (Net).....	121
Summary of Expenditures	122

Table of Contents

General Fund	
Summary of Expenditures	123
Summary of Revenues	124
Aviation	
Summary of Revenues and Expenditures	128
Water and Sewer Fund	
Summary of Revenues and Expenditures	129
Charlotte Area Transit (CATS) Fund	
Summary of Revenues and Expenditures	130
Storm Water Fund	
Summary of Revenues and Expenditures	131
Debt Service	
Municipal Debt Service Fund	132
Aviation Debt Service Funds-Consolidated.....	133
Consolidated Water and Sewer Debt Service Funds	134
CATS Debt Service Fund.....	135
Storm Water Debt Service Fund	136
Convention Center Debt Service Fund	137
Hall of Fame Debt Service Fund.....	138
Cultural Facilities Debt Service Fund	139
Tourism Debt Service Fund.....	140
Other Funds	
Powell Bill Fund.....	141
Convention Center Tax Fund	142
Hall of Fame Tax Fund	143
Cultural Facilities Operating Fund	144
Public Safety Grants Fund.....	145
Public Safety 911 Services Fund	146
Neighborhood Development Consolidated Grants Fund.....	147
Consolidated Municipal Service Districts.....	148
Risk Management Fund	149
Tourism Operating Fund	150
General Fund Departmental Charges	151
 Capital Investment Plan Summary	
Capital Investment Plan	153
 User Fees	
User Fees.....	185
Key Terms	205
 FY2008 HR Pay and Benefits Recommendation	
See attachment	

Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY10 Strategic Operating Plan (SOP)** and the **FY10-14 Capital Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

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

FY10 Strategic Operating Plan

This document provides a detailed record of the spending plan proposed by the City Manager for FY10. It contains the following elements:

Section	Description
Executive Summary (Pages 1 - 32)	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, and fund summaries.
Corporate Strategy & Priorities (Pages 33 - 54)	The City's corporate strategy, City Council priorities (Community Safety, Transportation, and Economic Development—Business Corridor Redevelopment) and strategic focus areas.
Operating Budgets (Pages 55 - 118)	<p><u>General Fund Operations Budgets:</u> The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These include Police, Fire, Solid Waste, Transportation, Neighborhood & Business Services, Engineering and Property Management, and Planning.</p> <p><u>Enterprise Operations Budgets:</u> The budgets and performance achievements of Key Business Units that function as enterprise operations with a dedicated funding source. These include Aviation, Charlotte Area Transit System, Storm Water, and Charlotte-Mecklenburg Utilities.</p> <p><u>Support Businesses Budgets:</u> The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These include the Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.</p>
Summary Statistics and Schedules (Pages 119 - 152)	Tabular presentation of key revenue and expenditure information as city wide totals and by fund.
Capital Investment Plan Summary (Pages 153 - 184)	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.
User Fees (Pages 185 - 204)	A listing of city regulatory and non-regulatory fees.
Key Terms (Pages 205—207)	A listing of key terms used throughout document.

Reader's Guide

Operating Budgets: A Closer Look

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

- Summary of operations and vital statistics
- The budget and number of personnel positions for FY08, FY09 revised, and FY10 recommended.
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget summary by inventory of services
- Budget decreases and increases

City Attorney

Summary	FY08	FY09	FY10
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 \$2,422,597	\$1,827,200	\$1,693,953
	Positions 26.50	26.50	26.50
<p>Vital Statistics</p> <ul style="list-style-type: none"> • 30,000 hours of legal service provided (excluding Aviation and Police) • 16.5 attorneys and 10 support staff • Two additional attorneys in Aviation • Five additional attorneys and two support staff in Police 	<p>Accomplishments</p> <ul style="list-style-type: none"> • Successful intervention by the City in South Carolina v. North Carolina water rights lawsuit • Successfully litigated the Arboretum fire station condemnation claim of three adjacent homeowners • Worked with Aviation and Utilities to bring renewable energy projects to fruition at their facilities, including a potential biodiesel project at the McDowell Waste Water Treatment Plant that involves converting crops and/or brown grease to biodiesel to be used in City vehicles • Prepared and negotiated legal terms for amendments to the Hall of Fame contracts to provide for more funding for exhibits, energy efficiency and project contingency 		
SERVICE DELIVERY CHALLENGES			
<p>Resources The increased workload associated with handling massive public records requests, advising quasi-judicial boards and appeals, negotiating and litigating worker's compensation claims and torts, and utilities matters other than the water rights lawsuit present growing resource issues. The office experiences an increasing workload each year due to recent law changes and the ability of people to easily file lawsuits against the City. We currently have insufficient resources available to meet the needs and demands of the City.</p> <p>Public Records Requests Various requests for public records dealing with all types of issues and from all across the City will continue. During the past year, several significant requests hampered our ability to continue business as usual and placed a significant burden on the entire office. The Litigation Hold process developed in-house is a start in the right direction, but more technology is urgently needed. The number and complexity of these requests to increase in coming years.</p> <p>Technology The lack of electronic data collection software is adversely affecting our business. The software is urgently needed to stay legal, to provide faster responses to large volume public records requests, and to reduce the internal and external costs of gathering and reviewing data. We have used outsourced contract attorneys in the past to perform the work. Having the software is also critical from the standpoint of protecting restricted data.</p> <p>Space Needs Office space needs remain a high priority. Staff are located in four separate buildings, and those located in other buildings spend considerable time commuting back and forth to the government center for meetings. Managing off-site attorneys presents substantial challenges.</p>			

City Attorney

Performance Measures	Performance Achievement		
	FY08 Actual	FY09 Target	FY10 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"> • Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project • Ensure that Attorney and paralegals maintain certifications • Publish a newsletter for all City employees with legal topics of interest 	Ongoing	Fall 2009	N/A
<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 	204 training hours	210 training hours	210 training hours
	4 times each year	4 times each year	4 times each year
	\$95.13 per hour	\$112.68 per hour	\$120.32 per hour
<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 	70	105	100
<p>Decreases \$98,619 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>			

Budget Summary	FY08	FY09	FY10
City Attorney Services	Budget \$ 2,422,597	\$ 1,827,200	\$ 1,693,953
	Positions 26.50	26.50	26.50
Total	\$ 2,422,597	\$ 1,827,200	\$ 1,693,953

Budget Process

PHASE I - BUDGET POLICY DEVELOPMENT

November 2008

Strategic Operating Plan Kick-off

Council Budget Committee Meeting

- Review Committee Charge
- Recommend FY10 Budget Calendar

December 2008

City Council

- Approve FY10 Budget Calendar

February 2009

Mayor and Council Annual Retreat

- Overview of the economic environment and potential operating and capital budget considerations for FY10
- Review and determination of City Council Focus Areas and priorities

Council Budget Committee Meeting

- CATS Operating and Capital Budget

March 2009

Mayor and Council Budget Retreat

- Federal Economic Stimulus
- CATS Operating and Capital Budget
- Capital Investment Plan Next Steps (due to economic considerations)

Council Budget Committee Meeting

- General Fund Revenue Update
- Financial Partners & Outside Agencies

Mayor and Council Budget Retreat

- Revenue Update
- Utilities and Storm Water Budgets (Council Committee reports on 0% rate adjustment options)

April 2009

Council Budget Committee Meeting

- Health Insurance

Mayor and Council Budget Retreat

- Streetcar Update
- Draft Capital Investment Plan
- Financial Partner and Outside Agencies
- Health Insurance

City Council

- Adopt FY10 Focus Area Plans and Priorities

PHASE II - BUDGET DELIBERATIONS AND ADOPTION

May 2009

Budget Presentation by City Manager

Budget Adjustment Meeting

Public Hearing on Budget

June 2009

Straw Votes Meeting

Budget Adoption

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Manager's Transmittal

May 11, 2009

To the Honorable Mayor and Council:

On behalf of the City organization, I am pleased to present the City's FY2010 Strategic Operating Plan and the FY2010-2014 Capital Investment Plan (CIP), which totals \$1.86 billion city-wide.

The City is financially well-positioned to weather a continued recession into FY2010. As you recall, I have been working with Key Business Executives since October 2008 to reduce expenditures in light of the worsening economy. On January 27 of this year, I instituted new, lower budget requirements that reduced FY2009 General Fund expenditures by \$9.0 million and ensured that FY2009 expenditures were in line with anticipated revenues.

The FY2009 cuts have been carried forward to balance the FY2010 budget. All efforts are being made to ensure that citizens do not experience noticeable reductions in services. However, the cuts are significant and do place pressure on us to continue to deliver efficient and effective services. In keeping with Community Safety as a critical priority, Police and Fire budgets have modest increases for FY2010 compared to the FY2009 budget.

Economy

The national recession began in December of 2007 and initially, Charlotte avoided many of the recessionary impacts that affected other national metropolitan areas. However, the banking crisis and ensuing stock market collapse beginning September 2008 brought the recession especially close to home. Other manufacturing and service sectors of our economy have been hit hard, as well.

As of March 2009, the N.C. Employment Security Commission estimates unemployment in Mecklenburg County at 10.5%, compared to the State rate of 10.8% and the national unemployment rate of 8.5%. Unfortunately, most economists predict that the recovery from this recession will be much slower than in the past. Still, Charlotte's skilled workforce, positive business climate, and desired quality of life provide encouragement that we will be in the first wave of U.S. metropolitan areas to recover from the recession.

Property Tax Rate Transfer

For FY2010, I recommend no property tax rate increase. The recommended General Fund for FY2010 is up only 0.3% when compared to the new lower FY2009 budget adjusted in January 2009. This 0.3% percent increase for the General Fund includes funding for annexation effective June 30, 2009 and a 0.6 cent transfer from the capital budget.

The recommended budget includes transferring 0.6 cents, or \$4.5 million, of the existing property tax rate from the Capital Investment Program to supplement street resurfacing. Street resurfacing is a key component of improving street conditions and quality of life for our citizens. For FY2010, the projected street resurfacing cycle is estimated at 15 years. With the proposed \$4.5 million infusion over three years, we are able to achieve the 12 year resurfacing cycle goal.

Manager's Transmittal

Property Tax Transfer for Street Resurfacing

Fund	FY2009 Current	FY2010 Proposed	Rate Difference	Revenue Difference
General Fund	36.98¢	37.58¢	.60¢	\$4.5 million
Debt Service	7.37¢	6.87¢	(.50¢)	(\$3.75 million)
Pay-As-You-Go	1.51¢	1.41¢	(.10¢)	(\$0.75 million)
TOTAL	45.86¢	45.86¢	0.0¢	\$0.0 million

Revenues

I am projecting property tax revenue growth at 1.4% for FY2010 (excluding property tax transfer and annexation). In light of the challenges in the economy, I have taken an approach more conservative than in prior years to projecting property tax revenue in two ways. First, I am not budgeting an additional \$250 million in additional tax value identified by the Mecklenburg County Tax Office. Second, the recommended budget uses a reduced property tax collection rate of 97.2% compared to 97.4%. Even with this reduced collection percentage, some construction started prior to the economic downturn will increase overall property tax revenue slightly for FY2010.

Sales tax revenue remains a more volatile revenue source and the revenue most connected to economic conditions. Although recent economic projections indicate the downturn may end by the close of the calendar year, I am remaining conservative in growth projections for FY2010. **Based on current information, I am projecting sales taxes to decline 10%.**

User fees, particularly related to land development, have declined sharply in the current year. **I am projecting a 44% decrease for FY2010.** The recommended budget freezes or shifts 24 positions in Transportation, Engineering and Property Management and Planning to offset reduced revenue. Although activities are down sharply, the recommended budget retains several current employees in other positions in preparation for the economic recovery.

General Fund Budget Highlights

For comparison, the following chart provides an "apples to apples" total General Fund budget comparison between FY2009 and FY2010, including mid-year FY2009 adjustments.

	FY2009 Adopted	FY2009 January Expenditure Requirement	Percent Difference	FY2010 Recommendation	Percent Difference
General Fund Budget	\$494.2M	\$493.7M	-0.10%	\$495.4M	0.30%
Modified General Fund Budget*	\$490.4M	\$481.4M	-1.84%	\$485.5M	0.80%

* Excludes annexation, property tax transfer, and all one-time appropriations.

Manager's Transmittal

Despite the budget challenges in FY2010, the recommended budget strategically allocates resources to address several key community needs. These include:

- **COPS Police Officer Grant Request:** In March 2009, Council authorized the request for 150 police officers under the Federal American Recovery and Reinvestment Act. We expect notification of our grant status by September 30. The budget sets aside \$2.8 million from capital reserves for one-time equipment purchases not covered by the grant. Once notified of our grant status, staff will recommend an implementation process for these officers and equipment.
- **Non-Residential Code Enforcement Reserve:** The recommended budget proposes reserving \$500,000 in Neighborhood and Business Services for the non-residential code enforcement ordinance. Following disposition of the ordinance in FY2010, Council can access the reserved funds to provide for needed positions or other expenses related to implementation.
- **Single Stream Recycling:** The budget recommends \$1.3 million for Single Stream Recycling start-up (roll-out cart delivery and public education) in preparation of program implementation in FY2011. Approximately \$1.0 million of this one-time expenditure will be covered with additional, one-time Alcoholic Beverage Control Commission revenue identified in FY2009.
- **Annexation:** The recommended budget includes necessary resources to service Council's 2009 Annexation area. The only recommended new positions in the budget are for annexation services. The positions include 42 positions for a ladder and engine company at the Harrisburg Road annexation Fire station and related fire prevention, fire dispatch, and fire inspection personnel. Other positions include seven for solid waste collection, seven for street maintenance, four for Utilities, and one for residential code enforcement.

Capital Investment Plan (CIP) Highlights

The recommended CIP contains funding for a bond referendum in November 2010 to address infrastructure investments for streets, neighborhoods, and affordable housing. The commitment to Transportation is reflected in the allocation of bond dollars – the 2010 bond referendum allocates \$139.1 million out of \$181.1 million (77%) to Transportation projects. Other CIP highlights include:

- **Providence Police Station (\$6.0M):** A new Providence Division Police Station will provide a permanent police presence in the Providence area and enhance field operations. This station will compliment three other substations (Metro, West-Side, and North Tryon) and complete the inner ring of permanent police substations.
- **Eastland Fire Station (\$7.7M):** A new infill fire station is needed in the Eastland area due to the high number of calls for service and to enhance neighborhood stability. Currently, three of the four existing stations responding to the Eastland area are the busiest in the City.
- **North Tryon Redevelopment (\$9.5M):** The recommended CIP includes funding for infrastructure improvements to enhance streetscape elements along North Tryon between Dalton Avenue and 30th Street to improve vehicular and pedestrian access and improve safety and aesthetics.
- **Streetcar Planning and Design (\$8.0M):** The recommended budget includes funding for study of the project elements and related cost components of the Streetcar project. These cost elements are needed in order to position the project to apply for potential grants and assist future Council decisions associated with the project.

Manager's Transmittal

- **Boulevard Homes Infrastructure (\$7.0M):** Additional funding for infrastructure as part of the City's participation in a HOPE VI grant application to redevelop Boulevard Homes is included in the recommended CIP. The infrastructure improvements include items such as sidewalks, roads, and drainage. Funding for the \$5.0 million in affordable housing capital associated with the HOPE VI grant may come from the current Housing Trust Fund.

Compensation and Health Benefits

Recent economic conditions have impacted the market for compensation and benefits. The recommended budget includes actions that are not easy for our workforce, but in line with other actions taken by the public and private sector. Thus, I am not able to recommend a merit increase for Broadbanding Pay Plan employees or market or step adjustments for Public Safety Pay Plan employees. This was an especially difficult decision to make, but it is necessary that we pull together to ensure the financial health of our organization while continuing to provide our citizens the highest level of public service.

This budget continues cost shifting of health insurance costs to employees based on market conditions and the Council's pay and benefits philosophy. Beginning July 1, 2009, the employee-only medical cost share will increase from 17.5% to 20% of the total premium cost, while the retiree-only share will increase from 30% to 32.5%. Employee premiums will increase an average of \$3.37 to \$5.21 per week depending on coverage choices. Additionally, due to market conditions and cost pressures, the budget recommends the elimination of future retiree medical benefits for new employees hired after July 1, 2009.

Financial Partners & Outside Agencies

The recommended budget includes a reduction for most Financial Partners by 2%. However, due to scopes of service that directly benefit citizens affected by the current economy, the budget proposes keeping the following agencies flat:

- Community Link
- United Family Services — Victim Assistance
- United Family Services — Consumer Credit Counseling and Housing Services
- Crisis Assistance Ministry
- YMCA Community Development

Changes to other outside agencies include:

- **Centralina Council of Government (COG):** I recommended that this membership be funded for half the membership dues requested for FY2010 at \$84,333 and a termination notice be provided to the agency to discontinue the City's membership effective six months from Council approval. The COG's by-laws do not allow for partial payment of dues and no other Financial Partner received an increase for FY2010 given the difficult economic circumstances.
- **Community Development Corporations (CDCs):** I recommended that all four CDCs (Belmont CDC, Friendship CDC, Lakewood CDC, and Northwest Corridor CDC) be funded through September 1, 2009 with a termination notice for discontinuing the City's funding beyond this date. Limited funding and performance issues led to the recommendation to withdraw from the funding of CDCs.

Manager's Transmittal

Budget Contingency

The City has traditionally budgeted conservatively and this is especially true for FY2010. Still, I believe we will have to track and respond to potential fiscal threats throughout FY2010. These threats include further economic deterioration and even more disconcerting, potential last minute revenue changes by the General Assembly that reduces or eliminate current local revenues.

Thus, additional financial contingencies for FY2010 include:

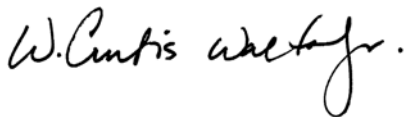
- Not budgeting the full amount of projected property tax revenue as estimated by the Mecklenburg County Tax Office
- \$16.0 million in available capital reserves
 - \$12.0 million undesignated for potential, future economic deterioration
 - \$4.0 million designated for an annexation ladder and tanker (\$1.2M) and one-time police equipment purchases associated with the 150 Police federal grant request (\$2.8M)
- Other City Manager personnel choices if necessary:
 - Layoffs
 - Work furloughs
 - Reductions of work time
 - Unpaid holidays
 - Reductions of base pay

Conclusion

The FY2010 budget positions us well financially to weather the current economic recession and strategically allocates resources to address a few critical community needs. Finally, I am especially grateful to the hard working men and women of the City that demonstrate the finest qualities of public service even during these challenging economic times.

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

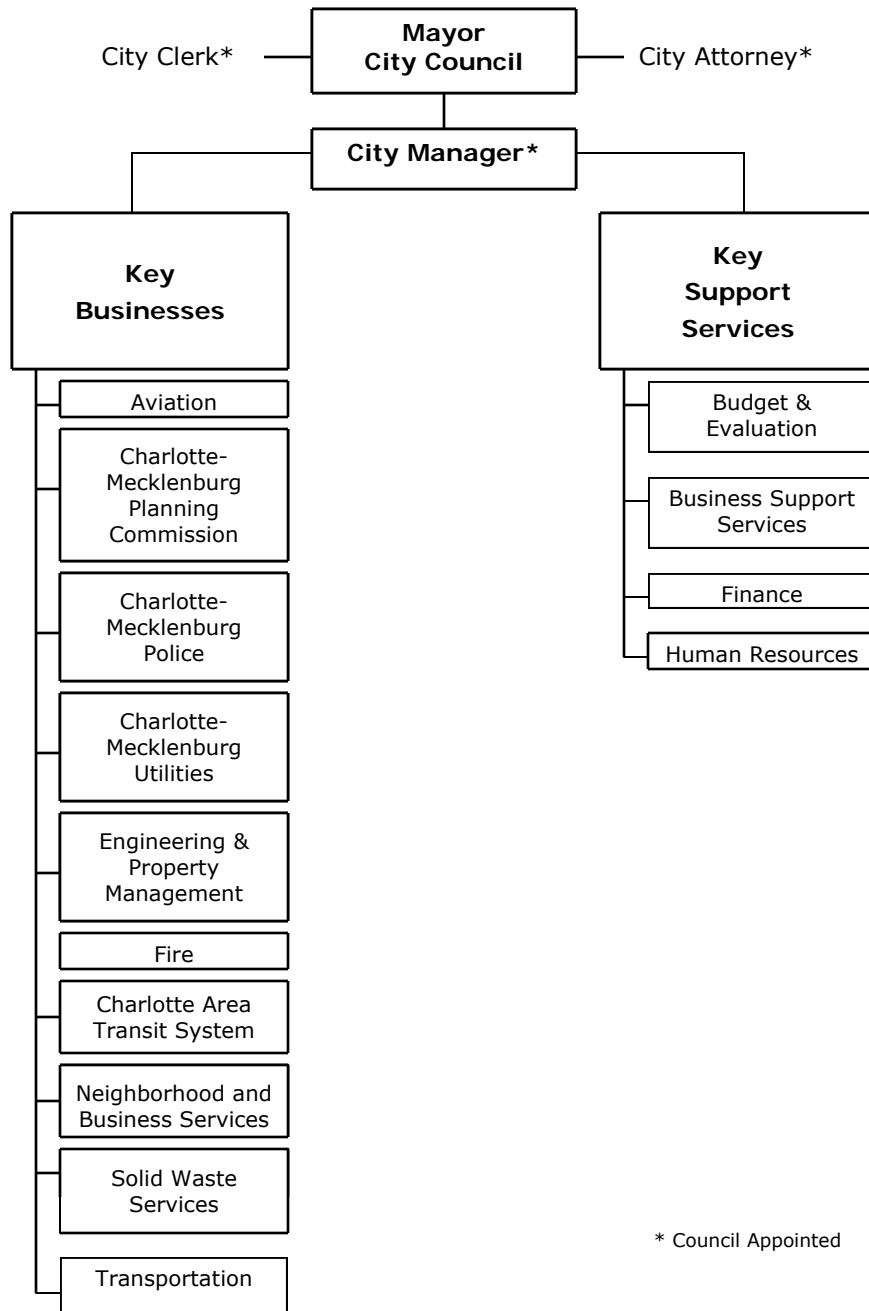
Respectfully,



W. Curtis Walton, Jr.
City Manager

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City of Charlotte Organizational Chart



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Executive Summary

INTRODUCTION

This year's recommended budget is the result of efforts that began in the early Fall of 2008 to address the impact of the recession on the City's operations. Throughout the budget process, staff discussed priorities with City Council and service delivery impacts with the Key Business Units (KBUs). The budget reductions implemented in mid-year FY09 will continue into FY10. This year, due to the severe economic conditions, the recommended budget is designed primarily around the goal of surviving the economic crisis, with a secondary goal of accomplishing strategic goals.

The FY10 recommended budget maintains the current property tax rate of 45.86¢ per \$100 valuation and totals \$1.87 billion, with \$1.06 billion for operating and \$803.9 million for capital (all funds). This represents an increase of 2.4% on the total revised budget from FY09.

Most operating and capital funds remain relatively flat or have actual decreases. However, four funds reflect substantial increases over FY09 and drive the overall percentage increase in the total budget. Of note for the operating funds: Debt service funding increases \$15.4 million, Powell Bill funding for street resurfacing increases by \$2.2 million prior to the additional resources from the General Fund, and Neighborhood Development grants increase by \$6.8 million and include \$10 million in new federal and state Neighborhood Stabilization Grants and Homeless Prevention funds. All capital funds decrease for FY10 except for water and sewer projects, which increase \$154 million. Major upgrades and expansion at the Irwin Creek and Sugar Creek Wastewater Treatment Plants totaling over \$150 million are planned within these resources.

The recommended budget includes resources to support Council's three priorities of:

- **Community Safety Strategic Plan**—Police and Fire budgets have modest increases (excluding annexation) for FY10 compared to the FY09 budget.
- **Long-Range Transportation Funding Strategy**—The five-year Capital Investment Plan includes \$181.1 million for road, intersection, and traffic control infrastructure improvements. Additionally, Council continues to consider legislative strategies to address long-range transportation funding needs.
- **Business Corridor Revitalization**—\$9.5 million is recommended in the CIP for infrastructure improvements along North Tryon between Dalton Avenue and 30th Street to improve vehicular and pedestrian access and safety and improve aesthetics.

Council Focus Areas

Council's five focus area plans, approved in April 2009, enable the organization to direct limited resources to the areas deemed most important by City Council. The Focus Areas include:



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

Executive Summary

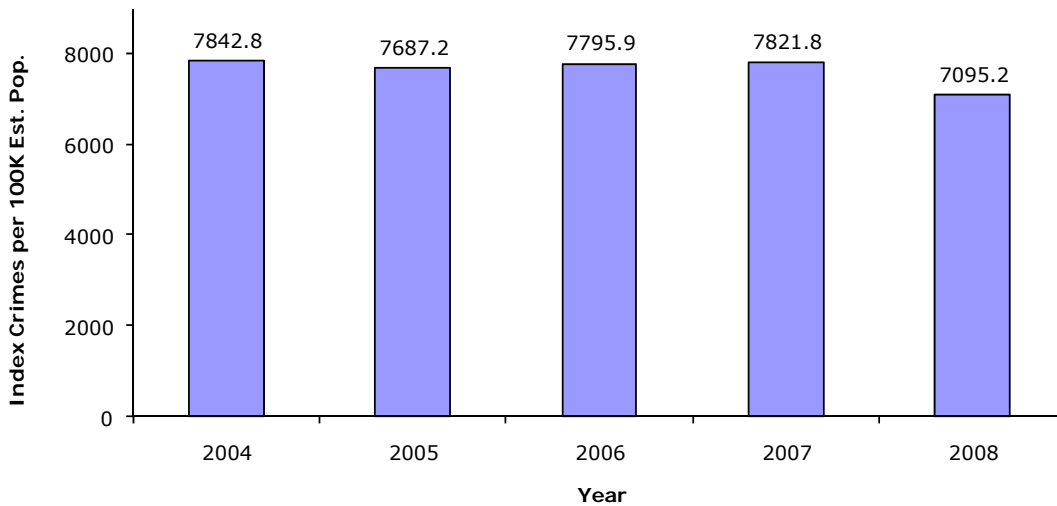
Budget Highlights

Council Priority—Community Safety Strategic Plan

COPS Police Officer Grant Request—No new police officers are included in the recommended budget. However, In March 2009, Council authorized submitting a request for 150 police officers under the Federal American Recovery and Reinvestment Act. We expect to be notified of our grant status in September. The recommended budget sets aside \$2.8 million from capital reserves for one-time equipment purchases not covered by the grant. Once notified of our grant status, a recommendation for the implementation process will be taken to Council.

Charlotte Mecklenburg Police (Providence Police Station)—A new Providence Division police station will provide for a permanent police presence in the Providence area and enhance field operations. This station would compliment three other substations—Metro, West side and North Tryon.

**Index Crime Rates per 100,000 Est. Population*
(Charlotte-Mecklenburg Police Department: 2004-2008)**



* Index crime totals used in this chart are based on the Uniform Crime Reporting (UCR) guidelines. Jurisdiction population estimates are based on Planning Commission estimates created in July of each year. The jurisdiction estimate is calculated by subtracting the totals for the six incorporated towns with separate police agencies from the county total.

Long-Range Transportation Funding Strategy

Capital Investment Plan (CIP)—The five year CIP includes \$181.1 million in road, intersection and traffic control infrastructure projects to address congestion and traffic movement. The recommended CIP contains funding for one bond referendum in November 2010. The commitment to Transportation is reflected in the allocation of bond dollars—the 2010 bond referendum allocates \$139.1 million out of \$181.1 million (77%) to Transportation projects.

Both the 21st Century Committee and the Committee of 21 have compiled a menu of transportation funding options that could be considered to fund City and regional transportation projects, including vehicle registration fee, tolls for freeway completion and expansions, 1/2 cent local option sales tax, and vehicle miles traveled for future road funding.

In addition, the development of a legislative strategy to implement the necessary transportation improvements to keep pace with growth is in progress.

Executive Summary

Budget Highlights cont'd

Council Priority—Business Corridor Revitalization

\$10 million is recommended in the five-year CIP for the business corridor revitalization strategy and \$9.5 million is included for the redevelopment of North Tryon Street to enhance streetscape elements along North Tryon Street between Dalton Avenue and 30th Street.

General Fund Operating Budget Reductions

In February 2009, staff revised the FY2009 mid-year estimate for the General Fund. Staff projected a \$4.5 million General Fund revenue shortfall plus \$3.2 million projected budget overruns in Police and Fire. To cover the shortfall, the Manager issued new budget requirements to all General Fund Key Business Units on January 27, 2009. The \$6.5 million reductions made in the General Fund Key Business Units in mid-year FY09 are carried forward into FY10. To help balance the budget, 257.75 positions will remain frozen in FY10, 120.75 of which are in the General Fund. A few examples of the anticipated FY10 service level implications of these continued reductions are listed below.

Neighborhood and Business Services

- Code Enforcement – Holding two positions vacant and reducing contractual services will result in a minimum of 208 housing code compliances, 2,216 health and sanitation compliances, and 2,248 fewer zoning compliances.
- Advertising for Code Enforcement – Budget reductions will limit ads required for Complaint Notice of Hearing, Repair/Demolitions, and Notice of Lis Pendens to one publication.
- Neighborhood Services programs – Budget reductions in Mayors Mentoring, Neighborhood Action Plan, Community University, and the Neighborhood Liaison Program may reduce service delivery levels.

Engineering and Property Management

- Land Development Permitting – Holding six positions vacant will not have an impact on service levels while the current economic conditions persist. Activity in the local development community has slowed to a level that has reduced the permitting workload to a manageable level with the currently filled positions.
- ROW and Shoulder Mowing – Reducing the frequency of mowing from every five weeks to every seven weeks will cause the instances of overgrowth to increase.
- Tree and Flower Planting – Reducing the number trees planted and plant beds renovated will cause an aesthetic effect throughout the city including the uptown mall area. The tree canopy will also decrease faster than projected based on the reduced number of trees planted annually.

Transportation

- Resurfacing – Holding 19 positions vacant will increase the time it takes for the Street Maintenance division to prepare all streets for resurfacing. It will be necessary to utilize resurfacing funds to contract the incomplete preparatory work thus reducing the funds available for actual pavement overlay. This funding shift represents 5.49 fewer miles resurfaced for FY10.
- Sign Maintenance – Holding positions vacant at the Operations Division has resulted in the downsizing sign maintenance operations. The division is operating with one less sign crew, which equates to a 20% reduction in workforce for this activity. In order to meet critical emergency sign replacements and other committed/required sign installations in all areas of the City, Transportation will significantly reduce sign installations that support the neighborhood services programs and the general sign maintenance/repair program.
- Concrete Crews – Due to the growing impact of maintaining frozen vacancies, three crews - one concrete crew, one base repair crew, and one patch crew - were shut down in December, 2008. The total annual cost of these three crews is \$604,000, including benefits. The estimated reduction in service for one month due to the loss of these three crews is listed below.

Executive Summary

General Fund Operating Budget Reductions cont'd

Service	Reduced Work Activity
Asphalt Reconstruction	550 tons
Cleaning Catch Basins	1,685 basins
Sidewalk Repair	125 square yards
Curb Repair	85 feet
Asphalt Surface Patch	270 square yards
Asphalt Curb	105 feet
Asphalt Utility Repair	100 square yards

Planning

- Vacant Positions - Holding six positions vacant will impact support of the rezoning process and Council zoning hearings and delay other projects including:
 - Reorganization of the Zoning and Subdivision Ordinances
 - Market studies for proposed areas plans
 - Midtown Plan
 - General Development Policies Update

Solid Waste Services

- Reorganization - Changes in operations resulting from the collection zone reorganization and increased use of technology is expected to result in operating cost reductions. No service level impacts are expected for residential services.
- Litter and Street Sweeping - Delayed litter and street sweeping cycles, due to holding six positions vacant, will likely result in a decreased overall cleanliness and a worse Litter Index rating from Keep America Beautiful. Litter removal in the Central Business District has been delayed as daily removal areas have been extended to an every other day schedule and every other day removal areas have been extended to every three days. Litter removal and sweeping schedules for other areas of the City have been extended from cycles of four to six weeks to six to eight weeks.

Executive Summary

Financial Partners

No new partners are recommended for FY10. All existing partners are recommended to receive a 2% cut in funding, consistent with the reduction level in the General Fund, from the FY09 funding level. Exceptions to this include the following:

- **Critical Needs**—Five partners' funding levels are held flat to FY09 funding levels due to their scope of services that address challenges directly associated with the current economic environment. These partners are:
 - Community Link
 - United Family Services—Victim Assistance
 - United Family Services—Consumer Credit Counseling and Housing Services
 - Crisis Assistance Ministry
 - YMCA Community Development
- **Dedicated Revenues**—Financial partners supported by dedicated revenues are not impacted by the 2% cut and include Charlotte Center City Partners and University City Partners.
- **Centralina Council of Governments (COG)**—It is recommended that this membership be funded for half the membership dues requested for FY2010 at \$84,333 and a termination notice be provided to the agency to discontinue the City's membership effective six months from Council approval. The COG's by-laws do not allow for partial payment of dues and no other Financial Partner received an increase for FY2010 given the difficult economic circumstances.
- **Community Development Corporations (CDCs)**—It is recommended that all four CDCs (Belmont CDC, Friendship CDC, Lakewood CDC, and Northwest Corridor CDC) be funded through September 1, 2009 with a termination notice for discontinuing the City's funding beyond this date. Limited funding and performance issues led to the recommendation to withdraw from the use of CDCs.

Other Operating Impacts

Annexation

The FY10 recommended budget includes \$5.4 million for the annexation approved by City Council effective June 30, 2009. General Fund positions added for annexation in the FY10 recommended budget include:

KBU	General Fund Positions
Fire	Ladder and Engine companies (42 positions)
Solid Waste	Solid Waste crews (7 positions)
Transportation	Street crew (7 positions)
Neighborhood and Business Services	Code Enforcement Inspector (1 position)

Note: 4 positions were also added in Utilities for annexation.

Commercial Code Enforcement Support

\$500,000 is reserved in an unexpendable account in Neighborhood and Business Services for non-residential code enforcement. Following disposition of the ordinance in FY10, Council can access the reserved funds to provide for needed positions or other expenses related to the implementation of the ordinance. If the reserved funds are not used, they will revert to fund balance.

CharMeck 311/Utilities Customer Service Transition

Effective January 1, 2010, Utilities Billing Center will no longer operate a primary customer contact center and all call types will be transitioned from Billing Services to 311. Utilities will retain operational and customer service responsibility for complex billing issues and escalated calls. Work is currently underway to implement this transition. The transition plan will be finalized in July 2009 and additional information on transfers within the operating budget between 311 and Utilities will be available at that time. No increase to the FY10 operating budget will result from the transition.

Executive Summary

Employee Compensation

Pay Plan

Employee pay is a majority of the funding for the General Fund. Due to difficult economic conditions and declining revenues, the FY10 recommended budget includes the following:

- No merit pay increases for the Broadbanding Pay Plan (non-Public Safety employees)
- No market adjustment or step increases for the Public Safety Pay Plan

Health Insurance

The FY10 recommended budget includes several adjustments to employee health insurance.

- This budget continues cost shifting of health insurance costs to employees based on market conditions and the Council's pay and benefits philosophy. Beginning July 1, 2009, the employee-only medical cost share will increase from 17.5% to 20% of the total premium cost, while the retiree-only share will increase from 30% to 32.5%. Employee premiums will increase an average of \$3.37 to \$5.21 per week depending on coverage choices. Additionally, due to market conditions and cost pressures, the budget recommends the elimination of future retiree medical benefits for new employees hired after July, 2009.

Weekly Medical Premium Increases (High Plan)

Level of Coverage	2005	2006	2007	2008	2009	2010 Rec.
Employee Only	\$1.05	\$0.51	\$2.28	\$3.34	\$2.49	\$3.37
Employee/Children	\$7.08	\$3.72	\$8.51	\$6.49	\$3.37	\$4.59
Employee/Spouse	\$8.12	\$6.24	\$9.05	\$6.90	\$3.58	\$4.88
Employee/Family	\$8.58	\$4.22	\$9.67	\$7.38	\$3.83	\$5.21

Executive Summary

Revenues—General Fund

Property Tax

The FY10 recommended property tax rate for the General Fund is 37.58¢ per \$100 of property valuation, increasing by 0.6¢ shifted from the Municipal Debt Service (0.5¢) and Pay-As-You-Go (0.1¢) Funds. The assessed property value increases to \$76.6 billion, or 4.2% over FY09 adopted budget of \$73.5 billion. Included in this amount is the value from the June 30, 2009 Annexation (\$1.5 billion), representing 2.1% of the overall growth. Property tax revenues, including current and prior year collections, interest, and other penalties and rebates are projected to total \$284.3 million, or a 5.1% increase in FY10. Property tax revenues increased 1.4%, excluding annexation and transfer. Since July 2005, the City's property tax base has grown by an estimated \$11.4 billion, to \$76.6 billion, an average annual increase of \$2.3 billion, or 3.5%. One-cent on the property tax rate equals \$7.4 million.

<u>Fund</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>Rate Difference</u>	<u>Revenue Difference</u>
General Fund	36.98¢	36.98¢	37.58¢	.60¢	\$4.5 million
Debt Service	7.37¢	7.37¢	6.87¢	(.50¢)	(\$3.75 million)
Pay As You Go Capital	1.51¢	1.51¢	1.41¢	(.10¢)	(\$0.75 million)
Total	45.86¢	45.86¢	45.86¢	0.0¢	\$0.0 million

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. Recent economic conditions are projected to continue into FY10. Therefore, estimates for FY10 are decreased by 10.0% from FY09, to \$57.5 million.

Utilities Franchise Tax revenues are projected to increase 11.2% over FY09 to \$34.8 million for FY10. Based on area utilities' revenues reported to and taxed by the State of North Carolina and shared with local jurisdictions, this revenue reflects customer consumption of electricity, natural gas, and telecommunication services. Over the last four years the City has realized an average annual growth rate of 2.9%.

Intragovernmental revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, decrease to \$21.1 million in FY10. This 2.1% decrease is due to overall decreases to the support services budgets as well as reductions in one-time software upgrades in the Revenue Division of Finance. The services reimbursed to the General Fund include financial, technology, customer service, budgetary, and human resource functions.

Police Services

Mecklenburg County reimburses the City for half of the 49 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 \$2.4 million for FY10 are projected. This amount is a decrease of 4.9% from FY09. CMPD recalculated the contract's annual inflation factor and determined an adjustment was needed.

Mecklenburg County's share for police services to the unincorporated areas of the County decreases by 9.1% for FY10, to \$12.2 million. This reduction reflects the impact of the June 30, 2009 annexation, which shifted an estimated 18,532 residents to within the City. A population ratio method is used to calculate the County's contribution. This formula, along with the impact of the CMPD budget having only a modest increase for FY10 due to no salary increases, lowers the contribution. CMPD's service area shifts from 90.7% City of Charlotte to 93.4% with this annexation.

Solid Waste Disposal Fee revenue is projected to increase to \$12.13 million in FY10, an increase of 1.5% from FY09. The annual rates per single- and multi- family households remain at \$45 and \$27, respectively. The fee recovers the cost of landfill fees, currently \$26 per ton of garbage delivered to the Mecklenburg County landfill. Effective July 1, 2008 an additional \$2 per-ton disposal fee was added by the State of North Carolina for environmental protection programs. However, Mecklenburg County has adjusted the base rate to keep the fee cost-neutral to allow Charlotte to begin single stream recycling after Council's approval. The cost of collecting solid waste, including garbage, yard waste, bulky items, and recyclables, is funded through the City's property tax levy.

Executive Summary

Revenues—General Fund cont'd

Business Privilege License revenue is projected to increase to \$17.5 million in FY10, or 6.5% over FY09.

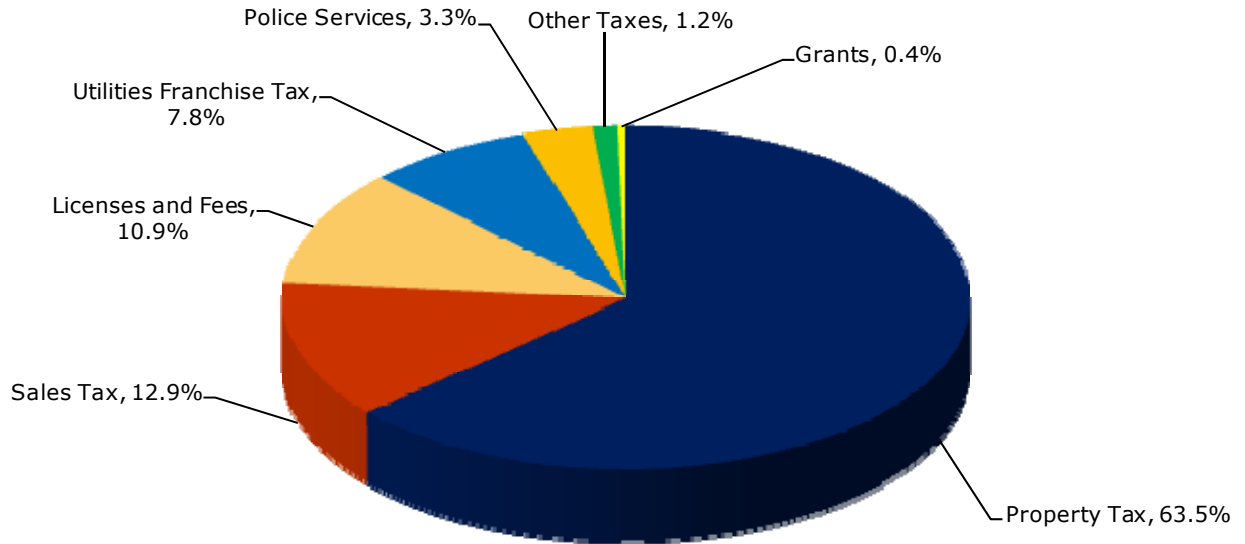
User Fee revenues (charges for development review services) are projected to decrease by 44%, or \$6.4 million, to \$8.2 million, due to declining permit activity.

Other Revenues

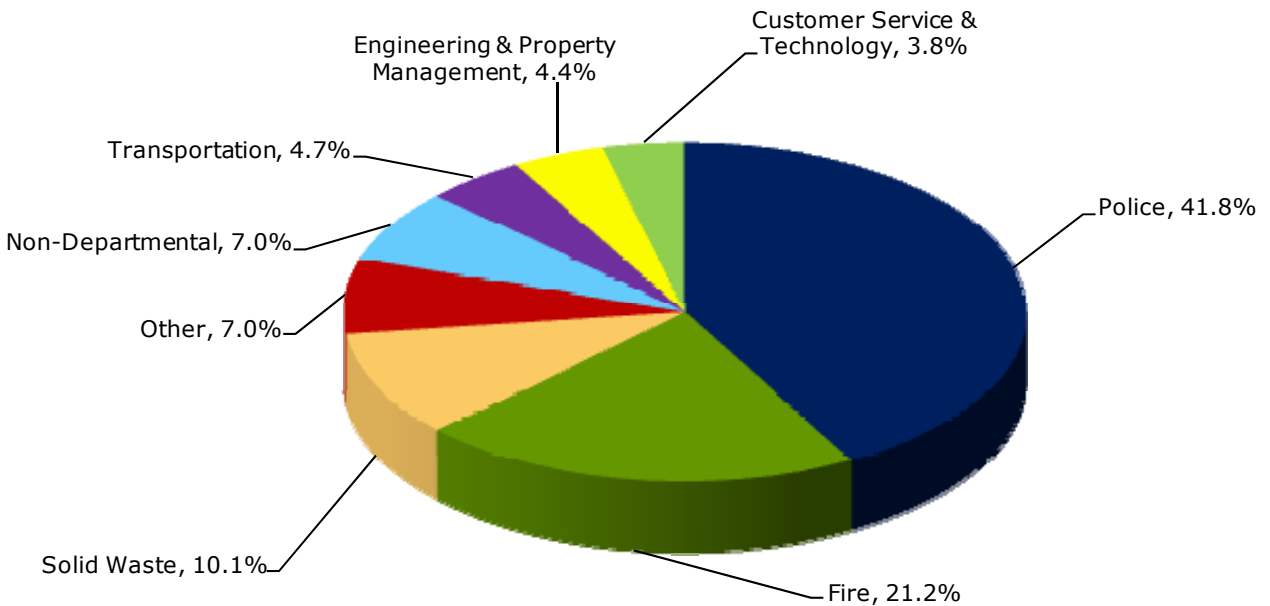
The City's other General Fund revenues, including licenses, permits, grants, parking fees, and animal control charges total \$45.2 million, or a 19.8% decrease over FY09. Interest income decreases \$1.1 million, or 40.6%, reflecting the change in market interest rates. One-time appropriations of fund balance decrease \$11 million and comprise the remainder of this variance.

Executive Summary

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



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



Executive Summary

\$6,513,015 in reduction from FY09 mid-year cuts enacted January 27, 2009 is carried forward into FY10. Additional decreases noted below are in addition to the cuts carried forward.

General Fund Decreases by Council Focus Area

Community Safety

\$167,000 is decreased for one-time special helicopter maintenance. Police

Economic Development

None

Transportation

\$542,910 in budgeted expense is transferred to the capital program to recover increased staff overhead rate charges. The overhead rate increases from 2.0 to 2.4 (industry standard is 2.8) of direct staff costs. Increasing overhead charges to the capital program results in a net decrease to the General Fund. CDOT

\$539,503 in budgeted expense is transferred to the Powell Bill Fund to recover additional General Fund staff support costs associated with street maintenance and repairs. Transferring these expenses to the Powell Bill Fund results in a net decrease to the General Fund. CDOT

\$500,000 in budgeted expense is transferred to the capital program to recover staff support costs transferred from development services activities to capital projects. These costs were previously recovered through General Fund development service user fees. Transferring these expenses to the capital program results in a net decrease to the General Fund. CDOT

Housing and Neighborhood Development

None

Environment

\$267,000 is decreased from the multi-family and cart contracts. Solid Waste

\$100,000 is decreased from the Landscape Management budget in accordance with Council's April action to stop mowing state right-of-way because the state will no longer reimburse the City. E&PM

General Government

\$1,497,396 in budgeted expense is transferred to the capital program for increased staff overhead rate charges. The overhead rate increases from 2.0 to 2.4 (industry standard is 2.8) of direct staff costs. Increasing overhead charges to the capital program results in a net decrease to the General Fund. E&PM

\$514,381 is decreased through the elimination of 8 positions and related operating expenses for services no longer provided by business unit. BSS

\$475,701 is reduced from MUMPO Services for one-time appropriations ending in FY09. Planning

\$437,798 is decreased for one-time funding for parts related to City-County fleet merger. BSS

\$347,969 is decreased in Land Development salary and benefit costs. 6 positions are frozen and not included in the budget. E&PM

\$272,000 is decreased from the Revenue Division for one-time funding for BancTec system upgrade (offset by reduced revenue from Utilities and Storm Water funds). Finance

\$204,026 is decreased to eliminate 3 vacant positions in Storm Water to adjust resources needed to implement the storm water capital program. E&PM

\$194,423 is decreased due to the Cable Office duties being taken over by the State (2 positions eliminated and related operating expenses). BSS

\$148,691 in budgeted expense is transferred to the capital program to recover staff support costs transferred from development services activities to capital projects. These costs were previously recovered through General Fund development services user fees. Transferring these expenses to the capital program results in a net decrease to the General Fund. Planning

\$138,064 is decreased for reduced contract expenses associated with vendor bill printing, mailing, and collections (offset by reduced revenue from Utilities and Storm Water funds). Finance

Executive Summary

\$74,364 is decreased for 2 Service Technician positions eliminated in EMD for a reorganization plan. BSS

\$70,148 is decreased for procurement card services and expenses (County direct funded function). BSS

\$65,000 is transferred for MUMPO-related costs to the MUMPO program. Transferring these expenses results in a net decrease to the General Fund. Planning

7 positions in Land Development are transferred to other divisions within Engineering & Property Management to work on the storm water and general capital programs. E&PM

General Fund Increases by Council Focus Area

Community Safety

\$3,820,617 is added for 2 fire companies (42 positions) for annexation. An additional \$1,201,575 is funded from capital reserve to purchase ladder and tanker trucks. Fire

\$651,000 is added for operating cost needs related to vehicle maintenance and upfit, use of temporary employees, and printing and publishing. Police

\$603,462 is added for Safety Radio System Debt Service, offset by the system's user fee revenues received from external customers. BSS

\$552,548 is added to cover wireless service and staff changes for Fire communications. These expenses were previously charged to the 911 Fund. Fire

\$500,000 is added for increased operating expenses, including \$134,000 in vehicle maintenance, \$72,000 in janitorial supplies, and \$50,000 in recruitment and training expenses. Fire

\$448,035 is added for ongoing personnel related costs associated with the FY09 reorganization. Police

\$346,500 is added for wireless service associated with mobile data terminals, payments to the SBI for access to SBI information, and a special phone line linking us to the SBI data. These expenses were previously charged to the 911 fund. Police

\$171,275 is added for increased utilities costs. Police

\$65,370 is added for operation of the new Metro Station. Police

\$61,335 is added for increases in the cost of rent. Police

Economic Development

\$5,351 is added for an existing Economic Development Program Manager position within Business Services that was previously funded at a higher percentage by CATS to support corridor work as needed. N&BS

Transportation

\$413,570 is added for 7 Street Crew member positions and necessary equipment and materials associated with the first year of the 2009 annexation. CDOT

Housing and Neighborhood Development

\$500,000 is added in reserve for a City Code Enforcement Expansion Team for non-residential building code enforcement pending the adoption of an ordinance to establish standards of fitness for non-residential buildings. N&BS

\$79,398 is added to fund 1 Code Enforcement Inspector position and related equipment associated with the first year of the 2009 annexation. N&BS

Environment

\$1,075,024 is added for annexation garbage collection and disposal in the North, South, and West zones, including 7 positions. Solid Waste

\$300,565 is added for Single Stream Recycling start-up (roll-out carts, delivery, and public education). The remaining \$990,685 will be funded by additional one-time FY09 ABC Board revenue distribution. Solid Waste

Executive Summary

\$180,000 is added in the East Zone to unfreeze 2 vacancies or utilize contract labor for collection needs and to fund additional vehicle maintenance and fuel expenses. Solid Waste

\$48,000 is added in the North Zone to unfreeze 1 vacancy or utilize contract labor for collection needs. Solid Waste

\$1,011 is added per the West Zone managed competition contract. Solid Waste

General Government

\$500,000 is added for Charlotte-Mecklenburg Public Access Channel (CMPAC) annual contract no longer provided by Time-Warner Cable as a result of termination of their cable franchise agreement with the City. BSS

\$345,521 is added to building maintenance and operating funding to coincide with the opening of 4 new cultural facilities: The Harvey B. Gantt Center for African-American Culture, Bechtler Art Center, Uptown Mint Museum of Art, and Knight Theatre. The total FY10 cost of the new facilities is \$517,988, which is partially offset by a reduction in costs of \$172,467 for existing cultural facilities. The increased costs for cultural facility operations and maintenance will decrease over the next 3 years. This coincides with the cultural facilities model by transferring operating costs to the cultural facility affiliates. E&PM

\$20,720 is added for an existing Accountant position within Internal Audit previously funded at a higher percentage by CATS to support corridor work as needed. Internal Audit

\$20,394 is added for an existing Principal Planner position within the Charlotte-Mecklenburg Planning Department, previously funded at a higher percentage by CATS to support corridor work as needed. Planning

\$11,600 is added for annexation related costs, including aerial photography, topographical maps, and right-of-way mowing. E&PM

Executive Summary-Non-General Fund

Non-General Fund Operating Expenditures Summary

Although the General Fund supports the City's basic services such as Police, Fire, and Solid Waste Services, the City maintains other funds that also perform operating functions. The FY10 non-general fund operating budgets total \$619.8 million, an increase of 2.9% from FY09. These amounts are net of transfers to any related debt service or capital pay as you go projects.

Charlotte-Mecklenburg Utilities (Utilities)

FY10

\$ 98.6 million

Utilities revenues continue to be impacted by a slowed economy and a decrease in customer consumption. Utilities staff met with the Economic Development and Planning Committee on three occasions to review capital policies and the FY10 operating budget. These meetings shaped the budget and recommended rate increase of 5.2%. Utilities remains committed to addressing the goals in the Balanced Scorecard, supporting the City's overall corporate strategy, providing quality service, and maintaining competitive rates.

Charlotte Area Transit System (CATS)

FY10

\$114.5 million

The FY10 Transit Program builds on programs of past years and is responsive in addressing service challenges in this time of economic downturn and reduced revenues. Additionally, it continues planning and design for future corridor developments.

Aviation

FY10

\$ 78.9 million

The aviation industry has been particularly unpredictable in recent years. Last year the Airport served over 34.7 million passengers—the largest number in its history. Although growth brings many new services and opportunities, the traditional airline business model is changing on a daily basis and the state of the economy necessitates that all financial decisions be approached carefully. The Airport remains committed to a high quality customer experience but is challenged by the strain that growth and economic decline brings to facilities, services, and staffing.

Storm Water Utility

FY10

\$ 11.9 million

The rate structure is proposed to change from a two-tier system to a four-tier system. The budget includes a 2% impervious surface fee rate increase in FY10 in addition to the tier change. The recommendation is a result of the Environment Committee's review of the storm water rate and tier structure. For the average City residential storm water customer, the monthly variable rate fee will increase from \$5.90 in FY09 to \$6.02 in FY10.

Municipal Service Districts (MSDs)

FY10

\$ 3.4 million

MSDs are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area.

Other Non-General Fund Operating Funds

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

(Net of Transfers)	FY10 (\$ million)
Debt Service (all programs)	\$236.0
Powell Bill (State street maintenance aid)	\$26.2
Convention Center and Hall of Fame	\$15.5
Tourism and Cultural Facilities	\$1.3
Neighborhood Development Grants	\$18.6
Public Safety 911 Services & Grants	\$13.0
Risk Management	\$1.2
Total	\$311.8

Executive Summary-Non-General Fund

Enterprise Funds

Water and Sewer Fund

Revenues

In the recommended budget, Utilities customers will experience an increase of 5.2% in FY10 in residential rates over FY09. This increase continues funding current and future debt related to capital investment and operating costs.

The average monthly total water/sewer bill for residential customers is estimated to be \$47.97 in FY10. This average bill assumes 5,894 gallons used each month. Users consuming more than the average level of consumption are charged a higher conservation rate to encourage responsible use of this resource.

Expenditures

FY10 operating expenses (excluding debt service) decrease by 1.78% below the FY09 budget. The \$1.76 million decrease in FY10 includes freezing 97 positions (11.9% of Utilities' workforce).

For FY10, contributions from the operating fund to Debt Service and Pay-As-You-Go will decrease 4.4% to \$152.8 million from the \$146.3 million level in FY09.

Charlotte Area Transit Fund (CATS)

The FY10 Transit Operating Program and the FY10-FY14 Transit Capital Program were approved by the Metropolitan Transit Commission (MTC) in April 2009. In FY10, a total of \$114.5 million is allocated for operating programs. \$285.5 million supports capital investments over the five year period.

Revenues

Operating revenues are projected to decrease 9.5% to \$122.9 million in FY10 below current FY09 budget levels. Operating revenues will be supplemented by the use of \$11.8 million from fund balance. Combined operating revenues and fund balance decrease 8.1% to \$134.7 million in FY10 below current FY09 budget levels.

The countywide one-half cent sales tax revenue dedicated to CATS is projected to be \$62.7 million for FY10, a 17.4% decrease below the FY09 budget levels. This revenue represents approximately 51% of CATS' total operating revenues.

Revenues from passenger fares and service reimbursements are projected to increase by \$1.7 million to \$24.5 million in FY10. The increase is attributable to increased ridership across all services and a rate increase in FY09.

The annual fixed Maintenance-of-Effort (MOE) contribution from the City of Charlotte, Mecklenburg County, and the Town of Huntersville totals \$18.6 million and comprises approximately 15% of CATS total operating revenue.

Operating assistance in the form of state and federal grants is estimated at \$13.6 million in FY10. The bulk of that amount continues as a regular source of operating income from the state based on the performance of CATS services.

Expenditures

Expenditures for the operating program are projected to decrease by \$3,852,985 in FY10. The majority of the decrease (\$3.6 million) will be placed into a contingency reserve resulting in a net reduction of \$252,986 to \$114.5 million in FY10.

- \$4,972,236 is reduced in fuel. Fuel was budgeted at an average of \$3.50 per gallon (3.5 million gallons) in FY09. For FY10, fuel is budget at an average of \$2.40 per gallon.
- \$4,012,601 is decreased in personal services as a result of not funding 36 City positions and staff reductions for the Bus Operations Division
- \$3,600,000 is placed in contingency
- \$2,179,863 is added in departmental charges since less cost will be charged to the Capital Investment Plan, primarily associated with unfunded positions
- \$1,312,296 is added for contractual maintenance services for CATS facilities
- \$952,843 is added in Light Rail for the purchase of inventory and supplies
- \$741,390 is added for increased insurance premiums for general liability, workers compensation, and insurance administration
- \$502,824 is added in safety and security resources to account for special events, increased private security, and CMPD and Sheriff's Deputy off-duty transit center support
- \$380,360 is reduced in one-time Light Rail technology purchases
- \$254,617 is added for Bus Operations Division (contract employees) health insurance

Executive Summary-Non-General Fund

Aviation Fund

Revenues

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

Total FY10 net revenue projection is \$144,417,360. The total revenue projection, including Passenger Facility Charge (PFC) revenue, is \$170,866,974. This is a total decrease of \$19,714,455, or 10.3% below the FY09 revised budget, due to a one-time fund transfer in FY09. Changes in specific operating revenue sources vary, as detailed below:

- \$5,913,000, or 19.1% increase in FY10 Concession Revenues over FY09
- \$2,600,000, or 7.5% Parking Revenues increase in FY10 over the FY09 budget
- \$5,379,100, or 19.1% Cargo Area and Ground Rent revenues decrease in FY10
- \$1,021,161, or 3.6% Terminal revenues increase in FY10
- \$475,401, or 4.5% Airfield usage decreases from FY09
- \$730,078, or 2.7% Passenger Facility Charge revenue decreases below FY09 in FY10

Expenditures

The Airport's FY10 net operating budget is \$78,946,932. The total budget, which includes discretionary and debt support as well as the PFC is \$170,866,974. This is a decrease of \$18,502,355, or 9.8% below the FY09 revised budget due to a one-time transfer to the operating budget in FY09.

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

- Diversify Aviation's revenue base to increase the level of protection against financial fallout from failing air carriers and economic decline
- Provide additional parking to accommodate the rapidly growing local demand
- Renovate terminal facilities and expansion of airline gates to meet demands
- Complete construction of new runway
- Maintain bond status as an "A" category airport

Storm Water Fund

Revenues

Revenues are projected to increase by \$3,984,443 or 9.3% from FY09 to FY10.

The rate structure is proposed to change from a two-tier system to a four-tier system. The budget includes a 2% impervious surface fee rate increase in FY10 in addition to the tier change. These changes are projected to result in increased revenues in FY10 by \$2,500,000 as a result of the tier change. With the additional 2% increase, total impervious fees are increasing by \$3,925,423. The City of Charlotte's impervious surface rate fee was capped in FY07 at \$5.7 million.

For the average city residential storm water customer, the monthly variable rate fee will increase from \$5.90 in FY09 to \$6.02 in FY10.

An appropriation from fund balance of \$2,777,352 is recommended in FY10. The Storm Water Operating Fund balance is \$22,670,542. Storm Water is required to maintain a \$15.0 million fund balance to satisfy bond coverage.

Expenditures

Fund expenditures increase \$3,358,932 or 7.3% in FY10. The increase in FY10 expenses is due to a \$3.6 million increase, or 15.7% in the FY10 Storm Water Capital Investment Plan Pay-As-You-Go. The budget continues to reflect the trend toward greater reliance on Pay-As-You-Go versus Revenue Bonds for the capital program.

The increase above is partially offset by an operating budget decrease of \$300,832 or 2.5% below FY09. The reduction in the operating budget is due to the elimination of three vacant positions (\$204,026), reduction of technology purchases (\$54,880), and the reduction of annual overhead (\$41,926).

The budget includes the temporary transfer of 2 positions from the Engineering and Property Management Land Development Division for work on Storm Water capital projects. The cost of these positions is funded from changes to the Storm Water capital program.

Executive Summary-Non-General Fund

Other Operating Funds

Powell Bill Fund

Revenues

The per-gallon tax on gas in North Carolina is 48.55 cents, which is comprised of 18.4 cents in federal tax and 30.15 cents in state tax. The state gas tax is usually adjusted every 6 months based on the wholesale price of gasoline. However, no increases are projected in FY10 due to a continuing freeze placed on the variable portion of the gas tax by the Governor. The state distributes a portion of the gas tax revenues to municipalities to pay for road maintenance. This funding source was named the "Powell Bill" after the State Senator who introduced the bill.

Total revenues for the FY10 Powell Bill budget are projected to be \$22.2 million, a 10.1% decrease from FY09. Powell Bill (state gas tax) revenues account for \$17.0 million of the FY10 total revenues, reflecting a 10.4% projected reduction from FY09 actual disbursements. Other FY09 revenues include the General Fund contribution to street resurfacing, which will remain unchanged at \$4.3 million, and Interest on Investments, which is projected to decrease 18.5% due to continued reductions in interest rates.

Fund balance in the Powell Bill totals \$8.0 million, of which \$6.5 million is recommended for appropriation in the FY10 budget. Total revenues and fund balance for the FY10 Powell Bill budget are projected to be \$28.7 million, a 10.1% increase over FY09. This \$28.7 million in Powell Bill does not include the additional \$4.5 million supplement of revenue to the General Fund from the capital budget. Prior to the additional \$4.5 million, the projected street resurfacing cycle is estimated at 15 years. After the additional funding, the City is able to achieve the 12 year resurfacing cycle goal.

Expenditures

Powell Bill expenditures for FY10 total \$28.7 million, reflecting an increase of \$2.6 million or 10.1% over FY10. Major expenditures in FY10 include:

- \$14.0 million for street resurfacing
- \$9.4 million for Street Maintenance labor and construction materials
- \$2.5 million for street resurfacing and maintenance equipment
- \$1.1 million for storm water fees

Executive Summary-Non-General Fund

Municipal Service Districts (MSDs)

FY10 \$3.4 million

The FY10 budget includes funding for five Municipal Service Districts (MSDs). Municipal Service Districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

Center City District 1 was established by City Council in 1978 for the purpose of promoting investment in the Central Business District area. District 1 encompasses the entire Center City and includes the property between the Brookshire Freeway, Independence Boulevard, Belk Freeway, and Interstate 77. The recommended tax rate for the district is 1.74¢, which will generate estimated revenue of \$921,385 in FY10.

Districts 2 and 3 were formed by City Council in 1985 as overlay districts to provide additional services in smaller sections of property in the heart of the Center City. Their purpose is to promote and market programs to ensure continued economic growth for the Center City. The tax rate for Center City district 2 is 2.39¢, which will generate estimated revenue of \$471,809 in FY10. The tax rate for Center City district 3 is 3.86¢, which will generate estimated revenue of \$876,973 in FY10. 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 tax rate for District 4 is 6.68¢, which will generate estimated revenue of \$473,877 in FY10. 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 tax rate for District 5 is 3.00¢, which will generate estimated revenue of \$611,488 in FY10. Services for District 5 are provided through a contract with University City Partners, Inc.

Municipal Service Districts- Property Tax Revenue			
District	FY09 Rate	Recommended FY10 Tax Rate	FY10 Revenues
District 1-Center City	1.74¢	1.74¢	\$921,385
District 2-Center City	2.39¢	2.39¢	\$471,809
District 3-Center City	3.86¢	3.86¢	\$876,973
District 4-South End	6.68¢	6.68¢	\$473,877
District-5-University City	3.00¢	3.00¢	\$611,488

Executive Summary-Capital Investment Plan

Revenues

The Preliminary FY2010-2014 Capital Investment Plan (CIP) totals \$2,858,573,362, a 15.0% decrease over the current FY2009-2013 capital program. Decreases in the CIP include all focus areas, except Environment, with a \$126.9 million increase, or 10.7%.

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

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

- General Government totals \$494.9 million, a 20.9% decrease, and is funded by \$320.4 million in bonds, of which \$115.3 million is authorized and \$205.1 million is proposed; \$113.4 million in Pay-As-You-Go funding; \$37.4 million in housing grants; and \$23.6 million in other funding.
- Storm Water totals \$191.3 million, a 9.6% decrease, and is funded by \$154.0 million in Pay-As-You-Go and \$37.3 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 \$285.5 million, a 56.3% decrease, and is funded by federal and state grants and the one half-cent sales tax for transit.
- Water and Sewer totals \$1.1 billion, a 15.0% increase, and is funded by \$233.4 million in Pay-As-You-Go and \$883.5 million in revenue bonds.
- Aviation totals \$770.1 million, a 14.7% decrease, and is funded by \$592.8 million in revenue bonds, \$117.7 million in Federal Aviation Administration grants, \$26.1 million in Pay-As-You-Go, \$11.1 million from State Aviation grants, and \$22.4 million from other sources.

The property tax rate dedicated to the Pay-As-You-Go Fund is recommended at 1.41 cents, a decrease of 0.1¢ from FY09, due to the transfer to the General Fund for street resurfacing.

The property tax rate dedicated to the general government debt is 6.87 cents, a decrease of 0.5¢ from FY09, due to the transfer to the General Fund for street resurfacing.

Expenditures

Municipal Debt-Funded

The Preliminary FY10-14 general government Capital Investment Plan includes scheduling authorized debt-financed projects from the following sources:

- \$1.1 million in prior Street Bonds
- \$70.4 million in 2008 Street Bonds
- \$27.6 million in 2008 Neighborhood Improvement Bonds
- \$5.0 million in 2008 Housing Bonds
- \$11.3 million in Certificates of Participation for public safety radio system and the Eastland fire station

Proposed new debt-financed projects planned for the 2010 referendum:

- \$139.1 million in Street Improvement Bonds
- \$32.0 million in Neighborhood Improvement Bonds (including Boulevard Homes)
- \$10.0 million in Housing Bonds

Other proposed Certificate of Participation projects include: Providence Police Station (\$6.0 million), Consolidated Fire Headquarters (\$7.5 million), and a reserve for ED Initiatives (\$10.5 million).

Executive Summary-Capital Investment Plan

Pay-As-You-Go Funded

The Pay-As-You-Go capital program includes \$95.7 million in FY10 revenues, a \$24.3 million increase (25.4%) over the current FY09 CIP. This increase is due to the following one-time revenues: I-277 land sales of \$44.8 million, General Capital Fund balance at \$8.0 million, and Pay-As-You-Go Fund balance at \$1.1 million. These increases are partially offset by transfer of 0.1¢ of the Pay-As-You-Go property tax rate to the General Fund and other decreases in Sales and Vehicle Rental Taxes.

Major Pay-As-You-Go Projects include:

- \$44.8 million in I-277 land sales projects, including Brevard and Stonewall Street Improvements
- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$8.0 million for Streetcar planning and design
- \$6.8 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$4.6 million for Innovative Housing
- \$4.5 million for building and roof maintenance

Enterprise-Funded

Storm Water totals \$191.3 million and includes the following major projects:

- \$63.6 million for flood control projects in neighborhood water basins
- \$58.0 million for storm water repairs
- \$10.3 million for pollution control projects
- \$10.0 million for minor storm water projects

Charlotte Area Transit System (CATS) totals \$285.5 million and includes the following major projects:

- \$161.9 million for the future corridor planning and construction
- \$53.2 million for bus and special transportation vehicle replacement
- \$14.2 million for a multimodal station
- \$12.7 million for preventive maintenance

Water and Sewer CIP totals \$1.1 billion and includes the following major projects:

- \$187.0 million for Long Creek Wastewater Treatment Plant
- \$115.3 million for Sugar Creek Wastewater Treatment Plant expansion
- \$107.8 million for water and sewer line rehabilitation
- \$60.0 million for water and sewer annexation projects
- \$56.1 million for northeast water transmission main

Aviation totals \$770.1 million and includes the following major projects:

- \$250.0 million for terminal lobby expansion
- \$74.5 million for rental car facility location
- \$48.0 million for airport entrance road connection
- \$43.8 million for third parallel runway (remaining appropriations)

Executive Summary

Summary of Expenditures (Net of Transfers¹) FY2010

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 444,620,397	\$ -	\$ 444,620,397
Aviation	78,946,932	174,541,679	253,488,611
Water and Sewer	98,643,842	386,536,000	485,179,842
Charlotte Area Transit (CATS)	114,467,771	59,339,753	173,807,524
Storm Water Utility	11,917,712	32,000,000	43,917,712
Debt Service	235,996,132		235,996,132
Powell Bill	26,150,353		26,150,353
Convention Center	15,513,000		15,513,000
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	8,106,524		8,106,524
Public Safety 911 Services	4,889,790		4,889,790
Neighborhood Development Grants	18,621,360		18,621,360
Municipal Service Districts	3,355,532		3,355,532
Risk Management	1,225,287		1,225,287
Tourism Operating	1,308,451		1,308,451
Pay As You Go	625,561		625,561
General CIP		151,461,319	151,461,319
TOTAL BUDGET	\$ 1,064,388,644	\$ 803,878,751	\$ 1,868,267,395

Summary of Expenditures (Net of Transfers¹) Revised FY2009

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 443,804,765	\$ -	\$ 443,804,765
Aviation	83,095,182	246,678,882	329,774,064
Water and Sewer	100,402,718	232,796,050	333,198,768
Charlotte Area Transit (CATS)	114,720,757	52,424,108	167,144,865
Storm Water Utility	12,218,544	49,000,000	61,218,544
Debt Service	220,609,505		220,609,505
Powell Bill	23,908,340		23,908,340
Convention Center	11,661,945		11,661,945
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	12,380,992		12,380,992
Public Safety 911 Services	4,800,000		4,800,000
Neighborhood Development Grants	11,823,605		11,823,605
Municipal Service Districts	3,228,832		3,228,832
Risk Management	1,190,276		1,190,276
Tourism Operating	1,264,005		1,264,005
Pay As You Go	793,542		793,542
General CIP		197,310,523	197,310,523
TOTAL BUDGET	\$ 1,045,903,008	\$ 778,209,563	\$ 1,824,112,571

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 FY10 by the General Fund's Fire Department, which totals \$2,793,000, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

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

Executive Summary

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

FUNDS	Revised Budget FY2008	Revised Budget FY2009	FY2010	Percent Change (FY09 to FY10)
General	\$ 417.9	\$ 443.8	\$ 444.6	0.2%
Enterprise				
Water and Sewer	\$ 94.2	\$ 100.4	\$ 98.6	-1.8%
Charlotte Area Transit (CATS)	103.7	114.7	114.5	-0.2%
Aviation	81.2	83.1	78.9	-5.0%
Storm Water Utility	12.6	12.2	11.9	-2.5%
Total Enterprise	\$ 291.6	\$ 310.4	\$ 304.0	-2.1%
Debt Service				
Water and Sewer	82.1	80.5	91.0	13.0%
Municipal	51.5	46.1	53.0	15.0%
Aviation	34.1	44.9	44.4	-1.2%
Convention Center	12.2	13.6	14.0	2.5%
Storm Water	6.9	6.8	6.6	-3.1%
CATS	11.9	9.9	8.5	-14.0%
Tourism	8.9	8.1	7.5	-6.8%
Cultural Facilities	1.6	5.4	4.5	-17.6%
NASCAR Hall of Fame	1.2	5.3	6.5	24.5%
Total Debt Service	\$ 210.4	\$ 220.6	\$ 236.0	7.0%
Other Operating				
Powell Bill	22.8	23.9	26.2	9.4%
Neighborhood Development Grants	5.0	11.8	18.6	57.5%
Convention Center	16.2	11.7	15.5	33.0%
Public Safety Grants	10.4	12.4	8.1	-34.5%
Public Safety 911 Services	4.8	4.8	4.9	1.9%
NASCAR Hall of Fame	3.0	-	-	
Municipal Service Districts	2.1	3.2	3.4	3.9%
Risk Management	1.0	1.2	1.2	2.9%
Cultural Facilities	-	-	-	
Tourism Operating	0.2	1.3	1.3	3.5%
Pay As You Go**	0.6	0.8	0.6	-21.2%
Total Other Operating	\$ 66.1	\$ 71.1	\$ 79.8	12.3%
TOTAL OPERATING BUDGETS	\$ 986.1	\$ 1,045.9	\$ 1,064.4	1.8%

* Rounded, in millions

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

Executive Summary

City of Charlotte

Summary of Position Allocations By Fund

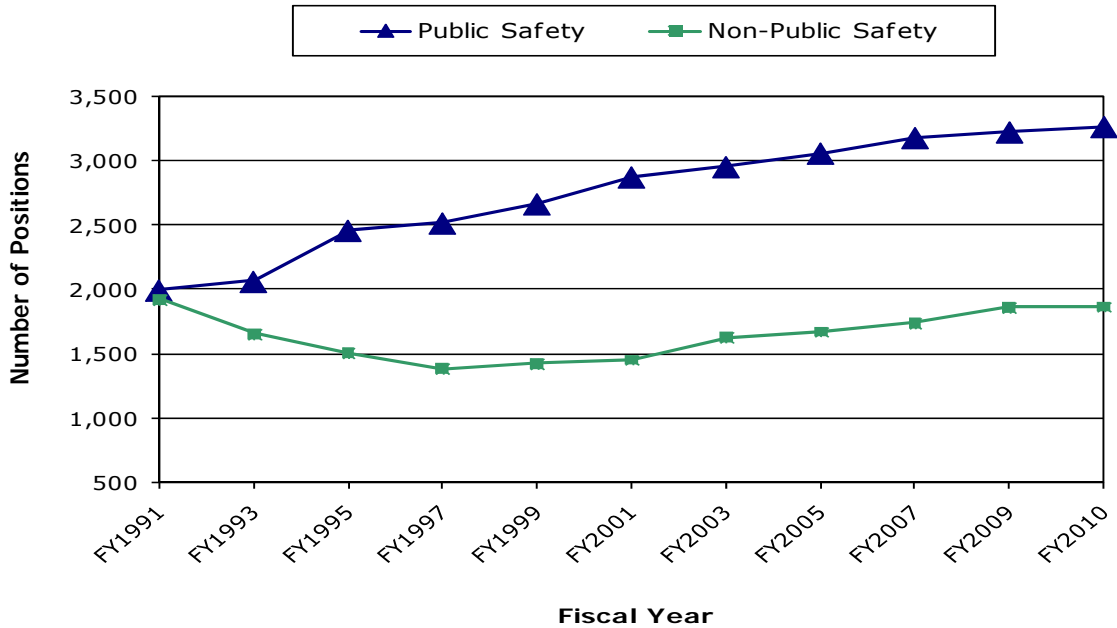
<u>Key or Support Business</u>	FY2008	FY2009	FY2010	FY2010	FY2010	Percent Change (FY09 to FY10)
	<u>Actual</u>	<u>Revised Budget</u>	<u>Base *</u>	<u>Budget</u>	<u>Difference</u>	
Police	2,108.50	2,121.50	2,121.50	2,121.50	0.00	0.0%
Fire	1,083.00	1,102.00	1,144.00	1,144.00	0.00	3.8%
Solid Waste	290.00	289.00	296.00	296.00	0.00	2.4%
Transportation	428.50	429.50	436.50	436.50	0.00	1.6%
Engineering and Property Management	314.00	330.00	330.00	330.00	0.00	0.0%
Planning	63.00	63.00	63.00	63.00	0.00	0.0%
Neighborhood & Business Services	153.00	153.00	154.00	154.00	0.00	0.7%
Mayor/Council	7.00	7.00	7.00	7.00	0.00	0.0%
City Attorney	26.50	26.50	26.50	26.50	0.00	0.0%
City Clerk	6.00	6.00	6.00	6.00	0.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.00	0.0%
Chief Information Office	12.00	12.00	12.00	12.00	0.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.00	0.0%
Customer Service - 311 Call Center	133.00	134.00	134.00	134.00	0.00	0.0%
Internal Audit	9.00	9.00	9.00	9.00	0.00	0.0%
Human Resources	32.50	32.75	32.75	32.75	0.00	0.0%
Finance	79.00	79.00	79.00	79.00	0.00	0.0%
Business Support Services	197.50	235.00	235.00	223.00	(12.00)	-5.1%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.00	0.0%
Total General Fund	4,996.50	5,083.25	5,140.25	5,128.25	(12.00)	0.9%
Charlotte-Mecklenburg Utilities	813.50	812.50	816.50	816.50	0.00	0.5%
Aviation	268.00	268.00	268.00	268.00	0.00	0.0%
Storm Water	80.00	86.00	86.00	83.00	(3.00)	-3.5%
Charlotte Area Transit System	392.75	392.75	392.75	392.75	0.00	0.0%
Risk Management	26.00	27.00	27.00	27.00	0.00	0.0%
Total All Funds	6,576.75	6,669.50	6,730.50	6,715.50	(15.00)	0.7%

* Includes the addition of 61 positions in association with June 30, 2009 Annexation

Executive Summary

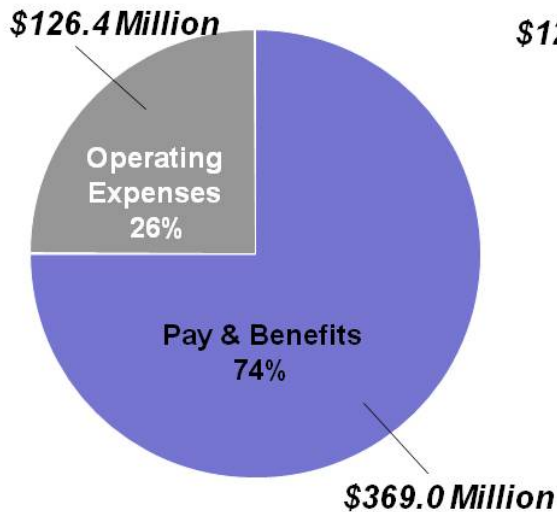
The illustrations provided below highlight the public safety portion of the FY10 General Fund operating budget and related positions. Public Safety comprises 66% of General Fund pay and benefits.

General Fund Positions

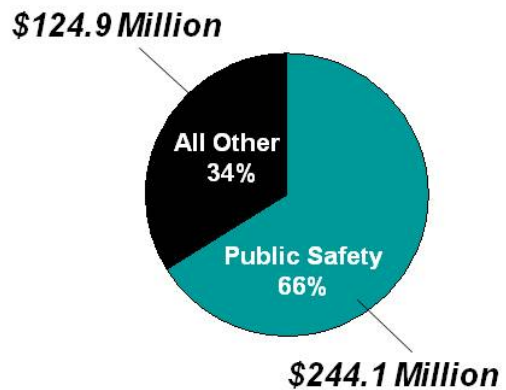


FY2010 Total Operating Budget – General Fund

Total Budget \$495.4m



Pay and Benefits \$369.0m



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City Strategy

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

Vision

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

Mission

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

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

OVERVIEW OF CHARLOTTE'S FOCUS AREAS

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

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

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

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

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



CITY STRATEGY

VISION

COMMUNITY OF CHOICE FOR LIVING, WORKING AND LEISURE



CITY COUNCIL FOCUS AREAS

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

COMPREHENSIVE CITIZEN SERVICE

CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce Crime

Increase Perception of Safety

Strengthen Neighborhoods

Provide Transportation Choices

Safeguard the Environment

Promote Economic Opportunity

RUN THE BUSINESS

Develop Collaborative Solutions

Enhance Customer Service

Optimize Business Processes

MANAGE RESOURCES

Maintain AAA Rating

Deliver Competitive Services

Expand Tax Base & Revenues

Invest in Infrastructure

DEVELOP EMPLOYEES

Achieve Positive Employee Climate

Recruit & Retain Skilled, Diverse Workforce

Promote Learning & Growth

Corporate Objectives

Serve the Customer—What is our mission and vision?

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

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

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

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

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

Corporate Objectives

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

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



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

The City of Charlotte will be the safest large city in America, a community in which citizens feel safe in the areas where they live, work, and spend their leisure time. Citizens in a safe community have confidence in their public safety agencies to proactively identify and address issues related to crime, disorder and personal safety. The Police and Fire Departments have the most direct impact on public safety. Other city departments, such as Neighborhood & Economic Development, Engineering, Transportation, and Planning also have a role in creating safe and strong neighborhoods.

The City Council supports the Charlotte-Mecklenburg Police Department’s policing strategy, which focuses on crime and disorder at the neighborhood level. Police staffing plans promote high visibility throughout all of the Department’s 39 response areas, each of which is served by a Response Area Team. Response Area Teams, led by a Sergeant, are responsible for crime reduction in their assigned areas and the engagement of the community as partners in keeping their neighborhoods safe. Each team develops enforcement strategies specific to their areas that target both crime and chronic offenders. They work closely with specialized police units to address criminal issues such as gangs, assaults, drugs, and firearms.

One of the ways that police build trust and confidence is through a diverse workforce. CMPD is committed to recruiting strategies that result in a more diverse workforce that is proactive in community engagement and quality customer service.

Collaboration is critical to making Charlotte the safest large city in America. Police partner with a variety of public and private agencies in a holistic approach to crime and disorder issues. One key partnership is between Police and Neighborhood and Business Services. Police work closely with Code Enforcement and Neighborhood Specialists to address conditions that increase criminal activity and implement strategies that ultimately strengthen and empower neighborhoods. CMPD also partners with other city and county agencies as well as other members of the Criminal Justice System in a proactive effort to prevent crime before it happens.

Making Charlotte a safe community also requires strategies to reduce loss of life and property damage. The Fire Department plays a major role in that process both through proactive inspections and education programs to prevent fires and injuries and by rapid response to those fires and medical emergencies that do occur. The Fire Department also takes the lead in homeland security preparedness and works with partners around the Charlotte region to ensure that emergency personnel have the training, equipment and strategies to respond effectively to natural or man-made disasters.

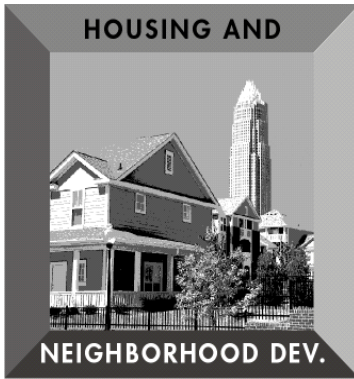
Community Safety

Reduce Crime

CS.1	Focus Area Initiative:	Decrease crime throughout Charlotte-Mecklenburg through enforcement and problem solving strategies that target criminal activity and chronic offenders at the neighborhood level
	▶ Measure:	Crime rate per 100,000 population for FBI Uniform Crime Report Part One offense categories (homicide, rape, robbery, aggravated assault, burglary, auto theft, larceny, and arson)
	Target:	7% reduction in crime rate per 100,000 population in FY10 5% reduction in crime rate per 100,000 population in FY11
	Prior Year Actual:	3.1% increase in FY08 (target: 5% reduction) -2.3% reduction during first five months of FY09
CS.2	Focus Area Initiative:	Enhance citizen safety through increased police visibility and engagement of citizens as active partners in crime reduction
	▶ Measure:	Survey ratings on citizen satisfaction with police service and safety in their neighborhoods in November 2009 and November 2010
	Target:	Ratings of seven or above on a ten point scale on questions related to police services and citizen perception of safety
	Prior Year Actual:	73% on overall impression of police; 79% on courtesy; 80% on professionalism; 73% on feeling safe in their neighborhoods
CS.3	Focus Area Initiative:	Develop recruitment strategies that attract a more diverse applicant base to the Police Department
	▶ Measure:	Number of women and minorities included in applicant pool
	Target:	5% increase in each of next two years
	Prior Year Actual:	349 women and minorities in applicant pool in 2008
CS.4	Focus Area Initiative:	Partner with other city and county agencies as well as other members of the criminal justice system in enforcement and prevention efforts that reduce crime and enhance the quality of life in our community
	▶ Measure:	Crime reduction on major city corridors through collaboration with other city agencies
	Target:	5% reduction in Uniform Crime Report Part One Crimes (homicide, rape, robbery, aggravated assault, burglary, auto theft, larceny and arson) in FY10
	Prior Year Actual:	7,263 incidents in FY08 (Beatties Ford Road, Eastland Mall, North Tryon, Rozzelles Ferry Road, Wilkinson/Freedom Corridors)
	▶ Measure:	Reduction in national and international gangs operating in Charlotte-Mecklenburg
	Target:	In conjunction with other state and federal law enforcement agencies, identify and dismantle one gang per year
	Prior Year Actual:	N/A

Community Safety

CS.5	Focus Area Initiative:	Reduce loss of life and property damage from fires through proactive fire code enforcement and rapid response to working fires
	▶ Measure:	Percent of fire code inspections with an annual state-mandated frequency conducted each year
	Target:	85%
	Prior year actual:	96.7%
	▶ Measure:	Percent of alarm first-due responder companies on scene within six minutes of call receipt
	Target:	80%
	Prior year actual:	79.35%
	▶ Measure:	Number of fire education programs delivered to CMS third grade classrooms that are within city limits
	Target:	80%
	Prior year actual:	New measure



“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 maintain safe and sustainable neighborhoods. The City will be responsive to the needs of all neighborhoods and will develop unique approaches and solutions for the City’s challenged and transitioning neighborhoods.

Social changes, crime and disorder, physical deterioration, and economic disinvestments create challenges for the City’s residential, commercial and industrial neighborhoods. The City’s housing and neighborhood strategy focuses on strengthening neighborhoods by developing comprehensive neighborhood infrastructure, promoting economic opportunities through collaborative neighborhood and business corridor revitalization, improving quality of life measures, expanding affordable housing, achieving model neighborhood standards, and addressing the growing foreclosure crisis. *(Also see Community Safety, Economic Development and Transportation Focus Area Plans for more housing and neighborhood development initiatives.)*

Housing and Neighborhood Development

Invest in Infrastructure

H&ND.1 Focus Area Initiative: Improve the safety and appearance of neighborhoods by implementing comprehensive infrastructure improvements

- ▶ Measure: Number of neighborhood transportation, storm water, area plans and infrastructure projects completed
- Targets: FY2011—37
FY2010—24
- Prior Year Actual: New measure

Promote Economic Development

H&ND.2 Focus Area Initiative: Conduct a pilot program to connect neighborhoods to jobs, goods & services and security along a business corridor (to be determined)

- ▶ Measure: Number of adjoining neighborhood residents gaining employment
- Targets: FY2011—15
FY2010—10
- ▶ Measure: Increase in access to retail opportunities percentage as measured by the Neighborhood Quality of Life Study
- Targets: FY2011—N/A
FY2010—5%
- ▶ Measure: Reduction in crime in the corridor and adjoining neighborhoods
- Targets: FY2011—5%
FY2010—5%
- Prior Year Actual: New measure

Strengthen Neighborhoods

H&ND.3 Focus Area Initiative: Undertake a “Comprehensive Review of the City’s Housing Policy”, incorporating all segments of the local affordable housing industry

- ▶ Measure: Update the City’s Affordable Housing Policy
- Targets: FY2011—N/A
FY2010—100%
- Prior Year Actual: New measure

H&ND. 4 Focus Area Initiative: Improve the quality of life trends in challenged, transitioning and stable Neighborhood Statistical areas.

- ▶ Measure: Reduce the number of challenged neighborhood statistical areas as measured by the biennial Neighborhood Quality of Life Study (QoL)
- Targets: QoL Targets
FY2011- N/A
FY2010—18
FY2009—N/A
- Prior Year: FY2008—20

Housing and Neighborhood Development

Strengthen Neighborhoods (cont'd)

- ▶ Measure: Graduate neighborhoods from the City's revitalization program
 Targets: FY2011—1
 FY2010—1
 FY2009—1
 Prior Year: FY2008—1
- ▶ Measure: The number and percent of improvement in declining NSAs based on the biennial Neighborhood Quality of Life Study
 Targets:

<u>Number</u>	<u>Percent Improving</u>
FY2011—N/A	N/A
FY2010—9 of 12	75%
FY2009—N/A	N/A
Prior Year: FY2008—10 of 13	77%

H&ND.5 Focus Area Initiative: Increase the supply of affordable housing units, number of units serving households earning 80%, 60% and 30% or less of the area median income (AMI) and number of homeownership units

- ▶ Measure: Number of affordable housing units completed and number of units serving the targeted market
 Targets:

	<u>Total Unit Production</u>	<u>80% to 61% (AMI) Units</u>	<u>60% to 31% (AMI) Units</u>	<u>30% to 0% (AMI) Units</u>
FY2011	1,000	400	430	170
FY2010	1,000	400	440	160
FY2009	1,000	400	450	150
Prior Year: FY1008	1,024	405	445	174

	<u>Homeowner Production</u>
FY2011	450
FY2010	450
FY2009	450
Prior Year: FY2008	510

H&ND.6 Focus Area Initiative: Address deteriorating and blighted non-residential structures
 ▶ Measure: City Council's adoption of the non-residential enforcement ordinance
 Target: FY2011—N/A
 FY2010—100%
 FY2009—N/A
 Prior Year: FY2008—N/A

H&ND.7 Focus Area Initiative: Address foreclosures in target revitalization areas
 ▶ Measure: Implementation of the Neighborhood Stabilization Program and number of units completed
 Target:

<u>Program Implementation</u>	<u>Number of Units Completed</u>
FY2011—N/A	40
FY2010—100%	25

 Prior Year: New Measure



“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 has identified Transportation as a priority. The City of Charlotte takes a proactive approach to transportation planning and management. Success is measured through five key strategic initiatives and the action steps necessary to achieve the City’s overall goal of becoming the premier city in the country for integrating land use and transportation choices.

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

Since the TAP’s adoption, the City has moved forward with key strategic initiatives, such as:

- Implementation and dissemination of the TAP annual status report
- Implementation of the 2006 and 2008 transportation bond projects
- Creation of the Committee of 21’s Transportation Task Force, which studied City and regional transportation funding shortfalls and recommended solutions for advancing transportation projects
- Adoption of the Urban Street Design Guidelines to create complete streets
- Ensuring land use and transportation decisions are consistent with the overall goal of maintaining the City’s livability and long-term growth (CDOT)

Another cornerstone of integrating transportation and land use is continued investment in and implementation of Rapid Transit. In November 2007, Charlotte opened the first light rail line in Charlotte. The opening of the LYNX Blue Line (South Corridor) marks the completion of the first of five corridor rapid transit investments and a cross-town streetcar line from the MTC adopted **2030 Corridor System Plan**. The 2030 Corridor System Plan includes a prioritized implementation schedule for the remaining corridors, the streetcar project, expands investments in local and express bus service, and increases opportunities for regional partnerships. (CATS)

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. The City is committed to identifying and prioritizing transportation strategies that ensure the City’s long-term viability and to seeking ways to secure adequate funding to implement the Transportation Action Plan. These include 1) taking steps to improve the equity share formula used for state funding for planning, constructing, and maintaining multi-modal transportation facilities, and 2) finding ways to avoid air quality nonattainment, thereby preserving valuable federal funding for necessary transportation improvements.

Transportation

Develop Collaborative Solutions

TRAN.1	Focus Area Initiative:	Continue implementing Centers, Corridors, and Wedges Growth Framework.
	▶ Measure:	% of residential and office developments located within centers and corridors
	Target:	Minimum of 40% of the new housing unit permits and 70% of new multi-family unit permits in the city located within the centers and corridors.
	Target:	Minimum of 75% of new office development square footage and 75% of new employment occurring in the centers and corridors.
TRAN.2	Focus Area Initiative:	Collaborate with local and regional partners on land use, transportation, and air quality to enhance environmental quality and promote long-term regional sustainability
	▶ Measure:	Annual hours of congestion per traveler, as measured by Texas Transportation Institute (TTI), for Charlotte Urban Area compared to top 25 cities. (CDOT)
	Target*:	Percentage change in annual hours of delay per traveler in Charlotte will be less than the five year average percent change for the top 25 cities in the nation (CDOT)
	▶ Measure:	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 baseline. (Prior Year) (CDOT)
	Prior Year Target:	Increase the % of population within ¼ mile of parks above 16.9% (CDOT) Increase the % of population within ¼ mile of schools above 13% (CDOT) Increase the % of population within ¼ mile of shopping above 45.6% (51.6%) (CDOT) Increase the % of population within ¼ mile of transit above 63.5% (57.0%) (CDOT)
	▶ Measure:	Working with MUMPO, the City will conduct a study to evaluate the strengths and weaknesses of various Metropolitan Planning Organization structures used across the country (CDOT)
	Target:	Complete study by June 2010 (CDOT)

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, meet land use objectives, and make progress on a plan to reach a pavement survey rating of 90 over five years
	▶ Measure:	Improve the pavement condition survey rating over the previous survey
	2008 Survey	Survey rating-82.0
	2006 Survey	Survey rating—86.0

* The City will track congestion levels/annual hours of delay per traveler for the top 25 cities in the United States as reported by the Texas Transportation Institute and annually compare them against Charlotte congestion levels.

Transportation

(TRAN. 3 cont'd)

- ▶ Measure: Accelerate and implement the 2030 Corridor System Plan as conditions allow
- Target: Update the financial plan and implementation schedule by December 31, 2009 (CATS)
- Target: Complete a LYNX Purple Line (North Corridor) Implementation Plan by December 31, 2009 (CATS)
- Target: Develop a Streetcar Implementation Plan based upon the Economic Development Study recommendations and Council direction by May 31, 2009 that seeks and pursues any and all state, federal, and private sources of funding (CATS)
- Target: Complete the Lynx Blue Line Extension's Draft Environmental Impact Statement and 30% design by June 30, 2010 (CATS)
- ▶ Measure: Achieve five of six targets supporting this initiative
- Target:
 1. In light of the current economic environment, grow or maintain transit ridership (CATS)
- Prior Year: 17.4% increase
- Target:
 2. Complete a minimum of 10 miles each of new sidewalk and new bikeways annually (CDOT)
- Prior Year: 6.65 miles of sidewalk and 9.7 miles of bikeways completed
- Target:
 3. 90% of transportation bond road projects completed or forecast to be completed on schedule (CDOT)
- Target:
 4. Decrease in vehicular accidents per miles traveled and decrease in pedestrian and bicycle accidents per capita (CDOT).
- Prior Year: Vehicular accidents (10.9% increase), pedestrian (2.0% decrease) and bicycle (17.3% increase)
- Target:
 5. Maintain a citywide annual average intersection crash rate less than two crashes per million entering vehicles (CDOT)
- Prior Year: 1.8 crashes per million
- Target:
 6. Establish baseline to track increase in bicycle usage over previous year (CDOT)
- ▶ Measure: Continue to implement the Urban Street Design Guidelines (USDG)
- Target: Continue to apply the USDG to 100% of Area Plan and CIP projects
- Target: Staff to recommend, for Council's consideration, a set of amendments to the City Code based on the USDG by January 2010
- ▶ Measure: Implement clear lines of authority to the Planning Director for determining the application of USDG in the development review/rezoning process
- Target: Issue guidelines and process for resolving issues related to the application of the USDG in the development review/rezoning process by September 30, 2009 (Planning)

Transportation

Enhance Customer Service

TRAN.4	Focus Area Initiative:	Communicate land use and transportation objectives as outlined in the Transportation Action Plan
	▶ Measure:	Complete and present annual Transportation Action Plan Status Report to City Council (CDOT)
	Target:	January 2010
	▶ Measure:	The City will continue to implement a multifaceted and multi-departmental communication and public outreach plan that explains the City's transportation plans and growth strategy. The communication plan will include specific tools and measurable outputs to determine the community's understanding of the City's transportation plans, priorities and growth strategy. (CDOT)
	Target:	Include updated information on City's website and Charlottefuture.com to reflect the City's land use and transportation strategy by December 2009 (Engineering)
	Target:	The City will conduct an annual survey to benchmark existing community awareness of the City's transportation plans and growth strategy by December 2009 (CDOT)
	Target:	The City will work with its regional partners to update the MUMPO 2035 Long Range Transportation Plan by March 2010 (Planning)
	▶ Measure:	Determine how satisfied customers are with the quality of CATS' services
	Target:	85% of customers rate CATS quality of service as "good to excellent"

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:	Prepare a legislative agenda to fund the Transportation Action Plan by seeking additional revenue sources and by ensuring that Charlotte receives increased funding for planning, constructing, operating, and maintaining multi-modal transportation facilities and services
	Target:	December 2009
	▶ Measure:	City Council, in partnership with the County and the Charlotte Chamber of Commerce, will consider the Transportation Task Force Committee of 21's funding and process recommendation to the legislature as needed for implementation.
	Target:	December 2009



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

The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber, Charlotte Regional Visitors Authority and the Charlotte Regional Partnership. These partnerships have resulted in a diversified local and regional economy, which requires public investment in public services, facilities and infrastructure. A healthy economy also requires a commitment to existing businesses, small business enterprise, entrepreneurship, and business corridors. In order to foster effective economic development, we must coordinate the commitment from both the public and private sectors.

Several significant structural changes have occurred in the economic environment that will impact the City’s economic development. These include:

- The freezing of the lending market has slowed commercial development as developers struggle to find loans for office, multi-family and retail construction
- The sale of Charlotte’s largest employer, Wachovia, to Wells Fargo with yet to be determined job loss consequences for Charlotte
- The dramatic realignment and shrinkage of the financial services sector, which has been one of Charlotte’s key engines of economic growth
- Fluctuating fuel prices and the economic recession have impacted the airline industry, raising uncertainty about US Airways and its 6,000 Charlotte employees

There are opportunities for continued growth as Charlotte has enjoyed stable housing prices, moderate construction slowdown, relatively stable employment and reinvestment in the City’s core and adjacent business corridors (\$819M in FY08). A well educated workforce and available Center City office space also provide opportunities for economic growth. In addition, Bank of America’s acquisition of Merrill Lynch is a positive indication that Charlotte will continue to be a strong market for financial and professional services. However, the loss of Wachovia’s headquarters will result in job losses and increased Center City office vacancy. This, along with the broader economic recession, will have ripple effects in other professional services, retail and hospitality sectors, and will impact the housing market as dislocated workers put their houses on an already saturated market.

Charlotte’s continued success will be influenced by our diverse economic base and efforts with our partners to grow and broaden into growing business sectors, including: renewable energy, green industry, healthcare and high growth/high tech. This success can also build upon previous year’s Business Corridor Revitalization planning efforts. Since private capital will be harder to find, the City will need to become more aggressive in pushing forward to ensure the economic growth and health of the corridor businesses and the adjacent neighborhoods. This is also a time to lay a foundation for the next wave of growth by business friendly process improvements and updating plans for major employment centers, such as Center City and the University Research Park. To grow the hospitality and tourism sector of the economy, the City can build on recent investments in hospitality and tourism infrastructure scheduled to open during FY10, including the NASCAR HOF and South Tryon Cultural Facilities.

Economic Development

Promote Economic Opportunity

ED.1	Focus Area Initiative:	<p>Promote a healthy business climate by 1) implementing a strong business expansion and retention effort, exploring with the Chamber the effectiveness and metrics of BusinessFirst Charlotte, 2) addressing the needs of Charlotte’s largest employers, and developing strategies and growing employment in: renewable energy, green industry, healthcare, hospitality and tourism, emerging industries and high growth/high tech companies (including an update of the City’s Strategic Plan and a strategy for use of available industrial land) and 3) working with internal and external partners to grow Charlotte’s hospitality revenue streams and exploring partnerships to expand amateur sports</p>
	▶ Measure:	Job growth in new sectors
	Target:	5% increase (develop baseline information)
	Prior Year:	FY08—New measure
	▶ Measure:	Number of existing businesses visited and serviced through BusinessFirst Charlotte, the City’s business retention & expansion program
	Target:	Total: 400 (Business Corridors: 120)
	Prior Year:	FY08—416
	▶ Measure:	Percentage increased in hospitality tax revenues and room nights generated by amateur sports
	Target:	3% increase in all hospitality tax revenues; 5% increase in amateur sports room nights
	Prior Year:	FY08—9% increase in all hospitality tax revenues FY07—27% (increase over base: 11%) FY08—New measure (percentage increase in amateur sports room nights)
ED.2	Focus Area Initiative:	Ensure that small businesses have the opportunity to participate in informal City procurement and contracts through increasing SBE utilization and participation in SBE development programs
	▶ Measure:	Percentage of informal contracting dollars awarded to SBE’s
	Target:	12%
	Prior year:	FY08—12.1% FY07—13.7%
	▶ Measure:	Number of SBEs submitting bids on informal contracts
	Target:	New measure
ED.3	Focus Area Initiative:	Enhance Workforce Development
	▶ Measure:	Number of youth accessing skills assessment and training at JobLink Centers
	Target:	1,500 youth at JobLink Centers and place 500 youth in jobs
	Prior Year:	FY08—945 trained/273 placed
	▶ Measure:	Promote strategy and develop partnerships to retrain displaced workers
	Target:	Inventory/evaluation/adjustment of City’s workforce retraining efforts, including online services
	Prior Year:	FY08—New Measure

Economic Development

Expand Tax Base & Revenues

ED.4	Focus Area Initiative:	Advance Business Corridor Revitalization and Redevelopment
▶	Measure:	Advance/complete development of priority projects and corridors
	Target:	Eastland Mall (MOU by December 2009) Five Business Corridors:
		- North Tryon (Developer by September 2009)
		- Independence Boulevard Phase II (begin implementation Fall 2009)
		- Rozzelles Ferry (Greenway Business Park completed by December 2011)
		- Beatties Ford (begin one redevelopment project)
		- Freedom/Wilkinson/Morehead—leverage Bryant Park project and County’s Freedom Center
		- Conduct Urban Market Studies and Recruitment for Corridors
Prior Year:		FY08—Held a corridor symposium; began Independence Boulevard Phase II; grant program revisions approved by City Council; identified catalyst sites on North Tryon; continued implementation of ULI recommendations for Eastland Mall
Target:		Increase investment in each targeted business corridor and transit station area by 5%
Prior Year:		FY2007
		½ mile of transit stations - \$495,878,361
		Wilkinson/Freedom Area - \$33,737,555
		Rozzelles Ferry - \$2,209,639
		N. Tryon - \$8,231,385
		Eastland Mall Area - \$3,942,019
		Beatties Ford - \$8,535,054

Expand Tax Base & Revenues

ED. 5	Focus Area Initiative:	Promote infill development/redevelopment in the Center City, distressed business districts and adjacent neighborhoods, and transit stations
▶	Measure:	Building permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations
	Target:	\$500 million
Prior Year:		FY08—\$819,000,000
		FY07—\$732,528,837
▶	Measure:	Number of recommended new capital projects implemented in area plans
	Target:	Initiate two new area plan capital projects
Prior Year:		FY08—Inventory of area plans completed and presented to City Council

Economic Development

Develop Collaborative Solutions

ED.6	Focus Area Initiative:	Advocate Business Facilitation/Business Process Improvements
	▶ Measure:	Average number of reviews on all land development permitting submissions
	Target:	≤ 2.5 reviews
	Prior Year:	FY08—New measure
	▶ Measure:	Percentage of permitting report initiatives implemented
	Target:	100%
	Prior Year:	FY08—12 initiatives endorsed by City Council
	▶ Measure:	Conduct “competitive advantage” analysis of permitting systems and processes
	Target:	Elimination of system barriers/conflict/impediments in application of regulations
	Prior Year:	FY08—New measure



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

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

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

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

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

The actions associated with the other City Council Focus Areas - Community Safety, Housing and Neighborhood Development, Economic Development, and Transportation - are supported and enhanced by stewardship of our natural resources and the environment. In addition, specific initiatives in Economic Development and Transportation Focus Area Plans relate directly to Charlotte’s environmental goals, including initiatives for renewable energy and green industry, and land-use planning and transportation choices.

Environment

Safeguard the Environment

- ENV.1** Focus Area Initiative: Support environmental sustainability by making wise decisions regarding growth and development, recognizing the interrelationships between air quality, water resources, land preservation, and energy and resource conservation
- ▶ Measure: Percent of residential and office developments located within centers and corridors to continue implementing Centers, Corridors, and Wedges Growth Framework
 - Target: Minimum of 40% of new housing unit permits and 70% of new multi-family unit permits in the City, located within the centers and corridors
 - Target: Minimum of 75% of new office development square footage and 75% of new employment occurring in the centers and corridors
 - ▶ Measure: Percent of rezoning decisions consistent with adopted plans and/or staff recommendations
 - Target: 95% of rezoning decisions consistent with adopted plans and/or staff recommendation
 - ▶ Measure: Percent of rezoning decisions consistent with adopted environmentally sensitive site design policies
 - Target: 80% of approved rezoning incorporate environmentally sensitive site design components as per the General Development Policies—Environment
 - ▶ Measure: Implement General Development Policies Phase II—Environment
 - Target: Implement Environmental Inventory Strategy to include internal use of existing map and determine process, stakeholders, and potential implications of designating environmentally sensitive areas by June 2010
 - Target: Initiate strategies to address four additional General Development Policies—Environment and continue implementation of the strategies initiated in FY2008
- ENV.2** Focus Area Initiative: Lead and support efforts to improve Charlotte and regional air quality
- ▶ Measure: Promote long-term reduction in ozone causing emissions
 - Target: Establish partnerships with business/management organizations to encourage increases in travel by alternative modes to/from two mixed-use activity centers by June 2010
 - Target: Adopt and implement a revised tree ordinance that will help improve air quality through the preservation and growth of Charlotte’s tree canopy
 - Target: Continue collaboration and participation with COG’s CONNECT Regional Air Quality Work Team, the Regional Air Quality Board and Clean Air Works, Mecklenburg County Division of Air Quality and State of North Carolina Division of Air Quality to develop and implement strategies to improve air quality.

Environment

ENV.3	Focus Area Initiative:	Protect natural ecosystems and habitats, including the tree canopy
	▶ Measure:	Maintain a significant and healthy tree canopy
	Target:	Develop a program recognizing local developers or businesses annually for excellent tree preservation efforts by December 2009
	▶ Measure:	Protect stream corridors, ponds, and wetlands through public acquisition of additional conservation easements and enhancing existing buffers
	Target:	Meet mitigation requirements through local rather than state level restoration efforts 100% of the time when streams are negatively impacted by City projects
	▶ Measure:	Maintain permit compliance with treated wastewater
	Target:	100% compliance with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants
ENV.4	Focus Area Initiative:	Lead by example, adopting sound environmental practices in City facilities and operations
	▶ Measure:	Implement strategies to reduce City fleet emissions to improve air quality
	Target:	Reduce the amount of harmful emissions from the CATS bus fleet by reducing idling by 5% from previous FY's baseline data in CATS' fixed bus fleet, including emissions reduction equipment on the engines of all new fixed route buses, and procuring hybrid buses as funding allows
	Target:	Improve the efficiency of the overall City fleet by purchasing alternative fuel vehicles as funding allows and by seeking grant funding to outfit current vehicles with emissions reducing technology
	▶ Measure:	Incorporate environmentally responsible elements in the design, construction, and operations of City facilities
	Target:	Maintain energy use practices so that City facilities compare favorably with available benchmark information in the South Atlantic region (measured in thousands of BTUs per square foot)
	Target:	Approve the City's Greenhouse Gas Emissions Inventory Action Plan by December 2009, pending funding
	Target:	Develop a pilot program to perform costs/benefits analysis on environmentally preferable products and develop a methodology for reporting and rating green product performance and usability by July 2009
	Target:	Increase recycling within City facilities through employee awareness
	Target:	Adopt a policy on Sustainable City Facilities by October 2009
	▶ Measure:	Operate a best-in-class bio-solids program that safely recycles and manages bio-solids while mitigating environmental and health impacts
	Target:	Receive 14001:2004 ISO certification for the Utilities Residuals Management Program (bio-solids) Environmental Management System by December 2009

Environment

ENV.4 (cont'd)

- ▶ Measure: Develop and implement pilot project(s) for renewable energy
- Target: Develop and implement a solar energy pilot project on airport owned property by June 2010
- Target: Develop and implement a bio-fuel and/or methane-to-energy pilot project at a wastewater treatment plant by June 2010

Develop Collaborative Solutions

- ENV.5** Focus Area Initiative: Collaborate with local and regional public and private partners and neighborhoods to enhance environmental quality and long-term sustainability
- ▶ Measure: Continue collaboration and actively participate in public and private sector partnership’s environmental and visioning initiatives
 - Target: Continue collaboration and participation with Centralina Council of Governments (COG), Duke Energy, UNC-Charlotte, CPCC, CRVA Green Team, and other partners’ current initiatives
 - ▶ Measure: Increase awareness of the environment as a priority for the community and the organization
 - Target: Continue implementing the internal communication plan for City employees
 - Target: Implement the external communication plan for Charlotte-Mecklenburg Utilities by the first quarter of the fiscal year
 - ▶ Measure: Continue a leadership role in the regional water resources planning
 - Target: Lead the group with Utilities’ staff as Chair of the Water Management Group and be actively involved in committee work in 2009
 - ▶ Measure: In support of State recycling goals, increase single family recycling participation to achieve a 20% increase in annual tonnage of recycled materials
 - Target: Implement single-stream recycling collection program by July 2010
 - ▶ Measure: Continue implementing the multi-family recycling education program
 - Target: Educate 20 non-participating multi-family property managers on the benefits of recycling by July 2010

Police

<p style="text-align: center;">Summary</p> <p>The Charlotte-Mecklenburg Police Department's primary focus is the reduction of crime at the neighborhood level. The City is divided into 39 response areas. Each response area develops enforcement and prevention strategies to target the crimes and offenders creating the most harm in each area of the city. CMPD seeks to make Charlotte the safest large city in America by engaging the community in effective partnerships that address crime and quality of life concerns.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 7.8% decrease in crime in 2008 • 1.2% decrease in citizen initiated calls for service in 2008 • 7.8% decrease in 911 calls in 2008 	FY08	FY09	FY10	
	Budget	\$176,877,549	\$184,177,968	\$185,661,904
	Positions	2,108.50	2,121.50	2,121.50
<p>Accomplishments</p> <ul style="list-style-type: none"> • Achieved lowest per capita crime rate since 1994 • Reorganized CMPD to increase police visibility and support the strategic goal of crime reduction at the neighborhood level • Maintained a 70% or above approval rating on citizen survey on police services • Developed a 5 year strategic plan 				

SERVICE DELIVERY CHALLENGES

The Charlotte Mecklenburg Police Department faces significant challenges in its delivery of police services and finding new ways to engage citizens as problem solving partners. The demand for police services has increased due to population growth, the increased diversity in the community, increases in special events requiring Police presence, and the need to be more visible in order to achieve neighborhood crime reduction goals. While the department has made significant progress in reducing crime, those reductions will be difficult to sustain at existing staff levels. CMPD also needs to move toward creating two additional patrol divisions to create higher visibility and engage citizens in the northern and southern areas of the city.

Index Crime Totals, Rates Per Population, and Annual Percent Changes Charlotte-Mecklenburg Police Department: 2004-2008

<u>Year</u>	<u>Total Index</u>	<u>% Change from</u>		<u>Estimated</u>	<u>Rate Per</u>	
		<u>Previous Year</u>	<u>Population*</u>		<u>100,000 Est.</u>	<u>Previous Year</u>
2004	54,546	-7.3%	*	695,487	7,842.8	1.7%
2005	54,844	0.5%	*	713,445	7,687.2	-2.0%
2006	56,765	3.5%	*	728,143	7,795.9	1.4%
2007	58,898	3.8%	*	752,997	7,821.8	0.3%
2008	54,333	-7.8%	*	765,766	7,095.2	-9.3%

Note: Index Crime totals used in this chart are based on the Uniform Crime Reporting (UCR) guidelines. Jurisdiction population estimates are based on Planning Commission estimates created in July of each year. The jurisdiction estimate is calculated by subtracting the totals for the six incorporated towns with separate police agencies from the county total

Police

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Patrol/Community Policing/Crime Prevention			
Provides police field services to city and unincorporated area of County			
◆ Reduction in Uniform Crime Report (UCR) Part One crime per 100,000 population over previous fiscal year	+1.3%	-5%	-7%
Includes: Patrol Divisions Burglary Special Events Charlotte Area Transit Liaison			
Special Investigations			
Investigates vice, gathers criminal intelligence information, and investigates gangs			
◆ Work with other state and federal law enforcement agencies to dismantle gangs at the neighborhood level	N/A	N/A	1 per year
Includes: Vice and Narcotics Gang and Firearm Enforcement Division Criminal Intelligence			
Criminal Investigations			
Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect			
◆ Robbery clearance rate above national average	N/A	N/A	25-27%
Includes: Homicide/Missing Persons Robbery/Sexual Assault Auto Theft Fraud Special Victims			
Special Operations			
Provides tactical support for patrol operations			
◆ Reduce the backlog in DNA evidence analysis	N/A	N/A	-50%
Includes: Crime Lab Crime Scene Search Canine Unit Aviation/Field Force SWAT Team and ALERT Team Coordinator Arson/Bomb Squad			

Police

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Communications			
Provides answering and dispatch services for all 911 calls in the City of Charlotte, Town of Davidson and unincorporated Mecklenburg County; takes non-emergency police reports by phone and internet			
◆ Percentage of 911 calls answered in 30 seconds *(Method of measurement adjusted for FY09)	*99.98%	85%	85%
Includes: Communications			
Community Services			
Provides a variety of services that promote police-citizen interaction			
◆ Increase the number of hours worked by volunteers	N/A	N/A	+5%
Includes: Volunteer Unit Police Reserves Police Athletic League Cadets/Explorers/Right Moves for Youth False Alarm Reduction Records Crime Reporting Unit			
Police Officer Training and Recruitment			
Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel			
◆ Reduction in preventable on-duty accidents per million miles	6.2%	≤9.5	≤9.5
Includes: Recruitment Recruit Training In-Service Training Firing Range			
Animal Control			
Enforces animal control ordinances and operates animal shelter			
◆ Increase in number of dogs and cats spayed/neutered at CMPD's free community clinics and at Animal Shelter	N/A	+10%	900 surgeries performed by in-house surgical veterinarian
Includes: Ordinance Enforcement Shelter Operations			

Police

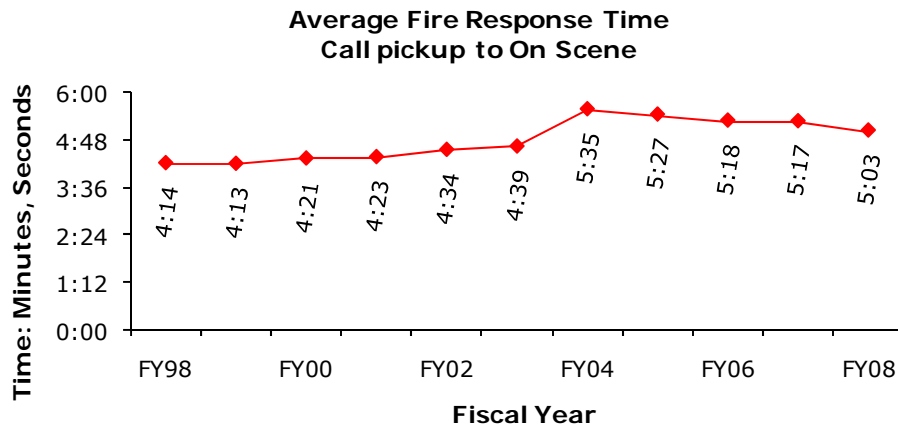
<p>Decreases \$167,000 is decreased for one-time special helicopter maintenance.</p> <p>Increases \$651,000 is added for operating cost needs related to vehicle maintenance and upfit, use of temporary employees, and printing and publishing.</p> <p>\$448,035 is added for ongoing personnel related costs associated with the FY09 reorganization.</p> <p>\$346,500 is added for wireless service associated with mobile data terminals, payments to the SBI for access to SBI information, and a special phone line linking us to SBI data. These expenses were previously charged to the 911 fund.</p> <p>\$171,275 is added for increased utilities costs.</p>	<p>\$65,370 is added for operation of the new Metro station.</p> <p>\$61,335 is added for increases in the cost of rent.</p>
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Budget Summary		FY08	FY09	FY10
Field Services/Community	Budget	\$ 112,458,801	\$ 120,919,132	\$ 123,899,073
Policing/Crime Prevention	Positions	1,307.00	1,442.00	1,442.00
Special Investigation	Budget	\$ 8,527,325	\$ 7,775,677	\$ 7,382,188
	Positions	97.25	76.50	76.50
Criminal Investigations	Budget	\$ 16,092,458	\$ 17,002,813	\$ 15,886,077
	Positions	197.00	168.50	168.50
Special Operations	Budget	\$ 11,386,668	\$ 10,340,808	\$ 9,857,760
	Positions	175.00	104.50	104.50
Communications	Budget	\$ 11,006,076	\$ 11,069,585	\$ 11,905,374
	Positions	158.00	169.00	169.00
Community Services	Budget	\$ 4,894,702	\$ 5,057,167	\$ 4,873,255
	Positions	52.00	51.00	51.00
Police Officer Training/Recruiting	Budget	\$ 6,615,904	\$ 6,209,435	\$ 6,008,067
	Positions	38.25	27.00	27.00
Animal Control	Budget	\$ 5,895,615	\$ 5,803,351	\$ 5,850,110
	Positions	84.00	83.00	83.00
Total		\$ 176,877,549	\$ 184,177,968	\$ 185,661,904
Total Positions		2,108.50	2,121.50	2,121.50

Fire

<p>Summary</p> <p>The Charlotte Fire Department provides a number of services that further its mission of preserving life and property. These services fall into three functional areas: calls for emergency services, emergency preparedness, and preventing and investigating emergencies.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> Operates 39 fire stations and protects an area encompassing 299.2 square miles, with a population of 726,000 citizens Responds to over 90,000 incidents each year Operates 40 engines, 14 ladders, 2 heavy rescues and 2 aircraft rescue and firefighting companies 	FY08	FY09	FY10	
	Budget	\$88,718,307	\$91,937,109	\$95,645,724
	Positions	1,083.00	1,102.00	1,144.00
	<p>Accomplishments</p> <ul style="list-style-type: none"> Received more than \$5 million in Homeland Security Grants in FY09 Awarded re-accredited status by the Commission on Fire Accreditation International in August 2005 Led regional effort to provide radio interoperability for large scale emergencies. A Tactical Interoperability Communications Plan was approved by the Department of Homeland Security in 2006. Transitioned to Toughbooks portable computers in Fire Prevention. This technology has streamlined the inspection process and created a paperless inspection program. 			

SERVICE DELIVERY CHALLENGES



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

Fire

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Fire Emergency Response			
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, and aircraft cash rescue			
◆ Percent of first alarms to which an effective firefighting force will be on scene within 9 minutes	N/A	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within 6 minutes	76%	80%	80%
◆ Percent turnover for African American/minority firefighters	1.29%	<1%	<1%
Emergency Preparedness/Homeland Security			
Coordinate large-scale emergency situations in Charlotte and Mecklenburg County.			
◆ Complete the installation and implementation of COBRA (Charlotte Operations Based Response Analysis) information network by June 30, 2010. See note below.	N/A	100%	N/A
Fire Communications			
Provide 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department.			
◆ Percent of time telecommunicators answer calls within 3 rings or 10 seconds	98.6%	90%	90%
Fire Investigations			
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson			
◆ Percent of arson cases investigations will be cleared	34.8%	34.0%	34.0%
Fire Code Enforcement			
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings			
◆ Percent of fire code inspections conducted within state-mandated frequencies	92.6%	85%	85%
Fire Community Education/Involvement			
Provide prevention education as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program.			
◆ Percent of fire and life safety programs requested and delivered to elementary students	96.2%	95%	95%
Firefighter Training			
Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community.			
◆ Percent of identified training modules completed	N/A	100%	100%

Note: COBRA (Charlotte Operations Based Response Analysis) is a web-based information network that will be used by multiple disciplines and multiple jurisdictions to share data. This information can be accessed in real-time and will provide accurate information for operational responses and pre-planning.

Fire

<p>Decreases None</p> <p>Increases \$3,820,617 is added for 2 fire companies (42 positions) for annexation. An additional \$1,201,575 is funded from capital reserve to purchase ladder and tanker trucks.</p> <p>\$552,548 is added to cover wireless service and staff changes for Fire communications. These expenses were previously charged to the 911 Fund.</p> <p>\$500,000 is added for increased operating expenses, including \$134,000 in vehicle maintenance, \$72,000 in janitorial supplies, and \$50,000 in recruitment and training expenses.</p>	
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Budget Summary		FY08	FY09	FY10
Fire Emergency Response	Budget	\$ 80,392,188	\$ 83,338,281	\$ 86,511,860
	Positions	979.50	997.50	1,033.50
Emergency Preparedness/Homeland Security	Budget	\$ 628,313	\$ 647,598	\$ 656,006
	Positions	5.00	5.00	5.00
Fire Communications	Budget	\$ 2,489,216	\$ 2,530,926	\$ 2,836,011
	Positions	37.00	37.00	40.00
Fire Investigations	Budget	\$ 1,165,768	\$ 1,222,129	\$ 1,334,484
	Positions	9.75	9.75	10.75
Fire Code Enforcement	Budget	\$ 2,132,138	\$ 2,230,800	\$ 2,398,591
	Positions	34.00	35.00	37.00
Fire Community Education/Involvement	Budget	\$ 402,142	\$ 417,794	\$ 448,891
	Positions	5.00	5.00	5.00
Firefighter Training	Budget	\$ 1,508,542	\$ 1,549,581	\$ 1,459,881
	Positions	12.75	12.75	12.75
Total		\$ 88,718,307	\$ 91,937,109	\$ 95,645,724
Total Positions		1,083.00	1,102.00	1,144.00

Solid Waste Services

<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 FY10, SWS crews will continue to provide weekly collection of garbage, recyclables, yard waste, and bulky items in the East, North, and South zones under the City's managed competition guidelines. The West zone and multi-family garbage are serviced through a contract. In all collection zones, SWS collects dead animals and tires, and sweeps and picks up litter from City streets and rights-of way. SWS also participates in neighborhood cleanups and other specialized cleaning programs including maintenance of the Central Business District and support of special events.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Residential collection services to over 200,000 single-family and 98,000 multi-family households, approximately 4,000 businesses, and 700 public trash receptacles • In FY08, collected approximately 188,147 tons of refuse, 31,728 tons of recyclables, 40,202 tons of yard waste and 9,556 tons of bulky items • Street sweeping and right-of-way cleaning of approximately 1,800 miles of City streets 	<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%;">FY08</th> <th style="width: 20%;">FY09</th> <th style="width: 20%;">FY10</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$41,879,951</td> <td style="text-align: right;">\$44,908,037</td> <td style="text-align: right;">\$44,794,903</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">290.00</td> <td style="text-align: right;">289.00</td> <td style="text-align: right;">296.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Improved Charlotte's Keep America Beautiful litter index rating with a score of 1.63 in FY08 (scale of 1.0 to 4.0; highest rating is 1.0) • Provided residential refuse at a cost per ton of \$58; statewide average is \$90 • Provided recyclables collection at a cost per ton of \$201; statewide average is \$256 • Collected 2,595 tons of refuse per FTE, compared with 1,467 tons per FTE statewide • Installed Automated Vehicle Locator (AVL) devices on all collection vehicles, improving customer service, routing efficiencies, record keeping, and performance management 		FY08	FY09	FY10	Budget	\$41,879,951	\$44,908,037	\$44,794,903	Positions	290.00	289.00	296.00
	FY08	FY09	FY10										
Budget	\$41,879,951	\$44,908,037	\$44,794,903										
Positions	290.00	289.00	296.00										

SERVICE DELIVERY CHALLENGES

Address Verification and Residential Growth
 Although the economy is in decline, growth in residential development in the City continues to challenge the ability to maintain a comprehensive database of residential addresses. Address verification of all residential units is essential to the managed competition business model because units are balanced against operating expenses. Additionally, residential developments that are constructed with collection impediments such as narrow alleyways and cul-de-sacs create collection problems.

Managed Competition
 Two solid waste collection contracts will expire in the upcoming fiscal year. The multifamily complexes and public facilities garbage and recyclables collection contract expires December 2009. The cost of a new contract is expected to be higher, although competition should keep the cost within reason. The West Zone Managed Competition privatized contract expires June 2010. Resources in the form of new employees and collection equipment will be required if this collection zone reverts to being serviced by City crews.

Managed competition guidelines require SWS to operate in three collection zones as independent operations. This restriction limits the flexibility for SWS to allocate staff and equipment resources.

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

Landfill Location
 The one landfill location results in a higher number of trips and usage of fuel for areas outside the North Zone (which is closest to the landfill). The additional travel time reduces productivity for the trucks, which travel long distances.

Solid Waste Services

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Solid Waste Collections			
Provides the following services: Single Family (weekly collection of garbage, recycling, yard waste, and bulky items) Multi-Family (weekly collection of garbage and recycling to multi-family complexes of 30 or more units) Special (weekly collection of public trash receptacles and small business garbage)			
◆ Provide 4 or more hours of safety training to no less than 85% of field operations employees	N/A	≥85%	≥85%
◆ Maintain cost per ton for refuse collection below the statewide average as reported in the North Carolina Local Government Performance Measurement Project	\$58	≤\$90	≤\$89
◆ Collaborate with multi-family properties four times during the fiscal year to promote awareness of available multi-family recycling options	N/A	4	4
◆ Benchmark performance standards for automated refuse collection in the East and South zones using the Automated Vehicle Locator tracking system	Phase I	Phase II	Phase III
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)	1.63	≤2.0	≤2.0
Neighborhood Services			
Provides cleaning services and unscheduled bulky item pick-up in fragile and threatened neighborhoods			
◆ Develop neighborhood partnerships in 33% of 9 targeted neighborhoods to increase bulky item scheduling	3	3	3
Community Education			
Communicates information and provides educational materials to the public on solid waste services			
◆ Conduct educational initiatives for 25% of 16 garbage routes identified as needing to improve collection proficiency	4	4	4

Solid Waste

<p>Decreases \$1,369,315 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$267,000 is decreased from the multi-family and cart contracts.</p> <p>Increases \$1,075,024 is added for annexation garbage collection and disposal in the North, South, and West zones, including 7 positions.</p> <p>\$300,565 is added for Single Stream Recycling start-up (roll-out cart delivery and public education); the remaining \$990,685 will be funded by additional one-time FY09 ABC Board revenue distribution.</p> <p>\$180,000 is added in the East Zone to unfreeze 2 vacancies or utilize contract labor for collection needs and to fund vehicle maintenance and fuel expenses.</p> <p>\$48,000 is added in the North Zone to unfreeze 1 vacancy or utilize contract labor for collection needs.</p>	<p>\$1,011 is added per the West Zone managed competition contract.</p>
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Budget Summary		FY08	FY09	FY10
Solid Waste Collections	Budget	\$ 35,528,055	\$ 38,199,763	\$38,197,301
	Positions	209.50	209.50	216.50
Special Maintenance Services	Budget	\$ 5,248,821	\$ 5,548,895	\$5,406,846
	Positions	74.25	73.25	73.25
Neighborhood Services	Budget	\$ 872,888	\$ 951,107	\$964,239
	Positions	5.00	5.00	5.00
Community Education	Budget	\$ 230,187	\$ 208,272	\$226,517
	Positions	1.25	1.25	1.25
Total		\$ 41,879,951	\$ 44,908,037	\$44,794,903
Total Positions		290.00	289.00	296.00

Transportation

<p style="text-align: center;">Summary</p> <p>The Charlotte Department of Transportation (CDOT) provides for a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life. CDOT serves over 650,000 residents encompassing an area of 290 square miles. Core services include Street Maintenance, Traffic Control, Transportation Planning and Capital Improvement, Land Development Regulations and Right of Way Management, and Transportation Safety and Neighborhood Services.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Maintains 2,300 centerline miles of roadway • Maintains 175,000 traffic control signals • Maintains 680 signalized intersections • Maintains 1,600 linear miles of sidewalks • Installs 9,000 signs and 2 million feet of new pavement markings each year 	FY08	FY09	FY10	
	Budget	\$45,532,613	\$49,723,347	\$49,735,105
	Positions	428.50	429.50	436.50
<p>Accomplishments</p> <ul style="list-style-type: none"> • City Manager's Strategy Award Recipients <ul style="list-style-type: none"> - Integrating Strategy and Budget - 2003 (winner) - Developing Collaborative Solutions - 2006 (winner) - Diversity - 2007 (finalist) • City Council's Adoption of: <ul style="list-style-type: none"> - Center City Transportation Plan - April 2006 - Transportation Action Plan - May 2006 - Utility Cut Pavement Degradation Fee - May 2007 - Urban Street Design Guidelines - October 2007 - Utility Right-of-Way Ordinance - November 2007 - Bicycle Plan - October 2008 				

SERVICE DELIVERY CHALLENGES

Maintaining Existing Assets

Most agree that the wisest investment strategy is to protect existing assets through routine maintenance and timely repair. The Transportation Action Plan demonstrated the need to increase funding for periodic maintenance of street pavement, sidewalks, curbs & gutters, and traffic signs and signals. However, recent trends show the primary funding source for maintaining streets, the Powell Bill, is in decline. Dramatic increases in the cost of materials have driven our current resurfacing cycle to approximately 25 years and our reported street rating to 82. Both of these indicators are well short of the industry standard of a 12 year resurfacing cycle and a street rating of 90 or better. In addition, concrete repairs continue to fall behind due to insufficient funding. Since FY02, CDOT has performed primarily emergency/safety related repairs to our concrete infrastructure—curb, gutter, and existing sidewalks—resulting in an increased need to funnel future resources to our concrete repair programs. Maintenance and repair for signal communications equipment is a continuous challenge.

Suburban to Urban Development

As with most urban areas, Charlotte is embracing urbanism. Evidence of this movement is the growing interest in compact, mixed-use real estate development in the center city and other infill locations, as well as in suburban enclaves. Charlotte's Urban Street Design Guidelines (USDG) support the movement to a more urban development pattern. However, moving the guidelines into the regulatory framework requires time for plan review staff and developers' agents to gain sufficient experience to apply them sensibly. Charlotte staff and its customers are struggling with appropriately interpreting the USDG in reviewing new development plans.

Funding Gap

The City's Transportation Action Plan (TAP) projected a gap of more than \$7 billion that will extend full implementation decades beyond its 2030 benchmark. Infrastructure needed to keep up with growth is expensive and has been exacerbated over the past two years by global inflation of steel and concrete prices and volatile oil prices that affect the price of asphalt. As identified in the TAP, Charlotte lacks a dedicated funding source for non-transit transportation projects. The lack of a dedicated and stable funding source affects our ability to address Charlotte's growing transportation needs and jeopardizes the City's existing and future mobility, economic competitiveness, and our residents' quality of life.

Transportation

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 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	76%	97%	97%
◆ Achieve a rating of 90 or more on the pavement conditions survey	82.0	90.0	90.0
Traffic Control			
Provides for new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance			
◆ Perform preventative maintenance on 100% of traffic signals every two years	100%	N/A	100%
◆ Respond to all sign and signal emergencies within 2 hours 90% of the time	100%	90%	90%
Transportation Safety and Neighborhood Services			
Provides for: ParkIt! (parking meters), Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures			
◆ Decrease annually pedestrian and bicycle accidents per capita	Ped-2.03% Bike+17.26%	Decrease	Decrease
Land Development Regulations			
Reviews development plans for conformance with City ordinances			
◆ Complete 95% of plan reviews on time annually	80%	95%	95%
Capital Program Planning and Management			
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares			
◆ 90% of transportation bond projects complete or on schedule	92%	90%	90%
◆ Reduce vehicle miles traveled (VMT) per capita in Charlotte and the region	-2.21%	Less than FY08	Less than FY09

Transportation

<p>Decreases \$1,557,365 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$542,910 in budgeted expense is transferred to the capital program to recover increased staff overhead rate charges. The overhead rate increases from 2.0 to 2.4 (industry standard is 2.8) of direct staff costs. Increasing overhead charges to the capital program results in a net decrease to the General Fund.</p> <p>\$539,503 in budgeted expense is transferred to the Powell Bill Fund to recover additional General Fund staff support costs associated with street maintenance and repairs. Transferring these expenses to the Powell Bill Fund results in a net decrease to the General Fund.</p>	<p>\$500,000 in budgeted expense is transferred to the capital program to recover staff support costs transferred from development services activities to capital projects. These costs were previously recovered through General Fund development services user fees. Transferring these expenses to the capital program results in a net decrease to the General Fund.</p> <p>Increases \$413,570 is added for 7 Street Crew member positions and necessary equipment and materials associated with the first year of the 2009 annexation.</p>
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Budget Summary		FY08	FY09	FY10
Street Maintenance	Budget	\$ 30,745,972	\$ 33,801,537	\$ 34,532,024
	Positions	246.00	245.75	252.75
Traffic Control	Budget	\$ 7,096,011	\$ 7,364,949	\$ 7,368,052
	Positions	111.00	110.75	110.75
Transportation Safety and Neighborhood Services	Budget	\$ 2,618,722	\$ 2,757,270	\$ 2,713,886
	Positions	15.50	15.50	15.50
Land Development Regulations	Budget	\$ 2,029,209	\$ 2,501,118	\$ 1,879,537
	Positions	20.75	22.50	22.50
Capital Program Planning and Management	Budget	\$ 3,042,699	\$ 3,298,473	\$ 3,241,606
	Positions	35.25	35.00	35.00
Total		\$ 45,532,613	\$ 49,723,347	\$ 49,735,105
Total Positions		428.50	429.50	436.50

Transportation Operating Funds	FY08	FY09	FY10
General Fund	\$ 20,771,560	\$ 23,636,567	\$ 21,015,885
Powell Bill Fund	\$ 24,761,053	\$ 26,086,780	\$ 28,719,220
Total	\$ 45,532,613	\$ 49,723,347	\$ 49,735,105

Neighborhood and Business Services

<p>Summary</p> <p>Providing leadership and structure to the City's overall development objectives, Neighborhood and Business Services (N&BS) provides a variety of public services to sustain prosperity, retain jobs, increase the tax base, and 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, encouraging entrepreneurship, implementing neighborhood revitalization plans, helping solve complex neighborhood problems, building the capacity of neighborhood organizations, managing neighborhood infrastructure investments, and balancing environmental stewardship with economic growth.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> Performed nearly 45,500 housing and nuisance code inspections Completed 800 new or renovated housing units Assisted 510 citizens to become new homeowners Trained over 1,000 citizens through the Community University Program Received 89% on customer satisfaction survey 	FY08	FY09	FY10
	Budget	\$10,211,917	\$11,426,256
Positions	153.00	153.00	154.00
<p>Accomplishments</p> <ul style="list-style-type: none"> Consolidated Neighborhood Development Key Business and Economic Development Office into Neighborhood Business Services Key Business Received national and international recognitions for the City's Neighborhood Quality of Life Study Successfully launched the Neighborhood Liaison Program Created 12,165 jobs by creating new and expanded business activity Experienced construction building permit value of \$819 million Awarded \$5.4 million of federal Neighborhood Stabilization funding 			

SERVICE DELIVERY CHALLENGES

Increased Costs

Code compliances have grown steadily since FY06. Increased production has driven up costs related to the code process, including printing file documentation and maintaining fleet and advertising liens for code violations. Finding alternative resources to accomplish Neighborhood and Business Services' mission is critical to its continued success.

Citizens' Expectations and Demands for Services

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

Small Business Opportunity (SBO)

The SBO Program challenges consist of providing development opportunities for certified Small Business Enterprises (SBEs) and connecting the Small Business Program to non-certified small businesses on the distressed corridors. Staff is researching ways to improve the value and benefits of SBE certification and is focusing on effectively marketing these attributes to targeted audiences.

Current Economic Conditions

Neighborhood and Business Services recognizes several economic and community issues which may have a significant impact on its ability to implement the FY2010 work plan. Neighborhood and Business Services recognizes it may have to modify the framework of its FY2010 work plan due to national economic trends. For example, increasing building permit investment in corridors by 5% over previous year will be difficult to achieve due to market conditions. Charlotte has experienced an economic downturn in the financial services and a credit crisis in the housing and commercial real estate development market.

Neighborhood and Business Services

Performance Measures	Performance Achievement		
	FY08 Actual	FY09 Target	FY10 Target
Neighborhood Services			
Provides neighborhood plan implementation, outreach and problem solving, leadership and organization training, and infrastructure to neighborhoods			
◆ Percent of capacity building successes	95%	90%	85%
◆ Number of citizens trained	1,507	500	1,400
Housing Services			
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies			
◆ New and renovated housing units completed with City funds	800	1,000	1,000
◆ Homeowners created with City funds	510	450	450
Code Enforcement Services			
Conducts housing, property, and zoning inspections to enforce City codes			
◆ Housing Code Compliances	3,066	3,000	3,200
◆ Nuisance Code Compliances	48,260	48,000	50,000
◆ Zoning Code Compliances	13,087	12,000	15,000
Business Services (Small Business Program Development)			
Provides registration and certification services to small businesses, 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	12.1%	12%	12%

Neighborhood and Business Services

<p>Decreases \$546,960 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases \$500,000 is added in reserve for a City Code Enforcement Expansion Team for non-residential building code enforcement pending the adoption of an ordinance to establish standards of fitness for non-residential buildings.</p> <p>\$79,398 is added to fund 1 Code Enforcement Inspector position associated with the first year of the 2009 annexation.</p> <p>\$5,351 is added for an existing Economic Development Program Manager position within Business Services, that was previously funded at a higher percentage by CATS to support corridor work as needed.</p>	
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Budget Summary		FY08	FY09	FY10
Neighborhood Services	Budget	\$ 2,088,041	\$ 2,255,838	\$ 2,341,857
	Positions	23.00	23.00	23.00
Housing Services	Budget	\$ 321,237	\$ 347,052	\$ 360,286
	Positions	4.50	4.50	4.50
Neighborhood Code Enforcement	Budget	\$ 5,621,648	\$ 6,073,410	\$ 6,304,997
	Positions	100.50	100.50	101.50
Business Services	Budget	\$ 1,674,171	\$ 2,112,666	\$ 1,887,049
	Positions	14.00	14.00	14.00
Small Business Development Program	Budget	\$ 506,820	\$ 637,290	\$ 628,617
	Positions	11.00	11.00	11.00
Total		\$ 10,211,917	\$ 11,426,256	\$ 11,522,806
Total Positions		153.00	153.00	154.00

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, sustainable, and balanced urban environment. Services include: design, construction, and maintenance of public facilities and grounds, capital project management, private land development regulation, storm water infrastructure design and improvement, real estate acquisition, and management and protection of the environment.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> Maintains over 290 municipal facilities totaling four million square feet Maintains over 500 miles of road right-of-way Manages over 250 active capital projects Reviews over 2,100 development plans and conducts over 5,000 inspections annually 	FY08	FY09	FY10
	Budget	\$59,524,083	\$68,047,239
Positions	394.00	416.00	413.00
<p>Accomplishments</p> <ul style="list-style-type: none"> In July 2008, the landmark Post Construction Controls Ordinance (PCCO) went into effect CMGC/City Hall operating expense substantially lower than three-year uptown Charlotte average of \$8.90 per square foot—CMGC \$6.66 per square foot and City Hall \$7.51 per square foot The City's first Greenhouse Gas Emissions Inventory for municipal operations was prepared Construction began on Fred D. Alexander Boulevard, the City's largest single roadway project to date Storm Water Services completed the construction phase of five stream restoration projects in FY08 and will complete seven more in FY09 Cankerworm aerial spraying in Spring 2008 and tree banding in Fall 2008 were very successful in reducing potential damage to the City's tree canopy NASCAR Hall of Fame making construction milestones; office tower parking deck nearing completion; excellent coordination with NCDOT on infrastructure completion 			
<u>SERVICE DELIVERY CHALLENGES</u>			
<p><u>Impacts of Global Economic Downturn</u> Agility in management of financial, staff and other resources is vital.</p> <ul style="list-style-type: none"> Land development fee revenue is down; therefore, engineers and other land development professionals are being transferred to expedite capital project and environmental work More in-house and local, free training options are being pursued in order to earn required professional development hours At least 40 vacancies are being held open and existing staff are attempting to carry the extra workload. Some service schedules are impacted, such as in Building Maintenance and Landscape Services <p><u>Environmental Strategies and Implementation</u> Additional resources are primarily needed to develop and implement environmental strategies. The sustainable facilities policy, tree ordinance and management, and water quality permits and ordinances, are several of the key environmental initiatives anchored by Engineering & Property Management.</p>			

Engineering & Property Management

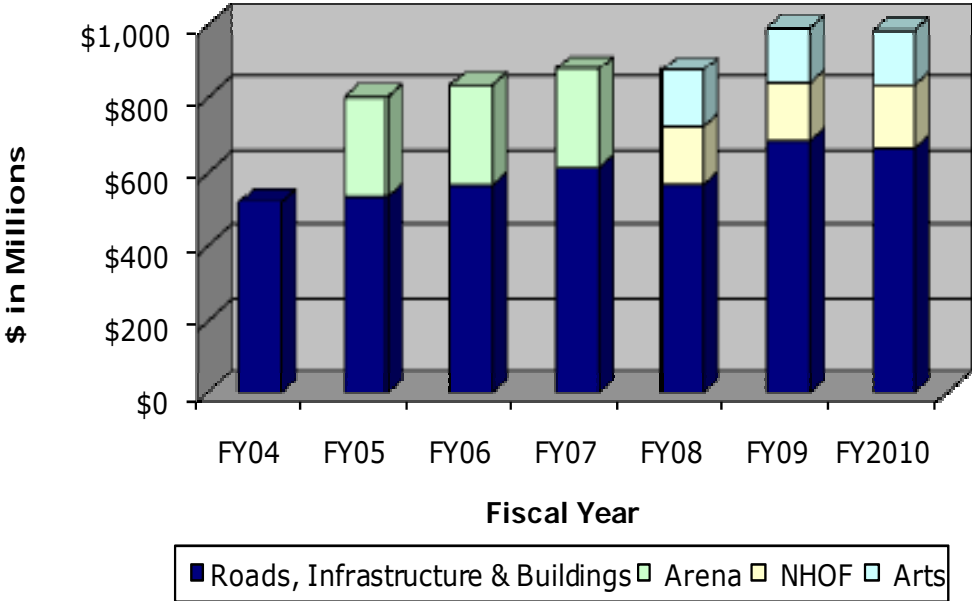
Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Municipal Capital Project Planning, Design, and Construction Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscape, economic development programs, and project management services for CATS. Also provides land acquisition and disposition and management of property.			
◆ Complete 85% of small transportation projects within 1.5 years of beginning land acquisition	N/A	85%	85%
◆ Complete 85% of large transportation projects within 3 years of beginning land acquisition	N/A	85%	85%
Land Development Regulation, Plan Review, and Inspection Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zonings, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district			
◆ Implement remaining initiatives in Council approved Permitting Report by end of FY10	N/A	80%	Completed by June 2010
Storm Water Services Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction			
◆ Transition storm water capital program from debt financing to Pay-As-You-Go	Increased by \$3.0 million	Increase by \$1.0 million	Increase by \$1.0 million
Municipal Facilities Maintenance Provides maintenance for Charlotte-Mecklenburg Government Center (CMGC), Old City Hall, and other facilities			
◆ Design and construct energy efficient facilities and retrofit existing facilities using sustainable design criteria, American Society of Heating and Air Conditioning Engineers' criteria, EPA/Energy Star and LEED Best Practices, as appropriate	N/A	100%	100%
Landscape Management Provides landscape planning, management, and grounds maintenance of most public rights-of-way, public buildings, city-owned parks and green spaces, medians, islands, and park and ride lots which are under the City's responsibility. Examples of some public facilities include Tryon Street Mall, the Trolley corridor, CATS facilities and rail lines, cultural arts facilities, and CMPD facilities			
◆ Maintain Charlotte's Arbor Foundation's "Tree City USA" and growth award status	Accomplished	Meet criteria	Meet criteria

Engineering & Property Management

Capital Investment Plan Dollars Managed



Engineering & Property Management

Decreases	Increases
<p>\$1,002,774 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$1,497,396 in budgeted expense is transferred to the capital program for increased staff overhead rate charges. The overhead rate increases from 2.0 to 2.4 (industry standard is 2.8) of direct staff costs. Increasing overhead charges to the capital program results in a net decrease to the General Fund.</p> <p>\$347,969 is decreased in Land Development salary and benefit costs. 6 positions are frozen and not included in the budget.</p> <p>\$204,026 is decreased to eliminate 3 vacant positions in Storm Water to adjust resources needed to implement the storm water capital program.</p> <p>\$100,000 is decreased from the Landscape Management budget in accordance with Council's April 13, 2009 action to stop mowing state right-of-way because the state will no longer reimburse the City.</p> <p>7 positions in Land Development are transferred to other divisions within Engineering & Property Management to work on the storm water and general capital program.</p>	<p>\$345,521 is added to building maintenance and operating funding to coincide with the opening of 4 new cultural facilities: The Harvey B. Gantt Center for African-American Culture, Bechtler Art Center, Uptown Mint Museum of Art, and Knight Theatre. The total FY10 cost of the new facilities is \$517,988, which is partially offset by a reduction in costs of \$172,467 for existing cultural facilities. The increased costs for cultural facility operations and maintenance will decrease over the next 3 years. This coincides with the cultural facilities model by transferring operating costs to the cultural facility affiliates.</p> <p>\$11,600 is added for annexation related costs, including aerial photography, topographical maps, and right-of-way mowing.</p>

Budget Summary		FY08	FY09	FY10
Municipal Capital Project Planning, Design and Construction	Budget	\$ 7,432,413	\$ 7,045,774	\$ 5,945,524
	Positions	158.00	163.00	163.00
Land Development Regulation, Plan Review and Inspection	Budget	\$ 4,108,738	\$ 5,047,070	\$ 3,833,019
	Positions	55.00	62.00	62.00
Storm Water Services	Budget	\$ 38,665,191	\$ 46,228,434	\$ 49,587,366
	Positions	80.00	86.00	83.00
Municipal Facilities Maintenance	Budget	\$ 3,122,904	\$ 3,358,128	\$ 3,785,342
	Positions	48.00	49.00	49.00
Landscape Management	Budget	\$ 6,194,837	\$ 6,367,833	\$ 6,195,310
	Positions	53.00	56.00	56.00
Total		\$ 59,524,083	\$ 68,047,239	\$ 69,346,561
Total Positions		394.00	416.00	413.00

Engineering & Property Management Operating Funds	FY08	FY09	FY10
General Fund	\$ 20,858,892	\$ 21,818,805	\$ 19,759,195
Storm Water	\$ 38,665,191	\$ 46,228,434	\$ 49,587,366
Total	\$ 59,524,083	\$ 68,047,239	\$ 69,346,561

Charlotte-Mecklenburg Planning Department

<p style="text-align: center;">Summary</p> <p>The Charlotte-Mecklenburg Planning Department (Planning) is a joint City-County agency providing planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. Planning reports to a 14-member appointed Planning Commission and serves as a departmental resource for City and County government. An Inter-local Cooperative Agreement between the City and County details the conditions and procedures under which Planning operates. Planning focuses on:</p> <ul style="list-style-type: none"> Guiding growth and design of the City and County Coordinating the zoning and subdivision review process Revitalizing and enhancing neighborhoods, business areas, and transit corridors Focusing on planning and development of the Center City and other major centers <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> Reviewed 132 rezoning petitions Heard 78 Zoning Board of Adjustment cases Approved 232 Historic District Commission projects Approved 3,548 single-family lots Approved 7,312 multi-family units 	FY08	FY09	FY10
	Budget	\$4,697,530	\$6,144,053
Positions	63.00	63.00	63.00
<p>Accomplishments</p> <ul style="list-style-type: none"> Adoption by City Council of the General Development Policies for the Environment Phase II Adoption by City Council of the Infrastructure General Development Policies 91.7% of City Council rezoning decisions were consistent with adopted plans Adoption of four Northeast Corridor and five station area plans were adopted: New Bern, Scaleybark, Woodlawn, Tyvola, and Archdale Participated in development of Subdivision Gateway Checklist, Accela, and One Stop Permitting Center 			

SERVICE DELIVERY CHALLENGES

Staff Investment and Retention

Providing effective and innovative planning services during this era of economic uncertainty continues to be a major challenge for Planning. Having an experienced, innovative, and enthusiastic staff is imperative for Planning to effectively operate and prevent any slippage in services, changing needs, demands, and expectations of the more diverse, mixed/multi-use community and elected officials. With the significant decrease in development activity, Planning is continuously challenged to build the expertise and capacity of staff to redeploy staff from development activity to more long range planning efforts. Identifying and employing retention and recruitment strategies for talented, experienced staff to reduce attrition, protect the investment in staff development, and attract new qualified talent continues to be a significant challenge.

Community Engagement and Education

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

Integration of Technology

Planning would like to better integrate technology into its business processes. Planning's goal is to pursue digital submittal, whereby developers provide their plans digitally and the plans are reviewed and approved digitally. Modifying and enhancing the development review process is a high priority for Council. The development review process includes both the rezoning and subdivision review processes, which requires Planning to collaborate with various other City Key Businesses and County departments. Staff is challenged with the task of developing a new system to simplify the process, decreasing approval time, eliminating conflicting City responses, and bringing certainty to the process to reduce the number of re-submittals and deferrals while maintaining its workload.

Charlotte-Mecklenburg Planning Department

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Planning Regulatory Functions			
Provides administration of land development regulations, administration and designation of local Historic Districts, review and approval of subdivision and multi-family plans, and coordination of the City's annexation process, which is based on North Carolina statutes			
◆ Rezoning cases	132	160	160
◆ Single family lot approvals	3,548	3,600	3,600
◆ Multi-family unit approvals	7,312	7,000	7,000
Planning Research, Information, and Mapping			
Provides the information, research, and mapping needed to support many functions for both the public and private sectors			
◆ Number of presentations made to various community and business organizations	108	75	75
Long Range Planning			
Provides comprehensive, long-range transportation planning for all modes of transportation to accomplish land use planning goals, support to the Mecklenburg Union Metropolitan Planning Organization (MUMPO), economic development assistance in the development of plans, policies, and programs in targeted areas, and support to the City and County budget offices in the development of long-range capital needs in terms of adopted plans and policies			
◆ Percent of rezoning decisions consistent with adopted plan	91.7%	95%	95%
◆ Percent of rezoning decisions consistent with adopted environmentally sensitive site design policies	N/A	N/A	80%

Charlotte-Mecklenburg Planning Department

<p>Decreases</p> <p>\$503,496 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$475,701 is decreased from MUMPO Services for one-time appropriations ending in FY09.</p> <p>\$148,691 in budgeted expenses is transferred to the capital program to recover staff support costs transferred from development services activities to capital projects. These costs were previously recovered through General Fund development services user fees. Transferring these expenses to the capital program results in a net decrease to the General Fund.</p> <p>\$65,000 is transferred for MUMPO-related costs to the MUMPO program. Transferring these expenses results in a net decrease to the General Fund.</p>	<p>Increases</p> <p>\$20,394 is added for an existing Principal Planner position within the Charlotte-Mecklenburg Planning Department, previously funded at a higher percentage by CATS to support corridor work as needed.</p>
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Budget Summary		FY08	FY09	FY10
Planning Regulatory Functions	Budget	\$ 1,592,598	\$ 1,979,374	\$ 1,780,254
	Positions	24.50	24.50	24.50
Planning, Research, Information and Mapping	Budget	\$ 825,643	\$ 988,832	\$ 860,315
	Positions	9.50	9.50	9.50
Long Range Planning	Budget	\$ 2,129,289	\$ 2,550,146	\$ 2,218,707
	Positions	27.00	27.00	27.00
Mecklenburg-Union Metropolitan Planning Organization (MUMPO) Services	Budget	\$ 150,000	\$ 625,701	\$ 150,000
	Positions	2.00	2.00	2.00
Total		\$ 4,697,530	\$ 6,144,053	\$ 5,009,276
Total Positions		63.00	63.00	63.00

Aviation

<p style="text-align: center;">Summary</p> <p>Charlotte Douglas International Airport is the largest airport between Philadelphia and Atlanta. It is served by seven major airlines, two foreign flag carriers, 14 regional carriers, and two low fare airlines. The airport is also home to significant military, cargo, and corporate aviation operations. The Airport services corporate aircraft stored and maintained at one of 15 corporate aviation facilities.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Passenger traffic at the airport grew from 2.9 million enplanements in 1982 when the current passenger terminal opened, to over 15.5 million domestic and 1 million international enplanements in 2007 • With over 34 million passengers each year, Charlotte is one of the 10th busiest airports in the nation, and by far the busiest airport in the Carolinas • The airfields average 536,000 operations annually, with a Level 5 air traffic control facility that tracks over 100 flights per hour • Employs 268 in varying positions, including skilled crafts, technical and general labor, office personnel, law enforcement, administrative and professional classifications. • Each day the Passenger airlines operate over 600 flights per day to 123 non-stop destinations in the United States, Canada, Mexico, Europe, and the Caribbean • Approximately 95,000 people passing through the terminal daily • Over 1.7 million square feet of space in passenger terminal; 500,000 square feet of cargo facilities; 23,500 public and employee parking spaces 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> <th style="width: 20%;">FY10</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$163,484,162</td> <td style="text-align: right;">\$189,369,329</td> <td style="text-align: right;">\$170,866,974</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> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Maintained bond ratings • Lead the industry in operating cost per passenger to airlines • Expansion of parking facilities, including a state of the art deck • Flawless execution of runway construction project • Addition of air service in declining economy • Record passenger growth over the past three years 		FY08	FY09	FY10	Budget	\$163,484,162	\$189,369,329	\$170,866,974	Positions	268.00	268.00	268.00
	FY08	FY09	FY10										
Budget	\$163,484,162	\$189,369,329	\$170,866,974										
Positions	268.00	268.00	268.00										

SERVICE DELIVERY CHALLENGES

Airline Industry

The traditional airline business model is changing on a daily basis. Maintaining and improving the customer experience in a time of decreased airline services is a challenge and will continue to be in the forefront for the coming year. This is a time when the airline model is evolving into something very different, not only because of circumstance, but out of necessity. Previous services provided by the airlines are changing. It is unclear what future impacts that the airport will experience due to this.

The state of the economy and the unpredictable airline industry is causing the Airport to approach all financial decisions cautiously. Interest rates on existing debt is increasing rapidly, in turn raising questions about the ability to sell additional debt.

Like most other businesses, the economic downturn is impacting the Airport's daily operation. Operating costs are escalating while revenues are decreasing. The Airport expects to have surplus facilities in the coming year and revenues to trend down—particularly concession sales and public parking.

It is impossible to predict what the economy will look like a year from now. The Aviation Department will watch every financial decision closely in order to guarantee its financial security, as well as continue to look for additional revenue streams and create business practices to make the most of its finances.

Capital Investments

This year the new runway and an additional parking deck are scheduled to open, both significant investments in the future. The continuance of these projects through unpredictable times is paying dividends. US Airways continues to focus on Charlotte as the center of their operation. This past year, the Airport served 34,739,020 passengers, the largest in its history.

Aviation

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Airport Operations			
Provides Law Enforcement, Parking & Ground Transportation, Facilities Operations, and Valet Parking Operation			
◆ Increase food/beverage/retail revenues per passenger by 1%	11%	≥1%	≥1%
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)	N/A	N/A	Open new parking deck by December 2009
◆ Sufficient capacity to accommodate all air cargo tenants	Yes	Yes	Yes
◆ Maintain bond status as an A category airport	A	A	A
Airport Maintenance			
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance			
◆ Maintain Part 139 Certification annually with zero defects	2	0	0
◆ OSHA injuries less than 5% of workforce	3.6%	<5%	<5%

Aviation

<p>Decreases Approximately \$14 million reduction in FY10 as a result of a one-time fund transfer in FY09.</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
Airport Operations	Budget	\$ 19,195,425	\$ 20,965,035	\$ 20,428,192
	Positions	130.00	130.00	130.00
Airport Capital Project Planning, Design and Construction	Budget	\$ 22,875,714	\$ 28,830,997	\$ 25,958,577
	Positions	19.00	19.00	19.00
Airport Maintenance	Budget	\$ 29,993,657	\$ 33,299,150	\$ 32,560,163
	Positions	119.00	119.00	119.00
Sub-Total Aviation Services		\$ 72,064,796	\$ 83,095,182	\$ 78,946,932
Discretionary, Debt Support, and Passenger Facility Charge		\$ 91,419,366	\$ 106,274,147	\$ 91,920,042
Total		\$163,484,162	\$ 189,369,329	\$170,866,974
Total Positions		268.00	268.00	268.00

Charlotte Area Transit System

		FY08	FY09	FY10
<p style="text-align: center;">Summary</p> <p>Charlotte Area Transit System (CATS) provides public transit services to the Charlotte region. CATS is the largest transit system in the Carolinas. Service is provided via local, express, neighborhood, activity center and regional bus services, vanpool, Americans with Disabilities Act (ADA) paratransit, and human services transportation.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Projected 26.9 million riders for FY09 • 83,000 passengers on week days • CATS fleet now totals 342 buses, 189 paratransit and vanpool vans, 16 light rail cars and 3 trolley cars, for a total fleet of 550 vehicles • Fleet is 100% wheelchair and bicycle accessible • The Bus Fleet, which includes 2 hybrid buses, utilizes clean, ultra low sulfur diesel fuel 	<p>Budget</p> <p>Positions</p>	<p>\$161,149,215</p> <p>392.75</p>	<p>\$148,082,987</p> <p>392.75</p>	<p>\$134,647,424</p> <p>392.75</p>
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Completion of the first full year of Light Rail operation. On time performance at 99% • Increased ridership for 10 consecutive years with an 85% increase since 1999 • Continue to maintain zero preventable accidents for Light Rail operations • On schedule to complete 15% of preliminary engineering for Lynx Blue Line Extension 				

SERVICE DELIVERY CHALLENGES

Economic Downturn

- Shield operations from the short-term instability of the half cent sales tax by seeking new sources
 - Minimize disruption to service from budget cuts resulting from declining revenue
 - Maintain existing facilities and infrastructure with a tightening budget
 - Balance funding for current operations with needed capital funding for bus and equipment replacement and corridor advancement
 - Seek funding through economic stimulus bill
 - Explore advertising revenue sources
- Revise long-range capital plan

Ridership

- Continue to increase ridership while reducing service on less productive routes
 - Shift resources from non-productive, low ridership services
 - Continue to increase ridership on existing routes
 - Manage customer needs in the short term while managing the effect of current economic downturn

Charlotte Area Transit System

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 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			
◆ Sustain system ridership (including light rail)	17.4% increase	6.0% increase	Flat
◆ Develop a strategic plan for fuel procurement	N/A	June 30, 2009	N/A
◆ Maintain passengers per service hour (bus)	24.0	24.1	24.1
◆ Maintain passengers per service hour (rail)	N/A	66.8	66.8
Transit Development			
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan			
◆ Advance Northeast LYNX Extension preliminary engineering	N/A	June 30, 2009	TBD
◆ Advance North Corridor design and complete final financing plan	N/A	June 30, 2009	TBD
◆ Close out South Corridor FFGA	N/A	N/A	December 31, 2009
Marketing and Communications			
Provides customer service, public relations, communications and service marketing. Develops market research and develops sales and promotional activities			
◆ Call Center abandonment rate (10% or less)	4.1%	8%	8%
◆ % of customer complaint responses within 5 days	97%	95%	95%
Executive and Administration			
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission. Manages financial planning, federal and state grants administration, budget, finance, procurement, technology, and human resources			
◆ Conduct a minimum of 10 meetings with public officials and stakeholders to facilitate their input into the Transit program	N/A	10 meetings	10 meetings
◆ Targeted cost per service hour (excluding rail)	\$87.06	\$90.36	\$93.77
◆ Targeted cost per service hour (rail only)	N/A	\$301.22	\$456.97

Charlotte Area Transit System

<p>Decreases \$4,972,236 is decreased for fuel. Fuel was budgeted at an average of \$3.50 per gallon (3.5 million gallons) in FY09. For FY10, fuel is budgeted at an average of \$2.40 per gallon.</p> <p>\$4,012,601 is decreased in personal services as a result of not funding 36 City positions and staff reductions for the Bus Operations Division.</p> <p>\$380,360 is decreased in one-time Light Rail technology purchases.</p> <p>Increases \$3,600,000 is placed in contingency.</p> <p>\$2,179,863 is added in departmental charges since less cost will be charged to the Capital Investment Plan.</p> <p>\$1,312,296 is added for contractual maintenance services for CATS facilities.</p> <p>\$952,843 is added in Light Rail for the purchase of inventory and supplies.</p>	<p>\$741,390 is added for increased insurance premiums for general liability, workers compensation, and insurance administration.</p> <p>\$502,824 is added in Safety and Security resources to account for special events, increased private security, and CMPD and Sheriff's Deputy off-duty transit center support.</p> <p>\$254,617 is added for Bus Operations Division health insurance.</p>
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Budget Summary		FY08	FY09	FY10
Transportation Service	Budget	\$ 95,266,528	\$ 105,816,740	\$ 103,321,006
	Positions	258.75	268.75	267.75
Transit Development	Budget	\$ 142,035	\$ 0	\$ 0
	Positions	43.00	31.00	31.00
Marketing and Communications	Budget	\$ 3,364,430	\$ 3,448,846	\$ 2,825,647
	Positions	36.00	41.00	41.00
Executive and Administration	Budget	\$ 4,387,995	\$ 5,455,171	\$ 4,721,118
	Positions	55.00	52.00	53.00
Contingency	Budget	\$ 0	\$ 0	\$ 3,600,000
	Positions	0.00	0.00	0.00
Sub Total CATS		\$ 103,160,988	\$ 1114,720,757	\$ 114,467,771
Contributions to Capital and Debt Service		\$ 57,988,227	\$ 33,362,230.	\$ 20,179,653
Total		\$ 161,149,215	\$ 148,082,987	\$ 134,647,424
Total Positions		392.75	392.75	392.75

Charlotte-Mecklenburg Utilities

Summary		FY08	FY09	FY10
<p>Serving the City of Charlotte and Mecklenburg County, Charlotte-Mecklenburg Utilities (Utilities) is the largest public utility providing water and sewer services in the state of North Carolina. Utilities is committed to providing <i>clean water for a healthy community</i>—by providing a safe, sufficient drinking water supply while conserving natural resources and protecting the environment.</p>				
Budget		\$254,445,467	\$246,703,014	\$251,427,753
Positions		813.50	813.50	816.50
<p>Vital Statistics</p> <ul style="list-style-type: none"> • 910,000 population served • 7,800 miles of pipeline maintained • 36 billion gallons of drinking water pumped annually • 29 billion gallons of wastewater treated annually • 2.9 million meters read annually • 92% rating of good or higher on customer service cards 		<p>Accomplishments</p> <ul style="list-style-type: none"> • Maintained excellent bond ratings (AAA and AAI) • All three water treatment plants recognized for exceeding state drinking water standards • Four wastewater treatment facilities received national performance awards • Selected as finalist for two Business Journal Green Awards, "Green Government Leader of the Year" and "Government Action Program" • Achieved gold LEED certification for Environmental Services Facility • Recipient of grant for biofuel demonstration project 		

SERVICE DELIVERY CHALLENGES

Regional Water Supply Management

Managing our regional water supply will continue to be a key issue in FY10 through involvement in the South Carolina vs. North Carolina Water Rights lawsuit; participation in the Catawba-Wateree Management Group; participation in the Yadkin River Stakeholders Group; and responding to the state's Water Allocation Study recommendations.

Economic Impacts

The two-year drought and economic downturn have resulted in reduced Utilities revenues. Operating and capital expenses were reduced to minimize water/sewer rates. These reductions will impact our ability to serve customers. Although Utilities continues to face delays in system repair, maintenance, system protection, and customer requests for service, water quality and safety will not be compromised. Reviewing and revising the rate model and capital planning and debt financing strategies is key responding to an uncertain economy and changing growth patterns in the service area.

Sanitary Sewer Overflows (SSOs)

SSOs remain a challenge for Utilities. Currently, Utilities is under an EPA Administrative Order to reduce sewer spills. This formal regulatory action requires Utilities to complete a list of actions within a specified time frame. Despite Utilities' actions, SSOs have not sufficiently decreased. Utilities will be challenged to perform the labor intensive work necessary to clean sewer lines from grease build-up that significantly impacts sewer overflows due to unfunded vacancies.

Charlotte-Mecklenburg Utilities

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Environmental Management			
Provides treatment of over 110 million gallons of water for drinking and treatment of over 85 million gallons of wastewater			
◆ Meet or exceed National Pollutant Discharge Elimination System permit requirements	Not met	Not met	Not met
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%	100%
Field Operations			
Provides maintenance of infrastructure to deliver treated water and collect wastewater through over 7,800 miles of water and sewer mains			
◆ Reduce sanitary sewer overflows per 100 miles of pipe	9.2 per 100	8.99 per 100	6.8 per 100
◆ Maintain average leak repair time of 10 days	2.88 days	5.5 days	10 days
Utility System Planning and Engineering			
Provides design and contract administration and support for construction of capital facilities to ensure system infrastructure stability and capacity			
◆ Maintain the schedule established for critical action items in Wastewater Treatment Capacity Study	N/A	Schedule Maintained	Maintain Schedule
◆ Implement new Capital Investment Program	N/A	N/A	Maintain Schedule
Customer Service, Meter Reading, and Billing			
Responds to all customer requests related to billing and services, provides meter reading and meter maintenance, and addresses all service connection related requests			
◆ Reduce number of calls to Billing Center	N/A	50%	50%
◆ Increase billing of metered accounts on actual readings	99.5%	99.5%	99.5%

Charlotte-Mecklenburg Utilities

<p>Decreases \$4,050,181 is decreased in personal services related to freezing 96 positions.</p> <p>\$778,876 is decreased in general insurance.</p> <p>\$271,133 is decreased in chemicals for water treatment.</p> <p>\$141,286 is decreased for other miscellaneous contractual services.</p> <p>\$87,406 is decreased from maintenance and repair of auto/equipment.</p> <p>Increases \$1,559,005 is added for the payment to Utilities Revenue Management Company, a revenue recovery company. This amount is offset by additional revenues identified by the company.</p> <p>\$440,000 is added in maintenance and repair of streets for the cost of the Street Degradation Fee.</p>	<p>\$366,372 is added for power for pumping.</p> <p>\$143,226 is added for utilities (electricity, gas, and water).</p> <p>Unfunded 4 positions are added for annexation, however, they are unfunded, as well as other operating expenses related to annexation.</p> <p>1 frozen position from Customer Service is transferred to 311 to begin training duties related to transition of duties from Utilities to 311.</p>
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Budget Summary		FY08	FY09	FY10
Environmental Management	Budget	\$ 47,648,693	\$ 46,572,114	\$ 46,545,711
	Positions	234.75	234.75	236.25
Field Operations	Budget	\$ 36,208,043	\$ 36,729,487	\$ 35,236,575
	Positions	336.25	336.25	345.00
Utility System Planning and Engineering	Budget	\$ 3,490,517	\$ 2,890,168	\$ 2,969,632
	Positions	119.75	119.75	116.00
Customer Service, Meter Reading and Billing	Budget	\$ 14,853,463	\$ 14,210,949	\$ 13,891,924
	Positions	122.75	122.75	119.25
Sub Total		\$ 102,200,716	\$ 100,402,718	\$ 98,643,842
Contribution to Capital and Debt Service		\$ 152,244,751	\$ 146,300,296	\$ 152,783,911
Total		\$ 254,445,467	\$ 246,703,014	\$ 251,427,753
Total Positions		813.50	813.50	816.50

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 approve strategic initiatives for the organization to accomplish. Under their policy direction, the organization provides innovative and competitive quality services, encourages the development of a skilled and motivated workforce, creates a desirable city, embraces quality economic development, and integrates land use and transportation policies. Other responsibilities include:</p> <ul style="list-style-type: none"> • Providing leadership to citizens through involvement with neighborhood organizations and responding to community needs • Enacting local legislation • Adopting budgets • Determining the policies by which the City is governed and administered 		FY08	FY09	FY10				
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">Budget</td> <td style="width: 15%; text-align: right;">\$1,183,979</td> <td style="width: 15%; text-align: right;">\$1,263,798</td> <td style="width: 10%; text-align: right;">\$1,244,360</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">7.00</td> <td style="text-align: right;">7.00</td> <td style="text-align: right;">7.00</td> </tr> </table>	Budget	\$1,183,979	\$1,263,798	\$1,244,360	Positions	7.00	7.00
Budget	\$1,183,979	\$1,263,798	\$1,244,360					
Positions	7.00	7.00	7.00					
<p>Accomplishments</p> <p><u>FY08</u></p> <ul style="list-style-type: none"> • Adopted 47 policy items • Engaged in 45 Council meetings • Engaged in 8 district/town hall meetings <p><u>FY09 (as of March 30, 2009)</u></p> <ul style="list-style-type: none"> • Adopted 32 policy items • Engaged in 28 Council meetings • Engaged in 8 district/town hall meetings 								

<p>Decreases \$26,931 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>	
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Budget Summary	FY08	FY09	FY10
Mayor and Council Services	Budget	\$ 1,183,979	\$ 1,263,798
	Positions	7.00	7.00
Total	\$ 1,183,979	\$ 1,263,798	\$ 1,244,360
Total Positions	7.00	7.00	7.00

City Attorney

<p style="text-align: center;">Summary</p> <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"> • 30,000 hours of legal service provided (excluding Aviation and Police) • 16.5 attorneys and 10 support staff • Two additional attorneys in Aviation • Five additional attorneys and two support staff in Police 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> <th style="width: 20%;">FY10</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$2,422,597</td> <td style="text-align: right;">\$1,827,200</td> <td style="text-align: right;">\$1,693,953</td> </tr> <tr> <td>Positions</td> <td style="text-align: center;">26.50</td> <td style="text-align: center;">26.50</td> <td style="text-align: center;">26.50</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;">Accomplishments</p> <ul style="list-style-type: none"> • Successful intervention by the City in South Carolina v. North Carolina water rights lawsuit • Successfully litigated the Arboretum fire station condemnation claim of three adjacent homeowners • Worked with Aviation and Utilities to bring renewable energy projects to fruition at their facilities, including a potential biodiesel project at the McDowell Waste Water Treatment Plant that involves converting crops and/or brown grease to biodiesel to be used in City vehicles • Prepared and negotiated legal terms for amendments to the Hall of Fame contracts to provide for more funding for exhibits, energy efficiency and project contingency 		FY08	FY09	FY10	Budget	\$2,422,597	\$1,827,200	\$1,693,953	Positions	26.50	26.50	26.50
	FY08	FY09	FY10										
Budget	\$2,422,597	\$1,827,200	\$1,693,953										
Positions	26.50	26.50	26.50										

SERVICE DELIVERY CHALLENGES

Resources
The increased workload associated with handling massive public records requests, advising quasi-judicial boards and appeals, negotiating and litigating worker's compensation claims and torts, and utilities matters other than the water rights lawsuit present growing resource issues. The office experiences an increasing workload each year due to recent law changes and the ability of people to easily file lawsuits against the City. We currently have insufficient resources available to meet the needs and demands of the City.

Public Records Requests
Various requests for public records dealing with all types of issues and from all across the City will continue. During the past year, several significant requests hampered our ability to continue business as usual and placed a significant burden on the entire office. The Litigation Hold process developed in-house is a start in the right direction, but more technology is urgently needed. The number and complexity of these requests to increase in coming years.

Technology
The lack of electronic data collection software is adversely affecting our business. The software is urgently needed to stay legal, to provide faster responses to large volume public records requests, and to reduce the internal and external costs of gathering and reviewing data. We have used outsourced contract attorneys in the past to perform the work. Having the software is also critical from the standpoint of protecting restricted data.

Space Needs
Office space needs remain a high priority. Staff are located in four separate buildings, and those located in other buildings spend considerable time commuting back and forth to the government center for meetings. Managing off-site attorneys presents substantial challenges.

City Attorney

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Legal Advice and Representation Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff			
◆ Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project	Ongoing	Fall 2009	N/A
◆ Ensure that Attorney and paralegals maintain certifications	204 training hours	210 training hours	210 training hours
◆ Publish a newsletter for all City employees with legal topics of interest	4 times each year	4 times each year	4 times each year
Litigation Provides litigation services including defense and enforcement of ordinances and policies			
◆ Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$95.13 per hour	\$112.68 per hour	\$120.32 per hour
Property Transactions Provides negotiation and services for the purchase and sale of the City's real estate assets			
◆ Active condemnation cases	70	105	100

<p>Decreases \$98,619 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
City Attorney Services	Budget	\$ 2,422,597	\$ 1,827,200	\$ 1,693,953
	Positions	26.50	26.50	26.50
Total		\$ 2,422,597	\$ 1,827,200	\$ 1,693,953

City Clerk

<p style="text-align: center;">Summary</p> <p>The City Clerk 's Office records, transcribes, and distributes City Council meeting minutes for workshops, business meetings, zoning meetings as well as all retreats, budget workshops and special meetings; coordinates citizen speakers lists; assembles Council business agendas; and receives and records zoning protest petitions.</p> <p>The City Clerk also maintains the City Charter, City Code, and all other Council records; provides information and research of official City records to City Council, City staff and citizens; provides staffing and minutes to the Citizens' Review board and Civil Service Board; administers appointment process and attendance records for 37 volunteer boards and commissions.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 45 City Council meeting minutes were completed in FY08 • Two Civil Service Board meetings and one hearing • Four Citizen Review Board meetings were held 	<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%;">FY08</th> <th style="width: 20%;">FY09</th> <th style="width: 20%;">FY10</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$558,437</td> <td style="text-align: right;">\$574,506</td> <td style="text-align: right;">\$549,845</td> </tr> <tr> <td>Positions</td> <td style="text-align: center;">6.00</td> <td style="text-align: center;">6.00</td> <td style="text-align: center;">6.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Completed all minutes in less than 28 business days • Hired position to fill the vacancy of Boards and Commissions Clerk • Exceeded our goal by having all agendas (with attachments when provided) on the web well before the close of business on the Thursday before a Business or Zoning Meeting • Code supplementation is up to date • Worked in collaboration with Business Support Services to streamline the internal procedures for distributing stamped Council approvals 		FY08	FY09	FY10	Budget	\$558,437	\$574,506	\$549,845	Positions	6.00	6.00	6.00
	FY08	FY09	FY10										
Budget	\$558,437	\$574,506	\$549,845										
Positions	6.00	6.00	6.00										

SERVICE DELIVERY CHALLENGES

Budget Constraints
 The City's Clerk's Office is challenged by budget constraints that make it difficult to meet the needs of our customers in providing easy access to documents stored in Image Silo. Since July 2008, the Clerk's Office has been unable to send documents for scanning to Advance Imaging, the private that has been used to provide scanning of public document for research purposes. Instead, contracts from the KBUs are being placed in boxes and labeled as to the content. In addition, the Clerk's Office is incurring the monthly expense for document storage, which is determined by the specific amount of gigabytes of information.

Document Management
 Another associated challenge is that the Clerk's Office has an unknown number of contracts stored on Image Silo. Many of these documents are contracts/agreements that have been completed and could be deleted from the system. The City Clerk's Office lacks the staff to research this effort and commence the process of having the appropriate KBUs review their documents for completion dates.

City Clerk

Performance Measures

Performance Achievement

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

	FY08 Actual	FY09 Target	FY10 Target
◆ Complete Council business meeting minutes within 28 business days 98% of the time	98%	98%	98%

<p>Decreases \$12,663 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
City Clerk Services	Budget	\$ 558,437	\$ 574,506	\$ 549,845
	Positions	6.00	6.00	6.00
Total		\$ 558,437	\$ 574,506	\$ 549,845

City Manager

<p style="text-align: center;">Summary</p> <p>The Charlotte City Manager’s Office is responsible for carrying out the City Council’s policy decisions, achieving comprehensive citizen service Citywide by 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, Corporate Communications, Community Relations Committee (CRC), CharMeck 311 Customer Service Call Center (311), Corporate Information Office (CIO), and Internal Audit. Other responsibilities include:</p> <ul style="list-style-type: none"> • Providing vision and leadership to the organization • Providing general information, problem resolutions, courteous, accessible, responsive, and seamless intentionally collaborative customer service to our external and internal customers • Achieving results through strategic planning, optimizing business processes, and centralized management of corporate technology projects • Promoting equitable opportunity, understanding, respect, and goodwill among citizens in Charlotte-Mecklenburg area. 	FY08	FY09	FY10	
	Budget	\$12,541,619	\$15,846,449	\$15,199,049
	Positions	195.00	196.00	196.00
<p>Accomplishments</p> <ul style="list-style-type: none"> • Connected citizens to City and County services by answering 1.8 million calls, the CharMeck 311 Customer Service Call Center, “One Stop” customer service point, enabled citizens to contact customer service representatives 24 hours per day, 7 days per week, to obtain information by dialing 311 • Launched the corporate-wide crown logo branding initiative • Introduced the service oriented technology architecture • Participated in over 240 community projects to facilitate general dialogue and community action around issues of community harmony, diversity, conflict resolution, discrimination, and community reconciliation 				

SERVICE DELIVERY CHALLENGES

Current Economic Conditions

Decreasing revenues as a result of the worldwide economic downturn have challenged the City organization to continue to provide high quality public services with diminishing resources.

Community Relations Committee

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

Corporate Communications

With shrinking budgets, more communication projects, and increased requests for services, Corporate Communications will face challenges delivering effective strategic communications and marketing solutions informing and enhancing the public’s knowledge of the City’s corporate vision, focus area initiatives, priorities, programs, and services.

CharMeck 311 Customer Service Call Center

In severely depressed economic conditions and increased emphasis on accuracy, 311 faces many challenges as the division continuously improves and its operations broaden to expand service delivery to the citizens of Charlotte and Mecklenburg County. Striving to become the trusted provider, partner and customer service leader connecting citizens to City and County services, 311’s staffing, culture, and technology challenges include optimizing business processes, focusing on collaboration, gaining efficiencies, reducing error rates, reducing attrition, increasing service level achievements, and providing accessible, responsive, and seamless customer service to the citizens of Charlotte and Mecklenburg County.

Internal Audit

Flat funding with an increasing workload reduces Internal Audit’s flexibility in staffing, delays audits, and slows Internal Audit’s responsiveness.

Corporate Information Office

Funding shortfalls delay the CIO’s prudent investments in long-term initiatives, pose significant challenges to fostering collaborative system efforts, and compound the challenge of blending the need for business unit independence with the benefit of citywide technology investment.

City Manager

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 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	679	600	600
◆ Percent successfully resolved	90%	90%	90%
City Government Corporate Communications			
Provides internal and external corporate communications, services and partners with Key Businesses to develop and implement strategies/tactics in support of specific projects, issues, and services			
◆ Client satisfaction year-end survey (rating on 4.0 scale)	N/A	3.25	3.25
CharMeck 311 Customer Service Call Center			
As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution			
◆ Maintain less than 5% call abandonment rate	9.6%	<5%	<5%
City Manager's Office			
Provides vision and leadership to the organization, is responsible for carrying out the City Council's policy decisions and for overseeing the daily operations of City government			
◆ Level of customer service provided to KBEs (survey rating on 10.0 scale)	N/A	≥ 7.5 on 90% of responses	≥ 7.5 on 90% of responses
◆ Level of customer service provided to management (non-KBE) and support staff interacting with the City Manager's Office (survey rating on 10.0 scale)	N/A	≥ 7.5 on 90% of responses	≥ 7.5 on 90% of responses

City Manager

<p>Decreases</p> <p><u>City Manager's Office</u> \$49,866 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p><u>Corporate Communications</u> \$19,035 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p><u>Community Relations Committee</u> \$8,266 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p><u>CharMeck 311 Customer Service Center</u> \$317,596 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p><u>Internal Audit</u> \$34,178 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p><u>Office of Chief Information Officer</u> \$375,574 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p>	<p>Increases</p> <p><u>City Manager's Office</u> None</p> <p><u>Corporate Communications</u> None</p> <p><u>Community Relations Committee</u> None</p> <p><u>CharMeck 311 Customer Service Center</u> None</p> <p><u>Internal Audit</u> \$20,720 is added for an existing Accountant position within Internal Audit, previously funded at a higher percentage by CATS to support corridor work as needed.</p> <p><u>Office of Chief Information Officer</u> None</p>
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Budget Summary		FY08	FY09	FY10
Community Relations Committee	Budget	\$ 1,176,772	\$ 1,324,035	\$ 1,097,365
	Positions	10.00	10.00	10.00
Government Communications and Information	Budget	\$ 1,728,576	\$ 1,821,921	\$ 1,830,317
	Positions	19.00	19.00	19.00
CharMeck 311 Customer Service Call Center	Budget	\$ 5,841,109	\$ 7,145,913	\$ 7,278,862
	Positions	133.00	134.00	134.00
Internal Audit	Budget	\$ 924,760	\$ 900,498	\$ 905,847
	Positions	9.00	9.00	9.00
Information Technology Governance	Budget	\$ 723,530	\$ 2,366,511	\$ 1,905,051
	Positions	12.00	12.00	12.00
Support for Mayor & Council and Policy Development and Organizational Leadership	Budget	\$ 2,146,872	\$ 2,287,571	\$ 2,181,607
	Positions	12.00	12.00	12.00
Total		\$ 12,541,619	\$ 15,846,449	\$ 15,199,049
Total Positions		195.00	196.00	196.00

Budget and Evaluation

<p>Decreases \$50,993 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
Budget and Evaluation Services	Budget	\$ 1,360,591	\$ 1,505,114	\$ 1,472,597
	Positions	13.00	13.00	13.00
Total		\$ 1,360,591	\$ 1,505,114	\$ 1,472,597

Business Support Services

<p>Summary</p> <p>BSS provides many of the corporate shared services and much of the service infrastructure necessary for the success of the City. Corporate shared services includes a variety of products and services supporting corporate and business unit level functions such as equipment and fleet management, corporate technology, general business and regulatory and governance services. BSS also provides technology, radio, and network communications infrastructure used by the business units in meeting their business goals. These shared services and infrastructures are also used to provide services to other municipal, county, state, and federal government agencies.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • Complete well over 33,000 work orders completed each year for maintenance and repair of vehicles with a continued decrease in non-scheduled work orders and high preventive maintenance compliance • Service over 12,794 radios serviced for City and County and other local government operations • \$600,000 in cost avoidance through the use of the procurement card • Service Desk conducted over 18,500 service calls addressed for information technology support last fiscal year 				
		FY08	FY09	FY10
	Budget	\$16,081,866	\$19,026,364	\$19,766,720
Positions	197.50	235.00	223.00	
<p>Accomplishments</p> <ul style="list-style-type: none"> • Effective July 1, 2008, City of Charlotte and Mecklenburg County fleet maintenance services were consolidated under BSS's Equipment Management Division. The merger will bring increased efficiencies to the services provided and create over \$700,000 in cost avoidance within three years. • Led the development of the new Corporate IT Governance Policy, which will optimize technology resource investments and allow for greater leveraging of IT assets across the City • During FY08, Network Technology Services Division (NTSD) completed negotiations and inter-local agreements with Union County, Gastonia, Belmont and Mt. Holly to join the Charlotte-Mecklenburg radio system and is in the early stages of negotiations with York, Cabarrus, Cleveland, Lincoln and Rowan counties to join the network. These agreements will allow the entities to capitalize on reduced overhead, economies of scale and improved efficiencies while promoting community safety. The Charlotte public safety radio network is recognized as one of the best in the country. 				

SERVICE DELIVERY CHALLENGES

Resources

A recurring challenge in all BSS divisions is securing sufficient resources to accommodate the services demands of our customers. As all the business units look to focus on the delivery of essential services, their need for and expectation of corporate shared services to support these essential business functions are growing. This need is particularly acute in our technology service areas where resources are stretched to even be able to provide the "keep the lights on" services required.

Balancing Dual Role of Service Provider and Responsibility for Governance of Corporate Policies

BSS must work in balance between service provision and providing oversight on the implementation and adherence to corporate standards and policies. At times, this role puts BSS at odds with those served as they attempt to balance their own service priorities.

Limited BSS Service Offerings

It is never easy to see a service need of BSS's customers go unmet, however, in light of the economic environment all City business units are facing, BSS must stay focused on providing those core services critical to the City's ongoing success. This requires BSS to limit service offerings and special services provided to individual business units that do not align with corporate level priorities or are not provided within BSS core services portfolio. This often puts BSS in a negative light in the perspective of some customers who are unable to be serviced in the timeframe or depth requested.

Bay Space for Provision of Equipment Management Services and Network Technology Services

Facility needs continue to be paramount for the future success of Equipment Management Division (EMD) and Network Technology Services Division (NTSD). Currently, EMD customers experience delays in service due to wait times for available bay space. In addition, current EMD shop facilities that have been scheduled for replacement are reaching critical points in being able to remain a safe working environment. While plans have been in the works to provide new shop facilities, delays in these projects continue to cost the City in terms of service inefficiencies and required investments in old facilities. For NTSD, the demands for maintenance support by BSS's growing customer base and the need for space has far exceeded the capacity of the facility.

Business Support Services

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Information Systems			
Provides support for computer applications, hardware, software, servers, data storage, and networking services			
◆ Customer satisfaction with Service Desk work activities	4.725	4.6	4.6
◆ Days to complete or resolve third level support issues and problems (third tier support request completed/closed within 7 days)	95.06%	90%	90%
Network Technology Services			
Provides support for communications (telephone, network, two way radio) for City, County and other customers			
◆ % of time the 800 MHz Public Safety Radio System is available	99.99%	99.99%	99.99%
Equipment Management Division			
Provides maintenance and repair of vehicles and performs fleet analysis and costing			
◆ Number of alternative fuel or hybrid vehicles in City fleet; gallons of alternative fuels used in City fleet (vehicles)	197	Semi-Annual Report	Semi-Annual Report
◆ Index of UNC Institute of Government Performance Measurement (index using cost per mile, technician utilization, repairs completed in 24 hours, and repeat repairs)	1st Quartile 76%	Achieve a Quality Index Score in the 1st Quartile	Achieve a Quality Index Score in 1st Quartile
◆ Overall fleet availability	97.59%	95%	95%
Procurement, Contracting and Asset Management			
Provides for acquisition of goods and services for the City and County through competitive bid			
◆ Percent of contract award recommendations to City Council and Board of County Commissioners that are accepted as recommended	100%	98%	98%

Business Support Services

Decreases	Increases
<p>\$327,225 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$514,381 is decreased through the elimination of 8 positions and related operating expenses for services no longer provided by business unit.</p> <p>\$437,798 is decreased for one-time funding for parts related to City-County fleet merger.</p> <p>\$194,423 is decreased due to the Cable Office duties being taken over by the State (2 positions eliminated and related operating expenses).</p> <p>\$74,364 is decreased for 2 Service Technician positions eliminated in EMD for a reorganization plan.</p> <p>\$70,148 is decreased for procurement card services and expenses (County direct funded function).</p>	<p>\$603,462 is added for Safety Radio System Debt Service, offset by the system's user fee revenues received from external customers.</p> <p>\$500,000 is added for the Charlotte-Mecklenburg Public Access Channel (CMPAC) annual contract no longer provided by Time-Warner Cable as a result of termination of their cable franchise agreement with the City.</p>

Budget Summary		FY08	FY09	FY10
Information Systems	Budget	\$ 10,158,404	\$ 10,239,314	\$10,014,068
	Positions	55.00	55.00	52.00
Network Technology Services	Budget	\$ 3,597,101	\$ 3,570,034	\$4,447,017
	Positions	25.50	27.50	27.25
Equipment Management Division	Budget	\$ 461,609	\$ 3,265,968	\$2,902,859
	Positions	100.50	135.00	127.00
Procurement, Contracting and Asset Management	Budget	\$ 1,864,752	\$ 1,951,048	\$2,402,776
	Positions	16.50	17.50	16.75
Total Budget		\$ 16,081,866	\$ 19,026,364	\$19,766,720
Total Positions		197.50	235.00	223.00

Finance

<p style="text-align: center;">Summary</p> <p>Finance provides a wide range of financial services supporting city-wide operations. These services include maintaining and preparing the City's official accounting records and reports, preparing and distributing vendor payments, providing debt management services, managing the cash and investments portfolio, servicing 278,212 accounts for the Charlotte-Mecklenburg Utility Department and the City/County Storm Water Services, providing technical and business process support to all Finance divisions, and coordinating the policies, insurance, and risk financing for the City, County, Board of Education, and selected small agencies.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • \$3.5 billion in outstanding debt managed • 73,000 vendor payments processed annually • \$2.3 billion cash and investment Portfolio managed 	<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%;">FY08</th> <th style="width: 20%;">FY09</th> <th style="width: 20%;">FY10</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$10,993,110</td> <td style="text-align: right;">\$11,947,216</td> <td style="text-align: right;">\$11,588,595</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">105.00</td> <td style="text-align: right;">106.00</td> <td style="text-align: right;">106.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Increased total debt collection 29.4% through the North Carolina Debt Set-Off Program for improved revenue recovery • Awarded for the 23rd consecutive year by the Government Finance Officers Association a Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report • Recaptured approximately \$674,000 through aggressive recovery initiatives to recover funds from third parties responsible for damage to City facilities or injuries to City employees 		FY08	FY09	FY10	Budget	\$10,993,110	\$11,947,216	\$11,588,595	Positions	105.00	106.00	106.00
	FY08	FY09	FY10										
Budget	\$10,993,110	\$11,947,216	\$11,588,595										
Positions	105.00	106.00	106.00										

SERVICE DELIVERY CHALLENGES

CATS Risk Entity
Finance has introduced the concept of a separate trust and risk financing plan for mass transit exposures. Finance has already begun work on legal documents needed to establish this trust and a separate actuarial report for CATS exposures is complete. Administration of this separate fund and its burgeoning risk exposure will bring workload challenges to current resources.

Risk Management Loss Fund
The Risk Management Loss Fund should be funded at a level consistent with actuarial recommendations. While additional funds were transferred to the Risk Loss Fund at the end of FY2008, these actuarial recommendations were not met in several years, leading to a downward trend in fund balance.

Financial System Strategy
The existing financial system (GEAC), a mainframe application, was purchased over 35 years ago. While we have extended the use of this application, additional enhancements and functionality are limited. There are concerns regarding the integration of the existing mainframe Financial System with a new Work and Asset Management solution. A new long-term strategy is needed. Finance requires additional resources to gather specifics about implementation costs, resource requirements, potential efficiency gains associated with a new financial system, and to gather detailed requirements to evaluate new solutions.

Charlotte Vehicle Operations Center (CVOC)
CVOC has been very successful and is now overbooked through the next year. This high utilization has reduced accident rates, especially in CMPD. It has also increased wear and tear of the facility and the maintenance costs are going to be another major challenge. The temporary building on site is failing and needs to be replaced with a permanent structure.

Finance

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Financial Management			
Provides strategic financial planning, debt and cash management, and revenue and economic forecasting to City Council, the City Manager, and the City's Key Business Units			
◆ Achieving cost savings using variable rate financing to support Capital Investment Plan	\$3.8 million	\$3.0 million	\$3.0 million
General Accounting			
Provides general accounting services, such as preparing cost analysis, federal and state mandated reports, the Comprehensive Annual Financial Report, overseeing and coordinating automated financial systems, obtaining authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, and preparing related reports			
◆ Receive an unqualified opinion on the Comprehensive Annual Financial Report	10/31/07	10/31/08	10/31/09
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	34.8%	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	1.3%	1.3%	1.3%

Finance

<p>Decreases \$91,971 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>\$272,000 is decreased from the Revenue Division for one-time funding for BancTec system upgrade (offset by reduced revenue from Utilities and Storm Water funds).</p> <p>\$138,064 is decreased for reduced contract expenses associated with vendor bill printing, mailing, and collections (offset by reduced revenue from Utilities and Storm Water funds).</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
Financial Management	Budget	\$ 1,658,324	\$ 1,680,051	\$1,647,113
	Positions	12.00	12.00	12.00
General Accounting	Budget	\$ 2,490,267	\$ 2,680,557	\$2,643,645
	Positions	38.25	38.25	38.25
Revenue Management	Budget	\$ 4,312,092	\$ 4,871,276	\$4,466,151
	Positions	28.75	28.75	28.75
Risk Management	Budget	\$ 2,532,427	\$ 2,715,332	\$2,831,686
	Positions	26.00	27.00	27.00
Total		\$ 10,993,110	\$ 11,947,216	\$11,588,595
Total Positions		105.00	106.00	106.00

Finance Operating Fund	FY08	FY09	FY10
General Fund	\$ 8,460,682	\$ 9,231,884	\$ 8,756,909
Risk Management Fund	\$ 2,532,427	\$ 2,715,332	\$ 2,831,686
Total	\$ 10,993,110	\$ 11,947,216	\$ 11,588,595

Human Resources

	FY08	FY09	FY10
<p>Summary</p> <p>Human Resources (HR) provides services through collaboration with its KBU partners. Human Resources' core services include: compliance, recruitment, compensation, employee relations, benefits management and enrollment, business unit services, training, payroll, and managing the human resources management system.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> 6,500 employees and over 1,800 retirees supported annually 65,973 employment applications were received in FY08 (a 71% increase over FY07) 			
<p>Accomplishments</p> <ul style="list-style-type: none"> Optimized Business Processes—saved key businesses time by providing self service capability for payroll time entry and benefits enrollment for newly hired employees Deliver Competitive Services—launched the "Get Healthy Program" to engage employees in maintaining their own health and positively impacting health care costs Promote Learning & Growth—developed a mentoring program to help develop new leaders within the City Promote Learning & Growth—provided cost effective employee development opportunities with the creation of an online resource library 			
Budget	\$3,648,927	\$4,022,816	\$3,886,835
Positions	32.50	32.75	32.75

SERVICE DELIVERY CHALLENGES

Benefits

The Council-approved *Pay and Benefits Philosophy* states that the City's Benefits Plan will provide a moderate level of income protection to employees against unexpected health, life, and disability risks. In the current economic climate, the challenge is how to craft competitive pay and benefits plans that respond to short-term financial pressures, while meeting the Philosophy.

Compliance

More federal employment regulation is expected. Non-compliance can lead to unnecessary risk exposure. The City will need to devote resources to ensure a strong compliance program.

Workforce Development

The challenge is how the City continues providing the workforce with development opportunities in tight economic times. Customer needs do not decrease in an economic downturn. Executive development, training, diversity, and workforce planning remain important issues when it comes to serving the citizens now and to serve them in the future.

Human Resources

Performance Measures

Performance Achievement

	FY08 Actual	FY09 Target	FY10 Target
Compliance, Recruitment, and Retention			
Provide employment related compliance guidance; develop recruiting and retention strategies			
◆ Voluntary turnover rate: ≤3% for public safety	1.9%	≤3%	≤3%
◆ ≤8% for Broadbanding employees	5.4%	≤8%	≤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			
◆ Percentage of employees and retirees receiving preventive health care services	Baseline year for measure	Increase % of employees and retirees receiving preventive health care services over previous year's percentage	Increase % of employees and retirees receiving preventive health care services over previous year's percentage
Employee Training and Organizational Development			
Provides ongoing training and development programs for employees and management to create a skilled workforce			
◆ Conduct an impact study for three leadership development programs—Dimensions in Leadership, Trailblazers, Insights	Study completed and results delivered to Develop Employee Workteam in June 2008	Based on study, develop strategy and begin implementation of redesigned leadership development opportunities for expanded audience	Continue implementation of revised leadership development strategy, focused on expanded audience and current organizational challenges
Human Resources Management Services			
Manages the integrated Human Resources and Payroll System of employees and retirees. Maintains employment related records			
◆ Implement online employee benefits enrollment for existing employees who have a family status changes, on a KBU by KBU basis	Expanded capability for online enrollment to newly hired employees	Expanded availability of online benefits enrollment for family status changes, on KBU by KBU basis	TBD

Human Resources

<p>Decreases \$120,188 reduction from FY09 mid-year cuts enacted January 27, 2009 carried forward into FY10.</p> <p>Increases None</p>	
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Budget Summary		FY08	FY09	FY10
Compliance, Recruitment and Retention	Budget	\$ 1,128,695	\$ 1,229,680	\$ 1,229,146
	Positions	10.25	10.25	10.25
Employee Compensation Services	Budget	\$ 287,304	\$ 313,009	\$ 312,874
	Positions	2.50	2.50	2.50
Employee Benefits Services	Budget	\$ 636,174	\$ 693,092	\$ 692,792
	Positions	5.75	6.00	6.00
Employee Training and Organizational Development	Budget	\$ 777,226	\$ 933,547	\$ 798,653
	Positions	9.00	9.00	9.00
Human Resources Management Services	Budget	\$ 819,528	\$ 853,488	\$ 853,370
	Positions	5.00	5.00	5.00
Total		\$ 3,648,927	\$ 4,022,816	\$ 3,886,835
Total Positions		32.50	32.75	32.75

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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 four categories: Cultural and Community Agencies, County-Administered, Capital Investment, and Other.

<u>Services Provided</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>
CULTURAL AND COMMUNITY AGENCIES		
Arts & Science Council Administered by the Arts and Science Council. Supports cultural and arts agencies in the City. 2% reduction.	\$2,942,000	\$2,883,160
Partners in Out of School Time (POST) Supports Middle School Matters program in association with Mecklenburg County and the Foundation of the Carolinas. 2% reduction from FY10 request of \$454,414.	\$576,768	\$445,326
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. FY10 budget maintains FY09 funding level.	\$325,543	\$325,543
ImaginOn Provides funding for maintenance of Children's Theatre space in ImaginOn. Children's Theatre moved from a City-owned facility to ImaginOn in the Fall of FY06. This City's contribution covers a portion of the building maintenance cost. FY10 budget maintains FY09 funding level.	\$283,662	\$283,662
Charlotte International Cabinet Promotes the development of Charlotte as an international city and supports an international cultural exchange program. Represents the merger of Sister Cities and Mayor's International Cabinet, approved by Council on October 27, 2008. 2% reduction.	\$152,054	\$149,559
Community Building Initiative Serves as community resource providing strategic assistance in addressing race and ethnicity. 2% reduction.	\$50,000	\$49,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.	\$2,500	\$2,500
Centralina Council of Governments Funds a population-based share of the organization. Funding is decreased to 50% of FY10 request with termination notice six months from Council's approval.	\$162,891	\$84,333
Total Cultural and Community Agencies	\$4,495,418	\$4,223,083
COUNTY ADMINISTERED		
County Storm Water Provides for the City's payment of its County storm water fees.	\$1,726,943	\$1,726,943
Elections Office Provides the City's share of the normal expenses of the County Elections Office per the cost sharing formula in the City-County Interlocal Agreement. Includes the cost of the 2009 City elections.	\$1,792,601	\$1,894,292
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees. The increase for FY10 aligns the budget more closely to actual experience. Actual expense for FY08 was \$1,236,693. The amount for FY09 will be calculated after the close of the fiscal year.	\$719,264	\$988,820
Total County-Administered	\$4,238,808	\$4,610,055

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>
CAPITAL INVESTMENT		
Municipal Debt 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.	\$16,374,530	\$16,074,442
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	\$2,670,000	\$1,587,000
Street Resurfacing Provides supplemental funding to the Powell Bill Fund for increased level of street resurfacing.	\$4,261,000	\$4,261,000
Increase Street Resurfacing Improves the City's street resurfacing cycle from an average of every 15 years to the industry standard of every 12 years. Funded from the transfer of 0.6¢ from the Municipal Debt Service Fund (0.5¢) and PAYG fund (0.1¢).	\$0	\$4,468,323
Capital Support (Capital Reserve) Provides funding for capital from fund balance reserves in excess of 16% as of the end of the fiscal year. FY10 funding will be used for annexation related fire trucks.	\$7,600,000	\$1,201,575
Total Capital Investment	\$30,905,530	\$27,592,340
OTHER ACCOUNTS		
Street Lighting Represents the operating costs for the City's street lighting program. Includes additional funding for the 2009 annexation areas.	\$7,618,064	\$8,218,065
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas.	\$4,539,290	\$4,539,290
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events. 8% of the projected tax collections is retained in a reserve account.	\$3,748,171	\$3,149,141
Community Safety Technology Improvements Provides funding for up to \$3 million in technology improvements for the Offices of District Attorney and Trial Court Administrator. The funds will be used upon receipt of a detailed plan with appropriate performance metrics.	\$3,000,000	\$0
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per state statute.	\$2,357,295	\$2,100,186
Center City 2020 Vision Plan Funds CCCP's request for \$250,000 over three years (FY09-FY11) for a Plan to provide a development framework and planning recommendations for Center City.	\$125,000	\$62,500
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$275,000	\$275,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>
OTHER ACCOUNTS-CONT.		
<p>Charlotte-Mecklenburg Government Center Parking Provides funding for operation, utilities, and maintenance of the CMGC parking deck. FY09 included \$250,000 for weather sealing. The cost was 39.4% funded by Mecklenburg County based on the ratio of the number of parking spaces.</p>	\$578,008	\$328,008
<p>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.</p>	\$521,110	\$479,496
<p>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.</p>	\$271,390	\$300,000
<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 beginning in FY06. In 2008, the City received approval for a three-year award, through 2011.</p>	\$200,000	\$200,000
<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. During FY09, Council allocated \$50,000 from this account to Loaves and Fishes Food Bank and \$1,042 for Citizen Pledge wallet cards. The account balance as of May 11, 2009 was \$198,958.</p>	\$250,000	\$150,000
<p>Charlotte-Mecklenburg Government Center Rent Funds building rent for unoccupied areas.</p>	\$96,202	\$58,161
<p>Federal Program Representative Provides the General Fund's share of the contract for local government liaison with the federal government. Includes \$12,000 for eCivis grant research subscription. FY10 decrease reflects CATS funding a greater share of the total contract.</p>	\$102,000	\$84,000
<p>Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.</p>	\$126,760	\$103,499
<p>Charlotte Regional Partnership Provides the City's contribution for developing an economic strategy for the Charlotte region and a contribution to Film Commission. 2% reduction.</p>	\$149,034	\$146,053
<p>Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit.</p>	\$38,600	\$37,000
<p>City Memberships and Subscriptions Funds the City's participation the UNC-Chapel Hill School of Government and the North Carolina City and County Management Association Civic Education Project.</p>	\$79,774	\$79,774
<p>Protocol Services Provides assistance to City officials with regards to visiting dignitaries and international protocol.</p>	\$22,000	\$22,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>												
OTHER ACCOUNTS-CONT.														
Citizens Review Board Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints. FY10 includes an increase to fund greater frequency of meetings.	\$15,000	\$25,000												
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.	\$334,998	\$300,000												
Synthetic Tax Increment Financing Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.	\$1,051,480	\$2,139,031												
<table border="0"> <thead> <tr> <th></th> <th style="text-align: right;"><u>FY09</u></th> <th style="text-align: right;"><u>FY10</u></th> </tr> </thead> <tbody> <tr> <td>Cultural Facilities</td> <td style="text-align: right;">\$655,340</td> <td style="text-align: right;">\$1,332,508</td> </tr> <tr> <td>External Agreements</td> <td style="text-align: right;"><u>396,140</u></td> <td style="text-align: right;"><u>806,523</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$1,051,480</td> <td style="text-align: right;">\$2,139,031</td> </tr> </tbody> </table>		<u>FY09</u>	<u>FY10</u>	Cultural Facilities	\$655,340	\$1,332,508	External Agreements	<u>396,140</u>	<u>806,523</u>	Total	\$1,051,480	\$2,139,031		
	<u>FY09</u>	<u>FY10</u>												
Cultural Facilities	\$655,340	\$1,332,508												
External Agreements	<u>396,140</u>	<u>806,523</u>												
Total	\$1,051,480	\$2,139,031												
NC League of Municipalities Supported the cost of hosting the centennial conference in Charlotte in October 2008.	\$50,000	\$0												
City Burials Funds burials in City-owned cemeteries for indigent citizens.	\$3,400	\$3,400												
Total Other Accounts	\$ 25,752,576	\$22,999,604												
Total Non-Departmental Accounts	\$65,392,332	\$59,425,082												

Non-Departmental Accounts	FY2009 Revised Budget	FY2010 Budget
Cultural and Community Agencies	\$4,495,418	\$4,223,083
County-Administered	4,238,808	4,610,055
Capital Investment	30,905,530	27,592,340
Other Accounts	25,752,576	22,999,604
Total Non-Departmental Services	\$65,392,332	\$59,425,082

General Fund Financial Partners

	FY08 Budget	FY09 Budget	FY10 Request	FY10 Recommend	% Difference
Arts & Science Council	\$2,942,000	\$2,942,000	\$2,942,000	\$2,883,160	-2%
Charlotte Regional Partnership *	144,435	149,034	154,472	146,053	-2%
Charlotte International Cabinet**	147,599	152,054	179,592	149,559	-2%
United Family Services-Victim Assistance	323,714	325,543	336,937	325,543	0%
Community Building Initiative ***	0	50,000	50,000	49,000	-2%
Total General Fund Partners	3,557,748	3,618,631	3,663,001	3,553,315	-2%
Dedicated Revenues:					
Charlotte Center City Partners ****	1,899,414	2,611,532	2,663,763	2,744,044	5%
University City Partners ****	189,223	617,300	617,300	611,488	-1%
New Requests for Funding:					
Charlotte-Mecklenburg Council on Aging	0	0	150,000	-	-

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

** Sister Cities and Mayor's International Cabinet combined to form Charlotte International Cabinet.

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

**** FY09 final budget amounts include increases over the Manager's Recommended Budget due to Council approved boundaries expansion for Municipal Service Districts 4 (South End) and 5 (University City) and MSD rate increases for Districts 2 and 3.

Housing Related, After School Enrichment, Crisis Assistance, and Community Development Corporation Partners

	FY08 Budget	FY09 Budget	FY10 Request	FY10 Recommend	% Difference
Neighborhood Development:					
Charlotte Housing Authority Relocation Services	\$ 1,146,875	\$ 724,822	\$ 2,195,720	\$ 567,867	N/A
Charlotte-Mecklenburg Housing Partnership, Inc.	2,000,000	2,000,000	2,500,000	\$ 1,960,000	-2%
Community Link (formerly UJAMMA, Inc.)	210,000	210,000	210,000	\$ 210,000	0%
United Family Services - Consumer Credit Counseling & Housing Services	240,000	240,000	250,000	\$ 240,000	0%
Bethlehem Center of Charlotte	\$199,207	\$199,207	\$199,207	\$ 195,223	-2%
Charlotte-Mecklenburg Schools After School Enrichment Program	185,576	185,576	185,576	\$ 181,864	-2%
Charlotte-Mecklenburg Schools Northwest After School Coalition	60,000	60,000	60,000	\$ 58,800	-2%
Greater Enrichment Program	605,854	605,854	605,854	\$ 593,737	-2%
St. Paul Baptist Church-Belmont After School Enrichment	57,735	57,735	59,258	\$ 56,580	-2%
YWCA Central Carolinas After School Enrichment	129,546	134,546	134,546	\$ 131,855	-2%
Crisis Assistance Ministry	380,000	380,000	456,000	\$ 380,000	0%
Regional HIV/AIDS Consortium (HOPWA)	626,000	671,000	704,550	\$ 671,000	0%
YMCA Community Development	48,699	48,699	58,440	\$ 48,699	0%
Workforce Initiative for Supportive Housing (WISH)	0	200,000	200,000	\$ -	*
A Way Home	0	30,000	30,000	\$ 29,400	-2%
Sub-Total	\$5,889,492	\$5,747,439	\$7,849,151	5,325,026	-7.3%
CMPD - After School:					
Partners in Out-of-School Time (POST)**	282,204	576,768	454,414	\$ 445,326	-2%**
Grand Total	\$6,171,696	\$6,324,207	\$8,303,565	5,770,351	-7.7%

* Original request from WISH was for 5 years/\$1,000,000. Year one of funding is estimated to be adequate until FY11 due to the start-up schedule.

**FY09 payment reduced to \$505,315 due to reduced service locations. Reduction to POST is -2% from the FY10 request.

Community Development Corporations (CDCs)

	FY08 Budget	FY09 Budget	FY10 Request	FY10 Recommend	% Difference
Belmont CDC	\$60,000	\$60,000	\$60,000	\$10,000	-83%
Friendship CDC	60,000	60,000	190,026	10,000	-83%
Lakewood CDC	60,000	60,000	85,000	10,000	-83%
Northwest Corridor CDC	60,000	60,000	109,340	10,000	-83%
TOTAL	240,000	240,000	444,366	40,000	-83%

Note: Effective September 1, 2009, termination of City funding is recommended.

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 FY10 is \$5,447,857,504. Budget continues the current MSD tax rate of 1.74¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY09 Budget</u>	<u>FY10 Budget</u>
Revenues		
Property Taxes	\$848,958	\$921,385
Total Municipal Service District 1 Revenues	\$848,958	\$921,385
Expenditures		
Contractual Services	\$848,958	\$921,385
Total Municipal Service District 1 Expenditures	\$848,958	\$921,385

District 2 (Center City): Assessed value for FY10 is \$2,030,963,508. Budget continues the current MSD tax rate of 2.39¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY09 Budget</u>	<u>FY10 Budget</u>
Revenues		
Property Taxes	\$434,810	\$471,809
Total Municipal Service District 2 Revenues	\$434,810	\$471,809
Expenditures		
Contractual Services	\$434,810	\$471,809
Total Municipal Service District 2 Expenditures	\$434,810	\$471,809

Municipal Service Districts

District 3 (Center City): Assessed value for FY10 is \$2,337,397,728. Budget continues the current MSD tax rate of 3.86¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY09 Budget</u>	<u>FY10 Budget</u>
Revenues		
Property Taxes	\$864,033	\$876,973
Total Municipal Service District 3 Revenues	\$864,033	\$876,973
Expenditures		
Contractual Services	\$841,523	\$853,788
City Services	22,510	\$23,185
Total Municipal Service District 3 Expenditures	\$864,033	\$876,973

District 4 (South End): Assessed value for FY10 is \$729,831,649. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY09 Budget</u>	<u>FY10 Budget</u>
Revenues		
Property Taxes	\$463,731	\$473,877
Total Municipal Service District 4 Revenues	\$463,731	\$473,877
Expenditures		
Contractual Services	\$463,731	\$473,877
Total Municipal Service District 4 Expenditures	\$463,731	\$473,877

District 5 (University City): Assessed value for FY10 is \$2,097,008,723. Budget continues the current rate of 3.00¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY09 Budget</u>	<u>FY10 Budget</u>
Revenues		
Property Taxes	\$617,300	\$611,488
Total Municipal Service District 5 Revenues	\$617,300	\$611,488
Expenditures		
Contractual Services	\$617,300	\$611,488
Total Municipal Service District 5 Expenditures	\$617,300	\$611,488

Synthetic Tax Increment Financing

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

City Council Approved Projects

Mid-Town Square (Metropolitan)

Project involves two phases. Phase I included a first floor Home Depot Design Center under a 2nd floor Target; 800 space parking deck; and road, intersection, and bridge improvements. Phase II includes 160,000 sq. ft. of retail/restaurant space, 75,000 sq. ft. of office space, 200 condominiums, parking deck, and relocation of Baxter Street Bridge. Anticipated total private investment equals \$224,046,463.

	FY10	FY11	FY12	FY13	FY14	5-Yr. Total
<i>Est. % investment completed</i>	80%	100%	100%	100%	100%	
<i>Est. prop. tax increment</i>	821,982	1,027,477	1,027,477	1,027,477	1,027,477	4,931,890
Est. TIF Payment	\$739,783	\$924,729	\$924,729	\$924,729	\$924,729	\$4,438,699

Elizabeth Ave. Redevelopment

Project includes construction of 250,000 sq. ft. of retail, 340,000 sq. ft. of office space, 810 residential units, and a parking deck with 3,000 spaces. Anticipated total private investment equals \$220,000,000.

	FY10	FY11	FY12	FY13	FY14	5-Yr. Total
<i>Est. % investment completed</i>	0%	10%	40%	60%	80%	
<i>Est. property tax increment</i>	0	100,892	403,568	605,352	807,136	1,916,948
Est. TIF Payment	\$0	\$90,804	\$363,212	\$544,817	\$726,423	\$1,725,256

Seaboard/ARK Mgt./NC Music Factory

Project involves construction of the Seaboard Street extension and three development phases. Phase I includes 120 residential units and renovations to the existing NC Music Factory facility. Phase II includes 80,000 sq. ft. of entertainment, 170,000 sq. ft. of office space, 140,000 sq. ft. of retail space, and 480 residential units. Phase III involves renovations to the Silver Hammer Studio, 200,000 sq. ft. of retail space, and 750 residential units. Anticipated total private investment equals \$246,251,000.

	FY10	FY11	FY12	FY13	FY14	5-Yr. Total
<i>Est. % investment completed</i>	0%	0%	80%	100%	100%	
<i>Est. property tax increment</i>	0	0	903,446	1,129,307	1,129,307	3,162,060
Est. TIF Payment	\$0	\$0	\$813,101	\$1,016,376	\$1,016,376	\$2,845,853

IKEA

Project supports the construction of a connector road between McCullough Drive to City Boulevard providing overall accessibility with North Tryon Street and City Boulevard. Anticipated total private investment equals \$81,399,500. Potential private investment could approach \$170,000,000.

	FY10	FY11	FY12	FY13	FY14	5-Yr. Total
<i>Est. % investment completed</i>	0%	0%	20%	40%	80%	
<i>Est. prop. tax increment</i>	0	0	74,660	149,319	298,638	522,617
Est. TIF Payment	\$0	\$0	\$67,194	\$134,387	\$268,775	\$470,356

South Tryon/Cultural Facilities

Project includes development of four Cultural Facilities (Afro-American Cultural Center, Bechtler Art Museum, 1,200 seat Performing Arts Theater, and Mint Museum), First Street office tower with retail and residential (200 units) components, and an underground parking garage to support the facilities. Guaranteed minimum investment equals \$600,000,000. Total anticipated investment approaches \$1,000,000,000.

	FY10	FY11	FY12	FY13	FY14	5-Yr. Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. property tax increment</i>	1,806,778	1,806,778	1,806,778	1,806,778	1,806,778	9,033,890
Est. TIF Payment	\$1,626,100	\$1,626,100	\$1,626,100	\$1,626,100	\$1,626,100	\$8,130,500

Synthetic Tax Increment Financing

Carolina Theatre Redevelopment

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

	FY10	FY11	FY12	FY13	FY14	5-Yr.Total
<i>Est. % investment completed</i>	0%	100%	100%	100%	100%	
<i>Est. property tax increment</i>	0	229,300	229,300	229,300	229,300	917,200
Est. TIF Payment	\$0	\$206,370	\$206,370	\$206,370	\$206,370	\$825,480

Wesley Village (Bryant Park)

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

	FY10	FY11	FY12	FY13	FY14	5-Yr.Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. property tax increment</i>	0	151,111	151,111	151,111	151,111	604,444
Est. TIF Payment	\$0	\$136,000	\$136,000	\$136,000	\$136,000	\$544,000

Pope & Land Coliseum

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

	FY10	FY11	FY12	FY13	FY14	5-Yr.Total
<i>Est. % investment completed</i>	0%	10%	20%	30%	40%	
<i>Est. property tax increment</i>	0	296,113	592,227	888,340	1,184,454	2,961,134
Est. TIF Payment	\$0	\$133,251	\$266,502	\$399,753	\$533,004	\$1,332,510

Double Oaks

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

	FY10	FY11	FY12	FY13	FY14	5-Yr.Total
<i>Est. % investment completed</i>	0%	10%	20%	40%	60%	
<i>Est. property tax increment</i>	0	54,720	109,440	218,881	328,321	711,362
Est. TIF Payment	\$0	\$49,248	\$98,496	\$196,993	\$295,489	\$640,226

Merrifield / Radiator Specialty

Project supports construction of Bryant Park Drive, connecting Wilkinson to Morehead. Merrifield/Radiator Specialty development includes 600,000 sq. ft. of office and 250,000 sq. ft. of residential on 34 acres. Anticipated total private investment equals \$170,000,000.

	FY10	FY11	FY12	FY13	FY14	5-Yr.Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. property tax increment</i>	271,600	271,600	271,600	271,600	271,600	1,358,000
Est. TIF Payment	\$244,440	\$244,440	\$244,440	\$244,440	\$244,440	\$1,222,200

TIF PROJECTS COMBINED TOTAL

Anticipated total investment = \$2,389,706,963

	FY09	FY10	FY11	FY12	FY13	5-Yr.Total
<i>Est. property tax increment</i>	2,900,360	3,937,991	5,569,607	6,477,465	7,234,122	26,119,545
Est. Total TIF Payment	\$2,610,323	\$3,410,942	\$4,746,144	\$5,429,965	\$5,977,706	\$22,175,080
Est. Total TIF Payment by Fund						
<i>General Fund</i>	2,139,031	2,795,098	3,889,230	4,449,588	4,898,434	18,171,381
<i>Municipal Debt Service</i>	391,036	510,972	710,990	813,429	895,483	3,321,910
<i>Pay-As-You-Go</i>	80,256	104,872	145,924	166,948	183,789	681,789

*TIF payment per fixed amount, not per investment completed

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Summary Schedules

City of Charlotte Summary of Tax Levies City-wide

	FY2008 Budget	FY2009 Budget	FY2010 Budget
City-wide Assessed Valuation			
Assessed Property Value	\$70,576,208,514	\$73,531,511,573	\$76,617,330,696
City-wide Tax Rate Per \$100 Valuation			
Fund			
General	0.3698	0.3698	0.3758
Municipal Debt Service	0.0737	0.0737	0.0687
Pay-As-You-Go	0.0151	0.0151	0.0141
Total City-wide Tax Rate	0.4586	0.4586	0.4586
City-wide Tax Levy			
Fund			
General	\$252,766,049	\$262,421,542	\$277,465,947
Municipal Debt Service	50,714,299	52,837,906	51,162,295
Pay-As-You-Go	10,390,582	10,825,677	10,500,558
Total City-wide Tax Levy	\$313,870,930	\$326,085,124	\$339,128,800
Municipal Service Districts Rates Per \$100 Valuation			
District 1	0.0174	0.0174	0.0174
District 2	0.0124	0.0239	0.0239
District 3	0.0271	0.0386	0.0386
District 4	0.0668	0.0668	0.0668
District 5	0.0300	0.0300	0.0300
Municipal Service Districts Assessed Valuation			
District 1	\$4,572,716,628	\$5,004,174,781	\$5,447,857,504
District 2	1,702,639,208	1,865,936,188	2,030,963,508
District 3	2,121,759,565	2,295,824,061	2,337,397,728
District 4	548,414,361	712,007,874	729,831,649
District 5	646,917,580	2,110,428,256	2,097,008,723

Summary Schedules

City of Charlotte Summary of Position Allocations By Fund

<u>Key or Support Business</u>	FY2008	FY2009	FY2010	FY2010	FY2010	Percent
	<u>Actual</u>	<u>Revised Budget</u>	<u>Base *</u>	<u>Budget</u>	<u>Difference</u>	<u>Change (FY09 to FY10)</u>
Police	2,108.50	2,121.50	2,121.50	2,121.50	0.00	0.0%
Fire	1,083.00	1,102.00	1,144.00	1,144.00	0.00	3.8%
Solid Waste	290.00	289.00	296.00	296.00	0.00	2.4%
Transportation	428.50	429.50	436.50	436.50	0.00	1.6%
Engineering and Property Management	314.00	330.00	330.00	330.00	0.00	0.0%
Planning	63.00	63.00	63.00	63.00	0.00	0.0%
Neighborhood and Business Services	153.00	153.00	154.00	154.00	0.00	0.7%
Mayor/Council	7.00	7.00	7.00	7.00	0.00	0.0%
City Attorney	26.50	26.50	26.50	26.50	0.00	0.0%
City Clerk	6.00	6.00	6.00	6.00	0.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.00	0.0%
Chief Information Office	12.00	12.00	12.00	12.00	0.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.00	0.0%
Customer Service - CharMeck 311 Call Cent	133.00	134.00	134.00	134.00	0.00	0.0%
Internal Audit	9.00	9.00	9.00	9.00	0.00	0.0%
Human Resources	32.50	32.75	32.75	32.75	0.00	0.0%
Finance	79.00	79.00	79.00	79.00	0.00	0.0%
Business Support Services	197.50	235.00	235.00	223.00	(12.00)	-5.1%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.00	0.0%
Total General Fund	4,996.50	5,083.25	5,140.25	5,128.25	(12.00)	0.9%
Charlotte-Mecklenburg Utilities	813.50	812.50	816.50	816.50	0.00	0.5%
Aviation	268.00	268.00	268.00	268.00	0.00	0.0%
Storm Water	80.00	86.00	86.00	83.00	(3.00)	-3.5%
Charlotte Area Transit System	392.75	392.75	392.75	392.75	0.00	0.0%
Risk Management	26.00	27.00	27.00	27.00	0.00	0.0%
Total All Funds	6,576.75	6,669.50	6,730.50	6,715.50	(15.00)	0.7%

* Includes the addition of 61 positions in association with June 30, 2009 Annexation

Summary Schedules

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

<u>Key or Support Business</u>	<u>FY2008 to FY2009 Budget</u>	<u>FY2009 to FY2010 Base*</u>	<u>FY2010 Base to FY2010 Budget</u>
Police	13.00	0.00	0.00
Fire	19.00	42.00	0.00
Solid Waste	(1.00)	7.00	0.00
Transportation	1.00	7.00	0.00
Engineering and Property Management	16.00	0.00	0.00
Planning	0.00	0.00	0.00
Neighborhood and Business Services	0.00	1.00	0.00
Mayor/Council	0.00	0.00	0.00
City Attorney	0.00	0.00	0.00
City Clerk	0.00	0.00	0.00
City Manager	0.00	0.00	0.00
Chief Information Officer	0.00	0.00	0.00
Community Relations	0.00	0.00	0.00
Corporate Communications	0.00	0.00	0.00
Customer Service - CharMeck 311 Call Center	1.00	0.00	0.00
Internal Audit	0.00	0.00	0.00
Training	0.00	0.00	0.00
Human Resources	0.25	0.00	0.00
Finance	0.00	0.00	0.00
Business Support Services	37.50	0.00	(12.00)
Budget and Evaluation	0.00	0.00	0.00
Total General Fund	86.75	57.00	(12.00)
Charlotte-Mecklenburg Utilities	(1.00)	4.00	0.00
Aviation	0.00	0.00	0.00
Storm Water	6.00	0.00	(3.00)
Charlotte Area Transit System	0.00	0.00	0.00
Risk Management	1.00	0.00	0.00
Total All Funds	92.75	61.00	(15.00)

* Includes the addition of 61 positions in association with June 30, 2009 Annexation

Summary Schedules

Summary of Expenditures (Net of Transfers¹) FY2010

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 444,620,397	\$ -	\$ 444,620,397
Aviation	78,946,932	174,541,679	253,488,611
Water and Sewer	98,643,842	386,536,000	485,179,842
Charlotte Area Transit (CATS)	114,467,771	59,339,753	173,807,524
Storm Water Utility	11,917,712	32,000,000	43,917,712
Debt Service	235,996,132		235,996,132
Powell Bill	26,150,353		26,150,353
Convention Center	15,513,000		15,513,000
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	8,106,524		8,106,524
Public Safety 911 Services	4,889,790		4,889,790
Neighborhood Development Grants	18,621,360		18,621,360
Municipal Service Districts	3,355,532		3,355,532
Risk Management	1,225,287		1,225,287
Tourism Operating	1,308,451		1,308,451
Pay As You Go	625,561		625,561
General CIP		151,461,319	151,461,319
TOTAL BUDGET	\$ 1,064,388,644	\$ 803,878,751	\$ 1,868,267,395

Summary of Expenditures (Net of Transfers¹) Revised FY2009

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 443,804,765	\$ -	\$ 443,804,765
Aviation	83,095,182	246,678,882	329,774,064
Water and Sewer	100,402,718	232,796,050	333,198,768
Charlotte Area Transit (CATS)	114,720,757	52,424,108	167,144,865
Storm Water Utility	12,218,544	49,000,000	61,218,544
Debt Service	220,609,505		220,609,505
Powell Bill	23,908,340		23,908,340
Convention Center	11,661,945		11,661,945
NASCAR Hall of Fame ²	-		-
Cultural Facilities ²	-		-
Public Safety Grants	12,380,992		12,380,992
Public Safety 911 Services	4,800,000		4,800,000
Neighborhood Development Grants	11,823,605		11,823,605
Municipal Service Districts	3,228,832		3,228,832
Risk Management	1,190,276		1,190,276
Tourism Operating	1,264,005		1,264,005
Pay As You Go	793,542		793,542
General CIP		197,310,523	197,310,523
TOTAL BUDGET	\$ 1,045,903,008	\$ 778,209,563	\$ 1,824,112,571

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 FY10 by the General Fund's Fire Department, which totals \$2,793,000, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

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

Summary Schedules

General Fund Summary of Expenditures

<u>Key or Support Business</u>	<u>FY2008 Actual</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>	<u>Percent Change (FY09 to FY10)</u>
Police	\$ 176,877,549	\$ 184,177,968	\$ 185,661,904	0.8%
Fire	88,718,307	91,937,109	95,645,724	4.0%
Solid Waste	41,879,951	44,908,037	44,794,903	-0.3%
Transportation	20,771,560	23,636,567	21,015,885	-11.1%
Engineering & Property Management	20,858,892	21,818,805	19,759,195	-9.4%
Neighborhood and Business Services	10,211,917	11,426,256	11,522,806	0.8%
Planning	4,697,530	6,144,053	5,009,276	-18.5%
Mayor and Council	1,183,979	1,263,798	1,244,360	-1.5%
City Attorney	2,422,597	1,827,200	1,693,953	-7.3%
City Clerk	558,437	574,506	549,845	-4.3%
City Manager	12,541,619	15,846,449	15,199,049	-4.1%
Human Resources	3,648,927	4,022,816	3,886,835	-3.4%
Finance	8,460,683	9,231,884	8,756,909	-5.1%
Business Support Services	16,081,866	19,026,364	19,766,720	3.9%
Budget and Evaluation	1,360,591	1,505,114	1,472,597	-2.2%
Non-Departmentals	83,476,895	65,392,328	59,425,080	-9.1%
Total				
General Fund Expenditures	\$ 493,751,300	\$ 502,739,254	\$ 495,405,041	-1.5%

Summary of Positions

<u>Key or Support Business</u>	<u>FY2008 Actual</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>	<u>Percent Change (FY09 to FY10)</u>
Police	2,108.50	2,121.50	2,121.50	0.0%
Fire	1,083.00	1,102.00	1,144.00	3.8%
Solid Waste	290.00	289.00	296.00	2.4%
Transportation	428.50	429.50	436.50	1.6%
Engineering & Property Management	314.00	330.00	330.00	0.0%
Planning	63.00	63.00	63.00	0.0%
Neighborhood and Business Services	153.00	153.00	154.00	0.7%
Mayor and Council	7.00	7.00	7.00	0.0%
City Attorney	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	0.0%
Chief Information Office	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	0.0%
Customer Service - CharMeck311 Call Center	133.00	134.00	134.00	0.0%
Internal Audit	9.00	9.00	9.00	0.0%
Human Resources	32.50	32.75	32.75	0.0%
Finance	79.00	79.00	79.00	0.0%
Business Support Services	197.50	235.00	223.00	-5.1%
Budget and Evaluation	13.00	13.00	13.00	0.0%
Total				
General Fund Positions	4,996.50	5,083.25	5,128.25	0.9%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2008	FY2009	FY2010	Percent
		<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
PROPERTY TAX					
5101	Property Tax- Current Year Base	\$ 266,119,995	\$ 265,121,542	\$ 273,020,923	3.0%
5101	Property Tax- Synthetic TIF Property Appreciation	-	1,168,310	2,376,701	103.4%
5101	Property Tax- 0.6 cent for Resurfacing	-	-	4,468,323	
5102	Prior Year	5,268,780	4,800,000	4,800,000	0.0%
5103	Rebates	(6,423,820)	(2,700,000)	(2,400,000)	-11.1%
5111	Penalties	601,124	590,000	590,000	0.0%
5112	Interest	1,817,694	1,650,000	1,500,000	-9.1%
5113	Rebates of Listing Penalties	(74,372)	-	(7,731)	
Total		\$ 267,309,402	\$ 270,629,852	\$ 284,348,216	5.1%
SALES TAX 1%					
5121	Sales- County 1% + 1/2%	61,675,499	63,887,639	57,500,000	-10.0%
Total		\$ 61,675,499	\$ 63,887,639	\$ 57,500,000	-10.0%
UTILITIES FRANCHISE TAX					
5430	Utility Franchise	33,818,094	31,316,040	34,822,000	11.2%
Total		\$ 33,818,094	\$ 31,316,040	\$ 34,822,000	11.2%
POLICE SERVICES					
5451	Law Enforcement Services- County	12,548,543	13,426,941	12,202,623	-9.1%
5477	Small Town Service Fees	64,554	31,512	64,000	103.1%
5999	School Resource Officers- School Board	2,357,294	2,528,000	2,404,233	-4.9%
Total		\$ 14,970,391	\$ 15,986,453	\$ 14,670,856	-8.2%
TAX REIMBURSEMENTS					
5431	Beer & Wine Tax	3,044,509	3,068,000	3,166,289	3.2%
5436	State Waste Disposal Tax	-	-	620,000	
Total		\$ 3,044,509	\$ 3,068,000	\$ 3,786,289	23.4%
SOLID WASTE FEE					
5560	Refuse Disposal Fees	11,234,498	11,983,000	12,200,000	1.8%
5561	Rebates- Refuse Disposal Fees	(72,441)	(30,000)	(72,000)	140.0%
Total		\$ 11,162,057	\$ 11,953,000	\$ 12,128,000	1.5%
BUSINESS PRIVILEGE LICENSES					
5202	Business Privilege Licenses	19,984,678	16,432,000	17,500,000	6.5%
Total		\$ 19,984,678	\$ 16,432,000	\$ 17,500,000	6.5%
OTHER REVENUES					
Licenses and Permits					
5201	Motor Vehicle Licenses	2,462,646	2,500,000	2,525,000	1.0%
5332	Motor Vehicle Licenses- Rebates	(58,478)	(60,000)	(48,000)	-20.0%
5204	Animal Licenses- Fertile	237,163	240,000	240,000	0.0%
5209	Animal Licenses- Spay/Neuter	509,004	560,000	560,000	0.0%
5210	Fire Plan Review Fees	1,929,013	1,513,200	1,209,585	-20.1%
5211	Vehicle Licenses- City Billed	14,455	15,000	15,000	0.0%
5212	Fire Permits- New	253,930	327,600	321,456	-1.9%
5213	Fire Permits- Renewal	618,861	504,840	495,459	-1.9%
5214	Tryon Mall Vendor Fees	4,290	2,000	2,000	0.0%
5215	Security Dog Licenses	740	750	750	0.0%
5218	Vehicle for Hire Fees and Permits	395,070	324,555	344,704	6.2%
5220	Cable TV Franchise Fee	8,289,157	6,500,000	7,400,000	13.8%
5240	Grading Permits	2,516,529	3,075,077	1,276,820	-58.5%
5241	Acella	310,524	582,572	-	-100.0%
5246	Sexually Oriented Businesses Licenses	114,365	109,200	115,310	5.6%
5613	Parking and Parade Permits	23,034	30,000	24,000	-20.0%
Total		\$ 17,620,302	\$ 16,224,794	\$ 14,482,084	-10.7%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)
Fines, Forfeits, and Penalties				
5222 Vehicle for Hire Penalties	10,500	5,700	5,700	0.0%
5305 Housing Code Violations	21,804	54,000	15,000	-72.2%
5307 Parking Citations	932,761	1,100,000	900,000	-18.2%
5308 Parking Citation Penalties	99,533	11,000	11,000	0.0%
5309 Security Alarm Fines	623,768	650,000	625,000	-3.8%
5310 Fire Citation Fines	18,380	11,700	11,700	0.0%
5311 Fire Citation Penalties	2,380	1,100	1,100	0.0%
5315 Zoning Enforcement Fines	33,770	30,000	30,000	0.0%
5316 Court Assessment Crime Lab	59,796	22,000	22,000	0.0%
5331 Privilege License Penalties	717,952	560,000	600,000	7.1%
5335 Animal License Penalties	64,044	102,000	102,000	0.0%
5337 Animal Citation Penalties	5,285	7,200	7,200	0.0%
5340 Grading Permit Penalties	315,984	465,000	325,000	-30.1%
5502 Court Costs- Superior	281,106	280,000	282,000	0.7%
5661 Court Awards- Fair Housing Settlements	329	6,000	6,000	0.0%
5664 Court Awards- Vice & Narcotics	11,813	15,000	15,000	0.0%
5699 Animal License Late Fees	68,020	70,000	70,000	0.0%
Total	\$ 3,267,225	\$ 3,390,700	\$ 3,028,700	-10.7%
Interlocal Grants and Agreements				
5414 Wireless Communications	1,555,553	1,554,955	2,527,308	62.5%
5438 Fleet Maintenance - County	-	2,727,512	2,446,832	-10.3%
5439 Webhosting - County	-	136,708	138,700	1.5%
5442 First Responder	485,937	503,670	503,670	0.0%
5445 Procurement Services	354,503	474,795	493,793	4.0%
5447 Customer Services - 311 Call Center	1,931,587	2,142,134	2,190,860	2.3%
5458 CMGC Occupancy	797,865	556,990	795,000	42.7%
5458 CMGC Parking Deck	-	98,500	-	-100.0%
5459 Recycling Program Proceeds	127,225	150,000	150,000	0.0%
5460 Corporate Communications Services	7,855	12,000	12,000	0.0%
5461 CMGC Phone Costs- County	676,480	626,102	612,000	-2.3%
5476 Reimbursement for City Services- County	15,631	-	-	-
Total	\$ 5,952,637	\$ 8,983,366	\$ 9,870,163	9.9%
Federal and State Shared Revenues				
5470 Federal Grants- CRC	125,420	100,000	110,000	10.0%
5470 Federal Grants- DOT	10,073	-	-	-
5471 State Grants- DOT	1,818,432	1,093,100	1,093,100	0.0%
5471 State Grants- CRC	70,438	78,357	100,000	27.6%
5450 ABC Stores Revenue	1,673,438	1,800,000	1,800,000	0.0%
Total	\$ 3,697,799	\$ 3,071,457	\$ 3,103,100	1.0%
General Government				
5242 Land Development Zoning Fees	701,150	572,844	15,000	-97.4%
5243 Right of Way Ordinance Fees	2,000	460,000	455,000	-1.1%
5245 County Plan Review	541,608	1,208,335	810,945	-32.9%
5503 Zoning Petition Filing Fees	1,454,509	1,410,249	618,230	-56.2%
5504 Annexation Fees	5,597	800	400	-50.0%
5506 Subdivision Services	1,368,903	2,366,132	662,616	-72.0%
5507 Zoning Admin Fees	23,650	20,000	20,500	2.5%
5508 Sale of Maps	32,743	30,000	30,000	0.0%
5550 Equipment Mgmt Svcs- Fleet	22,006	1,000	1,600	60.0%
5555 Procurement Professional Services	86,440	160,663	120,000	-25.3%
5596 Tree Planting	152,620	50,000	50,000	0.0%
5599 Park It! Program Fees	767,293	775,000	550,000	-29.0%
5603 Parking Garage Fees	922,373	1,023,000	966,000	-5.6%
5604 Parking Fees- Lots	167,687	-	-	-
5688 Parking Fees- Independence Center	515,461	-	-	-
5604 Rent Revenue	750,886	738,950	738,950	0.0%
Total	\$ 7,514,927	\$ 8,816,973	\$ 5,039,241	-42.8%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2008	FY2009	FY2010	Percent
		<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
Public Safety					
5478	State Reimb for Services Provided- DOT	\$ 1,039,365	\$ 769,328	\$ 820,000	6.6%
5478	State Reimb for Services Provided- Fire	190,707	168,348	190,707	13.3%
5513	CMPD- Fingerprint Reports	18,764	36,000	36,000	0.0%
5514	Underbrush and Debris Removal	323,435	300,000	318,000	6.0%
5515	Demolition- Clearing	188,106	205,000	200,000	-2.4%
5516	Sale of Animals	102,233	113,047	92,950	-17.8%
5518	Utility Street Cuts	1,627,204	1,700,000	1,300,000	-23.5%
5529	Spay/Neuter Fees	107,020	110,000	110,000	0.0%
5542	Vehicle Towing and Storage	59,223	70,000	97,000	38.6%
5544	Animal Reclaim Fees	139,784	165,249	165,249	0.0%
5627	Dead Animal Collection	4,362	5,210	4,500	-13.6%
Total		\$ 3,800,203	\$ 3,642,182	\$ 3,334,406	-8.5%
Cemeteries					
5530	Sale of Cemetery Lots	159,190	150,800	140,700	-6.7%
5532	Grave Digging	308,236	290,700	299,739	3.1%
5533	Duplicate Deeds and Transfer Fees	450	375	700	86.7%
5534	Monument Foundation	69,464	56,100	49,100	-12.5%
5535	Perpetual Care	14,458	14,280	12,300	-13.9%
Total		\$ 551,798	\$ 512,255	\$ 502,539	-1.9%
Use of Money and Property					
5608	Interest on Liens	67,710	55,000	55,000	0.0%
5614	CRC Events	27,510	25,000	25,000	0.0%
5624	Damage to City-Owned Equipment	378,091	310,000	350,000	12.9%
5625	Reimbursement for City Car Use	46,576	50,000	47,000	-6.0%
5648	Recovery of Losses	75	300	295	-1.7%
5643	Telephone Commissions	41,965	48,000	40,000	-16.7%
Total		\$ 561,928	\$ 488,300	\$ 517,295	5.9%
Sale of Salvage and Land					
5622	Sale of Land	(1,650)	10,000	10,000	0.0%
5622	Sale of Land- Arena Parcel 3	2,912,030	-	-	
5660	Sale of Salvage	140,807	66,000	66,000	0.0%
5662	Sale of Used Autos	861,503	603,000	453,000	-24.9%
Total		\$ 3,912,690	\$ 679,000	\$ 529,000	-22.1%
Other					
5000	Miscellaneous Grants and Contributions	-	300,000	300,000	0.0%
5668	Contrib/Donations- CRC	14,426	-	-	
5668	Contrib/Donations- MUMPO	94,821	98,910	87,677	-11.4%
5668	Contrib/Donations- Neighborhood Development	18,240	-	-	
5646	Reimb City Svcs- EPM	-	22,510	22,510	0.0%
5646	Reimb City Svcs- SWS Spec Svcs	30,758	37,000	37,000	0.0%
5646	Reimb City Svcs- BSS IT	6,350	12,700	12,700	0.0%
5669	Other Revenue	2,189,671	492,545	498,735	1.3%
Total		\$ 2,354,266	\$ 963,665	\$ 958,622	-0.5%
Total Other Revenues		\$ 49,233,777	\$ 46,772,692	\$ 41,365,150	-11.6%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)	
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
5123	Occupancy Taxes- CRVA	\$ 3,573,521	\$ 3,713,171	\$ 3,114,141	-16.1%
5695	Municipal Debt Service- CRVA	35,000	35,000	35,000	0.0%
5695	Convention Center Tax- Towns' Tourism Subsidy	2,079,709	2,357,295	2,100,186	-10.9%
5601	Interest on Investments- Debt Svc	7,047,908	2,670,000	1,587,000	-40.6%
Total		\$ 12,736,138	\$ 8,775,466	\$ 6,836,327	-22.1%
Intragovernmental Revenues					
5421	Cost Allocation- Storm Water	632,324	691,710	803,162	16.1%
5422	Cost Allocation- Water and Sewer	4,726,551	6,200,148	5,808,857	-6.3%
5423	Cost Allocation- Aviation	1,342,540	1,668,954	1,607,792	-3.7%
5424	Fire Control Services- Aviation	2,670,803	2,758,043	2,793,000	1.3%
5425	Account Services- Storm Water	368,763	370,872	409,849	10.5%
5425	Account Services- Storm Water	1,429,503	1,293,777	1,336,705	3.3%
5426	Account Services- Utilities	1,082,348	1,217,923	1,350,043	10.8%
5426	Account Services- Utilities	3,368,690	3,394,321	3,140,560	-7.5%
5427	Cost Allocation- EMD	-	272,550	316,671	16.2%
5427	Cost Allocation- Radio	59,363	38,738	121,195	212.9%
5428	Cost Allocation- CATS	2,709,809	3,262,679	3,062,383	-6.1%
5429	Cost Allocation- Risk Management	349,346	365,724	339,779	-7.1%
Total		\$ 18,740,039	\$ 21,535,439	\$ 21,089,996	-2.1%
Transfers from Other Funds					
5695	Cemetery Trust	85,000	85,000	95,000	11.8%
5695	CIP- Project Closeouts	446,309	-	-	-
5695	Municipal Debt Service- Treasury reimbursemt	53,196	63,577	61,633	-3.1%
5695	911 Fund	5,561,967	-	-	-
Total		\$ 6,146,471	\$ 148,577	\$ 156,633	5.4%
Appropriated Fund Balance					
4137	Fund Balance- Assets Forfeiture	525	-	-	-
4110	Fund Balance- Cankerworms	2,868,000	-	-	-
4110	Fund Balance- Right of Way Ordinance	200,000	-	-	-
4110	Fund Balance- Wrecker Lawsuit Carryforward	203,530	-	-	-
4110	Fund Balance- CRC Grants Carryforward	223,197	288,274	-	-100.0%
4110	Fund Balance- MUMPO Contrib Carryforward	514,300	475,701	-	-100.0%
4110	Fund Balance- FY08 Savings for Public Safety Initiatives	-	3,870,121	-	-100.0%
4110	Fund Balance- Capital Reserve	-	7,600,000	1,201,575	-84.2%
Total		\$ 4,009,552	\$ 12,234,096	\$ 1,201,575	-90.2%
Total Transfers and Fund Balance		\$ 41,632,201	\$ 42,693,577	\$ 29,284,531	-31.4%
Total General Fund Revenues		\$502,830,607	\$ 502,739,254	\$ 495,405,041	-1.5%

Summary Schedules

City of Charlotte Aviation Operating Funds Summary of Revenues and Expenditures

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)
<u>Operating Revenues</u>				
Concessions	\$ 36,522,091	\$ 31,000,000	\$ 36,913,000	19.1%
Parking	34,092,664	34,500,000	37,100,000	7.5%
Terminal	28,773,235	28,035,000	29,056,161	3.6%
Airfield Usage	9,560,302	10,500,000	10,024,599	-4.5%
Cargo Area and Ground Rents	26,846,783	28,165,000	22,785,900	-19.1%
Other	3,893,439	27,739,637	3,972,700	-85.7%
Interest on Investments	4,902,163	3,462,100	4,565,000	31.9%
Total Operating Revenues	\$ 144,590,677	\$ 163,401,737	\$ 144,417,360	-11.6%
PFC Fund	\$ 20,633,867	\$ 27,179,692	\$ 26,449,614	-2.7%
Total Revenues	\$ 165,224,544	\$ 190,581,429	\$ 170,866,974	-10.3%
<u>Operating Expenditures</u>				
Airport Operations	19,195,425	20,965,035	20,428,192	-2.6%
Airport Capital Project Planning, Design and Construction	22,875,714	28,830,997	25,958,577	-10.0%
Airport Maintenance	29,993,657	33,299,150	32,560,163	-2.2%
Total Operating	\$ 72,064,796	\$ 83,095,182	\$ 78,946,932	-5.0%
Discretionary and Debt Support (PFC included)	91,419,366	106,274,147	91,920,042	-13.5%
Total Expenditures	\$ 163,484,162	\$ 189,369,329	\$ 170,866,974	-9.8%
Reserved for Future Years	\$ 1,740,382	\$ 1,212,100	\$ -	

Summary Schedules

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

	<u>FY2008</u> <u>Actual</u>	<u>FY2009</u> <u>Revised</u> <u>Budget</u>	<u>FY2010</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY09 to</u> <u>FY10</u>
<u>Operating Revenues</u>				
Variable Rate Revenues	\$192,184,378	\$206,084,184	\$224,477,784	8.9%
Fixed Rate Revenues	9,854,800	9,966,249	10,624,467	6.6%
Specific Service and Capacity Charges	25,030,718	27,136,549	16,309,157	-39.9%
Industrial Waste Surcharge	3,246,219	3,776,645	3,207,510	-15.1%
Other	9,018,316	638,998	2,549,383	299.0%
Interest on Investments	4,563,090	2,280,000	1,495,000	-34.4%
Total Revenues	\$243,897,521	\$249,882,625	\$258,663,301	3.5%
Fund Balance	\$10,547,946	\$0	\$0	0.0%
Total Revenues and Fund Balance	\$254,445,467	\$249,882,625	\$258,663,301	3.5%
<u>Operating Expenditures</u>				
Environmental Management	\$47,648,693	\$46,572,114	\$46,545,711	-0.1%
Field Operations	36,208,043	36,729,487	35,236,575	-4.1%
Utility System Planning & Engineering	3,490,517	2,890,168	2,969,632	2.7%
Customer Service, Meter Reading & Billing	14,853,463	14,210,949	13,891,924	-2.2%
Total Operating Expenditures	\$102,200,716	\$100,402,718	\$98,643,842	-1.8%
Debt Service/Capital Investment Plan Support	152,244,751	146,300,296	152,783,911	4.4%
Total Expenditures	\$254,445,467	\$246,703,014	\$251,427,753	1.9%
Reserved for Future Years	\$0	\$3,179,611	\$7,235,548	

Summary Schedules

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

	FY2008	FY2009	FY2010	Change
	Actual	Revised Budget	Budget	(FY09 to FY10)
Operating Revenues				
Half-Percent Sales Tax	\$ 71,106,519	\$ 75,927,610	\$ 62,715,950	-17.4%
Maintenance of Effort - Charlotte	18,400,000	18,400,000	18,400,000	0.0%
Maintenance of Effort - Mecklenburg	181,866	181,866	181,866	0.0%
Maintenance of Effort - Huntersville	17,500	17,500	17,500	0.0%
Operating Assistance	13,465,159	14,489,619	13,635,959	-5.9%
Fares	16,544,655	21,335,400	23,131,494	8.4%
Service Reimbursements	1,653,398	1,454,899	1,398,010	-3.9%
Other Miscellaneous Income	199,290	900,000	900,000	0.0%
Return from Other Fund CIP Project Closures	18,650,422			
Interest on Investments	5,124,982	3,000,000	2,500,000	-16.7%
Total Operating Revenues	\$ 145,343,791	\$ 135,706,894	\$ 122,880,779	-9.5%
Other Funds Interest				
Fund Balance	\$15,805,424	\$12,376,093	\$11,766,645	-4.9%
Total Revenues and Fund Balance	\$161,149,215	\$148,082,987	\$134,647,424	-8.1%
Operating Expenditures				
Administration and Management	\$ 9,258,503	\$ 11,481,677	\$ 9,670,935	-15.8%
Bus Operations Division	68,795,521	75,845,624	71,347,871	-5.9%
City Staff Support	3,079,689	3,465,904	3,576,680	3.2%
Community and Town Circulators	2,524	48,000	-	-100.0%
County Human Services Transportation	2,012,226	1,886,033	1,818,764	-3.6%
Customer Service Division	1,845,763	2,137,797	1,694,854	-20.7%
Light Rail Operations (Trolley included)	9,225,958	11,014,676	12,423,102	12.8%
Operations Support Services	4,602,395	5,544,490	5,291,947	-4.6%
Special Transportation Services	6,928,270	7,183,225	7,388,782	2.9%
Transit Center Operations	781,594	931,971	886,084	-4.9%
Transit Security	4,928,981	5,428,898	6,013,509	10.8%
Transitway Planning and Design	2,386,800	2,875,537	2,267,771	-21.1%
Vanpool Division	835,963	768,427	1,059,282	37.9%
Contingency			3,600,000	
Sub-total Operating	\$ 114,684,187	\$ 128,612,259	\$ 127,039,581	-1.2%
Transfers to Eligible Projects in CIP	\$ (11,523,199)	\$ (13,891,502)	\$ (12,571,810)	-9.5%
Net Operating	\$ 103,160,988	\$ 114,720,757	\$ 114,467,771	-0.2%
Debt Service Support	\$ 9,829,754	\$ 8,732,374	\$ 8,546,062	-2.1%
Capital Program Support	\$ 48,158,473	\$ 24,629,856	\$ 11,633,591	-52.8%
Total Expenditures	\$ 161,149,215	\$ 148,082,987	\$ 134,647,424	-9.1%
Reserved for Future Years	\$0	\$0	\$0	

Summary Schedules

City of Charlotte Storm Water Fund Summary of Revenues and Expenses

	FY2008 <u>Actual</u>	FY2009 <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)
<u>Operating Revenues</u>				
Impervious Fee- City	\$ 5,676,563	\$ 5,676,563	\$ 5,676,583	0.0%
Impervious Fee- Other	33,354,320	36,449,008	40,374,431	10.8%
Interest on Investments	995,076	700,000	759,000	8.4%
Other- Miscellaneous	241,898			
Total Revenues	\$ 40,267,857	\$ 42,825,571	\$ 46,810,014	9.3%
Fund Balance	\$ -	\$ 3,402,863	\$ 2,777,352	-18.4%
Total Revenues and Fund Balance	\$ 40,267,857	\$ 46,228,434	\$ 49,587,366	7.3%
<u>Operating Expenditures</u>				
Operating Budget	\$ 11,381,620	\$ 12,218,544	\$ 11,917,712	-2.5%
Transfer to Storm Water- Capital Project Fund	17,000,000	23,000,000	26,600,000	15.7%
Transfer to Storm Water- Debt Service Fund	10,283,571	11,009,890	11,069,654	0.5%
Total Expenditures	\$ 38,665,191	\$ 46,228,434	\$ 49,587,366	7.3%

Summary Schedules

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

	FY08 <u>Actual</u>	FY09 <u>Budget</u>	FY10 <u>Budget</u>	Percent Change (FY09 to FY10)
<u>Revenues</u>				
Property Tax	\$ 52,715,464	\$ 52,837,906	\$ 50,727,810	-4.0%
Property Tax- Synthetic TIF Appreciation	13,694	232,840	434,485	86.6%
Sales Tax	13,054,073	13,374,400	11,658,247	-12.8%
Interest on Investments	6,502,765	2,700,000	2,645,000	-2.0%
Interest Transferred from Other Funds				
General	7,042,999	2,670,000	1,587,000	-40.6%
Other	634,972	714,000	46,000	-93.6%
Contribution from Other Funds				
General Fund-Equip	15,270,194	16,374,530	16,074,442	-1.8%
General Fund-Public Safety Communications	2,041,767	2,031,680	3,519,187	73.2%
Powell Bill Fund	782,656	1,041,167	1,427,472	37.1%
County Share - CMGC and Park and Rec L/P	1,020,400	707,760	707,759	0.0%
Proceeds from Sale of Debt	-	694,170	1,340,000	93.0%
Proceeds from Refundings	11,674,076	10,157,400	-	-100.0%
Premium on Sale of Debt	1,026,771	-	-	
Other	16,469,617	604,000	769,041	27.3%
Total Revenues	\$ 128,249,448	\$ 104,139,853	\$ 90,936,443	-12.7%
<u>Expenditures</u>				
Bonds -				
Principal	\$ 27,584,500	\$ 27,584,500	\$ 25,111,937	-9.0%
Interest	20,408,000	20,408,000	20,266,294	-0.7%
Debt Issue Expense	694,170	694,170	1,340,000	93.0%
Payment to Refunded Bond Escrow Agent	10,157,400	10,157,400	-	
Lease Purchase Agreements -				
Principal	16,546,500	16,546,500	22,180,945	34.1%
Interest	4,807,900	4,807,900	6,156,925	28.1%
Bond Anticipation Note Interest	3,685,000	3,685,000	3,626,000	-1.6%
Bank Charges and Other	595,000	595,000	600,000	0.8%
Contribution to -				
General Fund	48,000	98,577	96,633	-2.0%
Transit Debt Service Fund	10,000	10,000	6,315	-36.9%
Cultural Facilities Operating Fund	-	130,606	243,596	86.5%
Synthetic TIF External Agreements	12,325	78,954	147,440	86.7%
Total Expenditures	\$ 84,548,795	\$ 84,796,607	\$ 79,776,085	-5.9%
Reserved for Future Years	43,700,652	19,343,246	11,160,358	-42.3%

Summary Schedules

City of Charlotte Aviation Debt Service Fund Consolidated Summary of Revenues and Expenditures

	FY08	FY09	FY10	Percent
	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 41,919,606	\$ 60,388,464	\$ 48,920,043	-19.0%
Contribution from Airlines	7,526,546	7,530,250	7,530,250	0.0%
Proceeds from Sale of Debt	717,593	51,830,000	42,067,085	-18.8%
Premium on Sale of Debt	1,638,985	1,955,816	-	-100.0%
Proceeds from Refunding	7,374,671	45,245,629	-	-100.0%
Interest on Investments	2,812,873	1,874,090	906,891	-51.6%
Transfer from Capital Project Fund	-	6,025,000	-	-100.0%
Total Revenues	61,990,274	174,849,249	99,424,269	-43.1%
Fund Balance	1,387,889	9,765,678	107,241	-98.9%
Total Revenues and Fund Balance	\$ 63,378,163	\$ 184,614,926	\$ 99,531,509	-46.1%
<u>Expenditures</u>				
Retirement of Debt	\$ 13,188,441	\$ 50,520,000	\$ 11,290,000	-77.7%
Interest on Debt	33,585,208	42,122,517	38,372,187	-8.9%
Cost of Bond Sale	-	1,697,134	5,263,085	210.1%
Fees and Other Charges	3,047,891	1,068,250	732,000	-31.5%
Payment to Refunding Escrow Agent	8,241,745	76,945,000	-	-100.0%
Transfers to Operating Fund	2,339,750	2,465,024	929,090	-62.3%
Total Expenditures	\$ 60,403,035	\$ 174,817,925	\$ 56,586,362	-67.6%
Restricted for Future Years	\$ 2,975,128	\$ 9,797,001	\$ 42,945,147	338.3%

Summary Schedules

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

	<u>FY2008</u> <u>Actual</u>	<u>FY2009</u> <u>Revised</u> <u>Budget</u>	<u>FY2010</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
<u>Operating Revenues</u>				
Contribution from Water and Sewer Operating Fund	\$118,684,440	\$116,522,350	\$135,833,911	16.6%
Interest on Investments	1,058,234	770,600	23,000	-97.0%
Proceeds from Sale of Bonds	15,020,259	2,548,840	107,000	-95.8%
Proceeds from Refunding	170,775,831	515,605,200		
Premium from Sale of Bonds	0			
Interest Transferred from Other Funds				
Water and Sewer Operating	4,999,427	2,280,000	1,495,000	-34.4%
CIP and Other	2,687,464	1,260,000	943,000	-25.2%
Total Revenues	\$313,225,655	\$638,986,990	\$138,401,911	-78.3%
<u>Operating Expenditures</u>				
Bond Retirement	\$49,588,475	\$40,306,650	\$47,302,971	17.4%
Interest on Bonds	52,320,220	58,576,000	69,789,376	19.1%
Bank Charges	1,140,828	1,772,000	2,482,854	40.1%
Cost of Issuance	995,515	2,548,840	107,000	-95.8%
Refunding Bond Escrow Agent	184,794,835	515,605,200	0	100.0%
Equipment Lease-Purchase Principal	10,995,085	10,938,700	10,297,053	-5.9%
Equipment Lease-Purchase Interest	1,577,964	1,252,300	1,141,707	-8.8%
Small Town Debt Service Principal	6,502,647	6,738,100	6,075,000	-9.8%
Small Town Debt Service Interest	875,000	865,000	855,000	-1.2%
	414,288	384,200	350,950	-8.7%
Total Expenditures	\$309,204,857	\$638,986,990	\$138,401,911	-78.3%
Reserved for Future Years	4,020,798	-	-	

Summary Schedules

City of Charlotte

CATS Debt Service Fund

Summary of Revenues and Expenditures

	<u>FY2008</u> <u>Actual</u>	<u>FY2009</u> <u>Revised</u> <u>Budget</u>	<u>FY2010</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
<u>Operating Revenues</u>				
Transfers from Other Funds				
CATS Operating	\$ 9,829,754	\$ 8,732,374	\$ 8,546,062	-2.1%
Capital Project Fund	1,368,871	70,447,052		-100.0%
Municipal Debt Svc Fund	37,313	10,000	6,314	-36.9%
Federal Formula Grant	5,415,907	7,344,787	6,450,402	-12.2%
State Match for Federal Formula		1,350,287	682,354	-49.5%
Premium on Sale of Debt	1,318,872			
Proceeds from Sale of Debt	34,965,000			
Interest on Investments	5,248			
Total Revenues	\$ 52,940,965	\$ 87,884,500	\$ 15,685,132	-82.2%
<u>Operating Expenditures</u>				
Debt Retirement	\$ 6,045,544	\$ 77,970,000	\$ 7,155,842	-90.8%
Interest on Debt	10,001,185	9,614,500	8,359,297	-13.1%
Fees	280,584	300,000	169,993	-43.3%
Cost of Sale	355,488			
Payments to Escrow Agent	36,258,164			
Total Expenditures	\$ 52,940,965	\$ 87,884,500	\$ 15,685,132	-82.2%

Summary Schedules

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

	<u>FY08 Actual</u>	<u>FY09 Revised Budget</u>	<u>FY10 Budget</u>	<u>Percent Change (FY09 to FY10)</u>
<u>Revenues</u>				
Contribution from Storm Water Operating	\$ 10,283,571	\$ 11,009,890	\$ 11,069,654	0.5%
Proceeds from Refunding	1,724,507		-	
Interest on Investments	109,230			
Total Revenues	\$ 12,117,308	\$ 11,009,890	\$ 11,069,654	0.5%
<u>Expenditures</u>				
Bond Retirement	\$ 3,424,024	\$ 4,238,140	\$ 4,505,094	6.3%
Interest on Bonds	6,822,609	6,743,000	6,534,560	-3.1%
Refunding Bond Escrow Agent Fees	1,715,214	-	-	
	22,705	28,750	30,000	4.3%
Total Expenditures	\$ 11,984,552	\$ 11,009,890	\$ 11,069,654	0.5%
Restricted for Future Years	\$ 132,756	\$ -	\$ -	

Summary Schedules

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

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to FY10)
<u>Revenues</u>				
Contribution from Convention Center Tax Fund	\$ 18,711,636	\$ 21,123,300	\$ 21,055,290	-0.3%
Interest on Investments	205,811	-	-	
Proceeds from Sale of Debt	-	-	800,000	100.0%
Total Revenues	\$ 18,917,447	\$ 21,123,300	\$ 21,855,290	3.5%
Fund Balance	\$ -	\$ -	\$ 4,733,000	100.0%
Total Revenues and Fund Balance	\$ 18,917,447	\$ 21,123,300	\$ 26,588,290	25.9%
<u>Expenditures</u>				
Bond Retirement	\$ 7,025,329	\$ 7,483,300	\$ 12,611,704	68.5%
Interest on Bonds	11,720,468	13,540,000	13,071,586	-3.5%
Cost of Bonds or COPS Sale	-	-	800,000	100.0%
Fees	104,948	100,000	105,000	5.0%
Total Expenditures	\$ 18,850,745	\$ 21,123,300	\$ 26,588,290	25.9%
Reserve for Future Years	\$ 66,702	\$ -	\$ -	

Summary Schedules
City of Charlotte
Hall of Fame Debt Service Fund
Summary of Revenues and Expenditures

	FY2008	FY2009	FY2010	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
<u>Revenues</u>		<u>Budget</u>	<u>Budget</u>	<u>(FY09 to</u>
				<u>FY10)</u>
Hall of Fame Tax Fund	\$ 763,191	\$ 5,250,000	\$ 6,557,813	24.9%
Debt Proceeds	-	-	2,020,000	
Interest on Investments	(997)	-	-	
Total Revenues	\$ 762,194	\$ 5,250,000	\$ 8,577,813	63.4%
 <u>Expenditures</u>				
Debt Retirement	\$ -	\$ -	\$ -	
Interest on Debt	579,884	5,220,000	6,527,813	25.1%
Cost of Sale	-	-	2,020,000	
Bank Charges and Other	182,310	30,000	30,000	0.0%
Total Expenditures	\$ 762,194	\$ 5,250,000	\$ 8,577,813	63.4%

Summary Schedules

City of Charlotte Cultural Facilities Debt Service Fund Summary of Revenues and Expenditures

	FY2008	FY2009	FY2010	Percent
<u>Revenues</u>	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY08 to</u> <u>FY09)</u>
Cultural Facilities Operating Fund	\$ 561,751	\$ 5,424,000	\$ 4,468,350	-17.6%
Debt Proceeds			2,861,600	100.0%
Interest on Investments	1,127	-	-	
Total Revenues	\$ 562,878	\$ 5,424,000	\$ 7,329,950	35.1%
 <u>Expenditures</u>				
Debt Retirement	\$ -	\$ -	\$ -	
Interest on Debt	200,041	5,060,000	4,161,350	-17.8%
Cost of Sale			2,861,600	100.0%
Bank Charges and Other	352,291	364,000	307,000	-15.7%
Total Expenditures	\$ 552,332	\$ 5,424,000	\$ 7,329,950	35.1%
Reserved for Future Years	10,546	-	-	

Summary Schedules

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

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to FY10)
<u>Revenues</u>				
Contribution from Other Funds:				
Tourism Operating Fund	\$ 8,098,100	\$ 7,816,600	\$ 7,884,109	0.9%
Tourism Capital Project Fund	12,212,220	-	-	
Contribution from Charlotte Regional Visitors Authority	2,399,702	2,377,100	1,810,660	-23.8%
Interest on Investments	742,321	50,000	-	-100.0%
Total Revenues	\$ 23,452,343	\$ 10,243,700	\$ 9,694,769	-5.4%
Fund Balance	\$ -	\$ 21,215,000	\$ -	-100.0%
Total Revenues and Fund Balance	\$ 23,452,343	\$ 31,458,700	\$ 9,694,769	-69.2%
<u>Expenditures</u>				
Debt Retirement	\$ 2,180,000	\$ 23,395,000	\$ 2,180,000	-90.7%
Interest on Debt	8,390,408	7,933,700	7,389,769	-6.9%
Bank Charges and Other	96,005	130,000	125,000	-3.8%
Total Expenditures	\$ 10,666,413	\$ 31,458,700	\$ 9,694,769	-69.2%
Reserved for Future Years	\$ 12,785,930	\$ -	\$ -	

Summary Schedules

City of Charlotte Powell Bill Fund

Summary of Revenues and Expenditures

	<u>FY2008</u> <u>Actual</u>	<u>FY2009</u> <u>Revised</u> <u>Budget</u>	<u>FY2010</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY09 to</u> <u>FY10)</u>
<u>Revenues</u>				
State Gas Tax Refund	\$ 20,834,071	\$ 19,375,709	\$ 16,967,220	-12.4%
Transfer from General Fund	4,261,000	4,261,000	4,261,000	0.0%
Interest on Investments	1,156,177	480,000	391,000	-18.5%
Street Degradation Fee	362,888	600,000	600,000	0.0%
Other	173,993			
Total Revenues	\$ 26,788,129	\$ 24,716,709	\$ 22,219,220	-10.1%
Fund Balance	\$ -	\$ 1,370,071	\$ 6,500,000	374.4%
Total Revenues and Fund Balance	\$ 26,788,129	\$ 26,086,780	\$ 28,719,220	10.1%
<u>Expenditures</u>				
Contracted Resurfacing	\$ 12,219,716	\$ 12,683,083	\$ 14,025,066	10.6%
Repairs by City Forces	7,937,825	8,034,843	9,359,249	16.5%
Equipment Rent/Purchase	1,325,839	1,694,768	1,068,985	-36.9%
Street Drainage Maintenance	88,973	160,860	160,860	0.0%
Traffic Control Improvements	607,240	623,786	623,786	0.0%
Snow Removal	100,000	100,000	100,000	0.0%
Physical Inventory of Streets	9,426	12,000	12,000	0.0%
Pavement Management System	200,000	-	200,000	
Non-System Residential Streets	56,238	50,000	50,000	0.0%
Wheel Chair Ramps	150,000	150,000	500,000	233.3%
Annexation	140,868	399,000	50,407	-87.4%
Storm Water Program Fees	1,142,273	1,137,273	1,137,273	0.0%
Contribution to Debt Service - Equipment Lease Purchase	782,656	1,041,167	1,431,594	37.5%
Total Expenditures	\$ 24,761,053	\$ 26,086,780	\$ 28,719,220	10.1%
Reserved for Future Years	\$ 2,027,076	\$ -	\$ -	

Summary Schedules

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

	FY08	FY09	FY10	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>	<u>Budget</u>	<u>(FY09 to</u>
				<u>FY10)</u>
<u>Revenues</u>				
Taxes				
Occupancy	\$ 13,292,390	\$ 11,631,000	\$ 11,399,000	-2.0%
Prepared Food	20,172,260	19,789,000	20,185,000	2.0%
Total Taxes	33,464,650	31,420,000	31,584,000	0.5%
Interest on Investments	2,267,523	1,350,000	953,000	-29.4%
Total Revenues	35,732,173	32,770,000	32,537,000	-0.7%
Fund Balance	-	2,372,540	6,252,290	163.5%
Total Revenues and Fund Balance	35,732,173	35,142,540	38,789,290	10.4%
<u>Expenditures</u>				
Promotion and Marketing	5,120,162	5,167,845	4,643,000	-10.2%
Business Development	1,591,350	1,639,100	1,688,000	3.0%
Administration	125	75,000	75,000	0.0%
Contributions for Convention Center:				
Operating Deficit	2,769,092	3,375,000	4,395,000	30.2%
Capital Items	-	1,405,000	4,712,000	235.4%
General Tourism Subsidy	2,079,709	2,357,295	2,221,000	-5.8%
Transfers to Other Funds:				
Convention Center Debt Service	18,711,636	21,123,300	21,055,290	-0.3%
Convention Center Capital Project	2,500,000	-	-	
Total Expenditures	\$ 32,772,074	\$ 35,142,540	\$ 38,789,290	10.4%
Reserved for Future Years	\$ 2,960,099	\$ -	\$ -	

Summary Schedules

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

	<u>FY2008 Actual</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>	<u>Percent Change (FY09 to FY10)</u>
<u>Revenues</u>				
Occupancy Tax	\$ 8,808,179	\$ 7,754,000	\$ 7,599,000	-2.0%
Interest on Investments	617,038	292,000	383,000	31.2%
Total Revenues	\$ 9,425,217	\$ 8,046,000	\$ 7,982,000	-0.8%
 <u>Operating Expenditures</u>				
Transfer to Debt Service Fund	\$ 763,191	\$ 5,250,000	\$ 6,557,813	24.9%
Total Expenditures	\$ 763,191	\$ 5,250,000	\$ 6,557,813	24.9%
Reserved for Future Years	\$ 8,662,026	\$ 2,796,000	\$ 1,424,187	-49.1%

Summary Schedules

City of Charlotte Cultural Facilities Operating Summary of Revenues and Expenditures

	<u>FY2008 Actual</u>	<u>FY2009 Revised Budget</u>	<u>FY2010 Budget</u>	<u>Percent Change (FY09 to FY10)</u>
<u>Revenues</u>				
Transfers from PAYGO-Vehicle Rental Tax	\$ 5,269,171	\$ 6,445,071	\$ 4,935,585	-23.4%
Transfers for Synthetic TIF Agreements from:				
General Fund		655,340	1,332,508	103.3%
Municipal Debt Service		130,606	243,596	86.5%
PAYG		26,759	49,996	86.8%
Interest on Investments	214,000	342,000	183,000	-46.5%
Total Revenues	\$ 5,483,171	\$ 7,599,776	\$ 6,744,685	-11.3%
<u>Operating Expenditures</u>				
Transfers to:				
Cultural Facilities Debt Service Fund	\$ 1,576,000	\$ 5,424,000	\$ 4,468,350	-17.6%
Total Expenditures	\$1,576,000	\$ 5,424,000	\$ 4,468,350	-17.6%
Reserved for Future Years	\$3,907,171	\$ 2,175,776	\$ 2,276,335	4.6%

Summary Schedules

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

Active Public Safety Grants February 2009	Funding Sources					Available for expenditure as of 2-28-09
	Federal	State	Private Contributions	Assets Forfeiture	Total Funding	
Grant Program Area						
Arson Investigation/Education		\$5,500			\$5,500	\$3,756
Asset Forfeiture Initiatives				3,476,591	3,476,591	834,240
Domestic Violence	81,440				81,440	12,204
Donations for Various Programs			517,628		517,628	191,151
Emergency Management		892,984	200,000		1,092,984	266,548
Federal JAG Allocation to Sheriff	787,626				787,626	387,574
Forensics and Analysis	1,051,667	199,605	175,451		1,426,723	913,982
Gang Related Initiatives	1,367,563	857,144			2,224,707	1,234,133
Highway Intervention & Traffic Safety		61,632			61,632	6,837
Homeland Security	3,995,091	1,795,347			5,790,438	1,635,840
International Relations			475		475	475
Medical Response	579,366	661,917			1,241,283	663,263
Police Overtime	1,884,536				1,884,536	318,780
Technology	4,309,496				4,309,496	4,012,189
Uniforms and Equipment	452,417	16,000	315,000		783,417	78,927
Urban Area Security Initiatives	26,984,041				26,984,041	7,867,580
Volunteer Initiatives	352,778				352,778	79,680
Youth Initiatives	329,426	59,994	2,500		391,920	210,913
Total Program Funding	\$41,493,243	\$4,490,128	\$1,208,554	\$3,476,591	\$50,668,516	\$18,427,478
Grants Projected for Remainder of FY09						
Assets Forfeiture Initiatives				\$150,000	\$150,000	
Gang Related Initiatives		40,280			40,280	
Miscellaneous Grants to be determined *	5,182,174	394,395	418,905		5,995,474	
Total Grants Projected for Remainder of FY09	\$5,182,174	\$434,675	\$418,905	\$150,000	\$6,185,754	
Grants Projected for FY10						
Gang-Related Initiatives (Police)	\$950,000	\$351,135			\$1,301,135	
Assets Forfeiture Attorney (Police)				125,130	125,130	
Medical Response (Fire)	321,221	75,000	13,000		409,221	
Donations for Various Programs (Police and Fire)			500,000		500,000	
Emergency Management (Fire)		127,000	70,000		197,000	
Homeland Security (Fire)		466,000			466,000	
Urban Area Security Initiatives (Fire)	5,037,945				5,037,945	
Arson Investigations/Education (Fire)	51,368		18,725		70,093	
Total Grants Projected for FY10	\$6,360,534	\$1,019,135	\$601,725	\$125,130	\$8,106,524	

* These amounts represents unexpendable appropriations associated primarily with the FY09 Urban Area Security Initiative Grant. The grant was estimated at \$8.5 million in the FY09 annual ordinance. If additional grant funding is not received by the end of the year, the balance will close at year end.

Summary Schedules

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

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)
<u>Operating Revenues</u>				
Wireless Fee (State Reimbursement)	\$ 738,797			
Wired Fee	2,229,899			
NC 911 Fund Distributions	1,258,715	4,820,790	4,820,790	0.0%
Interest on Investments	219,938	45,000	69,000	53.3%
Total Revenues	\$ 4,447,349	\$ 4,865,790	\$ 4,889,790	0.5%
Fund Balance	\$ -	\$ -	\$ -	
Total Revenues and Fund Balance	\$ 4,447,349	\$ 4,865,790	\$ 4,889,790	0.5%
<u>Operating Expenditures</u>				
Police 911 Services	\$ 1,993,010	\$ 2,427,491	\$ 2,089,035	-13.9%
Fire 911 Services	1,468,250	1,727,087	1,353,597	-21.6%
Medic 911 Services	597,338	645,422	734,700	13.8%
Reserved for Joint Projects			712,458	
Total Expenditures	\$ 4,058,598	\$ 4,800,000	\$ 4,889,790	1.9%
Reserved for Future Years	\$ 388,751	\$ 65,790	\$ -	-100.0%

Note:

Police, Fire, and Medic are currently evaluating replacement of the 911 system. Upon decision, the allocation of funding between the three entities will be revised to reflect a collective plan for FY2010.

Summary Schedules

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

	FY2008 Actual	FY2009 Revised Budget	FY2010 Budget	Percent Change (FY09 to FY10)
<u>Operating Revenues</u>				
<u>Federal Grants:</u>				
Workforce Investment Act (WIA) Adult	1,061,135	1,763,041	1,158,202	-52.2%
WIA Administration	384,095	807,309	385,595	-109.4%
WIA Youth	1,115,131	2,783,734	1,274,773	-118.4%
WIA Dislocated Worker	1,167,834	3,104,598	1,422,976	-118.2%
WIA Incentive	623,229	340,613	340,613	0.0%
Housing Opportunities for People with AIDS (HOPWA) Program	626,000	671,000	671,000	0.0%
Emergency Shelter Program	205,907	206,304	206,304	0.0%
Weed and Seed	200,000	150,000	175,000	14.3%
Lead Based Paint Grant	894,697	1,765,945	2,999,903	41.1%
Sisters of Mercy Grant	362,699	156,062	-	-100.0%
Neighborhood Stabilization Grant	-	-	5,431,777	100.0%
Neighborhood Stabilization Grant - State	-	-	2,625,000	100.0%
Homelessness Prevention Fund	-	-	1,930,217	100.0%
Total Federal Operating Grants	\$ 6,640,727	\$ 11,748,605	\$ 18,621,360	36.9%
<u>State Grants:</u>				
Urgent Repair Grant	75,000	75,000	-	-100.0%
Total State Operating Grants	\$ 75,000	\$ 75,000	\$ -	-100.0%
Total Operating Revenues	\$ 6,715,727	\$ 11,823,605	\$ 18,621,360	36.5%
<u>Capital Revenues</u>				
<u>Federal Grants:</u>				
Community Development Block Grant (CDBG)	4,788,128	4,647,877	4,647,877	0.0%
Housing Grant (HOME)	2,620,529	2,590,273	2,590,273	0.0%
Total Federal Capital Grants	\$ 7,408,657	\$ 7,238,150	\$ 7,238,150	0.0%
Total Operating and Capital Grant Revenues	\$ 14,124,384	\$ 19,061,755	\$ 25,859,510	26.3%
<u>Operating Expenditures</u>				
Dislocated Worker Contract	1,167,834	3,104,598	1,422,976	-118.2%
Education & Training Courses	1,684,364	2,103,654	1,498,815	-40.4%
Summer & Year Round Youth Program	1,115,131	2,783,734	1,274,773	-118.4%
Contribution to Workforce Development Board & Subgrantee Administration	384,095	807,309	385,595	-109.4%
Housing Opportunities for People with AIDS (HOPWA) Program	626,000	671,000	671,000	0.0%
Emergency Shelter Program	205,907	206,304	206,304	0.0%
Weed and Seed	200,000	150,000	175,000	14.3%
Lead Based Paint Grant	894,697	1,765,945	2,999,903	41.1%
Sisters of Mercy Grant	362,699	156,062	-	-100.0%
Urgent Repair Grant	75,000	75,000	-	-100.0%
Neighborhood Stabilization Grant	-	-	5,431,777	100.0%
Neighborhood Stabilization Grant - State	-	-	2,625,000	100.0%
Homelessness Prevention Fund	-	-	1,930,217	100.0%
Total Operating Expenditures	\$ 6,715,727	\$ 11,823,605	\$ 18,621,360	36.5%
<u>Capital Expenditures</u>				
Community Development and Housing Programs	7,408,657	7,238,150	7,238,150	0.0%
Total Capital Expenditures	\$ 7,408,657	\$ 7,238,150	\$ 7,238,150	0.0%
Total Operating and Capital Grant Expenditures	\$ 14,124,384	\$ 19,061,755	\$ 25,859,510	26.3%

Summary Schedules

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

	FY2008 <u>Actual</u>	FY2009 Revised <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to <u>FY10</u>)
<u>Operating Revenues</u>				
Property Taxes	\$ 2,179,591	\$ 3,228,832	\$ 3,355,532	3.9%
Interest on Investments	(2,454)	-	-	
Total Revenues	\$ 2,177,138	\$ 3,228,832	\$ 3,355,532	3.9%
<u>Operating Expenditures</u>				
Contractual Services	\$ 2,135,334	\$ 3,206,322	\$ 3,332,347	3.9%
City Services	25,045	22,510	\$ 23,185	3.0%
Total Expenditures	\$ 2,160,379	\$ 3,228,832	\$ 3,355,532	3.9%
Reserved for Future Years	\$ 16,759	\$ -	\$ -	

Note:

Municipal Service District (MSD) Property Tax revenues projected for FY2009 reflect the following changes:

- (a) Tax rate increase in both MSD 2 and MSD 3 of 1.15 cents per \$100 valuation.
- (b) Expansion of district boundaries in MSDs 4 and 5, increasing the total property valuation

Summary Schedules

City of Charlotte Risk Management Fund Summary of Revenues and Expenditures

	FY2008 <u>Actual</u>	FY2009 <u>Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to FY10)
<u>Revenues</u>				
City of Charlotte - General Fund	\$ 805,570	\$ 891,349	\$ 904,143	1.4%
City of Charlotte - Other Funds	573,454	633,707	702,256	10.8%
Mecklenburg County	589,927	674,348	698,726	3.6%
Board of Education	415,941	475,928	485,861	2.1%
Other Agencies	40,000	40,000	40,700	1.8%
Interest on Investments	59,910	-	-	-
Other	3,200	-	-	-
Total Revenues	\$ 2,488,002	\$ 2,715,332	\$ 2,831,686	4.3%
Transfer from Reserve Fund	\$ 44,425	\$ -	\$ -	-
Total Revenues and Reserve Funds	\$ 2,532,427	\$ 2,715,332	\$ 2,831,686	4.3%
<u>Expenditures</u>				
Operating Budget	\$ 2,532,427	\$ 2,715,332	\$ 2,831,686	4.3%
Total Expenditures	\$ 2,532,427	\$ 2,715,332	\$ 2,831,686	4.3%

Summary Schedules

City of Charlotte Tourism Operating Fund Summary of Revenues and Expenditures

	FY2008 <u>Actual</u>	FY2009 <u>Revised Budget</u>	FY2010 <u>Budget</u>	Percent Change (FY09 to FY10)
<u>Revenues</u>				
Occupancy Tax	\$ 6,935,933	\$ 5,955,941	\$ 6,032,040	1.3%
Rental Car Tax	2,763,262	2,786,840	2,166,609	-22.3%
Parking Fees	738,923	578,700	-	-100.0%
Interest on Investments	2,115,865	900,000	391,000	-56.6%
Rents	792,050	1,014,540	570,000	-43.8%
Contribution from Bobcats *	-	275,625	289,406	5.0%
Total Revenues	\$ 13,346,033	\$ 11,511,646	\$ 9,449,055	-17.9%
Fund Balance	\$ 15,761,250	\$ -	\$ -	
Total Revenues and Fund Balance	\$ 29,107,283	\$ 11,511,646	\$ 9,449,055	-17.9%
<u>Operating Expenditures</u>				
Contractual Services	\$ 71,079	\$ 150,000	\$ 150,000	0.0%
Contributions:				
Arena Maintenance Reserve *	12,500	551,250	578,813	5.0%
Ovens/Cricket Maintenance **		562,755	579,638	3.0%
Tourism Capital Project Fund	7,749,216			
Tourism Debt Service Fund	8,098,100	7,816,600	7,884,109	0.9%
Municipal Debt Service Fund	13,176,388			
Total Expenditures	\$ 29,107,283	\$ 9,080,605	\$ 9,192,560	1.2%
Reserved for Future Years	\$ -	\$ 2,431,041	\$ 256,496	-89.4%

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

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

Summary Schedules

GENERAL FUND DEPARTMENTAL CHARGES

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

Example of Departmental Charge - BSS Radio Communications

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

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

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

	FY10
Key Business Unit (KBU)	KBU 155 Budget
Aviation	\$ 63,911
CATS	477,712
CDOT	189,340
CMUD	218,639
Engineering	21,944
Fire	426,997
Police	2,149,573
Solid Waste	134,011
Total 155 Charges	\$ 3,682,127

Summary Schedules

General Fund Departmental Charges

Key Business Unit/Division	Total Operating Budget	FY10 Departmental Charges	Net Operating Budget	Description of Departmental Charge
City Attorney	\$ 3,258,868	(1,564,915)	1,693,953	Charges to CATS and Engineering (Real Estate and CIP) for legal services
Budget and Evaluation	1,522,477	(49,880)	1,472,597	Charges to CIP for 50% of costs of CIP Budget Analyst
Business Support Services				
Equipment Management	12,051,610	(9,603,178)	2,448,432	Charges to KBUs for vehicle maintenance costs
Information Technology	9,845,769	(286,128)	9,559,641	Charges to 911 Fund for IT support of Fire's 911 system
Telecommunications	1,445,072	(833,072)	612,000	Charges to KBUs for telephone Centrex costs
Network Services	993,282	(140,000)	853,282	Charges to CIP Technology Projects
Radio Communications	6,209,435	(3,682,127)	2,527,308	Charges to KBUs for radio maintenance and infrastructure cost
Transportation				
Street Maintenance	14,389,857	(9,468,088)	4,921,769	Charges to Powell Bill and Storm Water
Planning and Design	3,012,934	(1,663,231)	1,349,703	Charges to CIP, CATS, and state planning grants
Engineering and Operations	4,285,181	(1,502,772)	2,782,409	Charges to CIP, state municipal agreements, CATS, and Powell Bill
Development Services	1,273,583	(600,000)	673,583	
Customer Service	827,263	(73,531)	753,732	Charges to the SafeLight
Administration	3,632,136	(68,000)	3,564,136	Charges to Powell Bill and CATS
Traffic Control	4,485,670	(626,457)	3,859,213	Charges to state municipal agreements, Powell Bill, and CIP
Engineering and Property Management				
Landscape Management	6,639,543	(1,226,105)	5,413,438	Charges to KBUs for landscape maintenance services at City facilities
Building Maintenance	3,592,689	(3,296,514)	296,175	Charges to KBUs for building maintenance services at City facilities
CMGC Property Management	3,132,956	(2,285,540)	847,416	Charges to KBUs for building rent at Char-Meck Government Center
City Hall Property Management	320,579	(320,579)	-	Charges to KBUs for building rent at Old City Hall
CMGC Mail Services	570,809	(570,809)	-	Charges to KBUs for postage
Capital Projects Management	13,049,381	(8,257,436)	4,791,945	Charges to CIP and CATS
Real Estate	1,944,447	(790,869)	1,153,578	Charges to CIP, CATS, Storm Water, and CMU
Public Service and Land Development	3,981,701	(148,682)	3,833,019	Charges to Storm Water
Finance				
Accounting	2,326,057	(181,000)	2,145,057	Charges to Procurement Services and CATS for financial system support
Revenue	3,710,511	(57,844)	3,652,667	Charges to KBUs for revenue collections for transit fares, surplus auctions, and community development loans.
Fire				
Administration	5,121,587	(356,972)	4,764,615	Charges to 911 Fund for 3 positions supporting Fire's 911 system
Training	1,423,528	(72,492)	1,351,036	Charges to Police Department for Training Academy costs
Human Resources				
Personnel Administration	2,299,304	(64,492)	2,234,812	Charges to support Health Insurance fund
Training	833,739	(216,791)	616,948	Charges to KBUs for cost of training classes
City Manager				
Corporate Communications	1,950,819	(120,502)	1,830,317	Charges to CIP for 1 position and to KBUs for cost of communications media
CharMeck 311 - Customer Service	7,409,910	(131,049)	7,278,861	Charges to KBUs for Avaya maintenance and to CIP technology projects
Internal Audit	1,043,559	(137,711)	905,848	Charges to CATS for 2 positions
Chief Information Officer	2,324,351	(419,300)	1,905,051	Charges to CIP technology projects and to KBUs for enterprise license
Planning				
General Planning Service	4,967,206	(439,233)	4,527,973	Charges to CATS for 3 positions, CIP for 2 positions, and MUMPO Admin overhead
Zoning Plans Review	295,004	(118,001)	177,003	Charges to Neighborhood Development and Engineering
MUMPO Support Services	250,000	(100,000)	150,000	Charges to CDOT for MUMPO support
Police				
Police Attorney	865,546	(125,130)	740,416	Charges to Asset Forfeiture fund for Attorney salary & benefits
Training	2,108,662	(164,775)	1,943,887	Charges to Fire Department for Training Academy costs
Property and Evidence Management	2,152,256	(124,672)	2,027,584	Charges to Engineering Building Services for CMGC Officer
Computer Technology Solutions	5,327,573	(300,075)	5,027,498	Charges to CIP Technology Projects
Various	148,000	(148,000)	-	Charges to federal government for reimbursement of costs, primarily Overtime
Transit Authority Liaison	1,276,077	(1,276,077)	-	Charges to CATS for 2 Sergeants and 10 Police Officers and Overhead
Airport Law Enforcement	111,751	(111,751)	-	Charges to Aviation for Police Captain leading the Airport Police
Neighborhood and Business Services				
Administration	1,533,284	(421,058)	1,112,226	Charges to federal grants for support costs and charges to CIP
Financial Services	511,500	(163,174)	348,326	Charges to Innovative Housing for Financial Services support
Housing Services/Code Enforcement	4,772,454	(60,000)	4,712,454	Charges to In Rem Repair for Code Enforcement costs
Neighborhood Services	1,596,600	(43,000)	1,553,600	Charges to CMPD, Solid Waste and Planning for cost of Quality of Life Study
Housing Services	2,033,024	(1,838,024)	195,000	Charges to the CDBG grant for Housing Services support costs
Business Services	2,016,286	(39,236)	1,977,050	Charges to CATS for Transit Station Coordinator
Solid Waste				
Special Services	4,367,512	(88,681)	4,278,831	Charges to CATS for bus shelter maintenance on State roads
	\$163,241,344	\$(54,376,952)	\$ 108,864,390	

Preliminary FY2010-2014 Capital Investment Plan

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

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

At Council's February 2009 Retreat, additional debt capacity totaling \$50 million was identified. This capacity (equal to ½ cent of the property tax rate dedicated to debt service) is proposed for transfer to the General Fund. In addition, 0.1¢ dedicated to the Pay-As-You-Go Fund is also proposed for transfer to the General Fund.

HIGHLIGHTS OF THE FY10-14 CIP

The five-year FY10-14 CIP totals \$2,858,573,362, a 15.0% decrease from the FY2009-2013 CIP. The decrease totals \$505.4 million and is due to decreases in CATS (\$367.2 million), Aviation (\$132.6 million), and Roads (\$117.1 million). These decreases are partially offset by an increase in Water and Sewer of \$145.4 million.

General Government

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

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

- Debt capacity: 6.87¢ of the property tax rate, with 0.5¢ transferred to the General Fund
- Pay-As-You-Go: 1.41¢ of the property tax rate, with 0.1¢ transferred to the General Fund
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance (In FY10 funding of \$16.0 million is reserved for possible state actions and one-time capital equipment purchases)
- Capital Fund balances
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$494.9 million. Funding highlights of the program are as follows:

Housing and Neighborhoods

- \$72.2 million for housing programs
- \$59.0 million for neighborhood improvements
- \$22.5 million for sidewalks
- \$15.5 million for affordable housing
- \$10.0 million for area plan improvements

Transportation

- \$44.6 million for farm-to-market roads
- \$22.3 million for Statesville Road widening (Starita to Keith)
- \$15.0 million for Brevard and Stonewall Streets improvements
- \$13.0 million for Beatties Ford Road widening (Capps Hill Mine to Sunset)
- \$8.0 million for Idlewild Road widening (Piney Grove to Margaret Wallace)
- \$5.5 million for Brevard and Eighth Street improvements

FY2010-2014 Capital Investment Plan

Economic Development

- \$10.5 million reserved for economic development initiatives
- \$10.0 million for business corridor revitalization strategy
- \$9.5 million for redevelopment of North Tryon Street
- \$8.0 million for streetcar planning and design

Environment

- \$5.1 million for environmental services and tree canopy protection

Facility Investments

- \$23.7 million for building and roof maintenance
- \$10.0 million for consolidated fire headquarters
- \$10.0 million for technology investments
- \$7.0 million for Eastland fire station
- \$6.0 million for Providence police 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 \$191.3 million and is fully financed through storm water fees. Major projects include:

- \$63.6 million for flood control projects in neighborhood water basins
- \$58.0 million for storm water repairs
- \$10.3 million for pollution control projects
- \$10.0 million for minor storm water projects

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 \$285.5 million and is fully financed through the half-cent sales tax and federal and state capital grants.

Major projects include:

- \$161.9 million for the future corridor planning and construction
- \$53.2 million for bus and STS vehicle replacements
- \$14.2 million for a multimodal station
- \$12.7 million for preventative maintenance

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 \$1.1 billion and is fully financed from water and sewer fees.

Major projects include:

- \$187.0 million for Long Creek wastewater treatment plant
- \$115.3 million for Sugar Creek wastewater treatment plant expansion
- \$107.8 million for water and sewer line rehabilitation
- \$60.0 million for water and sewer annexation projects
- \$56.1 million for northeast water transmission main

Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$770.1 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants.

Major projects include:

- \$250.0 million for terminal lobby expansion
- \$74.5 million for rental car facility relocation
- \$48.0 million for airport entrance road connection
- \$43.8 million for third parallel runway (remaining appropriations)

FY2010-2014 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 FY10-14 Capital Investment Plan was developed within the context of the City's Corporate Scorecard objectives of:

- Neighborhoods
- Provide transportation choices
- Safeguard the environment
- Strengthen and promote economic opportunity
- Develop collaborative solutions
- Invest in infrastructure
- Maintain the AAA credit rating

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

Initial planning for the CIP began in the fall 2008 with a review of the Capital Investment Plan process. In December 2008 Council was presented a report entitled "Budget Update and Capital Investment Plan Options" in response to economic conditions. During January and February the Mid-Year CIP Status Report was completed and presented to City Council at their Annual Retreat. Also during January, Key Businesses completed and submitted CIP requests for the FY2010-2014 CIP. Between February and April 8, 2009, several internal collaborative meetings were held to develop capital program recommendations.

Process Components

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

FY2010-2014 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**

FY2010-2014 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 Alcohol Beverage Control Commission (ABC) profits, beer and wine license revenues.
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.

FY2010-2014 Capital Investment Plan

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

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

Existing General Government Bond Status

- The Capital program includes \$1,050,000 in prior Street Bonds. These bonds include \$500,000 from project savings (identified in the FY2009 mid-year report) and programmed for railroad safety improvements. The remaining \$550,000 in prior bonds is for the Old Convention Center redevelopment agreement.
- The Capital program includes \$70,400,000 in 2008 Street Bonds, which are programmed in FY2010 and FY2011.
- The FY10-14 CIP also includes \$11.3 million in authorized Certificates of Participation (COPs) for public safety digital communications and fire station (Eastland) construction.

New General Government Bond Status

- The FY10-14 CIP includes \$181.1 million for a proposed bond referendum in November 2010. The bonds are as follows:
 - \$139.1 million in Street Bonds
 - \$32.0 million in Neighborhood Improvements Bonds (see page 160 for specific neighborhoods funded through these bonds)
 - \$10.0 million in Affordable Housing Bonds
- The FY10-14 CIP also includes \$24.0 million in proposed Certificates of Participation financing as follows:
 - \$6.0 million for Providence Police Station
 - \$7.5 million for Consolidated Fire Headquarters (an additional \$2.5 million is budgeted in the Pay-As-You-Go Fund)
 - \$10.5 million for Reserve for Economic Development Initiatives
- At City Council's Annual Retreat in February 2009, additional debt capacity of \$50.0 million was identified. The budget recommends transferring this capacity from the Debt Service Fund to the General Fund. The \$50.0 million in capacity is equal to 0.5¢ of the property tax rate.
- A summary of the 2010 Bond Referendum follows on the next page.

FY2010-2014 Capital Investment Plan

Preliminary Bonds and COPs Schedule

	Approved	Proposed	
<u>Housing and Neighborhood Development</u>	<u>2010 Bond</u>	<u>2010 Bond</u>	<u>Difference</u>
Neighborhood Improvements	\$25.0	\$25.0	\$0.0
Neighborhood Improvements - Boulevard Homes	0.0	7.0	7.0
Affordable Housing	10.0	10.0	0.0
Area Plan Projects	5.0	5.0	0.0
Traffic Calming Program	3.0	3.0	0.0
Pedestrian and Traffic Safety Program	2.0	2.0	0.0
Sidewalk Construction Program	15.0	15.0	0.0
Total	\$60.0	\$67.0	\$7.0

Transportation

Bridge Program	2.0	2.0	0.0
Farm-to-Market Road Improvement Program:			
- Oakdale Road Improvements	5.5	8.0	2.5
- Robinson Church Road - Planning/Design	2.5	2.5	0.0
- Johnston-Oehler Road Improvements	14.3	14.3	0.0
- Tyvola Road Improvements	1.5	1.5	0.0
Minor Roadway Improvement Program	1.5	1.5	0.0
Intersection Improvement Projects:			
- Ballantyne Commons/Elm Lane	4.0	7.2	3.2
- Freeland/South Boulevard	5.0	0.0	-5.0
- Scaleybark/South Boulevard	0.0	2.0	2.0
Public-Private Participation Program	3.0	6.0	3.0
Thoroughfare and Street Projects:			
- Unprogrammed (Auten Road)	5.0	0.0	-5.0
- Beatties Ford Rd (Capps Hill Mine to Sunset)	13.0	13.0	0.0
- Brevard and Eighth Street Improvements	0.0	5.5	5.5
- Idlewild Rd (Piney Grove to Margaret Wallace)	6.0	8.0	2.0
State Highway Participation Program	3.0	3.0	0.0
Street Connectivity Program	4.0	4.0	0.0
Traffic Control Devices Upgrade Program	4.0	4.0	0.0
Traffic Flow Enhancement (coordinated signals)	5.0	5.0	0.0
Bicycle Program	2.0	2.0	0.0
City Center Transportation Implementation	4.0	4.0	0.0
NE Corridor: Access Improvements	0.0	6.5	6.5
NE Corridor: Sugar Creek Alignment	24.3	0.0	-24.3
Total	\$109.6	\$100.0	-\$9.6

Economic Development

Business Corridor/Pedscape Infrastructure	4.6	4.6	0.0
North Tryon Redevelopment*	0.0	9.5	9.5
Total	\$4.6	\$14.1	\$9.5

Total 2010 Bond Referendum

\$174.2 \$181.1 \$6.9

	Approved	Proposed	
<u>Facilities and ED Reserve</u>	<u>COPs</u>	<u>COPs</u>	<u>Difference</u>
Eastland Fire Station	6.0	7.0	1.0
Providence Police Station	0.0	6.0	6.0
Consolidated Fire Headquarters	0.0	7.5	7.5
Radio System	4.3	4.3	0.0
Reserve for Economic Development Initiatives	20.0	10.5	-9.5
Total Certificates of Participation	\$30.3	\$35.3	\$5.0
Total Program	\$204.5	\$216.4	\$11.9

■ = changes

* Funded from Reserve for Economic Development Initiatives

FY2010-2014 Capital Investment Plan

Neighborhood Improvement Program (NIP)

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

1. Health and safety
2. Leverage opportunity
3. Cost effectiveness
4. Quality of life status
5. Residential future
6. Neighborhood request
7. Geography

PROPOSED NEIGHBORHOOD IMPROVEMENT PROJECTS – 2010

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

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

FY2010-2014 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.

FY10 Pay-As-You-Go and current revenues increased by \$24.3 million (34.0% increase) compared with FY09 revenues. The reason for this increase is inclusion of \$44.8 million in land sales from the I-277 Interchange project. These revenues are budgeted for Payment to the Hall of Fame Fund, Brevard and Stonewall Streets construction, and projects to be programmed.

Below is a summary of the FY10 Pay-As-You-Go revenues:

- \$44.8 million from I-277 land sales
- \$23.8 million from Auto and Sales Taxes
- \$10.4 million from PAYG Property Tax
- \$6.8 million from Vehicle Rental Tax
- \$8.0 million from General Capital fund balance
- \$1.1 million from Pay-As-You-Go fund balance
- \$.7 million from interest income

The Pay-As-You-Go Fund property tax rate for FY10 is recommended at 1.41¢, a decrease of 0.1¢ from FY09.

Major projects funded by Pay-As-You-Go in FY10:

- \$44.8 million in I-277 land sales projects, including Brevard and Stonewall Street Improvements
- \$18.4 million for the City's Maintenance of Effort Contribution to the Metropolitan Transit Commission
- \$8.0 million for Streetcar Planning and Design
- \$6.8 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$4.6 million for Innovative Housing
- \$4.5 million for Building and Roof Maintenance

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

FY2010-2014 Capital Investment Plan

Preliminary Pay-As-You-Go Schedule

PROJECT TITLE	Revised FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Pay-As-You-Go Revenues							
Property Tax	\$10,825,677	\$10,411,384	\$10,498,536	\$10,589,757	\$10,655,346	\$10,699,312	\$52,854,335
Property Tax - Synthetic TIF	47,705	89,174	121,076	171,242	199,155	222,418	803,065
PAYG Fund - Interest Income	540,000	713,000	800,000	900,000	900,000	900,000	4,213,000
Sales Tax	11,749,867	11,311,887	11,594,684	12,058,472	12,540,810	13,042,443	60,548,296
Auto Tax	12,253,158	12,500,000	12,625,000	12,751,250	12,877,500	13,003,750	63,757,500
Vehicle Rental Tax *	8,833,705	6,764,782	7,069,197	7,387,311	7,719,740	8,067,128	37,008,158
Capital Reserve	7,600,000						
Capital Fund Balance	4,265,085	8,000,000	2,500,000				10,500,000
Pay-As-You-Go Balance	1,293,994	1,115,888	596,693	4,089,863	164,795	44,642	6,011,881
Sale of Land (I-277 Ramps)	14,000,000	44,770,000	10,775,000				55,545,000
Sale of Land (Central Yard)				2,000,000			2,000,000
TOTAL REVENUES	\$71,409,191	\$95,676,115	\$56,580,186	\$49,947,895	\$45,057,346	\$45,979,693	\$293,241,235
EXPENDITURES							
Contribution to MTC (MOE) **	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$92,000,000
<u>Vehicle Rental Tax Projects:</u>							
- Contribution to Cultural	6,445,071	4,935,585	5,157,686	5,389,782	5,632,322	5,885,777	27,001,152
- County/Towns Share	777,366	595,301	622,089	650,083	679,337	709,907	3,256,718
- Road Planning/Design/ROW	1,611,268	1,233,896	1,289,422	1,347,446	1,408,081	1,471,443	6,750,288
Synthetic TIF Projects	42,935	80,256	104,872	145,924	166,948	183,789	681,789
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Innovative Housing ***	5,196,337	4,649,863	4,669,903	4,753,446	4,859,444	4,967,563	23,900,219
HOME Grant Match	641,214	641,214	641,214	641,214	641,214	641,214	3,206,070
In Rem Remedy	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000
<u>I-277 Interchange Projects:</u>							
- Payment to Hall of Fame Fund****		21,600,000					21,600,000
- Reimburse Loan from Debt Service			6,000,000				6,000,000
- Reimburse State of NC *****			4,775,000				4,775,000
- Brevard Street Improvements	1,500,000	8,500,000					8,500,000
- Stonewall Street Improvements	500,000	6,500,000					6,500,000
- To Be Programmed	9,770,000	8,170,000					8,170,000
- 1-277/Caldwell Street Interchange	2,230,000						
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000
NE Corridor - Sugar Creek Alignment	1,000,000						
Streetcar Planning and Design		8,000,000					8,000,000
Eastland Fire Station	300,000						
Business Corridor Revitalization	6,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Business Grant Program	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Environmental Services Program	1,050,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Tree Canopy Program	420,000	420,000	420,000	420,000	420,000	420,000	2,100,000
Building Maintenance	3,300,000	3,300,000	3,300,000	3,350,000	3,500,000	3,600,000	17,050,000
Roof Replacement Program	1,200,000	1,200,000	1,200,000	1,300,000	1,400,000	1,500,000	6,600,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Maintenance	600,000	600,000	650,000	700,000	700,000	750,000	3,400,000
Government Center Re-Caulking				6,000,000			6,000,000
Consolidated Fire Headquarters			2,500,000				2,500,000
Fire Station Renovations	450,000				400,000	600,000	1,000,000
Police Metro Station	820,000						
Police Eastland Station Upfit	1,000,000						
Annexation Station - Miranda (Land)	680,000						
Sweden Road Yard - Land	3,125,000						
Landscape and Median Renovation	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
TOTAL EXPENDITURES	\$71,409,191	\$95,676,115	\$56,580,186	\$49,947,895	\$45,057,346	\$45,979,693	\$293,241,235

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

** Maintenance of Effort (MOE)

*** Does not include \$225,000 annually in program income.

**** Adjusted to include interest payments.

***** On March 23, 2009 Council approved an agreement with NCDOT which reduced the reimbursement requirement.

FY2010-2014 Capital Investment Plan

Preliminary Public Art Schedule

<u>Project Title</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>TOTAL</u>
Neighborhood Improvements - Streetscape*	\$1,000,000	\$1,700,000	\$700,000	\$900,000	\$900,000	\$5,200,000
Eastland - Infrastructure	760,000					760,000
Area Plan Projects	2,500,000	2,500,000	2,500,000	2,500,000		10,000,000
Pedestrian and Traffic Safety		1,000,000	1,000,000			2,000,000
Northeast Corridor: Access Improvements		650,000				650,000
Business Corridor/Pedscape Infrastructure	2,300,000	2,300,000	2,300,000			6,900,000
Business Grant Program - Facades	200,000	200,000	200,000	200,000	200,000	1,000,000
North Tryon Redevelopment		9,500,000				9,500,000
Consolidated Fire Headquarters		5,000,000				5,000,000
Eastland Fire Station	4,200,000					4,200,000
Police Providence Station		3,400,000				3,400,000
TOTAL	\$10,960,000	\$26,250,000	\$6,700,000	\$3,600,000	\$1,100,000	\$48,610,000

FY10-14 General Art Allocations

Neighborhood Improvements - Streetscape*	10,000	17,000	7,000	9,000	9,000	52,000
Eastland - Infrastructure	7,600					7,600
Area Plan Projects	25,000	25,000	25,000	25,000		100,000
Pedestrian and Traffic Safety		10,000	10,000			20,000
Northeast Corridor: Access Improvements		6,500				6,500
Business Corridor/Pedscape Infrastructure	23,000	23,000	23,000	23,000		92,000
Business Grant Program - Facades	2,000	2,000	2,000	2,000	2,000	10,000
North Tryon Redevelopment		95,000				95,000
Consolidated Fire Headquarters		50,000				50,000
Eastland Fire Station	42,000					42,000
Police Providence Station		34,000				34,000
TOTAL	109,600.00	262,500.00	67,000.00	59,000.00	11,000.00	509,100.00

REVENUES

Neighborhood Improvement Bonds	17,600	17,000	7,000	9,000	9,000	59,600
Street Bonds	48,000	159,500	58,000	48,000		313,500
Pay-As-You-Go Fund	2,000	27,000	2,000	2,000	2,000	35,000
Certificates of Participation	42,000	59,000				101,000
TOTAL	\$109,600	\$262,500	\$67,000	\$59,000	\$11,000	\$509,100

Water and Sewer estimated FY10-14 public art funding is \$130,000.

Aviation public art funding is calculated at year-end. Aviation public art funding in FY09 is estimated at \$448,750.

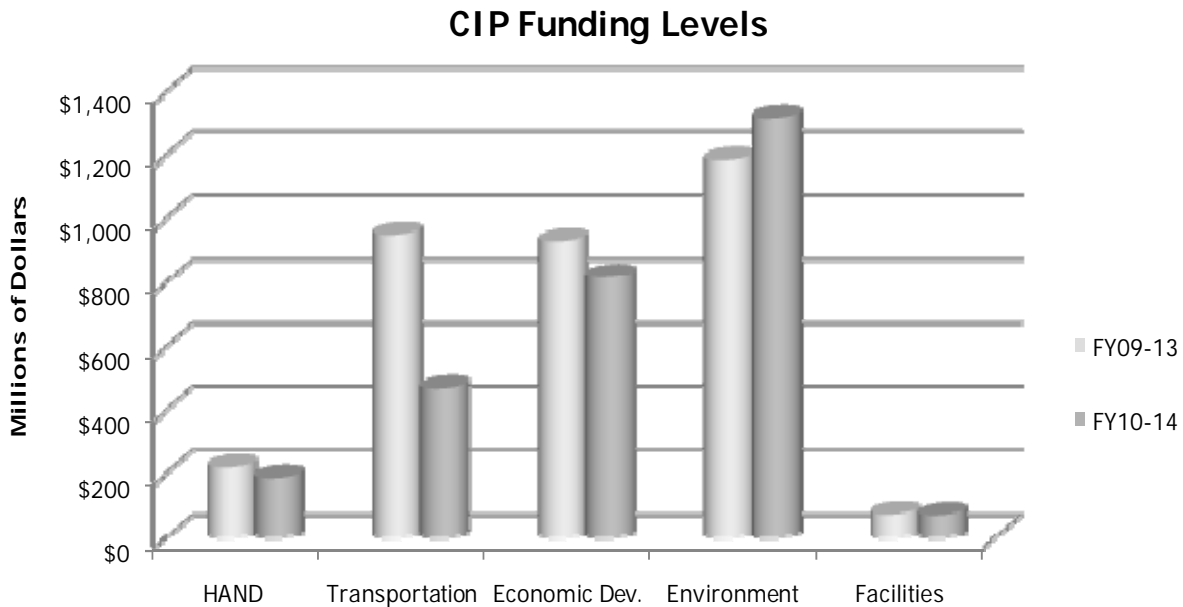
* includes Boulevard Homes

FY2010-2014 Capital Investment Plan

CAPITAL INVESTMENT PLAN OVERVIEW

- Housing and Neighborhood Development:** Funding is decreasing by \$33.3 million, or -15.1%. This decrease is due to appropriation of 2008 bonds for affordable housing, neighborhood improvements, and sidewalks in the FY09-13 CIP reducing future appropriations to these projects.
- Transportation:** Funding is decreasing by \$484.3 million, or -50.9%. This decrease is due to a reduction of \$117.1 million, or -39.3%, for Roads because of 2006 and 2008 prior year bond appropriations. This decrease is complimented by a \$367.2 million reduction, -56.3%, in CATS mainly due to a slowdown in capital investments because of the economy.
- Economic Development:** Funding is decreasing by \$111.5 million, or -12.0%. This decrease is due to a \$132.6 million reduction, or -14.7%, in Aviation primarily due to completion of major appropriations for the Third Parallel Runway. This decrease is partially offset by a \$21.1 million increase in Economic Development due to programming for Reserve for Economic Development Initiatives, Streetcar Planning and Design, and North Tryon Redevelopment.
- Environment:** Funding is increasing by \$126.9, or 10.7%. This change is due to a \$145.4 million increase, 15.0%, in Water and Sewer to address infrastructure needs. This increase is partially offset by a \$20.2 million decrease, -9.6%, in Storm Water.
- Facility Investments:** Funding is decreasing by \$3.2 million, or -4.1%.

The next two pages provide a comparison of the FY09-13 CIP to the Preliminary FY10-14 CIP and provides a summary for each program area.



FY2010-2014 Capital Investment Plan

This section provides comparative information regarding changes for each program area from FY09-13 CIP to Preliminary FY10-14 CIP.

Housing and Neighborhood Development

- The Housing Program decreases \$8.3 million, or –8.7%, due to prior year appropriations of 2008 bonds for affordable housing. The CDBG and HOME grants are projected to receive the same levels of funding as the current year. The Innovative Housing program is decreased \$546,000. The 2010 bond referendum proposes \$10.0 million for affordable housing, of which \$5.0 million would be earmarked for the Hope VI Boulevard Homes project, if approved.
- The Neighborhood Improvement Program decreases \$24.9 million, or –20.1%, due to prior year appropriations of 2008 bonds, including funding for Eastland Infrastructure and Double Oaks Infrastructure. The 2010 bond referendum proposes \$32.0 million for neighborhood investments, which includes \$7.0 million for infrastructure as part of the City's contribution for the Hope VI Boulevard Homes project.

Transportation

- The Roads Program is decreasing \$117.1 million, or -39.3%. due to prior year appropriations of 2006 and 2008 bonds. The program is based on Transportation Action Plan priorities. The program has been adjusted for changing conditions and includes 10 modifications: five modifications are for increased funding due to better cost information, three modifications are for eliminated funding due to reprogramming funds, and two modifications are for new projects: Brevard and Eighth Street and Scaleybark/South Boulevard Intersection. These changes are summarized on page 167. The 2010 referendum includes \$139.1 million for Street Improvements.
- The Charlotte Area Transit System (CATS) Program is decreasing \$367.2 million, or –56.3%. This decrease is due to completed funding for the south corridor and a slowdown in capital investments due to the economy. Despite the drop in funding, the program includes \$155.5 million for future corridor planning and construction and \$53.2 million for bus and STS vehicle replacement.

Economic Development

- The Economic Development Program is increasing by \$21.1 million, or 78.2%. This increase is due to programming for Reserve for Economic Development Initiatives (\$10.5 million in COPs), Streetcar Planning and Design (\$8.0 million from General Capital fund balance), and North Tryon Redevelopment (\$9.5 million in 2010 Street Bonds and transferred from the original \$20.0 million in Reserve for Economic Development Initiatives).
- Aviation is decreasing by \$132.6 million, or –14.7%. This decrease is primarily due to completion of major appropriations for the Third Parallel Runway. Despite this decrease the program includes \$250.0 million for expansion to the Terminal Lobby and \$74.5 million for relocation of the car rental facility.

Environment

- The Environmental Services Program totals \$5.1 million over five years. FY10 funding totals \$1.0 million and includes on-going monitoring of underground fuel storage tanks, monitoring and testing of closed landfills at York and Statesville Roads, Phase I and II environmental assessments for buildings and roads. The FY10 appropriation also includes \$420,000 for the tree canopy program, including tree removal and cankerworm banding.

FY2009-2013 Capital Investment Plan

(Program areas continued)

- The Storm Water Program is decreasing by \$20.2 million, or -9.6%. The program includes \$63.6 million for flood control projects in neighborhoods and \$58.0 million for repairs on private and public rights-of-way. The program also includes two new projects: \$10.0 million for the Post Construction Controls Program and \$10.0 million for the Stream Mitigation Bank. Both of these programs are supported through development fees.
- The Water and Sewer Program is increasing \$145.4 million, or 15.0%, to address infrastructure needs. Major projects include: \$187.0 million for Long Creek wastewater treatment plant, \$115.3 million for Sugar Creek wastewater treatment plant expansion, \$107.8 million for water and sewer line rehabilitation, and \$60.0 million for water and sewer annexation projects.

Facility Investments

- The Facility Investments Program is decreasing \$3.2 million, or -4.1%. The FY10 program funds ongoing maintenance and renovation projects and programs at FY09 funding levels. New and amended projects are:
 - \$1.0 million (COPs) in supplemental funding for Eastland fire station. This funding is needed for additional fill to level the site (\$600,000) and construction of a retaining wall (\$300,000). The total project budget is \$7.7 million, of which \$7.0 million is included in the capital program in FY10.
 - \$10.0 million for a Consolidated Fire Headquarters. This funding is scheduled over two years: FY10 totals \$5.0 million (COPs) and includes site acquisition, demolition, and architecture costs. FY11 totals \$5.0 million (\$2.5 million in COPs and \$2.5 million in General Capital fund balance) and includes renovations.
 - \$6.0 million (COPs) for a new police station in the Providence response area. This station compliments the Law Enforcement Center vision of constructing facilities to accommodate growth needs.

FY2010-2014 Capital Investment Plan

AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

This section provides a description of projects that have been amended or are new to the Preliminary FY10-14 Capital Investment Plan.

Amended Projects

- **Road Projects** - This is a planning year with respect to programming capital projects for the November 2010 Bond Referendum. Road projects proposed for inclusion in the 2010 Bond Referendum have not changed appreciably; nonetheless, as planning and design work is completed better cost information becomes available. Changes in the road program are highlighted below:
 - Oakdale Road: funding has increased \$2.5 million to \$8.0 million
 - Ballantyne Commons/Elm Lane Intersection: funding has increased \$3.2 million to \$7.2 million
 - Freeland/South Boulevard Intersection: project to be funded from Public-Private Participation
 - Scaleybark/South Boulevard Intersection: new project included at \$2.0 million
 - Public-Private Participation: funding has increased \$3.0 million to \$6.0 million
 - Unprogrammed (Auten Road): funding of \$5.0 million has been re-programmed
 - Brevard and Eighth Street: new project included at \$5.5 million
 - Idlewild Road: funding has increased \$2.0 million to \$8.0 million
 - NE Corridor Access Improvements: funding of \$6.5 million is added to the program
 - NE Corridor Sugar Creek Alignment: project has been eliminated from program
- **Reserve for Economic Development Initiatives** - This project was included in the FY09-13 CIP at \$20 million reserved from debt capacity. North Tryon Redevelopment is included in the FY10-14 CIP at \$9.5 million from this reserve. The remaining \$10.5 million is programmed, but undesignated, over the five years with financing from Certificates of Participation.
- **Tree Canopy Program** - This project was transferred from Facilities Investments to the Environment focus area. The project remains funded at \$420,000 annually for tree removal and cankerworm banding.
- **Eastland Fire Station** - Total project cost has increased \$1.0 million to \$7.7 million. The cost increase is based on site requirements and the need for significant fill to increase the elevation of the site. \$7.0 million is included in the capital program in FY10. \$0.7 million was appropriated in FY09.

New Projects

- **Boulevard Homes** - This project is part of the City's participation in a HOPE VI grant application to redevelop Boulevard Homes. The funding is for infrastructure improvements such as sidewalks, roads, and drainage. The funding totals \$7.0 million and is proposed for inclusion in the 2010 Bond Referendum as Neighborhood Improvements.
- **Shopton Road West** - On January 26, 2009 City Council approved a Municipal Agreement with the North Carolina Department of Transportation whereby NCDOT agreed to reimburse the City for road work on Shopton Road West. This reimbursement is included in the capital program in FY10 at \$1.2 million.

FY2010-2014 Capital Investment Plan

New Projects continued

- **North Tryon Redevelopment** - This project provides public improvements along North Tryon from Dalton Avenue to 30th Street. These improvements include curb and gutter, setback of utilities, streetscape, bike lanes, pedestrian crossings and wider sidewalks. This area was reviewed by the Warren Study, which identified improvements along North Tryon from Brookshire to Sugar Creek. The project provides improvements in a targeted area that spans about one mile. The goal of the project is to stimulate private investments. The CIP includes \$9.5 million in the 2010 Bond Referendum for North Tryon Redevelopment. This funding is from the \$20.0 million included in the FY09-13 CIP as Reserve for Economic Development Initiatives.
- **Streetcar Planning and Design** - This project is under review by the Charlotte Streetcar Advisory Committee. The project is envisioned as a \$457 million, 25-year effort that spans the east/west corridor from Eastland to Beatties Ford Road. It is anticipated that the project would encourage development along the corridor (estimated at \$800 million to \$1.7 billion) and greater population densities. Funding for planning and design would position the project for potential grant funding.
- **Consolidated Fire Headquarters** - This project provides for acquisition of property, demolition of existing structures, and renovations to accommodate Fire Administration and Prevention. The funding totals \$10.0 million and is proposed to be financed from \$7.5 million in Certificates of Participation and \$2.5 million from General CIP Fund Balance. The project is scheduled over two fiscal years: FY10 and FY11. FY10 funding of \$5.0 million is for acquisition of the site, demolition of existing structures, and contract with an architect. FY11 funding of \$5.0 million is for renovation/construction. Fire Administration is currently located on Ninth Street in a leased facility. Fire Prevention is located on Beaumont Avenue and the site could be sold to partially fund renovations.
- **Providence Police Station** - This project provides for a permanent police station in the Providence Division. The facility would function much like the West Service Center and Metro Station on Beatties Ford Road. When the Law Enforcement Center was built on East Trade Street the vision was to construct additional facilities to house police operations to accommodate growth. The facility is funded at \$6.0 million and is proposed for funding from Certificates of Participation.

FY2010-2014 Capital Investment Plan

Program Category	FY2010	FY2011	FY2012	FY2013	FY2014	FY10-14 CIP	%	FY09-13 CIP
HOUSING AND NEIGHBORHOOD DEVELOPMENT								
Housing	\$19,404,227	\$19,424,267	\$19,507,810	\$14,613,808	\$14,721,927	\$87,672,039	-8.7%	96,036,305
Neighborhoods	28,550,000	29,200,000	19,200,000	12,700,000	9,200,000	98,850,000	-20.1%	123,750,000
Total Housing and Neighborhood Development	\$47,954,227	\$48,624,267	\$38,707,810	\$27,313,808	\$23,921,927	\$186,522,039	-15.1%	\$219,786,305
TRANSPORTATION								
Roads	\$60,133,896	\$78,989,422	\$37,947,446	\$1,958,081	\$2,021,443	\$181,050,288	-39.3%	298,137,734
Charlotte Area Transit	59,339,753	48,994,622	48,728,229	61,899,297	66,517,081	\$285,478,982	-56.3%	652,682,209
Total Transportation	\$119,473,649	\$127,984,044	\$86,675,675	\$63,857,378	\$68,538,524	\$466,529,270	-50.9%	\$950,819,943
ECONOMIC DEVELOPMENT								
Economic Development	\$15,830,256	\$16,304,872	\$6,845,924	\$4,566,948	\$4,583,789	\$48,131,789	78.2%	27,013,355
Aviation	174,541,679	211,688,442	202,337,937	112,228,166	69,286,000	770,082,224	-14.7%	902,685,729
Total Economic Development	\$190,371,935	\$227,993,314	\$209,183,861	\$116,795,114	\$73,869,789	\$818,214,013	-12.0%	\$929,699,084
ENVIRONMENT								
Environmental Services	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$5,100,000	47.8%	\$3,450,000
Storm Water	32,000,000	43,500,000	38,800,000	34,000,000	43,000,000	191,300,000	-9.6%	211,500,000
Water	111,066,000	58,925,000	103,052,000	70,787,000	66,142,000	409,972,000	38.2%	296,716,050
Sewer	275,470,000	247,075,000	38,710,000	66,150,000	79,458,100	706,863,100	4.8%	674,708,100
Total Environment	\$419,556,000	\$350,520,000	\$181,582,000	\$171,957,000	\$189,620,100	\$1,313,235,100	10.7%	\$1,186,374,150
FACILITY INVESTMENTS	\$26,522,940	\$16,100,000	\$13,900,000	\$8,550,000	\$9,000,000	\$74,072,940	-4.1%	\$77,267,940
TOTAL PROGRAM	\$803,878,751	\$771,221,625	\$530,049,346	\$388,473,300	\$364,950,340	\$2,858,573,362	-15.0%	\$3,363,947,422
GENERAL GOVERNMENT	\$151,461,319	\$161,038,561	\$98,421,180	\$43,408,837	\$40,547,159	\$494,877,056	-20.9%	\$625,655,334

FY2010-2014 Capital Investment Plan

Preliminary Program Revenues Schedule

<u>Program Category</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>TOTAL</u>
GENERAL GOVERNMENT REVENUES SUMMARY						
BONDS						
Prior Street Bonds	\$1,050,000					\$1,050,000
2008 Street Bonds	54,700,000	15,700,000				70,400,000
2010 Street Bonds - TBA		85,250,000	50,350,000	3,500,000		139,100,000
2008 Neighborhood Bonds	17,600,000	10,000,000				27,600,000
2010 Neighborhood Bonds - TBA		7,000,000	7,000,000	9,000,000	9,000,000	32,000,000
2008 Housing Bonds	5,000,000					5,000,000
2010 Housing Bonds - TBA		5,000,000	5,000,000			10,000,000
COPs - Radio System - Authorized	4,272,940					4,272,940
COPs - Eastland Fire Station - Authorized	7,000,000					7,000,000
COPs - Providence Police Station - TBA	2,600,000	3,400,000				6,000,000
COPs - Consolidate Fire Headquarters - TBA	5,000,000	2,500,000				7,500,000
COPs - Reserved for ED Initiatives - TBA	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,500,000
Total Bonds	\$99,722,940	\$130,850,000	\$64,350,000	\$14,500,000	\$11,000,000	\$320,422,940
TAXES						
Property Tax	10,411,384	10,498,536	10,589,757	10,655,346	10,699,312	52,854,335
Property Tax - Synthetic TIF	89,174	121,076	171,242	199,155	222,418	803,065
Interest Income	713,000	800,000	900,000	900,000	900,000	4,213,000
Sales Tax	6,376,302	6,436,998	6,668,690	6,908,488	7,156,666	33,547,144
Auto Tax	269,481	672,108	1,088,478	1,517,903	1,960,971	5,508,941
General Capital Fund Balance	8,000,000	2,500,000				10,500,000
Pay-As-You-Go Fund Balance	1,115,888	596,693	4,089,863	164,795	44,642	6,011,881
Total Taxes	\$26,975,229	\$21,625,411	\$23,508,030	\$20,345,687	\$20,984,009	\$113,438,366
GRANTS						
Community Dev Block Grant	4,647,877	4,647,877	4,647,877	4,647,877	4,647,877	23,239,385
Community Dev HOME Grant	2,590,273	2,590,273	2,590,273	2,590,273	2,590,273	12,951,365
NCDOT	1,200,000					1,200,000
Total Grants	\$8,438,150	\$7,238,150	\$7,238,150	\$7,238,150	\$7,238,150	\$37,390,750
FUND BALANCES, LOAN REPAYMENTS AND OTHER						
Innovative Housing Income	225,000	225,000	225,000	225,000	225,000	1,125,000
CDBG Program Income	500,000	500,000	500,000	500,000	500,000	2,500,000
HOME Program Income	500,000	500,000	500,000	500,000	500,000	2,500,000
Affordable Housing Income	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Land (I-277 Interchange)	15,000,000					15,000,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
Total Fund Balances, Loan Repayments and Other	\$16,325,000	\$1,325,000	\$3,325,000	\$1,325,000	\$1,325,000	\$23,625,000
TOTAL GENERAL GOVERNMENT REVENUES	\$151,461,319	\$161,038,561	\$98,421,180	\$43,408,837	\$40,547,159	\$494,877,056

FY2010-2014 Capital Investment Plan

<u>Program Category</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>TOTAL</u>
ENTERPRISE FUNDS REVENUES SUMMARY						
STORM WATER						
Storm Water Revenue Bonds		14,500,000	8,800,000	3,000,000	11,000,000	37,300,000
Storm Water Pay-As-You-Go	26,600,000	25,000,000	26,000,000	27,000,000	28,000,000	132,600,000
Storm Water Fund Balance	1,400,000					1,400,000
Storm Water Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Total Storm Water	\$32,000,000	\$43,500,000	\$38,800,000	\$34,000,000	\$43,000,000	\$191,300,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	30,909,250	24,903,647	26,161,203	33,904,222	36,360,236	152,238,558
Federal Congestion Mitigation & Air Quality Grant	2,104,000	2,520,000	3,520,000	920,000	920,000	9,984,000
Homeland Security Grant	400,000	1,100,000	1,200,000	1,300,000	1,350,000	5,350,000
NCDOT Transit Grants	14,292,912	6,680,993	6,690,304	11,569,449	12,329,303	51,562,961
CATS Operating Budget Contribution	11,633,591	13,789,982	11,156,722	14,205,626	15,557,542	66,343,463
Total CATS	\$59,339,753	\$48,994,622	\$48,728,229	\$61,899,297	\$66,517,081	\$285,478,982
WATER AND SEWER						
Water Revenue Bonds	101,051,000	38,390,000	82,702,000	47,687,000	42,692,000	312,522,000
Sewer Revenue Bonds	268,535,000	229,760,000	21,210,000	16,400,000	35,058,100	570,963,100
Water/Sewer Operating Fund	16,950,000	37,850,000	37,850,000	72,850,000	67,850,000	233,350,000
Total Water and Sewer	\$386,536,000	\$306,000,000	\$141,762,000	\$136,937,000	\$145,600,100	\$1,116,835,100
AVIATION						
Revenue Bonds	90,509,222	161,516,542	178,532,887	101,514,166	60,700,000	592,772,817
FAA Grants and Funding	52,520,457	44,233,200	16,379,450	2,300,000	2,300,000	117,733,107
Excluded Cost Centers	8,250,000	5,088,700	7,425,600	2,014,000	3,286,000	26,064,300
State Funding	1,700,000			6,400,000	3,000,000	11,100,000
City Bonds	4,000,000					4,000,000
Dept of Defense Funding	6,912,000					6,912,000
Pay-Go	10,650,000	850,000				11,500,000
Total Aviation	\$174,541,679	\$211,688,442	\$202,337,937	\$112,228,166	\$69,286,000	\$770,082,224
TOTAL CIP REVENUES	\$803,878,751	\$771,221,625	\$530,049,346	\$388,473,300	\$364,950,340	\$2,858,573,362

Note: TBA means To Be Authorized

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
Housing and Neighborhoods						
<u>Housing</u>						
Affordable Housing	\$5,100,000	\$5,100,000	\$5,100,000	\$100,000	\$100,000	\$15,500,000
Community Dev BLOCK GRANT	5,147,877	5,147,877	5,147,877	5,147,877	5,147,877	25,739,385
Community Dev HOME GRANT	3,731,487	3,731,487	3,731,487	3,731,487	3,731,487	18,657,435
Innovative Housing Program	4,874,863	4,894,903	4,978,446	5,084,444	5,192,563	25,025,219
In Rem Remedy	550,000	550,000	550,000	550,000	550,000	2,750,000
Total Housing	\$19,404,227	\$19,424,267	\$19,507,810	\$14,613,808	\$14,721,927	\$87,672,039
<u>Neighborhoods</u>						
Neighborhood Improvements	10,000,000	10,000,000	7,000,000	9,000,000	9,000,000	45,000,000
Neighborhood Improve. - Boulevard Homes		7,000,000				7,000,000
Eastland Infrastructure	7,600,000					7,600,000
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		10,000,000
Traffic Calming Program	750,000	1,000,000	1,000,000	1,000,000		3,750,000
Pedestrian and Traffic Safety Program		1,000,000	1,000,000			2,000,000
Sidewalk Program	7,500,000	7,500,000	7,500,000			22,500,000
Total Neighborhoods	\$28,550,000	\$29,200,000	\$19,200,000	\$12,700,000	\$9,200,000	\$98,850,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$47,954,227	\$48,624,267	\$38,707,810	\$27,313,808	\$23,921,927	\$186,522,039
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
2008 Street Bonds	10,750,000	2,500,000				13,250,000
2010 Street Bonds - To Be Authorized		9,500,000	12,000,000	3,500,000		25,000,000
2008 Neighborhood Bonds	17,600,000	10,000,000				27,600,000
2010 Neighborhood Bonds - TBA		7,000,000	7,000,000	9,000,000	9,000,000	32,000,000
2008 Affordable Housing Bonds	5,000,000					5,000,000
2010 Affordable Housing Bonds - TBA		5,000,000	5,000,000			10,000,000
Pay-As-You-Go Fund	6,041,077	6,061,117	6,144,660	6,250,658	6,358,777	30,856,289
Community Dev Block Grant	4,647,877	4,647,877	4,647,877	4,647,877	4,647,877	23,239,385
HOME Grant	2,590,273	2,590,273	2,590,273	2,590,273	2,590,273	12,951,365
Innovative Housing Program Income	225,000	225,000	225,000	225,000	225,000	1,125,000
Community Development Program Income	500,000	500,000	500,000	500,000	500,000	2,500,000
HOME Program Income	500,000	500,000	500,000	500,000	500,000	2,500,000
Affordable Housing Bonds Program Income	100,000	100,000	100,000	100,000	100,000	500,000
TOTAL REVENUES	\$47,954,227	\$48,624,267	\$38,707,810	\$27,313,808	\$23,921,927	\$186,522,039

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
TRANSPORTATION						
<u>Roads</u>						
Bridge Program	\$1,000,000	\$1,000,000	\$1,000,000			\$3,000,000
Farm-to-Market Road Improvement Program:						
Rea Road Upgrade (Colony Rd to NC 51)	5,100,000	13,200,000				18,300,000
Oakdale Road Improvements		8,000,000				8,000,000
Robinson Church Road Improvements		2,500,000				2,500,000
Johnston-Oehler Road Improvements		3,100,000	11,200,000			14,300,000
Tyvola Road (Yorkmont to Tryon)		1,500,000				1,500,000
Minor Roadway Improvement Program	750,000	750,000	750,000			2,250,000
Intersection Improvements Program:						
Ballantyne Commons/Elm Lane		7,200,000				7,200,000
Scaleybark/South Boulevard		2,000,000				2,000,000
Public-Private Participation Program	1,500,000	3,000,000	3,000,000			7,500,000
Thoroughfare and Street Projects:						
Beatties Ford (Capps Hill Mine to Sunset)		3,900,000	9,100,000			13,000,000
Brevard and Eighth Street Improvements		5,500,000				5,500,000
Idlewild Rd (Piney Grove-Margaret Wall.)		8,000,000				8,000,000
Statesville Rd Widening (Starita to Keith)	22,300,000					22,300,000
Center City Transportation Plan	2,500,000	2,000,000	2,000,000			6,500,000
NE Corridor: Access Improvements		6,500,000				6,500,000
State Highway Participation Program	1,500,000	1,500,000	1,500,000			4,500,000
Street Connectivity Program	2,000,000	2,000,000	2,000,000			6,000,000
Traffic Control Devices Upgrade Program	2,000,000	2,000,000	2,000,000			6,000,000
Traffic Flow Enhancement Program (arterial signal system coordination)	2,500,000	2,500,000	2,500,000			7,500,000
Bicycle Program		1,000,000	1,000,000			2,500,000
Railroad Crossing Improvements	500,000					500,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/ROW	1,233,896	1,289,422	1,347,446	1,408,081	1,471,443	6,750,288
Brevard Street Improvements	8,500,000					8,500,000
Stonewall Street Improvements	6,500,000					6,500,000
Shopton Road West	1,200,000					1,200,000
Total Roads	\$60,133,896	\$78,989,422	\$37,947,446	\$1,958,081	\$2,021,443	\$181,050,288
<u>Charlotte Area Transit System</u>						
Buses - Replacement	\$5,196,921	\$8,967,142	\$8,185,599	\$9,498,316	\$12,883,317	\$44,731,295
STS Vans - Replacement	531,563	1,840,455	1,991,545	1,966,003	2,108,280	8,437,846
Vanpool Vans - Replacement			387,500	156,162	284,090	827,752
Vanpool Vans - Expansion	284,090				537,631	821,721
Davidson BOD Facility Renovation/Expansion	6,442,578					6,442,578
Transit Centers	493,320	504,459	1,064,413			2,062,192
Park and Ride Lots	2,068,312	3,355,998	3,250,000			8,674,310
Bus Facility Improvements	2,523,749	395,516	620,175	763,080	765,645	5,068,165
Asset Maintenance	1,650,720	833,750	1,667,938	927,584	937,714	6,017,706
Preventive Maintenance	3,590,632	1,994,348	2,353,452	2,951,220	1,812,850	12,702,502
Rail and Rail Facilities	825,000	680,000	740,000	800,000	550,000	3,595,000
Service Vehicles				657,200	56,750	713,950
Revenue Management Equipment			580,000		280,000	860,000
Marketing Equipment					65,000	65,000
Safety & Security Equipment	909,050	1,100,000	1,200,000	1,300,000	1,357,500	5,866,550
Technology Improvements	608,050	601,328	487,607			1,696,985
Future corridor planning and construction	31,849,257	22,621,626	20,000,000	42,779,732	44,678,304	161,928,919
Charlotte Multimodal Station	2,166,511	6,000,000	6,000,000			14,166,511
Transit Bridge Program	200,000	100,000	200,000	100,000	200,000	800,000
Total Charlotte Area Transit	\$59,339,753	\$48,994,622	\$48,728,229	\$61,899,297	\$66,517,081	\$285,478,982
Total Transportation	\$119,473,649	\$127,984,044	\$86,675,675	\$63,857,378	\$68,538,524	\$466,529,270

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
TRANSPORTATION REVENUE SUMMARY						
Prior Street Bonds	\$500,000					\$500,000
2008 Street Bonds	41,650,000	13,200,000				54,850,000
2010 Street Bonds - To Be Authorized		63,950,000	36,050,000			100,000,000
Pay-As-You-Go Fund	1,783,896	1,839,422	1,897,446	1,958,081	2,021,443	9,500,288
NCDOT	1,200,000					1,200,000
Sale of Land (I-277 Interchange)	15,000,000					15,000,000
Federal Transit Grants	30,909,250	24,903,647	26,161,203	33,904,222	36,360,236	152,238,558
Federal Congestion/Air Quality Grant	2,104,000	2,520,000	3,520,000	920,000	920,000	9,984,000
Homeland Security Grant	400,000	1,100,000	1,200,000	1,300,000	1,350,000	5,350,000
NCDOT Transit Grants	14,292,912	6,680,993	6,690,304	11,569,449	12,329,303	51,562,961
CATS Operating Budget Contribution	11,633,591	13,789,982	11,156,722	14,205,626	15,557,542	66,343,463
TOTAL REVENUES	\$119,473,649	\$127,984,044	\$86,675,675	\$63,857,378	\$68,538,524	\$466,529,270

ECONOMIC DEVELOPMENT

Economic Development

Business Corridors/Pedscape Infrastructure	\$2,300,000	\$2,300,000	\$2,300,000			\$6,900,000
Business Grant Program	400,000	400,000	400,000	400,000	400,000	2,000,000
Business Corridor Revitalization Strategy	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Old Convention Center Redevelopment	550,000					550,000
North Tryon Redevelopment		9,500,000				9,500,000
Reserved for Economic Initiatives	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,500,000
Streetcar Planning and Design	8,000,000					8,000,000
Synthetic Tax Increment Financing (property taxes)	80,256	104,872	145,924	166,948	183,789	681,789
Total Economic Development	\$15,830,256	\$16,304,872	\$6,845,924	\$4,566,948	\$4,583,789	\$48,131,789

ECONOMIC DEVELOPMENT REVENUE SUMMARY

Prior Street Bonds	550,000					550,000
2008 Street Bonds	2,300,000					2,300,000
2010 Street Bonds - To Be Authorized		11,800,000	2,300,000			14,100,000
Pay-As-You-Go Fund	10,480,256	2,504,872	2,545,924	2,566,948	2,583,789	20,681,789
Certificates of Participation - TBA	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,500,000
TOTAL REVENUES	\$15,830,256	\$16,304,872	\$6,845,924	\$4,566,948	\$4,583,789	\$48,131,789

Aviation

Airfield Projects

Third Parallel Runway	\$43,759,496					\$43,759,496
Deicing Facility	20,985,000					20,985,000
Rehabilitation Runway 18R-36L		13,059,200	13,652,800			26,712,000
Wallace Neel Road Relocation	4,913,113					4,913,113
West Boulevard Relocation	7,300,000			6,400,000	3,000,000	16,700,000
Terminal Ramp Expansion (West)		428,400	5,119,800			5,548,200
Storm Drain Rehabilitation - Phase II	4,100,000					4,100,000
Total Airfield Projects	\$81,057,609	\$13,487,600	\$18,772,600	\$6,400,000	\$3,000,000	\$122,717,809

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
<u>Terminal Complex Projects</u>						
Concourse 'E' Enhancements and Expansions	1,100,000	13,905,000	13,144,000			28,149,000
Concourse 'E' Baggage Transfer Station	650,000	850,000				1,500,000
Concourse 'E' Jet Bridges		5,204,167	5,204,167	5,204,166		15,612,500
Communications Infrastructure	2,284,070	2,284,070	2,284,070			6,852,210
Renovate Baggage Claim Lobby	3,000,000					3,000,000
Terminal Building Expansion (West Side)		2,904,600	7,844,000			10,748,600
Consolidated Fuel Farm Expansion	7,000,000	3,700,000				10,700,000
Security Checkpoint 'E'	5,000,000					5,000,000
Terminal Lobby Expansion		7,500,000	91,250,000	91,250,000	60,000,000	250,000,000
New Hourly Parking Decks	2,250,000	28,687,500	9,562,500			40,500,000
Parking Deck (North)	20,000,000					20,000,000
Public Parking Surface Lot Expansion		2,234,305				2,234,305
Total Terminal Complex	\$41,284,070	\$67,269,642	\$129,288,737	\$96,454,166	\$60,000,000	\$394,296,615
<u>Miscellaneous Aviation Projects</u>						
Master Plan Land Acquisition	10,000,000	10,000,000	10,000,000			30,000,000
Noise Compatibility Program		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Employee Parking Expansion		3,150,000				3,150,000
Master Plan Update	2,000,000					2,000,000
Josh Birmingham Parkway Off-Ramp	550,000					550,000
Storm Water Facilities			2,226,000			2,226,000
Hotel/Unit Terminal Roadway				4,360,000		4,360,000
Airport Entrance Road Connection	9,000,000	25,000,000	14,000,000			48,000,000
Roadway Signage Project	1,750,000					1,750,000
Airport Drive Relocation		1,200,000				1,200,000
Airport Office Relocation	1,500,000					1,500,000
Environmental VALE Project		2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Air Traffic Control Tower	12,000,000	28,000,000				40,000,000
Total Miscellaneous Aviation Projects	\$36,800,000	\$70,350,000	\$29,226,000	\$7,360,000	\$3,000,000	\$146,736,000
<u>General Aviation Projects</u>						
Fixed Base Operator (FBO) Terminal Canopy			1,000,000			1,000,000
FBO Terminal Expansion		247,200	2,925,600			3,172,800
FBO Ramp Expansion		3,090,000				3,090,000
General Aviation Maintenance Hangar			3,500,000			3,500,000
Group Hangar #4	3,500,000					3,500,000
GADO Site Redevelopment				2,014,000	3,286,000	5,300,000
Bank of America Road Relocation	1,500,000					1,500,000
Total General Aviation Projects	\$5,000,000	\$3,337,200	\$7,425,600	\$2,014,000	\$3,286,000	\$21,062,800
<u>Cargo Development Projects</u>						
Cargo Ramp Expansion (Buildings 6 & 7)	4,200,000	2,000,000				6,200,000
Cargo Buildings #8	200,000	2,369,000				2,569,000
Old Terminal Loop Road	2,000,000					2,000,000
Total Cargo Development	\$6,400,000	\$4,369,000				\$10,769,000
<u>Special Facility Projects</u>						
Rental Car Facility Relocation	4,000,000	52,875,000	17,625,000			74,500,000
Total Special Facility	\$4,000,000	\$52,875,000	\$17,625,000			\$74,500,000
TOTAL AVIATION	\$174,541,679	\$211,688,442	\$202,337,937	\$112,228,166	\$69,286,000	\$770,082,224
AVIATION REVENUE SUMMARY						
Revenue Bonds	90,509,222	161,516,542	178,532,887	101,514,166	60,700,000	592,772,817
FAA Grants and Funding	52,520,457	44,233,200	16,379,450	2,300,000	2,300,000	117,733,107
Excluded Cost Centers	8,250,000	5,088,700	7,425,600	2,014,000	3,286,000	26,064,300
State Funding	1,700,000			6,400,000	3,000,000	11,100,000
City Bonds	4,000,000					4,000,000
Dept of Defense Funding	6,912,000					6,912,000
Pay-Go	10,650,000	850,000				11,500,000
TOTAL REVENUES	\$174,541,679	\$211,688,442	\$202,337,937	\$112,228,166	\$69,286,000	\$770,082,224

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
ENVIRONMENT						
<u>Environmental Services</u>						
Environmental Services Program	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Tree Canopy Program	420,000	420,000	420,000	420,000	420,000	2,100,000
Total Environmental Services	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$5,100,000
ENVIRONMENTAL SERVICES REVENUE						
Pay-As-You-Go Fund	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	5,100,000
TOTAL REVENUES	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$1,020,000	\$5,100,000
<u>Storm Water</u>						
Storm Water Repairs to Existing Drains	\$10,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$58,000,000
Storm Water Pollution Control	2,000,000	4,000,000	700,000	1,800,000	1,800,000	10,300,000
Storm Water Stream Restoration		2,000,000	3,000,000	1,400,000	700,000	7,100,000
Minor Storm Water Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Storm Water Flood Control	2,000,000	2,500,000	3,500,000	3,500,000	3,500,000	15,000,000
Storm Water Transit Projects					7,000,000	7,000,000
<u>Area Improvements</u>						
Eastburn Road	7,000,000					7,000,000
Peterson Drive	3,000,000					3,000,000
Fourth Street	500,000		500,000		4,000,000	5,000,000
Gaynor-Brantham	500,000		500,000		4,000,000	5,000,000
Hinsdale	500,000		500,000			1,000,000
Sunny Vale	500,000		500,000		4,000,000	5,000,000
Cherokee		7,000,000				7,000,000
Wiseman			1,300,000			1,300,000
Tarragate Farms		500,000		500,000		1,000,000
Kenilworth-Romany		500,000		500,000		1,000,000
Louise		6,000,000				6,000,000
McAlway		500,000		2,200,000		2,700,000
Robinhood-Dooley		500,000		4,400,000		4,900,000
Tillman		2,000,000				2,000,000
City View			1,300,000			1,300,000
Myrtle			5,200,000			5,200,000
Westridge			3,800,000			3,800,000
Brentwood				1,700,000		1,700,000
Post Construction Control Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Stream Mitigation Bank	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Storm Water	\$32,000,000	\$43,500,000	\$38,800,000	\$34,000,000	\$43,000,000	\$191,300,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds		14,500,000	8,800,000	3,000,000	11,000,000	37,300,000
Storm Water Pay-As-You-Go	26,600,000	25,000,000	26,000,000	27,000,000	28,000,000	132,600,000
Storm Water Fund Balance	1,400,000					1,400,000
Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
TOTAL REVENUES	\$32,000,000	\$43,500,000	\$38,800,000	\$34,000,000	\$43,000,000	\$191,300,000

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
WATER						
Annexation						
2009 Annexation Area Water Mains	\$10,000,000					\$10,000,000
2011 Annexation Area Water Mains		\$1,500,000	\$8,500,000			10,000,000
Maintain Existing Infrastructure						
Raw Water Reservoir Upgrades	20,000,000					20,000,000
Vest Water Plant Rehab/Upgrades	4,000,000	1,900,000	5,000,000	\$1,150,000		12,050,000
Franklin Water Plant Rehab/Upgrades	1,720,000	4,120,000	1,720,000	2,470,000		10,030,000
Catawba Pump Station Rehab and Upgrades	1,500,000	1,500,000	500,000	1,000,000	\$1,500,000	6,000,000
CBD Water/Sewer Replacement	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Elevated Water Storage Tank Rehabilitation	1,200,000	1,200,000	1,267,000	1,267,000	1,267,000	6,201,000
Lee S. Dukes WTP Rehab & Upgrades	650,000	750,000	1,000,000			2,400,000
WTP's and BP Stations Upgrades and Rehab	500,000		500,000		500,000	1,500,000
North Meck WTP Generator		360,000	4,500,000			4,860,000
Franklin to Vest - Raw/Finished WM ROW		250,000	400,000	1,500,000	1,500,000	3,650,000
Catawba PS to Franklin Raw Water Main		100,000		100,000		200,000
Franklin Water Plant Solids Handling			1,500,000			1,500,000
WM - Freedom/Tuckaseegee Road Replacement					7,200,000	7,200,000
Provide Service to Existing Residence						
Street and Minor Water Main Extensions	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
New Service Installation Water	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000
Fire Hydrant Installation/Replacement	300,000		365,000		365,000	1,030,000
Regulatory Requirements						
Water Treatment Regulatory Improvements	300,000	300,000	200,000	100,000		900,000
Water Distribution System Study	300,000	400,000	400,000			1,100,000
Land Acquisition for Watershed Protection	250,000	250,000				500,000
Support for Other Public Projects and for Utilities Operations						
Water Lines for Street Improvements	13,000,000	2,000,000	1,000,000	1,000,000	1,000,000	18,000,000
Water Line Rehabilitation/Replacement	8,100,000	9,600,000	10,300,000	11,000,000	11,600,000	50,600,000
5100 Brookshire Upgrades	5,500,000					5,500,000
Technology Projects	1,150,000	850,000	850,000	850,000	850,000	4,550,000
GIS Facilities Mapping	620,000	565,000	250,000	250,000		1,685,000
NE Transit Corridor - University	500,000					500,000
Administration/Engineering Bldg. Upgrades	100,000	100,000	100,000			300,000
Public Facility Art		130,000				130,000
Support Growth and Development						
Northeast Water Transmission Main	7,500,000	7,100,000	25,700,000	15,800,000		56,100,000
882' - 978' Zone Transfer Transmission Main	3,900,000		9,200,000			13,100,000
W.T. Harris/Albemarle Road	3,500,000	5,800,000		16,800,000		26,100,000
960 Zone Elevated Storage	3,000,000		4,500,000			7,500,000
882 Zone Elevated Storage	2,100,000	2,900,000			4,150,000	9,150,000
978 Zone Elevated Storage	2,000,000		4,150,000			6,150,000
Diesel Generators for BPS	1,300,000	3,000,000	150,000	1,500,000		5,950,000
WM: Main Street Huntersville from Gilead to Ramah Church	1,070,000					1,070,000
WM: Bailey Road	1,000,000					1,000,000
978 Booster Pump Station	1,000,000		5,000,000			6,000,000
NC-115/Cornelius 24" Water Main	1,000,000		2,000,000			3,000,000
WM: Robinson Church Rd. - Harrisburg Rd.	980,000					980,000
WM: Youngblood/Zoar Road	350,000	950,000				1,300,000
WM: Albemarle Rd. Wilgrove-Mint Hill Rd.	176,000					176,000
WM: North Tryon Street		800,000	1,500,000		4,200,000	6,500,000
Lee S. Dukes Water Plant Expansion				3,500,000		3,500,000

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
978' North-South Transmission Main (formerly Hwy. 21 WM)					8,000,000	8,000,000
WM: LS Dukes WTP/Stumptown Road					4,600,000	4,600,000
WM: Carmel Road to NC51					4,100,000	4,100,000
WM: Sharon to Carmel Road-Quail Hollow					1,500,000	1,500,000
WM: Plaza Road Tank					1,000,000	1,000,000
WM: Cornelius- Main Street Extension					310,000	310,000
Total Water	\$111,066,000	\$58,925,000	\$103,052,000	\$70,787,000	\$66,142,000	\$409,972,000
WATER REVENUE SUMMARY						
Water Revenue Bonds	101,051,000	38,390,000	82,702,000	47,687,000	42,692,000	312,522,000
Water/Sewer Operating Fund	10,015,000	20,535,000	20,350,000	23,100,000	23,450,000	97,450,000
TOTAL REVENUES	\$111,066,000	\$58,925,000	\$103,052,000	\$70,787,000	\$66,142,000	\$409,972,000
SEWER						
Annexation						
2009 Annexation Area Sewer Trunks	\$15,000,000					\$15,000,000
Reedy Creek Interceptor	10,000,000					10,000,000
2011 Annexation Area Sewer Trunks		\$2,000,000	\$13,000,000			15,000,000
Maintain Existing Infrastructure						
Irwin Creek WWTP Upgrade	35,000,000					35,000,000
Sanitary Sewer Line Rehabilitation	11,000,000	11,000,000	11,000,000	\$11,000,000	\$13,000,000	57,000,000
Sugar Creek WWTP Primary Clarifier Upgrades	6,000,000					6,000,000
Lift Station Improvements	1,500,000		460,000			1,960,000
Sugar WWTP Rehab and Upgrades	1,400,000	500,000	250,000	200,000	200,000	2,550,000
66" McAlpine Creek Sewer Replacement	900,000					900,000
McAlpine W-1/W-3 Improvements	800,000					800,000
Mallard WWTP Rehab and Upgrades	700,000	1,200,000	500,000	350,000	100,000	2,850,000
McDowell WWTP Rehab and Upgrades	600,000		400,000	1,000,000	400,000	2,400,000
Irwin WWTP Rehab and Upgrades	400,000		200,000		200,000	800,000
Pump Station Elimination Program	200,000					200,000
Lift Station Communications, SCADA	140,000	100,000				240,000
Provide Service to Existing Residence						
Street and Minor Sewer Main Extension	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	38,500,000
New Service Installation Sewer	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Regulatory Requirements						
Briar Creek Relief Sewer	22,000,000			20,000,000		42,000,000
McAlpine Relief Sewer	18,430,000					18,430,000
Flow EQ Basin at Long Creek	6,000,000					6,000,000
Mallard Creek WWTP Clarifier and Flood Protection	5,000,000					5,000,000
Wastewater System Evaluation	1,350,000					1,350,000
Wastewater Master Plan Study			750,000	750,000		1,500,000
Support for Other Public Projects and for Utilities Operations						
Sewer Lines in Streets to be Widened	3,750,000	750,000	750,000	750,000	750,000	6,750,000
Technology Investments	500,000	225,000	200,000	200,000	200,000	1,325,000
Long Creek WWTP to 11 mgd		187,000,000				187,000,000
Wastewater Collections Division Site Needs		3,500,000				3,500,000

FY2010-2014 Capital Investment Plan

PROJECT TITLE	FY10	FY11	FY12	FY13	FY14	TOTAL
Support Growth and Development						
Sugar Creek WWTP Exp to 28 MGD	115,300,000					115,300,000
Steele Creek Parallel Outfall	6,000,000					6,000,000
McAlpine Creek WMF Rehab and Upgrades	2,000,000	1,000,000	1,500,000	1,000,000	1,500,000	7,000,000
Pineville Regional LS and Force Main	1,500,000					1,500,000
Developer Constructed Sewer -	800,000	500,000	500,000	500,000		2,300,000
Steele Creek LS Replacement		20,200,000				20,200,000
McAlpine Creek WWTP Filters		9,900,000				9,900,000
Mallard Creek WRF Effluent Filter Expansion				18,700,000		18,700,000
McMullen Creek Parallel Sewer & Flow EQ				2,000,000	9,000,000	11,000,000
Upper McAlpine Creek Relief Sewer				500,000	4,500,000	5,000,000
McDowell Basin Trunk Sewers					17,000,000	17,000,000
Ramah Creek Trunk Sewer					6,000,000	6,000,000
Clarkes Creek to Ramah Church Road					2,900,000	2,900,000
Campus Ridge Rd. Lift Station, Force Main, and Gravity Sewer					2,500,000	2,500,000
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Little Sugar Creek Lift Station					1,500,000	1,500,000
McCullough Branch LS Improvements					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
Upper Clear Creek Tributary Sewer					1,000,000	1,000,000
Lake Road Trunk Sewer (Matthews)					625,000	625,000
Matthews Commons Gravity Sewer					552,600	552,600
Beaver Dam Creek Tributary Sewer					500,000	500,000
Total Sewer	\$275,470,000	\$247,075,000	\$38,710,000	\$66,150,000	\$79,458,100	\$706,863,100
SEWER REVENUE SUMMARY						
Sewer Revenue Bonds	268,535,000	229,760,000	21,210,000	16,400,000	35,058,100	570,963,100
Water/Sewer Operating Fund	6,935,000	17,315,000	17,500,000	49,750,000	44,400,000	135,900,000
TOTAL REVENUES	\$275,470,000	\$247,075,000	\$38,710,000	\$66,150,000	\$79,458,100	\$706,863,100
FACILITY INVESTMENTS						
Building Maintenance Program	\$3,300,000	\$3,300,000	\$3,400,000	\$3,500,000	\$3,600,000	\$17,100,000
Roof Replacement Program	1,200,000	1,200,000	1,300,000	1,400,000	1,500,000	6,600,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	600,000	650,000	650,000	700,000	750,000	3,350,000
Government Center Re-Caulking			6,000,000			6,000,000
Fire Station Renovations				400,000	600,000	1,000,000
Public Safety Digital Communications Upgrade	4,272,940					4,272,940
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Eastland Fire Station	7,000,000					7,000,000
Consolidated Fire Headquarters	5,000,000	5,000,000				10,000,000
Providence Police Station	2,600,000	3,400,000				6,000,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
TOTAL FACILITY INVESTMENTS	\$26,522,940	\$16,100,000	\$13,900,000	\$8,550,000	\$9,000,000	\$74,072,940
FACILITY INVESTMENTS REVENUE SUMMARY						
COPs - Radio System - Authorized	4,272,940					4,272,940
COPs - Eastland Fire Station - Authorized	7,000,000					7,000,000
COPs - Providence Police Station - TBA	2,600,000	3,400,000				6,000,000
COPs - Consolidated Fire Headquarters-TBA	5,000,000	2,500,000				7,500,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
Pay-As-You-Go Fund	7,650,000	10,200,000	11,900,000	8,550,000	9,000,000	47,300,000
TOTAL REVENUES	\$26,522,940	\$16,100,000	\$13,900,000	\$8,550,000	\$9,000,000	\$74,072,940

FY2010-2014 Capital Investment Plan (Unfunded)

Preliminary Unfunded General Government Project Requests

<u>KBE RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
Housing and Neighborhood Development		
	Affordable Housing - partially funded	\$10,000,000
	Neighborhood Improvements - partially funded	10,000,000
	Neighborhood Matching Grants - partially funded	250,000
	Area Plan Capital improvements - partially funded	8,500,000
16	Traffic Calming Program - partially funded	3,750,000
2	Pedestrian & Traffic Safety - partially funded	3,000,000
23	Sidewalk Construction Program - partially funded	25,000,000
	Total Housing and Neighborhood Development	\$60,500,000
Transportation		
Motorist Capacity and Safety Improvements		
1	Traffic Flow Enhancement Program (coordinated signals) - partially funded	9,000,000
4	Bridge Program - partially funded	4,000,000
5	Traffic Control Devices Upgrade Program - partially funded	6,000,000
8	Minor Roadway Improvement Program - partially funded	5,750,000
9	Street Lighting Program	5,000,000
14	Bevington Place/Elm Lane Intersection Improvement - partially funded	3,000,000
15	McKee Road/Providence Road Intersection Improvement	3,500,000
17	Street Connectivity Program - partially funded	12,000,000
21	McKee Road FTM Road Upgrade (Providence to Weddington)	20,000,000
22	Back Creek Church Road FTM Road Upgrade - partially funded	16,000,000
24	State Highway Participation Program - partially funded	4,000,000
25	Public-Private Participation Program - partially funded	1,000,000
27	Westpark Drive Extension (Tyvola to Archdale)	10,300,000
28	Yancey Street Extension (OPR to South)	4,100,000
29	Sugar Creek Road Grade Separation at RR	5,000,000
30	36th Street Grade Separation at RR	5,000,000
31	North Tryon Parallel Street (36th St. to Old Concord)	5,000,000
32	DeWitt Lane Extension (Cama St. to Old Providence Rd)	6,100,000
33	I-485 Northeast Crossing - Eastern	16,400,000
34	I-485 Northeast Crossing - Western	20,400,000
35	MLK Drive Extension (Graham to Cedar)	15,700,000
36	Hucks Road (Sugar Creek Rd. to Northlake Ctr. Pkwy.) Planning	1,000,000
37	Fred D. Alexander Boulevard (NC 16 to Harris) Planning and Design	2,000,000
38	Eastern Circumferential (The Plaza to Albemarle Rd.) Planning	2,000,000
40	Pedestrian Connectivity Program	5,000,000
41	Center City Transportation Implementation Program - partially funded	4,000,000
43	Sidewalk & Curb and Gutter Maintenance Program - partially funded	10,250,000
45	Non-System Residential Street Improvements	6,000,000
47	Brookshire Blvd./Hovis Road Intersection Improvements	5,500,000
48	Idlewild Road/Monroe Road Intersection Improvements	5,500,000
49	Sunset Road/Oakdale Road Intersection Improvement	5,500,000
50	Robinson Church Road FTM Road Upgrade (Harris to City Limits)	21,200,000
51	Tuckaseegee Road FTM Road Upgrade Phase 1 (Ashley to Little Rock)	22,200,000
52	Tyvola Road FTM Road Upgrade Phase 2 (Old Steele Creek to Yorkmont)	11,100,000
53	Idlewild Road Widening (Piney Grove to Drifter) - partially funded	4,700,000
54	Hartford Avenue Realignment to Clanton Road	1,300,000
55	Euclid Avenue Extension (Morehead to Stonewall)	24,200,000
56	Denmark Road Extension (Sweden to Arrowood)	6,600,000
57	Arrowood Rd./Whitehall Park Drive Connector	8,900,000
58	Billy Graham Pkwy/South Tryon Street Intersection Improvements	5,600,000
59	Harris Blvd./Mallard Creek Road Intersection Improvement	5,600,000
60	Nations Ford Rd./Arrowood Road Intersection Improvement	5,600,000
61	Tuckaseegee Road FTM Road Upgrade Phase 2 (Little Rock to Wilkinson)	17,800,000
62	Sardis Road North FTM Road Upgrade (Sardis to Monroe)	9,000,000

FY2010-2014 Capital Investment Plan (Unfunded)

<u>KBE RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
63	Tyvola Road FTM Road Upgrade Phase 3 (Tryon to I-77)	2,000,000
64	Brevard Caldwell Streets (Trade to 12th)	4,500,000
66	Sugar Creek Road Widening (Graham St. to NC 115-Sugar Creek Conn.)	17,300,000
67	Freedom Drive/ Ashley Road Intersection Improvements	6,000,000
68	Harris Blvd./Medical Plaza Drive Intersection Improvement	6,000,000
69	Arequipa Drive Extension (Margaret Wallace Road to Sam Newell Road)	6,000,000
70	IBM Drive/N. Tryon Street Connector (IBM Dr. to Tryon St) - partially funded	16,700,000
71	Fred D. Alexander Boulevard (Sunset to Harris)	8,300,000
72	Krefeld Drive Extension (McAlpine Creek to Sardis Road North)	6,400,000
73	Beatties Ford Road (Sunset to Lakeview)	4,800,000
74	Fifth Street Extension (McDowell to Kings)	8,300,000
75	Nevin Rd. Extension (Black Walnut to IBM Drive)	3,000,000
76	Archdale-Shopton Connector (Nations Ford to South Tryon)	3,600,000
77	Clanton Road Extension (current Terminus to Ashley Road)	2,900,000
78	Sweden Road Extension (England to Arrowood)	2,400,000
	Total	\$466,000,000
	<u>Pedestrian Pathways</u>	
40	Pedestrian Connectivity Program	5,000,000
10	Safe Routes to Schools Program	8,000,000
	Total	\$13,000,000
	<u>Bicycle Pathways</u>	
39	Bicycle Program - partially funded	\$5,000,000
	<u>Centers, Corridors and Livable Neighborhoods</u>	
46	Air Quality and Congestion Mitigation Program	6,000,000
42	Centers and Corridors Implementation: Centers Program	7,000,000
	Total	\$13,000,000
	Total Transportation	\$497,000,000
	<u>Economic Development</u>	
	Business Corridor/Pedscape Infrastructure - partially funded	14,700,000
	Streetcar - partially funded	449,000,000
	Independence Boulevard Revitalization	96,000,000
	Corridor Infrastructure - partially funded	117,900,000
	Total Economic Development	\$677,600,000
	<u>Facility Investments</u>	
	<u>Police</u>	
2	Steele Creek Division Relocation/Upfit	7,600,000
3	Steele Creek Division - Lake Wylie Boathouse	250,000
4	Lake Norman Boathouse	250,000
5	Headquarters Facility Space Planning Study	157,000
6	North Division #2 - New Division Office	7,980,000
7	South Division #2 - New Division Office	7,980,000
8	North Tryon Division Relocation/Upfit	8,379,000
9	Helicopters Replacement	8,250,000
10	Lake Wylie 21 Foot Commander Boat	140,700
11	Firing Range Upgrades	425,850
12	Hickory Grove Division Relocation/Upfit	8,379,000
13	South Division Relocation/Upfit	8,797,951
14	Westover Division Relocation/Upfit	8,797,951
15	Independence Division Relocation/Upfit	3,950,396
16	North Division #2 - New Division Office	7,980,000
	Total	\$79,317,848

FY2010-2014 Capital Investment Plan (Unfunded)

<u>KBE RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
	<u>Fire</u>	
1	Fire Station Renovations - partially funded	3,450,000
2	Co-Located Communication Center/Emergency Operations Center	10,967,000
3	Fire Logistics Building	26,142,310
5	Fire Investigations Building	7,279,340
6	Fire Training Ground Improvements	6,063,750
7	Emergency Operation Center (also requested by Police)	41,700,000
8	Infill Fire Stations	21,000,000
9	Opticoms	500,000
10	Annexation Fire Stations - partially funded	41,761,000
11	Children's Safety Village	7,600,000
	Total	\$166,463,400
	 <u>Other</u>	
	Sweden Road Yard Replacement (design and construction)	30,000,000
65	Southeast Street Maintenance Satellite Facility	12,000,000
	Louise Avenue Maintenance Shop Improvements	835,000
	Defensive Driving Course Office/Classroom Facility - partially funded	327,500
	Cemetery Roads Renovation	1,000,000
	Total	\$44,162,500
	 Total Facility Investments	 \$289,943,748
	 Total FY2010-2014 Unfunded Project Requests	 \$1,525,043,748

Note: Project estimates were developed from various sources and have varying levels of accuracy due to different levels of engineering and planning detail to date on the projects. The estimates were developed over the last five years and for the most part do not include inflation factors. Inflation factors for construction and especially real estate are not easily predicted and are highly dependent on the assumed date of construction.

FY2010-2014 Capital Investment Plan (Unfunded)

Reimbursable Water and Sewer Projects

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

Project Title	FY10-14
Sewer	
Ramah Creek Trunk Sewer	\$6,000,000
Clarkes Creek to Ramah Church Road	2,900,000
Campus Ridge Rd. Lift Station, Force Main, & Gravity Sewer	2,500,000
Dixon Branch Trunk Sewer Extension	1,600,000
Little Sugar Creek Lift Station	1,500,000
McCullough Branch LS Improvements	1,500,000
Beaver Dam Creek West Branch Outfall	1,300,000
Cane Creek Outfall	1,230,500
North Fork of Crooked Creek	1,100,000
Rocky River (South Prong) to Mayes	1,100,000
Upper Clear Creek Tributary Sewer	1,000,000
Lake Road Trunk Sewer (Matthews)	625,000
Matthews Commons Gravity Sewer	552,600
Beaver Dam Creek Tributary Sewer	500,000
Total Sewer	\$23,408,100

Unfunded Charlotte Area Transit System Projects

Buses - Replacement	\$31,287,733
Buses - Expansion	15,061,268
STS Vans - Replacement	1,389,548
STS Vans - Expansion	248,409
Vanpool Vans - Replacement	569,145
Transit Centers	10,585,317
Park and Ride Lots	3,465,653
Bus Facility Improvements	193,250
Asset Maintenance	4,904,280
Rail and Rail Facilities	3,766,200
Service Vehicles	1,562,800
Revenue Management Equipment	1,889,650
Marketing Equipment	525,000
Safety & Security Equipment	3,505,500
Technology Improvements	9,745,353
South Corridor	27,500,000
North Corridor	302,000,000
Southeast Corridor	11,000,000
Northeast Corridor	513,086,964
Streetcar	311,000,000
Future Years Transitway Planning and Construction	1,972,846
Transit Right of Way	7,500,000
Total Charlotte Area Transit	\$1,262,758,916

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City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Definitions (City Ordinance 844, Chapter 2, Section 2-4):

Regulatory – user fees associated with or incident to a regulatory program, such as land use permits, subdivision reviews, and fire permits, which are eligible for Council’s cost recovery policy. Effective July 1, 2005, Council adopted a fully allocated cost recovery rate of 100%.

Non-Regulatory – all other user fees for City services or facilities, such as cemeteries or hiring an off-duty police officer, that are calculated using various methods including market rates.

Regulatory User Fee Cost Recovery Example

Step 1: KBU’s total direct and indirect budgeted costs = Fully Allocated Cost

Direct & Indirect Costs	Eligible Budget	Fee Activity 1		Fee Activity 2		Fee Activity 3		Non User Fee Activity	
Staff Member 1	\$30,000	40 %	\$12,000	25 %	\$7,500	30 %	\$9,000	5%	\$1,500
Staff Member 2		15 %	\$5,250	10 %	\$3,500	35 %	\$12,250	40%	\$14,000
Info Tech Support	\$12,000	25 %	\$3,000	20 %	\$2,400	15 %	\$1,800	40%	\$4,800
Fully Alloc. Cost	\$77,000	\$20,250		\$13,400		\$23,050		\$20,300	

Step 2: Fully Allocated Cost divided by five-year average number of units = Cost Per Unit

	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	\$20,250	\$13,400	\$23,050
5-yr avg # of permits/applications	500	40	24
100% Cost per Unit	\$40	\$335	\$960

Step 3: Cost Per Unit multiplied by cost recovery rate = Fee

	Fee Activity 1	Fee Activity 2	Fee Activity 3
100% Cost to Applicant/Customer	\$40	\$335	\$960

FY10 Fee Changes by Key Business Unit (KBU)

The City’s User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. Regulatory user fees fluctuate from year to year because they are based on the annual operating budget, and are driven by the complexity of the service, number of units, and staff time. **However, due to the economic decline and uncertainties, staff recommends holding the FY10 regulatory user fee rates flat at the FY09 rate.** Additionally, user fee revenue is typically calculated based upon a five-year average of historic user fee trends. However, staff does not anticipate revenue to meet the five-year average; therefore, a lesser amount for revenue is projected. Non-regulatory fees, such as cemeteries and airport landing rates, will continue to be charged based upon market rates and negotiated contracts.

The following pages detail the flat rate proposed for regulatory user fees as well as the recommended non-regulatory user fee rates:

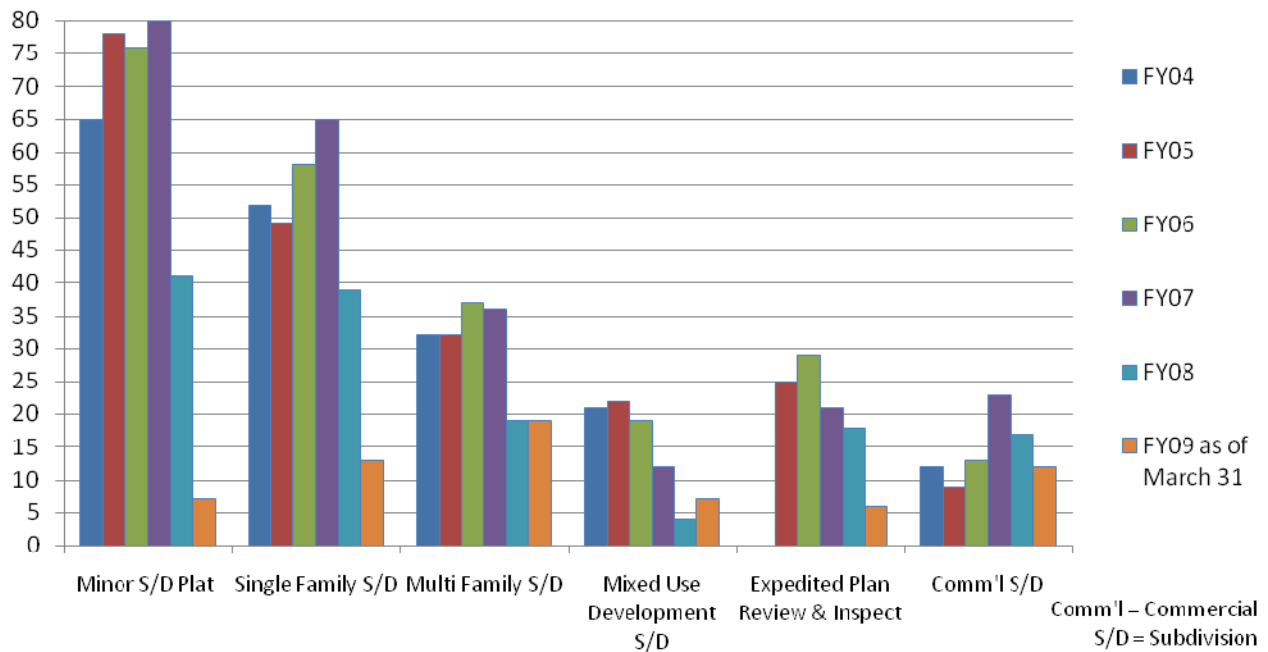
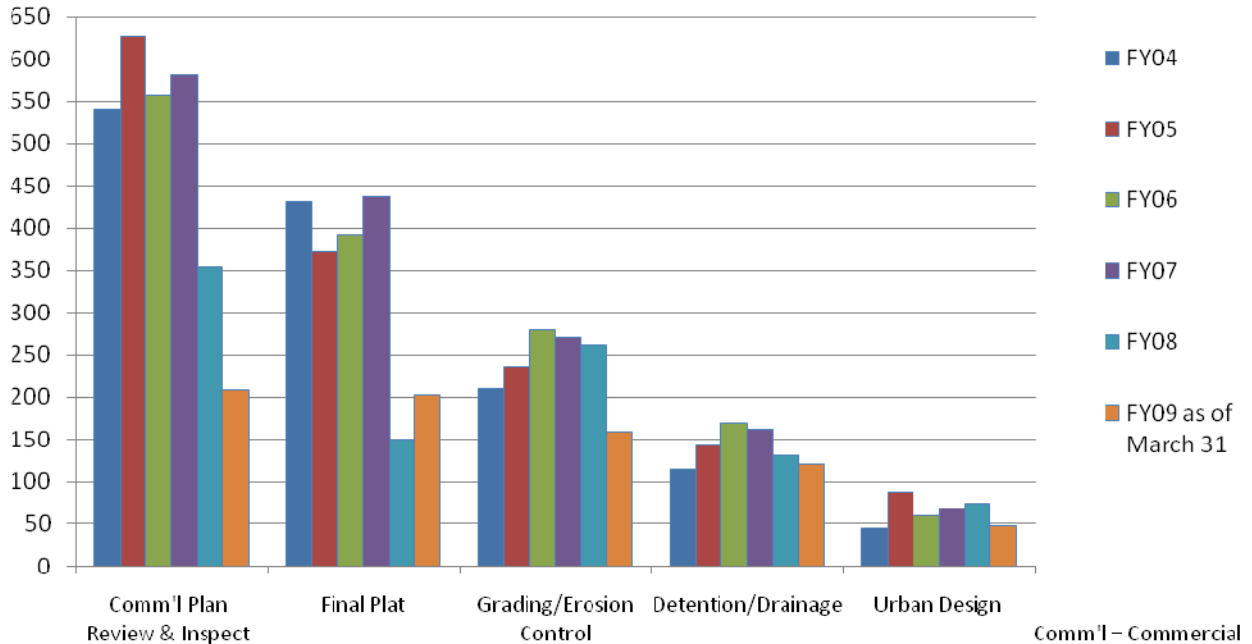
City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Land Development Regulatory User Fees

Four KBUs comprise regulatory land development services: Engineering & Property Management (E&PM), Charlotte Department of Transportation (CDOT), Charlotte Mecklenburg Planning Commission, and Neighborhood & Economic Development. As illustrated in the charts below, most of the 11 land development user fee categories have experienced a decline in occurrences.



City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

The recommendation to keep FY10 fees unchanged from the prior year coupled with the reduced revenue projections results in a gap between anticipated expenditures and revenues. The land development KBUs have taken the following actions to minimize that budgetary gap:

E&PM

In response to the decline in user fee permits/applications and associated revenue, E&PM's land development division has made the followings changes to 13 staff out of 62 full time equivalents (FTE) to reduce costs related to user fee services:

- 6 FTE frozen
- 5 FTE shifted to Capital Projects
- 2 FTE shifted to StormWater services

CDOT

Staff dedicated to CDOT's user fee services has been reduced 50% – from 10.5 to 5.5 FTE. The staff transferred from user fees will support capital and State-funded projects.

Per the FY08 Utility Right of Way (ROW) Stakeholders Committee agreement, the corresponding FY10 fee will be determined at the start of FY10 based upon the level of activity through FY09. Beginning in FY11, the Utility ROW fee will follow the standard regulatory user fee schedule.

Planning

Of the seven FTE dedicated to user fee services, Planning has made the following modifications:

- 2 FTE frozen
- 2 staff members partially shifted to Capital Projects
- 2 staff members partially shifted to Small Area Plans (capital)

To further reduce costs associated with user fees, contracted services will not be used for the creation of a database for developers and citizens; instead, existing staff will be dedicated to this activity, which is a cost avoidance of approximately \$50,000. The Zoning Ordinance reorganization will also be done in-house, instead of using contractual services as initially planned, resulting in a cost avoidance of approximately \$100,000. Due to the reduction in user fee activity, staff will allocate more time to the standardization of conditional plans and enhanced education to walk customers through the rezoning process.

Neighborhood & Economic Development

Due to economic conditions, Neighborhood & Economic Development has shifted one Zoning staff member to a vacancy in Code Enforcement, and will hold the Zoning position vacant.

Other Regulatory Fees

Fire Department

There are two fee categories in the Fire Department: plans review and permits. Like land development fees, Fire's plan review revenue has been impacted by the economic decline. In response to that impact, one plans reviewer has been shifted to do inspections. The Fire Department does not anticipate an impact to permits.

Fire has added three new user fees based on permitting needs: ABC Inspection/Permit, Combustible Storage Permit (over 2500 cubic ft), and High Pile Storage. Two Plans Review fees have been added: Interactive Review and Residential Review. And two Plans Review fees have been reinstated from FY08: Fire Alarm Plans and Fire Sprinkler Plans. Fire has discontinued the Plans Review-Hourly Re-Review fee.

Police Department

The regulatory user fees in the Police Department include Passenger Vehicles for Hire, Adult Oriented Businesses, and Dance Halls. These revenues have not been impacted by the economic downturn.

Non Regulatory User Fees

Airport

Airport Landing Fees drop from \$0.45 to \$0.42 per 1,000 pounds maximum gross landed weight.

E&PM

The Land Development Bond Administration Services fee, an optional fee, increases from \$370 to \$435 due to a significant increase in staff time. The number of developers defaulting has necessitated City staff to assume responsibility for completing infrastructure work (e.g. construction of streets, curb, gutter and storm drain, and sidewalks) required by the Land Development Bond Program. Although every effort is made to work with developers, the City has had to cash in five developer bonds totaling \$528,000 by mid-year FY09 so that required public improvements could be completed.

Half of the Cemetery fees increase slightly, at an average of \$30, in keeping with market rates.

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Engineering & Property Management FY10 Projected User Fees

Regulatory Fees	FY08*	FY09	FY10
Commercial Plan Review & Inspection ¹	\$900/project	\$1,210/project	\$1,210/project
Commercial Tree Ordinance Review & Inspection	\$815/project + \$10/tree planted	\$1,565/project + \$10/tree planted	\$1,565/project + \$10/tree planted
Grading / Erosion Control Permit ²	\$3,440/project + \$120/acre	\$4,190/project+ \$150/acre	\$4,190/project+ \$150/acre
Commercial Tree Preservation	\$665/project	\$1,230/project	\$1,230/project
Detention / Drainage Plan Review & Inspection ²	\$890/project	\$2,240/project+ \$100/ (denuded) acre	\$2,240/project+ \$100/ (denuded) acre
Urban Design Plan Review & Inspection ³	\$1,160/project + \$50/ (denuded) acre	\$3,295/project	\$3,295/project
Cut Sheet Plan Review & Inspection	\$2,675/project	\$0	\$0
Plat Review & Inspection	\$1,750/project	\$1,100/plat	\$1,100/plat
Major Residential Subdivision Review & Inspection ⁴	\$305/plat	\$3,670/project+ \$100/acre	\$3,670/project+ \$100/acre
Major Commercial Subdivision Review & Inspection ^{4,5}	\$2,985/project + \$190/acre	\$3,495/project+ \$50/(denuded) acre	\$3,495/project+ \$50/(denuded) acre
Residential Tree Ordinance (Single-Family Subdivision) and Residential Tree Preservation	\$3,040/project + \$50/(denuded) acre	\$1,620/project + \$15/acre	\$1,620/project + \$15/acre
Minor Residential Subdivision (without streets)	\$650/project + \$15/acre	\$1,355/project	\$1,355/project
Rezoning Staff Review & Inspection	\$915/project	\$240/project	\$240/project
Revision to Approved Plan (Administrative Review)/Administrative Fee	\$335/project	\$1,020/project	\$1,020/project
Minor Administrative Review (New Fee)	\$1,320/project	\$400/project	\$400/project
Commercial Zoning Plan Review & Inspection ⁶	\$80-\$770 based upon constructions costs	\$85-\$805 based on construction costs	\$85-\$805 based on construction costs
Expedited Plan Review	\$1,395/project	\$1,605/project	\$1,605/project
Total Projected Permit Revenue			

*FY08 fees calculated using a phase-in to 100% cost recovery; FY09 fees represent 100% cost recovery

Note 1: Engineering collects for driveway permit reviews, which include CDOT service on all complex traffic reviews for building permits, and driveway permit applications.

Note 2: Grading, Detention, and Subdivision fees based on exact acre. Fees are computed by adding the project fee and per acre fee.

Note 3: Applies to Uptown Mixed Use Development, Mixed Used Development District, Pedestrian Overlay, Transit Station Overlays, and Transit Oriented District Overlays. Engineering collects for these reviews, which includes add'l fees by CDOT and Planning

Note 4: Major Subdivision includes Single-Family, Multi-Family, Mixed-Use, and MUDD >10 acres.

Note 5: Major Subdivision costs based on total acreage; Commercial Subdivision costs based on denuded acreage

Note 6: City Engineering Fee(s) collected by Mecklenburg County LUESA. Construction costs of \$1 -\$3,000=\$85 fee; \$3,001-\$50,000=\$135 fee; \$50,001-\$100,000=\$325 fee; \$100,001-\$1,000,000=\$680; over \$1,000,001=\$805 fee

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

CMPD – Animal Care & Control

Three changes have been made to the Animal Care & Control user fees. The division recommends that no adoption fees be charged to approved animal rescue groups to reduce the number of euthanized animals. These qualified groups would still be financially responsible for microchip and spay/neuter fees if those procedures are done at the time of adoption. Two new fees have been added to the fee schedule – a charge for parrot and horse/cow adoptions.

Charlotte Area Transit System (CATS) Advertising Fees

There are three categories of CATS advertising fees: Transit Bus, LYNX Light Rail, and Charlotte Trolley Rail Vehicles. The rates for the first two fee categories remain unchanged from FY09. The Trolley advertising rates increase by approximately 30%.

E&PM – Storm Water

Council referred Storm Water fees to the Council’s Environment Committee at the February Retreat. The Committee proposed moving from a two-tier to four-tier rate structure. The proposal is included as part of the Manager’s Recommended Budget.

Charlotte Mecklenburg Utilities

Council referred Water and Sewer fees to Council’s Economic Development and Planning Committee. After review the Committee proposed lowering the Utilities’ rate increase from 11.92% down to 5.2%. The proposal is included in the Manager’s Recommended Budget.

The remaining non-regulatory user fees are held constant:

Dead Animal Collections	Parade Permits
Garbage Disposal	Parking Permits and Meters
Off-Duty Police Officer Permits	Voluntary Annexation Advertising

The FY10 Proposed Regulatory and Non-Regulatory User Fee schedule is attached. The effective date of these fees is July 1, 2009.

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Fire Fees continued

Regulatory Fees	FY08	FY09	FY10
C. Fire Code Permits			
lbs	\$250	\$215	\$215
Tire Rebuilding Plant	\$250	\$215	\$215
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks – AG/BG tank removal)	\$250	\$215	\$215
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$250	\$215	\$215
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$250	\$215	\$215
(manufacture, process, blend/refine)	\$250	\$215	\$215
Flammable & Combustible Liquids (dispensing from tank vehicles into motor vehicles)	\$250	\$215	\$215
Aviation Facilities	\$250	\$215	\$215
Flammable Liquids Class 1 (501-5000 gallons on property)	\$250	\$215	\$215
Combustible Liquids Class 2 & 3A (501-5000 gallons on property)	\$250	\$215	\$215
D. Fire Code Permits			
Hazardous Chem >5,500 gallons >50,000 lbs	\$285	\$245	\$245
Explosives – Blasting Operations	\$285	\$245	\$245
Explosives – Fireworks (Outdoors)	\$285	\$245	\$245
Explosives – (Manufacture, storage, handling & sale)	\$285	\$245	\$245
Flammable Liquids Class 1 (Greater than 5,000 gallons, on property)	\$285	\$245	\$245
Combustible Liquids Class 2&3A-greater than 5,000	\$285	\$245	\$245

City of Charlotte Proposed Regulatory & Non-Regulatory User Fees Fiscal Year 2010

Fire Department

FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
A. Fire Code Permits			
Hazardous Chemicals <110 gallons, 1000 lbs	\$135	\$130	\$130
Heliport/Helistop	\$135	\$130	\$130
Fumigation & Thermal Insecticide Fogging	\$135	\$130	\$130
Lumber Storage/Yards & Woodworking Plants	\$135	\$130	\$130
Waste Handling (Junk Yards, Wrecking Yards)	\$135	\$130	\$130
service stations	\$135	\$130	\$130
Day Care/Group Homes	\$135	\$130	\$130
Temp. Membrane Structures, Tents, Canopies	\$135	\$130	\$130
Repair Garages	\$135	\$130	\$130
Operations/Pulverized particles	\$135	\$130	\$130
Covered Mall Bldgs-Retail Fixtures/Concessions	\$135	\$130	\$130
equipment	\$135	\$130	\$130
equipment	\$135	\$130	\$130
Aerosol Products	\$135	\$130	\$130
Dry Cleaning Plants	\$135	\$130	\$130
50 outside)	\$135	\$130	\$130
property)	\$135	\$130	\$130
ABC Inspection/Permit*	\$0	\$0	\$130
B. Fire Code Permit			
Haz Chem 111-1100 gal, 1001-10000 lbs	\$170	\$170	\$170
Compressed Gas	\$170	\$170	\$170
Spraying or Dipping Operations	\$170	\$170	\$170
Places of Assembly	\$170	\$170	\$170
Explosives (Fireworks Indoors)	\$170	\$170	\$170
Combustible Fibers	\$170	\$170	\$170
Exhibits & Trade Shows	\$170	\$170	\$170
Amusement Buildings	\$170	\$170	\$170
Carnivals & Fairs	\$170	\$170	\$170
Cryogenic Fluids	\$170	\$170	\$170
property)	\$170	\$170	\$170
Combustible Liquids Class 2&3-(61-500 gallons)	\$170	\$170	\$170
Combustible Storage Permit (over 2500 cubic ft)*	\$0	\$0	\$170
High Pile Storage*	\$0	\$0	\$170

*FY08 fees calculated using a phase-in to 100% cost recovery; FY09 fees represent 100% cost recovery

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Fire Fees continued

Regulatory Fees	FY08	FY09	FY10
E. Plans Review			
Hydrant Test	\$240	\$155	\$155
Rezoning Petitions	\$270	\$165	\$165
Multi-Family	\$410	\$300	\$300
Fire Alarm Plans (Shop drawings)**	\$210	\$0	\$140
Fire Sprinkler Plans (Shop drawings)**	\$220	\$0	\$140
Interactive Review*	\$0	\$0	\$140
Residential Review*	\$0	\$0	\$35
Plans Review-Const. <\$50,000	\$155	\$170	\$170
Plans Review-Const. \$50,001 to \$100,000	\$175	\$180	\$180
Plans Review-Const. \$100,001 to \$500,000	\$195	\$200	\$200
Plans Review-Const. \$500,001 to \$1,000,000	\$240	\$235	\$235
Plans Review-Const. \$1,000,001 to \$5,000,000	\$315	\$305	\$305
Plans Review-Const. \$5,000,001 to	\$425	\$450	\$450
Plan Review-Const. \$ greater than \$10,000,000	\$610	\$690	\$690
Performance Tests - Fire pumps	\$150	\$160	\$160
Performance Tests - Sprinkler System (13R,	\$150	\$160	\$160
Performance Tests - Fire Alarm (Shell) (Smoke evac, atriums, smoke detection systems)*	\$525	\$590	\$590
Performance Tests - Fire Alarm (Upfit)	\$150	\$160	\$160
Performance Tests - Private fire hydrants	\$150	\$160	\$160
Performance Tests - Standpipe system tests	\$405	\$400	\$400
Performance Tests - Automatic fire- extinguishing systems (hood systems, Halon system, pre-action systems in computer rooms or alternatives)*	\$170	\$160	\$160
Hourly Re-Review Fee at the third review***	\$185	\$210	\$0

* New fees for FY10

** Reinstated fees in FY10

***Discontinuing the Re-review for 3rd review in FY10

Charlotte Department of Transportation

FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
Zoning Petition*	\$1,670	\$2,000	\$2,000
Commercial Building Permit/Site Plan*	\$65	\$65	\$65
Commercial Driveway Permit/Site Plan*	\$200	\$200	\$200
Subdivision Processing*	\$1,295	\$2,320	\$2,320
Right-of-Way Encroachment	\$1,570	\$2,000	\$2,000
Right-of-Way Abandonment**	\$2,395	\$1,450	\$1,450
Urban Reviews	\$1,800	\$1,975	\$1,975

* CDOT's portion; additional fees collected by Engineering & Property Management and Planning Commission

** \$1,450 for one street or alleyway abandonment; \$725 for additional street or alley abandonments

City of Charlotte Proposed Regulatory & Non-Regulatory User Fees Fiscal Year 2010

Planning Commission FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
Rezoning: By Right			
Single Family	\$750	\$800	\$800
Multi Family	\$1,125	\$1,200	\$1,200
Other	\$1,850	\$2,000	\$2,000
Rezoning: Conditional			
Single Family	\$1,025	\$1,050	\$1,050
Multi Family	\$1,525	\$1,575	\$1,575
Other	\$2,550	\$2,650	\$2,650
Text Amendment	\$875	\$900	\$900
Amend. Site Plan Approval	\$370	\$425	\$425
Sign Flex Option	\$185	\$250	\$250
Subdivision Review:			
Single Family (Streets)	\$950	\$1,225	\$1,225
Non-Residential	\$625	\$975	\$975
Plan Revisions	\$900	\$1,100	\$1,100
Variances & Appeals*	\$2,300	\$2,500	\$2,500
Final Plats:			
Regular	\$200	\$275	\$275
Revisions	\$185	\$225	\$225
Condo	\$140	\$200	\$200
Planned Multi-Family Review	\$1,375	\$1,675	\$1,675
Urban Plan Review**	\$1,250	\$1,350	\$1,350
Zoning Administration:			
Appeals - Residential	\$150	\$150	\$150
Appeals - Non Residential	\$350	\$350	\$350
Variances - Residential***	\$280	\$415	\$555
Variances - Non Residential***	\$690	\$1,035	\$1,380
Administrative Deviation - Residential	\$150	\$150	\$150
Administrative Deviation - Non Residential	\$350	\$350	\$350

*Represents a modified cost recovery; staff recommends not imposing the standard 100% recovery formula because the complexity of the service and low number of occurrences results in a fee of \$12,050

**Planning portion of fee; Additional fees collected by Engineering & Property Management and Charlotte Department of Transportation

***In FY07, Zoning responsibilities were transferred to the City; FY10 fees represent the 4th year of a 5-year phase to 100% cost recovery

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Charlotte-Mecklenburg Police Department FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
Adult Businesses			
Application Fee	\$2,055	\$2,225	\$2,145
License Fee	\$740	\$800	\$770
Background Check Fee	\$30	\$30	\$30
Building Design Change Fee	\$1,010	\$1,090	\$1,135
Passenger Vehicle for Hire Fees¹			
<u>Company Certification Fees:</u>			
Application Fee	\$210	\$220	\$230
Certification/Permit Fee	\$385	\$385	\$390
Renewal of Certification/Permit	\$415	\$425	\$435
Late Renewal Charge (per day) ²	\$100	\$100	\$100
<u>Driver/Chauffeur Fees:</u>			
Application Fee	\$80	\$80	\$75
New Driver/Chauffeur Fee ³	\$15	\$15	\$15
Renewal of Permit Fee	\$85	\$90	\$95
Reinstatement of Permit Fee	\$100	\$100	\$100
Transfer or Duplication of Permit Fee	\$30	\$30	\$35
Add or Change a Company Affiliation	\$70	\$70	\$75
Extend Driver Permit Expiration Date	\$95	\$100	\$100
Replace Driver Permit	\$70	\$70	\$75
<u>Vehicle Fees:</u>			
New-Vehicle Permit (Decal/Medallion Fee)	\$190	\$190	\$190
Renewal-Vehicle Permit	\$160	\$155	\$145
Transfer Vehicle Permit	\$85	\$95	\$110
Replace Vehicle Permit	\$85	\$100	\$120
Replace Vehicle Decal	\$45	\$45	\$45
Dance Hall License Fees			
Application/Renewal Fee	\$2,145	\$2,320	\$2,405
License Fee	\$755	\$820	\$850
Background Check Fee	\$35	\$35	\$35
Building Design Change Fee	\$2,020	\$1,095	\$1,135
Carnival Permit Fee	\$865	\$865	\$865

¹ to mitigate significant increases/decreases, PVH fees are calculated to reach 100% recovery using a 10-year

²penalty; not a regulatory fee

³fee amount regulated by State statute

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Neighborhood Development FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
Zoning Administration			
Sign permits (≤100; >100 sq ft)*	\$40/\$55	\$130/\$185	\$130/\$185
Change of Use Permits*	\$50	\$125	\$125
Zoning Use Permits*	\$40	\$130	\$130
Residential Single Family Reviews	\$15	\$25	\$25
Business License Reviews	\$40	\$45	\$45
Verification Letters	\$25	\$25	\$25

year phase to full cost recovery

City Clerk FY10 Projected User Fees

Regulatory Fees	FY08	FY09	FY10
Zoning Advertisements*	\$120	\$120	\$120

*Collected by Planning Commission

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

NON-REGULATORY USER FEES

Charlotte Douglas International Airport FY10 Projected User Fees

Non-Regulatory Fees	FY08	FY09	FY10	Basis
Commuter Facility Charge	\$0.65	\$0.65	\$0.65	Per available seat
International Facility Use (FIS)	\$5.00	\$5.00	\$5.00	Per deplaned passenger
International Gate Use (City Gates) :				
Narrow Body Jet	\$0.65	\$0.65	\$0.65	Per turn
Wide Body Jet	\$0.65	\$0.65	\$0.65	Per turn
Fuel Flowage (re use of Airfield)	\$0.065	\$0.065	\$0.065	Per gallon delivered
Fuel Through-put (fees for ground service equipment)	\$0.08	\$0.08	\$0.08	Per gallon delivered
Armed Guard Fee	\$0.01	\$0.01	\$0.01	Per enplaned passenger
Parking Cards (combined lots)	\$237.00	\$245.00	\$245.00	Per card
Airport ID Cards	\$10.00	\$10.00	\$10.00	Per card
Parking Fees:				
Hourly Deck (\$16.00 daily maximum)	\$1.00	\$1.00	\$1.00	Per half hour
Daily Deck & Lot (\$6.00 daily maximum)	\$1.00	\$1.00	\$1.00	0-1 hour
Remote Lot	\$3.00	\$6.00	\$6.00	Daily maximum
Long Term Lot	\$3.00	\$4.00	\$4.00	Daily maximum
Curbside Valet (\$19.00 daily maximum)	\$4.00	\$4.00	\$4.00	Minimum
Business Valet (\$10.00 daily maximum)	-	\$4.00	\$4.00	Minimum
Cell Phone Lot (Free while waiting for arriving passengers)	Free	Free	Free	

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Aviation fees continued

Non-Regulatory Fees	FY08	FY09	FY10	Basis
Other Ground Transportation Operators:				
Taxi Permits	\$312.50	\$312.50	\$312.50	Per permit per quarter
Off Airport Rent-A-Cars	10%	10%	10%	% of gross revenue
Off Airport Parking	10%	10%	10%	% of gross revenue
Hotel/Motel Courtesy Vans	\$400.00	\$400.00	\$400.00	Annually/per vehicle
Commercial Courier Vehicles	\$1.00	\$1.00	\$1.00	Per trip through lane
Contract Vans or Limos	\$1.00	\$1.00	\$1.00	Per trip through lane
Frequent Parking Cards	\$100	\$100	\$100	Per month
Land Rent	\$3,500-\$9,583	\$3,500-\$9,583	\$3,500-\$9,583	Per acre
Landing Fees	\$0.49	\$0.45	\$0.42	Per 1,000 lbs lwt.
Aircraft Ramp Parking Fees:				
Per operation 0 to 30,000 lbs	\$25.00	\$25.00	\$25.00	Aircraft 0 to 30,000 lbs
≥30,000 lbs for 0-3 hours	\$50.00	\$50.00	\$50.00	0 to 30,000 lbs, 0-3 hrs
> 30,000 lbs for 3-24 hours	\$100.00	\$100.00	\$100.00	>30,000 lbs, 3-24 hrs
Terminal Area Rentals	\$5.21-\$52.13	\$5.21-\$52.13	\$5.21-\$52.13	Per square foot
Cargo Facility Rentals	\$3.00-\$12.00	\$3.00-\$12.00	\$3.00-\$12.00	Per square foot
Maintenance & Operations Costs	\$7.75-\$10.00	\$7.75-\$10.00	\$7.75-\$10.00	Per square foot
City Hanger Rentals:				
60' x 60'	\$840.00	\$840.00	\$840.00	Per month
T-Hangers	\$300.00	\$300.00	\$300.00	Per month
Shadeports	\$155.00	\$155.00	\$155.00	Per month
Rent-A-Car Concessions	10.00%	10.00%	10.00%	Minimum Annually
Cargo Ground Handling Fees	8.00%	8.00%	8.00%	% of Gross Revenue

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

City Clerk
FY10 Projected User Fees

Non-Regulatory Fees	FY08	FY09	FY10
Voluntary Annexation Petition	\$400	\$400	\$400

Engineering & Property Management

FY10 Projected Cemetery Fees

Non-Regulatory Fees: Oaklawn, North Pinewood, West Pinewood, 9th St Pinewood	FY08	FY09	FY10
<u>Opening & Closing Fees:</u>			
Adult			
Weekdays	\$675	\$675	\$725
Weekdays after 3:30 p.m. & Saturday	\$1,012	\$1,012	\$1,088
Sunday & Holidays	\$1,265	\$1,265	\$1,360
Indigent (Catholic Social Svc-Weekdays)	\$200	\$200	\$200
cost	\$250	\$250	\$250
Infant/Child (up to 3 feet)			
Weekdays	\$250	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$375	\$450
Sunday and Holidays	\$470	\$470	\$563
Indigent (Catholic Social Svc-Weekdays)		\$87	\$87
Cremations (burial) (In-ground)			
Weekdays	\$250	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$375	\$450
Sunday & Holidays	\$470	\$470	\$563
Second Right of Interment (new fee)	\$200	\$200	\$200
Disinterment			
Adult	\$1,012	\$1,012	\$1,088
Infant/Child (Up to 3 feet)	\$250	\$250	\$300
Reinterment			
Adult	\$675	\$675	\$725
Infant/Child (Up to 3 feet)	\$250	\$250	\$300
<u>Sale of Grave Spaces</u>			
Sale of Grave Sections 7 & 8 only	\$400	\$400	\$400
Sale of Grave Adult	\$500	\$500	\$500
Sale of Cremain Space In Ground (any)	\$250	\$250	\$250
Perpetual Care Charge One-time fee per space	\$50	\$50	\$50

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Cemetery fees continued

Oaklawn, North Pinewood, West Pinewood Amenities	FY08	FY09	FY10
Flower Vase Installation	\$50	\$50	\$50
Sale and Installation of City Vase	\$90	\$90	\$90
Monument Foundation Construction (per sq. in)	\$0.60	\$0.60	\$0.60
Marker Installation (per sq. inch)	\$0.55	\$0.55	\$0.55
Transfer Burial Rights	\$75	\$75	\$100

Non-Regulatory Fees: Elmwood and Evergreen Cemeteries	FY08	FY09	FY10
<u>Charges for Opening and Closing</u>			
<u>Grave Spaces/Niche</u>			
Adult			
Weekdays	\$675	\$675	\$725
Weekdays after 3:30 p.m. & Saturday	\$1,012	\$1,012	\$1,088
Sunday & Holidays	\$1,265	\$1,265	\$1,360
cost	\$250	\$250	\$250
Infant/Child (up to 3 feet)			
Weekdays	\$250	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$375	\$450
Sunday and Holidays	\$470	\$470	\$563
Cremations (burial)			
Weekdays	\$250	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$375	\$450
Second Right of Interment (new fee)	\$200	\$200	\$200
Sunday & Holidays	\$470	\$470	\$563
Mausoleum			
Weekdays	\$540	\$540	\$540
Weekdays after 3:30 p.m. & Saturday	\$810	\$810	\$810
Sunday & Holidays	\$1,012	\$1,012	\$1,012
Disinterment			
Adult	\$1,012	\$1,012	\$1,088
Infant/Child (Up to 3 feet)	\$250	\$250	\$300
Re-interment			
Adult	\$675	\$675	\$725
Infant/Child (Up to 3 feet)	\$250	\$250	\$300

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Cemetery fees continued

Sale of Grave/Niche Space (Elmwood & Evergreen Cemeteries)	FY08	FY09	FY10
Section 5 only	\$550	\$550	\$550
Sale of Grave Space Adult/double	\$800	\$800	\$800
Sale of Cremation Space - Lot	\$400	\$400	\$400
Sale of Cremation/Niche - Double	\$1,200	\$1,200	\$1,200
Sale of Cremation/Niche - Single	\$800	\$800	\$800
Perpetual Care Charge one-time upon purchase	\$50	\$50	\$50
Amenities			
Date (Evergreen only)	\$150	\$150	\$150
Tent & Chair Setup (Evergreen only)	\$100	\$100	\$150
Flower Vase Installation	\$50	\$50	\$50
Sale and Installation of City Vase	\$90	\$90	\$90
Monument Foundation Construction (per sq. in.)	\$0.60	\$0.60	\$0.60
Marker Installation (per sq. in)	\$0.55	\$0.55	\$0.55
Transfer Burial Rights	\$75	\$75	\$100

Engineering & Property Management FY10 Projected Parking Fees

Non-Regulatory Fees	FY08	FY09	FY10
Employee Parking	\$25/monthly	\$25/monthly	\$25/Monthly
Public Parking	\$1.00 first ½ hour	\$1.00 first ½ hour	\$1.00 first ½ hour
	\$1.00 additional ½ hrs	\$1.00 additional ½ hrs	\$1.00 additional ½ hrs
	Max \$12/day	Max \$12/day	
After Hours/Weekends			
After Hrs weekdays Mon - Thurs 7 p.m. - 7 a.m. Weekends Fri 7 p.m. - Mon 7 a.m.	N/A	N/A	\$1/hour or fraction, maximum 6 hrs or \$6. After 6 hrs max period, \$1 each 1/2 hr or 1/2 hr fraction.

Engineering & Property Management FY10 Projected Land Development Fees

Non-Regulatory Fees	FY08	FY09	FY10
Bond Administration Service	\$300/per new surety posted	\$370/per new surety posted	\$435/per new surety posted

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Charlotte-Mecklenburg Police Department
FY10 Projected Animal Care & Control Fees

Non-Regulatory Fees	FY08	FY09	FY10
Animal Control Adoption Fees:			
Adult Dog/Cat	\$20	\$30	\$30
Adult Dog/Cat Senior Citizen 62 older	\$20	\$0	\$0
Puppy/Kitten	\$50	\$30	\$30
Puppy/Kitten Senior Citizen 62 older	\$50	\$0	\$0
Rescue Group Dog/Cat Approved Adoption	\$20-50	\$20-50	\$0
0 - 3 ft Snake	\$25	\$25	\$25
3 - 6 ft Snake	\$50	\$50	\$50
6 + ft Snake	\$75	\$75	\$75
Small Pot Belly Pig	\$25	\$25	\$25
Medium Pot Belly Pig	\$15	\$15	\$15
Large Pot Belly Pig	\$5	\$5	\$5
Rats	\$2	\$2	\$2
Mice	\$1	\$1	\$1
Hamster/Gerbil	\$3	\$3	\$3
Chinchilla	\$35	\$35	\$35
Guinea Pigs & Rabbits	\$5	\$5	\$5
Chickens	\$2	\$2	\$2
Turkeys	\$5	\$5	\$5
Ferrets	\$25	\$25	\$25
Small Iguana	\$25	\$25	\$25
Medium Iguana	\$50	\$50	\$50
Large Iguana	\$75	\$75	\$75
Finch	\$5	\$5	\$5
Parakeet /Canary	\$10	\$10	\$10
Parrot - Max Price (going market rate)	N/A	N/A	\$500
Gray Cockatiel	\$25	\$25	\$25
Lutino Cockatiel	\$50	\$50	\$50
Peach Faced Lovebird	\$25	\$25	\$25
Other Lovebird	\$50	\$50	\$50
Horse/Cow - (auction starting price)	N/A	N/A	\$50
Goats	\$15	\$15	\$15
Animal Spay/Neuter Fees:			
Canine Spay/Neuter	\$50.00	\$50.00	\$50.00
Feline Spay	\$40.00	\$40.00	\$40.00
Feline Neuter	\$30.00	\$30.00	\$30.00
Rabbit Spay	\$28.50	\$28.50	\$28.50
Rabbit Neuter	\$22.50	\$22.50	\$22.50

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

FY10 Police Fees Continued

Non-Regulatory Fees	FY08	FY09	FY10
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/10/15/8	\$40/10/15/8	\$40/10/15/8
Feline	\$25/6/15/8	\$25/6/15/8	\$25/6/15/8
Livestock	\$55/12/0/0	\$55/12/0/0	\$55/12/0/0

Solid Waste Services FY10 Projected User Fees

Non-Regulatory Fees	FY08	FY09	FY10
Veterinary Dead Animal Collections	\$3 per animal or \$15 minimum pickup charge	\$3 per animal or \$15 minimum pickup charge	\$3 per animal or \$15 minimum pickup charge
Annual Solid Waste Disposal			
Mobile Homes (Bus.)	\$45	\$45	\$45
Mobile Homes (Ind.)	\$45	\$45	\$45
Residential	\$45	\$45	\$45
Manufactured	\$45	\$45	\$45
Mobile Home	\$45	\$45	\$45
Sub-Total: Single Family			
M/F Business Residential	\$27	\$27	\$27
M/F Individual Residential	\$27	\$27	\$27
M/F Others	\$27	\$27	\$27

Charlotte Department of Transportation FY10 Projected User Fees

Non-Regulatory Fees	FY08	FY09	FY10
Parking Permits:			
Parking Permits (4 th Ward, 3 rd Ward, etc)	\$30	\$30	\$30
Replacement Permits	\$5	\$5	\$5
Parade Permit*	\$10	\$10	\$10
Off-Duty Police Officer Permit:			
Registration Fee	\$25	\$25	\$25
Permit	\$50	\$50	\$50
Daily Permit	\$5	\$5	\$5
Permit Renewal	\$50	\$50	\$50
Parking Meters	\$1/hour	\$1/hour	\$1/hour

*Although regulatory in nature, staff recommends categorizing parade permits as a non-regulatory fee

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Charlotte Area Transit
FY10 Projected User Fees

Non-Regulatory Fees - FY10				
Transit Bus Advertising - Interior Cards 11"x 28"				
	Per Month	Per Month	Per Month	Per Month
Showing; # Units	1x	3x	6x	12x
100%; 256	\$4,500	\$3,825	\$3,150	\$2,250
50%; 128	\$2,250	\$1,913	\$1,575	\$1,125
25%; 64	\$1,125	\$956	\$788	\$563
Each; 1	\$20	\$17	\$14	\$10

Non-Regulatory Fees - FY10				
LYNX Light Rail Vehicles Advertising - Interior Cards 10 11/16"x 22"				
	Per Month	Per Month	Per Month	Per Month
% of Avail Fleet; Display Cards; # of Cards	1 Month Commitment	3 Month Commitment	6 Month Commitment	12 Month Commitment
100%; 15 per LRV; 240	\$9,600	\$7,680	\$6,720	\$5,760
50%; 7 per LRV; 112	\$4,480	\$3,584	\$3,136	\$2,688
25%; 3 per LRV; 48	\$1,920	\$159	\$1,344	\$1,152
1 per vehicle; 1 per LRV; 16	\$640	\$512	\$448	\$384

Non-Regulatory Fees - FY10				
Charlotte Trolley Rail Vehicles - Interior Cards 11"x 28"				
% of Avail Fleet; Display Cards; # of Cards	1Month Commitment	3 Month Commitment	6 Month Commitment	12 Month Commitment
100%;10 per Trolley; 40	\$1,200	\$960	\$840	\$720
50%; 5 per Trolley; 20	\$600	\$480	\$420	\$360
25%; 3 per Trolley; 12	\$360	\$288	\$252	\$216
1 per vehicle; 1 per Trolley; 4	\$120	\$96	\$84	\$72

City of Charlotte

Proposed Regulatory & Non-Regulatory User Fees

Fiscal Year 2010

Engineering & Property Management FY10 Projected Storm Water Rates

Storm Water Rates	FY08	FY09	FY10
Single Family (monthly fee)			
Tier I - <2,000 sq ft of impervious area	\$3.75	\$4.01	\$3.90
Tier II - 2,000-2,999 sq ft impervious area (formerly 2,000+ sq ft)	\$5.51	\$5.90	\$6.02
Tier III - 3,000 - 4,999 sq ft of impervious area	n/a	n/a	\$8.62
Tier IV - >5,000 sq ft of impervious area	n/a	n/a	\$14.47
Commercial (monthly fee)			
Per acre of impervious area	\$91.85	\$98.35	\$100.32

Charlotte Mecklenburg Utilities FY10 Projected Water & Sewer Rates

Water & Sewer Fees	FY08	FY09	FY10
Water (monthly fee)			
Residential Fixed:	\$.06/day	\$.06/day	\$.06/day
Tier I - (08, 0-11 ccf) (09, 0-4 ccf)	\$1.33/ccf	\$1.38/ccf	\$1.45/ccf
Tier II - (08, 12-22 ccf) (09, 5-8 ccf)	\$2.18/ccf	\$1.56/ccf	\$1.64/ccf
Tier III - (08, +22 ccf) (09, 9-16 ccf)	\$4.31/ccf	\$2.56/ccf	\$2.69/ccf
Tier IV - (09, +16 ccf)		\$5.05/ccf	\$5.32/ccf
All others: commercial, industrial, gov't, etc.	N/A	\$1.94/ccf	\$2.04/ccf
Sewer (monthly fee)			
Fixed	\$.06/day	\$.06/day	\$.06/day
Volumetric - residential, commercial, others	\$3.22/ccf	\$3.78/ccf	\$4.00/ccf
Industrial waste	\$.30/ccf	\$.30/ccf	\$.30/ccf
Capacity/Connection (at application)			
Common residential water meter	\$1,724	\$1,928	\$2,158
Common residential sewer meter	\$3,181	\$3,589	\$4,114

Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key Terms

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

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

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

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

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

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

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

The two-year budget was suspended for the Spring 2009 process.