



**PRELIMINARY  
FY2011 STRATEGIC OPERATING PLAN  
AND  
FY2011-2015 CAPITAL INVESTMENT PLAN**

*creating a safe and vibrant community  
delivering quality public services  
focusing on our customers*

**CURRENT  
RECYCLE  
NOW**  
CITY OF CHARLOTTE

**ATS**  
ATLANTA TRASH SERVICE





CHARLOTTE.

**MAYOR**

Anthony Foxx

**MAYOR PRO TEM**

Susan Burgess

**CITY COUNCIL**

Michael D. Barnes

Patrick D. Cannon

Nancy Carter

Warren Cooksey

Andy Dulin

David L. Howard

Patsy Kinsey

James Mitchell, Jr.

Edwin Peacock III

Warren Turner

PRELIMINARY  
FY2011 STRATEGIC OPERATING PLAN  
AND  
FY2011-2015 CAPITAL INVESTMENT PLAN

*creating a safe and vibrant community*  
*delivering quality public services*  
*focusing on our customers*



# Table of Contents

Reader's Guide .....	i
Budget Process .....	iii
<b>Executive Summary</b>	
Manager's Transmittal Letter.....	1
Organizational Chart.....	11
Introduction .....	13
Council Focus Areas.....	13
General Fund Blueprint for Balancing.....	14
General Fund Targeted Budget Reductions .....	15
Financial Partners.....	18
Employee Compensation .....	19
Revenues—General Fund.....	20
Non-General Fund Summary.....	23
Enterprise Funds .....	24
Other Operating Funds.....	28
Capital Investment Plan-Summary.....	29
City-wide Budget and Personnel Summaries .....	31
<b>Corporate Strategy and Priorities</b>	
City Strategy .....	35
Strategic Focus Areas .....	39
<b>Operating Budgets</b>	
General Fund Operation	
Police .....	61
Fire .....	65
Solid Waste .....	68
Transportation .....	71
Neighborhood & Business Services.....	74
Engineering & Property Management.....	77
Charlotte-Mecklenburg Planning .....	80
Enterprise Operations	
Aviation .....	83
Charlotte Area Transit System.....	86
Charlotte-Mecklenburg Utilities.....	89
Support Businesses	
Mayor and City Council.....	92
City Attorney .....	93
City Clerk.....	95
City Manager .....	97
Budget and Evaluation .....	101
Business Support Services.....	103
Finance.....	106
Human Resources .....	109
Non-Departmental Accounts .....	113
General Fund Financial Partners .....	117
Housing Related, After School Enrichment, Crisis Assistance and Community Development Partners.....	118
Municipal Service Districts .....	119
Synthetic Tax Increment Financing .....	121
<b>Summary Statistics and Schedules</b>	
Citywide Summary of Tax Levies .....	123
Summary of Position Allocations .....	124
Summary of Expenditures .....	125

# Table of Contents

<b>General Fund</b>	
Summary of Expenditures .....	126
Summary of Revenues .....	127
<b>Aviation</b>	
Summary of Revenues and Expenditures .....	131
<b>Water and Sewer Fund</b>	
Summary of Revenues and Expenditures .....	132
<b>Charlotte Area Transit (CATS) Fund</b>	
Summary of Revenues and Expenditures .....	133
<b>Storm Water Fund</b>	
Summary of Revenues and Expenditures .....	134
<b>Debt Service</b>	
Municipal Debt Service Fund .....	135
Aviation Debt Service Funds-Consolidated.....	136
Consolidated Water and Sewer Debt Service Funds .....	137
CATS Debt Service Fund.....	138
Storm Water Debt Service Fund .....	139
Convention Center Debt Service Fund .....	140
Hall of Fame Debt Service Fund.....	141
Cultural Facilities Debt Service Fund .....	142
Tourism Debt Service Fund.....	143
<b>Other Funds</b>	
Powell Bill Fund.....	144
Convention Center Tax Fund .....	145
Hall of Fame Tax Fund .....	146
Cultural Facilities Operating Fund .....	147
Federal Stimulus Grants .....	148
Public Safety Grants Fund.....	149
Public Safety 911 Services Fund .....	150
Neighborhood & Business Services Consolidated Grants Fund .....	151
Consolidated Municipal Service Districts.....	152
Risk Management Fund .....	153
Tourism Operating Fund.....	154
General Fund Departmental Charges .....	155
 <b>Capital Investment Plan Summary</b>	
Capital Investment Plan .....	157
 <b>User Fees</b>	
User Fees.....	191
Key Terms .....	211
 <b>FY2010 HR Pay and Benefits Recommendation .....</b>	
<b>See attachment</b>	

# Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY11 Strategic Operating Plan (SOP)** and the **FY11-15 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.

## FY11 Strategic Operating Plan

This document provides a detailed record of the spending plan proposed by the City Manager for FY11. It contains the following elements:

Section	Description
<b>Executive Summary (Pages 1 - 34)</b>	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, and fund summaries.
<b>Corporate Strategy &amp; Priorities (Pages 35 - 60)</b>	The City's corporate strategy, City Council priorities (Community Safety, Transportation, and Economic Development—Business Corridor Redevelopment) and strategic focus areas.
<b>Operating Budgets (Pages 61 - 122)</b>	<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 &amp; 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>
<b>Summary Statistics and Schedules (Pages 123 - 156)</b>	Tabular presentation of key revenue and expenditure information as city wide totals and by fund.
<b>Capital Investment Plan Summary (Pages 157 - 190)</b>	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.
<b>User Fees (Pages 191 - 210)</b>	A listing of city regulatory and non-regulatory fees.
<b>Key Terms (Pages 211 - 213)</b>	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 FY10 revised, and FY11 recommended.
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget summary by inventory of services
- Budget decreases and increases

### City Attorney

<p><b>Summary</b> 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><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Provides over 30,000 hours of legal service provided (excluding Aviation and Police)</li> <li>• 16 attorneys and 10.5 support staff (2 being held vacant)</li> <li>• Two additional attorneys in Aviation</li> <li>• Five additional attorneys and two support staff in Police</li> </ul>	<table border="1"> <thead> <tr> <th></th> <th>FY10</th> <th>FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td>\$1,693,953</td> <td>\$1,883,588</td> </tr> <tr> <td>Positions</td> <td>26.50</td> <td>27.50</td> </tr> </tbody> </table>		FY10	FY11	Budget	\$1,693,953	\$1,883,588	Positions	26.50	27.50
		FY10	FY11							
Budget	\$1,693,953	\$1,883,588								
Positions	26.50	27.50								
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• <u>Chiksey v. City of Charlotte</u>: Former transgender employee sued for sex discrimination. Attorney's Office was successful in having 7 of 9 claims dismissed on summary judgement. In January 2010, received a jury verdict in our favor on the remaining claims.</li> <li>• <u>Central Avenue Video v. City of Charlotte</u>: Several adult businesses sued claiming that the City's adult business zoning regulations violated their First Amendment rights. The District Court's rulings were upheld by the Fourth Circuit Court of Appeals and the U.S. Supreme Court left the ruling intact.</li> <li>• Assisted statewide lobbying effort to preserve annexation authority</li> </ul>										

SERVICE DELIVERY CHALLENGES	
<p><b>Resources</b> There is a critical need for additional resources to handle the increased workload associated with handling large public records requests, electronic discovery requests in litigation, and staffing of quasi-judicial boards. We currently have insufficient resources available to meet the needs and demands of the City.</p>	
<p><b>Public Records Requests</b> Various requests for public records dealing with all types of issues citywide is ongoing. Our office continually advises all KBUs regarding release of information. We expect the number and complexity of these requests to increase in coming years.</p>	
<p><b>Technology</b> The third piece of electronic data collection software is included in this year's service requests. This final piece of software is critical from the standpoint of protecting restricted data and will also allow the attorneys to organize, review, redact and produce documents and data collected through previously purchased software (Encase and Discovery Accelerator). It will save hours of manual review now necessary to remove confidential information from released records, and will also save considerable money now spent on outside resources to do the work.</p>	
<p><b>Space Needs</b> Office space needs remain a high priority. We have staff located in four separate buildings, and those located in other buildings spend considerable time commuting back and forth to CMGC for meetings. Managing off-site attorneys presents substantial challenge, and having all attorneys located in the CMGC would reduce wasted time, increase efficiency, and improve management and accountability.</p>	

### City Attorney

Performance Measures	Performance Achievement	
	FY10 Target	FY11 Target
<p><b>Legal Advice and Representation</b> Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff</p> <ul style="list-style-type: none"> <li>• Ensure that Attorney and paralegals maintain certifications</li> <li>• Publish a newsletter for all City employees with legal topics of interest</li> </ul>	<p>210 training hours</p> <p>4 times each year</p>	<p>210 training hours</p> <p>4 times each year</p>
<p><b>Litigation</b> Provides litigation services including defense and enforcement of ordinances and policies</p> <ul style="list-style-type: none"> <li>• Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel</li> </ul>	<p>\$112.64 per hour</p>	<p>\$110.76 per hour</p>
<p><b>Property Transactions</b> Provides negotiation and services for the purchase and sale of the City's real estate assets</p> <ul style="list-style-type: none"> <li>• Active condemnation cases</li> </ul>	<p>99</p>	<p>100</p>

<p><b>Decreases</b> <b>Targeted Budget Reductions (see p. ____ for additional detail)</b> \$0 in Service Reductions \$0 in External Agency Reductions \$1,246 in Internal Efficiencies \$0 in Internal Cost Transfers</p>	<p><b>Other Reductions</b> \$71,696 is decreased for one time technology investments in FY10. This cost was charged 100% to other funds, thus reducing departmental charges as well.</p> <p><b>Increases</b> \$129,775 is added for a new attorney to address public records requests and to support administrative hearing boards.</p>
---	---

Budget Summary		FY10	FY11
City Attorney Services	Budget	\$ 1,693,953	\$ 1,883,588
	Positions	26.50	27.50
<b>Total</b>		<b>\$ 1,693,953</b>	<b>\$ 1,883,588</b>
<b>Total Positions</b>		<b>26.50</b>	<b>27.50</b>



# Budget Process

## PHASE I - BUDGET POLICY DEVELOPMENT

### November 2009

**Strategic Operating Plan Kick-off**

### December 2009

#### **City Council**

- Approve FY11 Budget Calendar

### February 2010

#### **Mayor and Council Annual Retreat**

- Overview of the economic environment and potential operating and capital budget considerations for FY11
- Review and determination of City Council Focus Areas and priorities

#### **Council Budget Committee Meeting**

- CATS Operating and Capital Budget

### March 2010

#### **Mayor and Council Budget Retreat**

- General Fund Revenue Update
- Financial Partner and Outside Agency Funding Requests
- PCAC Revenue/Services Report
- CATS Budget
- Storm Water Budget

#### **Council Budget Committee Meeting**

- Employee Benefits

#### **Mayor and Council Budget Retreat**

- General Fund Budget Update
- Employee Compensation and Benefits
- Property and Sales Tax Revenue

#### **Council Budget Committee Meeting**

- General Capital Investment Plan—2010 Bond Referendum

### April 2010

#### **Mayor and Council Budget Retreat**

- Utilities Budget
- Draft Capital Investment Plan
- General Fund Budget Update

#### **City Council**

- Adopt FY11 Focus Area Plans and Priorities

## PHASE II - BUDGET DELIBERATIONS AND ADOPTION

### May 2010

**Budget Presentation by City Manager**

**Budget Adjustments Meeting**

**Public Hearing on Budget**

**Straw Votes Meeting**

### June 2010

**Budget Adoption**

This page intentionally left blank.

# Manager's Transmittal

May 3, 2010

To the Honorable Mayor and Council:

On behalf of the City organization, I am pleased to present the City's FY2011 Strategic Operating Plan and the FY2011-2015 Capital Investment Plan (CIP), which totals \$1.64 billion city-wide. \$1.64 billion represents a decrease of 11.6% over the FY2010 budget.

The current economic climate remains a concern and significant budget challenge. According to many economists, the FY2011 budget will likely be the "hit bottom" year in terms of recessionary impact on City revenues. However, it's clear that the difficult budget decisions the City Council has made over the past three fiscal years has enabled the City to remain on a path of fiscal strength and continue to meet the core service needs of citizens.

FY2011 marks the second straight year that the City has managed its budget with less revenue. We have worked hard to mitigate service impacts to citizens, but FY2011 will not be so fortunate. As a result, I chose a different budget process than in previous years. The changes included:

- Earlier engagement with Key Business Units to identify budget reduction opportunities,
- Running salary projections multiple times and later in the process to maximize accuracy,
- Reduced operating budgets to 0% growth from last year without including funding for contract inflation, and
- Proactive messaging and communication of detailed budget recommendations to the Mayor and Council earlier than normal (i.e. prior to my May 3<sup>rd</sup> budget recommendation).

This has not been an easy budget to develop. I'm pleased with the results of staff efforts, which resulted in revenue changes and cost reductions that eliminated our original budget gap of \$10.3 million and provided a reduced pay plan for employees.

## Factors Enhancing our Ability to Manage During Difficult Economic Times

The national and local economic recovery continues to struggle to establish firm footing. However, the sound financial choices made over the past 40 years by Charlotte's Mayors, City Councils and City Managers have positioned the City to manage the fiscal challenges of 2008, 2009, and 2010 better than many other large U.S. cities. In particular, 12 historical choices are most responsible for the soundness of our financial position today. These include:

### Revenue Management

1. Achievement of the **AAA bond rating** (provides easier access to credit for capital projects and at the lowest interest rates).
2. Establishment of **financial policies to guide decision-making**, particularly those related to dedicating one-time revenues with one-time expenses and diversification of revenues that support the capital program.



*"...the FY2011 budget will likely be the 'hit bottom' year in terms of recessionary impact on the City."*

*"FY2011 marks the second straight year that the City has managed its budget with less revenue."*

*"... the sound choices made over the past 40 years by Charlotte's Mayors, City Councils, and City Managers have positioned the City to manage the fiscal challenges of 2008, 2009, and 2010 better than many other large U.S. cities."*

## Manager's Transmittal

3. Establishment of the **"sinking fund" for capital project expenditures**, whereby a dedicated revenue stream goes into the debt service fund annually to repay bonds, which thus determines how much debt can be issued without a property tax increase.
4. Establishment of the **Pay-As-You-Go capital fund** to pay for capital projects for which issuing debt is problematic or undesirable.
5. Establishment of self-supporting **enterprise funds** (Aviation, CATS, Utilities, and Storm Water), which insulate the General Fund from revenue and expense volatility.
6. Establishment of a **16% General Fund balance** requirement, twice the required State of North Carolina threshold.

### Expenditure Management

1. Pursued **functional consolidation** of services with Mecklenburg County and beyond to avoid duplication and cost redundancy (e.g. Utilities, CMS, CMPD, Park and Recreation, CATS, Procurement, Planning, and Fleet Management)
2. Implemented **managed competition and privatization** to reduce costs and benchmark against the private sector and other public organizations.
3. **Restructured the City organization** consolidating 28 departments into 14 Key Business Units (eliminated layers of management and pushed decision-making closer to the customer).
4. Restructured the City's relationship with **financial partners** to place decision-making with key partners (e.g. Arts & Science Council and Charlotte-Mecklenburg Housing Partnership) and ended relationships with partners not critical to the City's mission.
5. Began aggressive management of **employee health care costs** prior to the health insurance crisis.

### Revenues

**For FY2011, I recommend no property tax rate increase. I am projecting property tax revenue growth of 1.3% (excluding property tax transfer)** with a collection rate of 97.2%. As in prior years, I take a conservative approach in projecting anticipated revenues. This budget recommends a property tax transfer from the Pay-As-You-Go capital program to help balance the General Fund. The transfer capacity results from decreased capital funding to Innovative Housing and Business Grants (Business Grants will be funded by other Economic Development funds).

*"For FY2011, I recommend no property tax increase."*

*"I am projecting property tax revenue growth of 1.3%."*

# Manager's Transmittal

## Property Tax Transfer

Fund	FY2010 Current	FY2011 Proposed	Rate Difference	Revenue Difference
General Fund	37.58¢	37.73¢	.15¢	\$1.13 million
Debt Service	6.87¢	6.87¢	0.0¢	\$0.0 million
Pay-As-You-Go	1.41¢	1.26¢	(.15¢)	(\$1.13 million)
<b>TOTAL</b>	<b>45.86¢</b>	<b>45.86¢</b>	<b>0.0¢</b>	<b>\$0.0 million</b>

Sales tax revenue continues to be monitored closely due to its fluctuation related to the economic conditions. In FY2010, sales tax revenues were budgeted 10% below the FY2009 budget. Current FY2010 predictions indicated actual sales tax revenue to be 13% below budget. In response, Council appropriated \$7.4 million from reserve for economic deterioration in March to cover the decline in sales tax. Without the appropriation, the projected sales tax budget would have declined by 6.5% for FY2011. Current economic projections do not anticipate further decline of sales tax revenue beyond our budgeted amount for next year. Based on current information, I am projecting FY2011 sales taxes to increase by 4.8% over the FY2010 revised budget.

### General Fund Budget Highlights

As previously mentioned, the FY2011 budget development process was very different than in prior years. During my budget review meetings with Key Business Units during January and February, I heard similar budget goals from virtually all Key Business Executives. These included: collaboration to finding budget solutions, a willingness to offer and accept trade-offs for the betterment of the entire organization, minimizing negative service impacts to citizens, funding public safety, and a desire to offset increases to employee health insurance increases experienced during FY2010 and increases planned for FY2011.

The series of meetings with Key Business Units produced 48 reductions resulting in \$7.7 million in savings categorized in the followings groups (see the Preliminary SOP handout in cover flap or page 15 for additional details):

- **Service Reductions** (elimination or reduction of service levels to citizens)
  - Examples include: reductions to Solid Waste Service's unscheduled bulky item pick-up service (Call & Send Program), elimination of 8:00 p.m. to 7:00 a.m. CharMeck 311 operating hours, and suspension of street light installations

*"The series of meetings with Key Business Units produced 48 Reductions resulting in \$7.7 million in savings..."*

# Manager's Transmittal

- **External Agency Reductions** (elimination or reduction of funding to non-City of Charlotte agencies)
  - Examples include: elimination of funding for Partners in Out of School Time (POST), reduced funding for Charlotte Department of Transportation's arena-area traffic control, and the initiation of contract negotiations with Charlotte-Mecklenburg Schools to increase the reimbursement for CMPD School Resource Officers in the FY2012 budget
- **Internal Efficiencies** (streamlining of service provision or reduction in unit costs associated with providing a particular service)
  - Examples include: Solid Waste Services reorganizations resulting from privatizing Recycle It! (single-stream recycling) and conversion of four solid waste collection zones into one, changing the Police pay cycle from 14 days to 28 days to mitigate overtime needs, and reorganization of the Real Estate Division within Engineering and Property Management
- **Internal Cost Transfers** (shifting of costs from the General Fund to other funds within the City)
  - Examples include: transfer funding of non-residential code enforcement In-Rem demolition costs to Business Grant program income and increase the overhead reimbursement rate to the capital program budget

*"Following the March 24<sup>th</sup> Budget Retreat, Finance and Budget & Evaluation staff identified additional revenue and budget reduction changes for the General Fund. These changes totaled \$9.2 million..."*

Following the March 24<sup>th</sup> Budget Retreat, Finance and Budget & Evaluation staff identified additional revenue and budget reduction changes for the General Fund. These changes totaled \$9.2 million and included a combination of increased revenues, additional transfers, and additional budget reductions including:

- Increased cost allocation plan revenue
- Property tax transfer from Pay-As-You-Go (PAYG) capital program
- Increased video programming revenue
- Decreased General Fund contribution to the Risk Fund
- Transfer tree trimming and removal costs from the General Fund to PAYG capital program
- Decreased General Fund contribution to the Storm Water Fund
- Decreased contribution to 401(k)
- Decreased budget line-items
- Decreased Synthetic TIF payments

*"I believe the ... reductions are necessary to fund three new resource allocations that are critical to the organization. These include: Compensation Adjustment ... Operating Budget Reserve.....[and a] Public Records Attorney..."*

I believe the above reductions are necessary to fund three new resource allocations that are critical to the organization. These include:

- **Compensation Adjustment (\$6.1 million):** No merit or step increases occurred in FY2010. Our labor market research data indicates projected 2010 market movement of 2.3% on average from large, local employers. Smaller local employers project an average market movement of 2.1%. I recommend a 2% Public Safety Pay Plan (PSPP) market adjustment, a 2.5% PSPP step adjustment, and a 2% merit budget for Broadbanding employees.

*"I recommend a 2% Public Safety Pay Plan (PSPP) market adjustment, a 2.5% PSPP step adjustment, and a 2% merit budget for Broadbanding employees."*

## Manager's Transmittal

- **Operating Budget Reserve (\$1.0 million):** The risk of further economic deterioration has lessened. Still, I believe it is wise to set aside some funds in FY2011 to help mitigate any negative, unanticipated budget issues that may arise.
- **Public Records Attorney (\$129,775):** The number and amount of requests for email and other public records has increased dramatically from citizens, regulatory actions, and particularly the print media. These requests require legal oversight to ensure proper compliance, and the work demand has surpassed our ability to manage with existing legal resources.

Other new resource allocation:

- **Staffing for Airport Fire Station (\$1.7 million):** 21 new positions are recommended to staff Fire Station 41 at the airport related to opening of the third parallel runway. Aviation funds 100% of this cost.
- **City match for 50 Police Officers funded from Federal Stimulus COPS Grant (\$0.9 million):** The COPS grant requires increased, graduated city funding over the four-year grant period. The \$0.9 million represents the City's second year match requirement.

As a result of the accumulation of recommended changes outlined above, **the recommended General Fund budget decreases 1.25%, from \$451.1 million in FY2010 to \$445.5 million in FY2011.**

The final key process change involved my communication and engagement with the Mayor and City Council. In normal years, I would present my recommendations at the Council's first business meeting in May. Due to the breadth and depth of changes required to balance the FY2011 budget, I instead used the Budget Retreat meetings to communicate my recommendations as they were developed during the budget process. I hope this has helped you better understand the various steps and changes I have made to present you a recommended, balanced budget for FY2011.

### Capital Investment Plan (CIP) Highlights

During the FY2011 budget development process, staff identified \$50 million in available General debt capacity. This budget recommends using \$45 million of the capacity to address community infrastructure needs including adding \$17.5 million of transportation projects to the planned November 2010 Bond Referendum and \$27.5 million in Certificates of Participation (COPs) for public safety facility investments.

The November 2010 Bond Referendum addresses infrastructure investments for transportation, neighborhoods, and affordable housing. The commitment to Transportation related projects is reflected in the allocation of bond dollars – the 2010 bond referendum allocates \$156.6 million out of \$198.6 million (79%) to Transportation projects. After November 2010, the five-year CIP does not include future General bond referendums.

Recommended changes to the current 2010 Bonds Referendum plan include:

- **Farm-to-Market Roads (Reduce by \$3.5 million)**
  - Eliminate planning and design funding for Robinson Church Road (\$2.5 million) and Tyvola Road improvements (\$1.5

*"...the recommended General Fund budget decreases 1.25%..."*

*"The commitment to Transportation is reflected in the allocation of bond dollars – the 2010 bond referendum allocates \$156.6 million out of \$198.6 million (79%) to Transportation projects."*

## Manager's Transmittal

million) due to no future bond referendum currently planned after 2010, which would normally provide the remaining construction funds needed to complete the projects.

- **Intersection Construction Improvements (Increase by \$9.0 million)**
  - Add McKee Road/Providence Road (\$7.0 million) and Arrowood Road/Nations Ford Road (\$2.0 million) intersection improvements.
- **Other Transportation Improvements (Increase by \$12.5 million)**
  - Reduce funding by \$3.0 million for public-private participation (decreases project from \$6.0 million to \$3.0 million) as a result of fewer construction partnership opportunities resulting from the slower economy.
  - Increase funding by \$13.5 million for Northeast Corridor light rail station transportation access improvements. When combined with prior 2008 bonds for Northeast Corridor Access Improvements, the total amount reserved for the project increases from \$17.0 million to \$30.5 million. Though only a portion of the likely total needed, this amount continues the process of setting aside funds to address the transportation access needs associated with the Blue Line Extension project.
  - Add funding of \$2.0 to address street construction needs arising from City Council's revised non-system residential street program policy.

I recommend applying other available debt capacity – through Certificates of Participation – to finance public safety facility investments. These new projects include:

- **Consolidated Fire Headquarters (\$6.0M):** Additional funding of \$6.0M completes the \$16.0 million in total funding required for a new Fire Administration, Fire Prevention, Emergency Management, and Emergency Operations Center at the corner of Graham and Statesville Streets.
- **Two New Police Division Sub-stations (\$14.0M):** A new Eastway Police Station (\$7.0M) and a new Steele Creek Police Station (\$7.0M) are recommended to provide a permanent police presence in both areas and enhance field operations.
- **Land for Joint Communications Center (\$6.0M):** A joint facility for Medic, Charlotte Fire, and the Charlotte-Mecklenburg Police Department 911 communications – along with CharMeck 311 – presents a unique opportunity for each organization to enhance operational efficiencies and coordination.

Other highlights from the Pay-As-You-Go (PAYG) capital program include:

- **Tree Trimming and Removal Program (\$1.4M):** The budget shifts \$677,122 of related General Fund operating budget expense to the PAYG capital program, which is then combined with \$420,000 of existing PAYG program funding and \$302,878 in new funding.
- **Tree Replacement Program (\$0.7M):** The recommended budget shifts \$216,808 of tree replacement funding in the General Fund to

*"I recommend applying other available debt capacity...to finance public safety facility investments."*



# Manager's Transmittal

PAYG and adds \$483,192 to increase the number of tree replacements throughout the City and strengthen one of Charlotte's community assets.

## Compensation and Health Benefits

In FY2010, I was not able to recommend any merit, market, or step increases for employees. Although a difficult decision given the critical relationship between our employees and service delivery, it was necessary given the economic circumstances we faced at the time.

It has been my priority to explore all opportunities in the FY2011 budget to provide a reduced level of compensation increase based on improving market conditions and a desire to offset a 4% health insurance premium increase absorbed by employees in FY2010 and an overall projected 5% employee health insurance premium increase for the FY2011 budget. I am pleased to recommend a 2% Public Safety Pay Plan (PSP) market adjustment, a 2.5% PSP step adjustment, and a 2% merit budget for Broadbanding employees.

I recommend reducing the City's contribution to employee 401(k) programs from 3% of an employee's salary to 2% (excluding sworn Police), with the goal of restoring the 3% contribution level in the FY2012 budget. Sworn Police's 401(k) contribution remains at 5% per North Carolina General Statute requirements.

*"I recommend reducing the City's contribution to employee 401(k) programs from 3% of an employee's salary to 2% (excluding sworn Police)..."*

## Financial Partners & Outside Agencies

No new Financial Partners or Outside Agencies are recommended for FY2011. I recommend eliminating funding for the following partners:

- Elimination of \$454,414 in funding for Partners in Out of School Time (POST). Charlotte-Mecklenburg Police Department indicates a higher priority for other youth engagement programs.
- Elimination of \$60,000 for the Lakewood Community Development Corporation due to low productivity of the number of additional affordable housing units. After 2010, the City no longer funds any community development corporations.

*"No new Financial Partners or Outside Agencies are recommended for FY2011."*

## Budget Safeguards

I'm encouraged by growing signs of economic stability and our City's track record of effectively managing the challenges presented by recent economic events. Still, should the economy worsen during the upcoming fiscal year or some other external force creates budgetary issues for the City, the following are options available to address those issues:

1. **\$1 million General Fund operating budget reserve** included in the FY2011 recommended budget;
2. **\$2.25 million balance in the Criminal Justice System Technology reserve;**

## Manager's Transmittal

3. General Fund **reserves in excess of 16%**, which will be known following close-out of the FY2010 budget on June 30, 2010;
4. Reduction of General Fund **reserves below 16%** (each 1% equals \$5.1 million);
5. Use of \$15.8 million capital reserves budgeted for **technology investments** (\$14 million of which is budgeted in FY2012 and FY2013); and
6. Other actions as necessary from the **expenditure side of the budget**.

### Future Budget Issues

Several budgetary issues should be kept in mind for future years, including:

1. The November 2010 bond referendum is the last referendum for which we have funding. Decisions would have to be made in June 2011 and/or June 2012 to prepare for the **November 2012 referendum** or for the lack of future referenda.
2. In September 2009, the City received a grant for **50 police officers through stimulus funding** (the majority of which were hired in January 2010) and added 75 police officers funded through the General Fund. At the end of the three years (January 2013), the City will be responsible for this cost, estimated to be \$5.6 million in net General Fund expense beyond the current budget.
3. In February 2010 the City applied for a **streetcar grant** to run the 1½ miles from Presbyterian Hospital to the Transportation Center. That service must be operational three years from the receipt of the grant and has an estimated annual operating cost of \$1.5 million.
4. City employees are members of the **North Carolina Local Government Employees Retirement System**, which is administered by the North Carolina Department of the Treasury. It is administered by a governing body on which local governments are under-represented. Local governments' cost increased 32% this year (\$4.5 million in the City's total budget). While the financial health of the retirement system is important, future increases seem unnecessary, yet are possible given the direction of the State governing board.
5. **Collective bargaining legislation for Police and Fire** continues to simmer within Congress. The impact of such legislation is unknown, but would logically include considerable financial exposure for cities not currently operating within a unionized environment. Proposed implementation for the current bill would be 2014.
6. The 2009 General Assembly session explored eliminating the **Business Privilege License**. This effort was unsuccessful, but future threats remain as the General Assembly struggles to manage its own budget while also considering revenue modernization options.

*"The November 2010 bond referendum is the last referendum for which we have funding."*

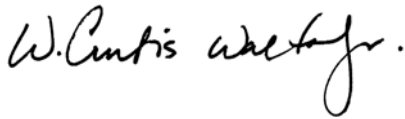
# Manager's Transmittal

## Conclusion

The FY2011 budget reduces expenditures in non-critical areas, provides for continued investment in public infrastructure – particularly public safety, provides for a reduced pay plan for employees, and retains our fiscal strength. Staff has worked hard this fiscal year and especially this budget development cycle to remain faithful stewards of city finances and committed public servants.

I look forward to our continued budget dialogue and work throughout the remainder of the budget process.

Respectfully,

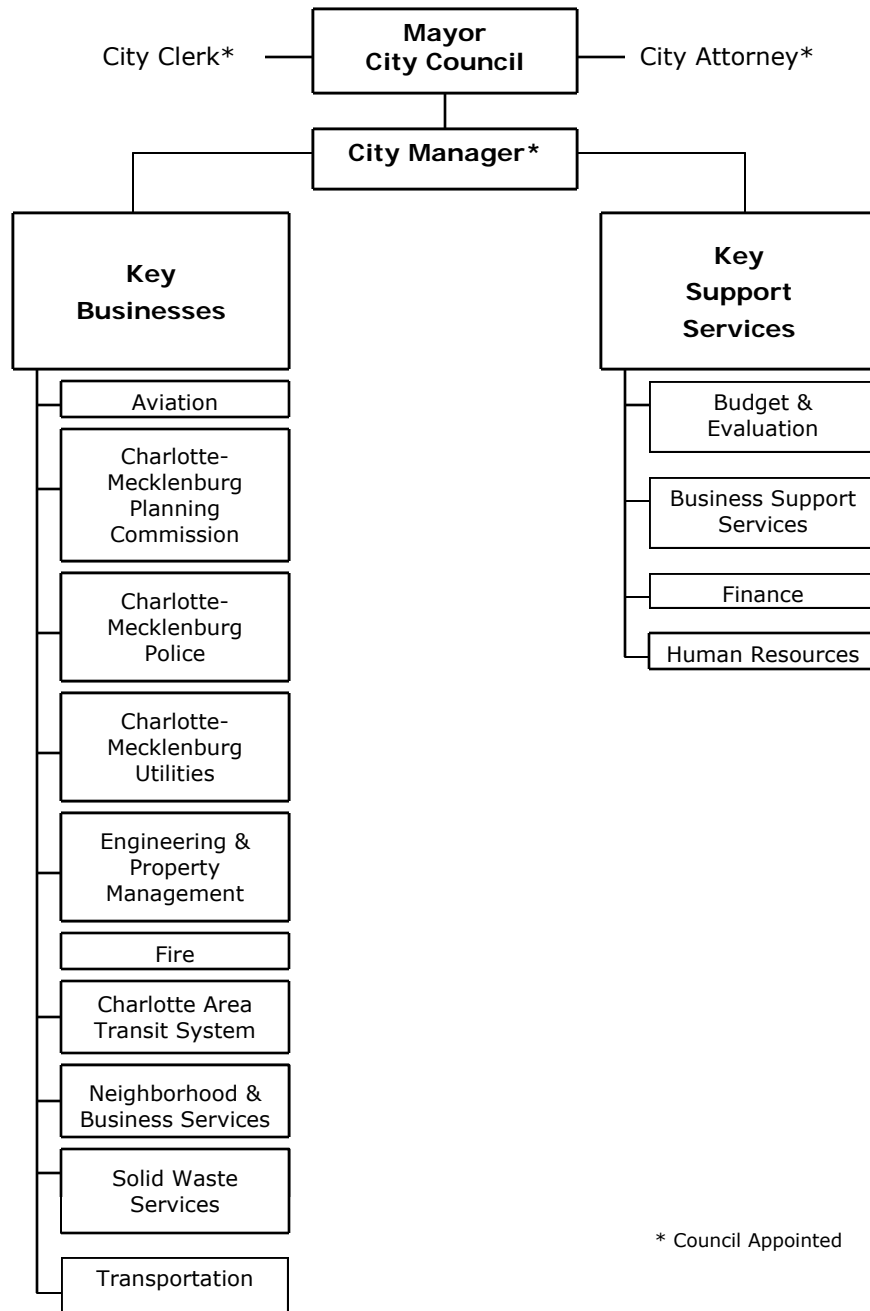


W. Curtis Walton, Jr.  
City Manager

*"The FY2011 budget reduces expenditures in non-critical areas, provides for continued investment in public infrastructure – particularly public safety, provides for a reduced pay plan for employees, and retains our fiscal strength."*

This page intentionally left blank.

# City of Charlotte Organizational Chart



This page intentionally left blank.

# Executive Summary

## INTRODUCTION

The total recommended budget for FY11 is \$1.64 billion, down 11.63% from the FY10 revised budget of \$1.86 billion. Containing both annual operating funds (\$1.08 billion) and the first year of a five-year Capital Investment Plan (\$568.5 million), the total budget reflects the transition from a period of low- to no- growth to a slow economic recovery.

The City's total assessed property valuation approaches \$77.5 billion, and population is estimated at 728,254. Property tax revenue growth is projected to be 1.3%. The City's property tax rate remains 45.86¢ per \$100 valuation.

The five-year Capital Investment Plan totals \$2.57 billion, also representing a significant decrease of 10.2% from the current plan. Despite the overall decrease, Aviation's program grows 3.9% to \$800.0 million. Also, significant investment in Public Safety facilities partially offsets the overall decrease. Another \$6 million completes funding for the new Fire Consolidated Headquarters and Emergency Operations Center construction, for a total investment of \$16 million. The start-up funding for land for a new joint Communications Center is also included at \$6.0 million. \$18.1 million will be invested in completion of Providence Police Station and two new police district offices (Eastway and Steele Creek). \$198.6 million is scheduled for a November 2010 Bond Referendum, with \$156.6 million of the total allocated to Transportation projects. \$32.0 million would support Neighborhood Improvements, and another \$10.0 million would be invested in Housing bonds.

The City has received over \$53 million in federal stimulus grants, and continues to search for additional opportunities. The City received an additional \$6.5 million in Energy Efficiency and Conservation grants in April 2010.

The net General Fund budget decreases 1.25% to \$445.5 million, even with the full-year impact of the City's share of the grant- funded 50 police officers plus the additional 75 officers added during FY10. The new Recycle It! roll-out container recycling program contributes to the decrease, reducing \$2.4 million from Solid Waste Services' FY11 budget. Additional budget reductions highlighted in the following sections further enable the City to maintain its existing property and sales tax rates.

## Council Focus Areas

Council's five focus area plans, approved in April 2010, 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 healthy and vibrant neighborhoods."*
- **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

## General Fund - a Blueprint for Balancing

The path to balancing the General Fund budget began from a \$10.3 million gap identified in February 2010. From this point, a series of unique actions and steps were taken during the FY11 budget development process to achieve a balanced budget. The following "blueprint" outlines the process used to balance the General Fund:

Balancing "Blueprint"	Changes (millions)	Amount (millions)
<b>February Council Retreat Estimated Gap</b>		<b>(10.3)</b>
<b>Expenditure decreases and improved revenues since February Retreat</b>		
Health Insurance Plan changes	0.7	
Additional Solid Waste Services savings	0.7	
Improved Sales Tax Revenue estimate	0.9	
Improved Property Tax Revenue estimate	0.3	
<b>Adjusted Gap</b>		<b>(7.7)</b>
<b>Targeted Budget Reductions (March 24<sup>th</sup>) - see following pages for details</b>		
Service Reductions	0.5	
External Agency Reductions	0.7	
Internal Efficiencies	3.7	
Internal Cost Transfers	0.8	
<b>March 24<sup>th</sup> Budget Retreat budget position</b>		<b>(2.0)</b>
<b>Revenue Increases, Transfers, and Additional Budget Reductions (April 14<sup>th</sup>)</b>		
Increased Cost Allocation Plan revenue	1.6	
Property Tax transfer from PAYG	1.1	
Increased Video Programming revenue	0.8	
Decreased General Fund increase to contribution to Risk Fund	1.0	
Transfer tree trimming/removal & tree replacement costs to PAYG	0.9	
Decreased General Fund contribution to Storm Water	0.5	
Decreased contribution to 401(k)	1.8	
Decreased budget line-items	1.1	
Decreased Synthetic TIF payments	0.4	
<b>April 14<sup>th</sup> Budget Retreat revised budget position</b>		<b>7.2</b>
<b>Budget Additions (April 14<sup>th</sup>)</b>		
Add employee pay adjustment	(6.1)	
Add General Fund operating budget reserve	(1.0)	
Add public records attorney	(0.1)	
<b>General Fund balanced May 3<sup>rd</sup></b>		<b>\$0.0</b>



# Executive Summary

## General Fund Targeted Budget Reductions

During FY10, the City Manager met with each Key Business Executive and asked for recommendations to reduce, suspend, or eliminate programs. The efforts resulted in recommended savings of over \$7.7 million for FY11 and additional savings to be implemented over the next few fiscal years. These savings are detailed as follows, within four categories:

- Service Reductions
- External Agency Reductions
- Internal Efficiencies
- Internal Cost Transfers

Additional detail is provided as a handout in the cover sleeve. Other changes to operating budgets outside of this target reduction strategy follow in a later section of the Executive Summary as well as within the individual departmental pages.

### Service Reductions

- \$0 HouseCharlotte program funding reduction for those earning more than 80% area median income (N&BS) – reduces the number of loans available (\$462,214 benefit to PAYG—Innovative Housing)
- \$225,166 Unscheduled bulky item pick-up service (SWS) – eliminates 2 crews (4 positions) and 2 rear-loader trucks by reducing Call & Send program services and handling all bulky item services through the regular service delivery process
- \$221,516 Staff for Fire Plans Review (Fire) - freezes 3 vacant positions as a result of decreased workload associated with the economic downturn. These positions will be funded based on workload demands as economic conditions evolve.
- \$64,738 8pm – 7am shift at CharMeck 311 (All KBUs) – eliminates 12 vacant positions by eliminating service between the hours of 8:00 p.m. and 7:00 a.m., the time period when the fewest citizens call
- \$16,428 Information packet mailings for annexation (Corporate Communications) – replaces information packets with letters to property owners
- \$7,800 Utility Bill inserts (All KBUs) – eliminates 2 of the 3 bill inserts for the month of December. Bill inserts are a communication tool used by various business units for information such as crime prevention tips and solid waste collection schedule changes
- \$0 Suspend new street light installations for three years (CDOT) – cost avoidance by eliminating new installations for FY11 and associated electricity costs.

### External Agency Reductions

- \$454,414 Partners in Out of School Time (POST) (Police) – eliminates funding for POST
- \$180,000 Arena Traffic Control (CDOT) – reduces service level to cover major events only
- \$94,554 ImaginOn Children’s Theater building maintenance – eliminates funding by phasing out maintenance cost contribution over three years for this County owned facility
- \$0 Lakewood Community Development Corporation (CDC) – eliminates funding for the one remaining City supported CDC and allows for reallocation of grant funds for other purposes (\$60,000 benefit to PAYG—Innovative Housing)
- \$0 School Resource Officers (Police) - increase charge to school system starting in FY12 - revises funding formula to attain 100% funding instead of 50% funding during school year
- \$0 School Crossing Guards (Police) - eliminates funding effective July 1, 2011
- \$0 Criminal Justice System Technology transfer of funds to CMPD (Police) – transfers funds to support one-time costs within CMPD’s operating budget (\$750,000 per year for 4 years, or \$3 million)

# Executive Summary

## Internal Efficiencies

- \$0 Workers' Compensation chargeback wage replacement (All KBUs) – reduces charges to the Risk Fund by implementing a new policy to charge the individual Key Business Unit budget(s) for employees workers' compensation wage replacement payments (\$2.4 million benefit to Risk Fund)
- \$2,360,000 Recycle It! (single-stream) (SWS) – reorganizes service delivery and produces savings by switching to bi-weekly collection of recyclables instead of once a week collection and creating internal efficiencies (\$2 million of this total was identified at Council's February retreat)
- \$1,037,229 Police Pay Cycle (CMPD) – changes the pay cycle from 14 days to 28 days producing savings in overtime payments
- \$468,000 Solid Waste Services Reorganization (SWS) – eliminates the four garbage collection zones and creates one, city-wide collection system producing internal efficiencies and optimized collection
- \$426,375 Two-way Radios (All KBUs) – reduces funding by standardizing all models and consolidating purchasing and maintenance
- \$174,292 Fleet Fluid Testing (All KBUs) – reduces funding through needs testing and increased efficiencies related to maintenance service and use of fluids across the fleet (benefits other funds an additional \$48,660)
- \$181,000 Police Court Time Minimum Pay (CMPD) – reduces the minimum number of hours paid from 3 to 2 producing savings. Any court time over 2 hours will be paid at the full amount of time consistent with the current policy.
- \$50,993 CMGC Office Space (All KBUs) - eliminates lease of higher market-rate office space outside the CMGC by moving some City operations into vacant CMGC space (An additional \$97,459 is reduced in CATS operating budget by eliminating outside office space lease costs)
- \$120,000 Employee Service Award Program (All KBUs) – eliminates the years of service recognition program
- \$90,000 Fleet and Motorized Equipment (All KBUs) – reduces funding by consolidating purchasing power across the City and limiting non-essential options (an additional \$30,000 benefits other funds)
- \$112,863 Engineering & Property Management Reorganization (E&PM) – eliminates one position and improves internal efficiency and productivity through realignment of staff in the Real Estate division
- \$104,053 Building Maintenance (All KBUs) – defers inspection and preventive maintenance of City facilities and equipment
- \$100,000 Planning Commission operating expenses (Planning) – Reduces contractual services, training, and printing expenses decrease in the number of small area plans for FY11 from 6 to 4.
- \$72,500 Wireless Service Management (All KBUs) – reduces funding by lowering the cost for cell phones through the consolidation of purchasing power and limiting non-essential options (an additional \$25,400 benefits other funds)
- \$94,835 Code Enforcement Reorganization (N&BS)– freezes 2 positions and increases collaboration between Code Enforcement and the Community and Commerce division to drive down the number of nuisance cases
- \$79,384 Fire Telecommunicator Schedule (Fire) – removes inequity of pay for hours not worked in comparison to telecommunicators in other City departments
- \$75,841 Fire Administrative Staff (Fire) – eliminates 1 administrative support position
- \$39,039 U.S. Communities Purchasing Contract (All KBUs) – maximizes rebate opportunities by increasing procurement collaboration (an additional \$35,961 benefits other funds)
- \$0 Workers' Compensation Supplemental Wage Replacement (All KBUs) – reduces charges to the Risk Fund by implementing a new policy to charge the individual Key Business Unit budget for the difference between the maximum compensation allowable under Workers Compensation code and their actual rate of pay (\$45,000 benefit to Risk Fund)

# Executive Summary

## Internal Efficiencies cont'd

\$2,503	<u>Revenue Division Reorganization</u> (Finance and CMU) – eliminates 1 position and redistributes workload to existing staff (an additional \$40,677 benefits CMU)
\$23,794	<u>Office Supplies Rebate Programs</u> (All KBUs)– maximizes rebate opportunities by increasing procurement collaboration (an additional \$11,206 benefits other funds)
\$28,800	<u>Imaging Contract</u> (All KBUs) – eliminates contractual expense by implementing a digital contract archive to improve internal processes and productivity
\$23,464	<u>Media Buying</u> (All KBUs) – consolidates media buying across the City and leverages use of resources and city-wide purchasing power
\$6,000	<u>Newspaper Advertising</u> (All KBUs)- reduces funding by ensuring placement of advertisements with the lowest cost publications that meet legal advertisement requirement (an additional \$4,000 benefits other funds)
\$9,000	<u>Employee Newsletters</u> (All KBUs) – increases use of electronic communications to employees and reduces printing costs
\$5,904	<u>Retiree Newsletters</u> (All KBUs) – increases use of electronic communications to retirees, reduces the number of direct mailings to retirees, and reduces printing costs
\$1,300	<u>Clerk's Office Staffing for Council Meetings</u> (City Clerk) – reduces overtime by having only the Clerk or Deputy Clerk staff Council meetings
\$0	<u>Technology Infrastructure Consolidation</u> (All KBUs)- consolidates the maintenance and management of all technology infrastructure and improves internal efficiencies. Approximately \$550,000 over the next 4 years.

## Internal Cost Transfers

\$150,000	<u>Development and Revitalization Fund reallocation to In Rem</u> – streamlines current economic development programs and places emphasis on Council's priority related to non-residential demolitions (benefits General Fund by reducing \$150,000 from N&BS operating and creating additional revenue capacity through property tax rate transfer)
\$410,941	<u>Overhead charged to CIP for Engineering (E&amp;PM)</u> – increases the overhead rate from 2.4% to 2.5% and ensures more accurate cost allocation of staff workload to the individual capital projects. 2.5% is consistent with the rate used in the private sector
\$135,728	<u>Overhead charged to CIP for Transportation Services (CDOT)</u> – increases the overhead rate from 2.4% to 2.5% and ensures more accurate cost allocation of staff workload to the individual capital projects. 2.5% is consistent with the rate used in the private sector
\$100,000	<u>Area Plans Development</u> (CDOT) – transfers portion of transportation planning costs to the CIP to ensure more accurate cost allocation of staff workload and the individual capital projects
\$0	<u>Charlotte Housing Authority Relocation contract</u> – uses prior year project balance funding to produce savings to Innovative Housing over the next 5 years
\$0	<u>Pre-purchase Housing contract with Community Link</u> – uses prior year project balance funding towards the FY11 allocation and rebids and leverages City funds for lower costs per home purchase

**\$7,748,454 Total Budget Reductions - Distributed at March 24th Budget Retreat**

# Executive Summary

## General Fund Decreases (outside of targeted reductions)

### Other Reductions

8 FTEs are reduced from reimbursed costs in the Police Transit Unit due to the Charlotte Area Transit's increased use of contracted security, resulting in a net zero impact. The 7 police officers and 1 Sergeant are transferred to existing position vacancies within Police (Police)

\$893,930 is reduced from Landscape Management operating budget for all contract tree removal, tree trimming, and new tree planting is transferred to the PAYG Capital Program (E&PM)

## General Fund Increases by Council Focus Area

### Community Safety

\$1,665,505 is added for 21 firefighting staff at the new Airport Station 41, funded by Aviation (Fire)

\$888,290 is added for the second year of the City match for 50 police officers funded from a federal stimulus COPS grant (Police)

\$750,000 is transferred from Criminal Justice System Technology funds not in use to the Police operating budget for one-time expenses (Police)

### General Government

\$129,775 is added for a new attorney to address public records requests and to support administrative hearing boards (City Attorney)

\$51,699 is added for the costs associated with the FY10 annexation garbage collection and disposal (SWS)

\$25,395 is added to the Mayor and Council travel budget (Mayor and Council)

## Financial Partners

No new partners are recommended for FY11. Two existing partners, United Family Services—Victim Assistance and Charlotte International Cabinet, received a funding increase for salaries consistent with the City's overall compensation plan related to specific contract provisions. WISH is funded at the same level as FY09 due to use of prior year start-up costs. Two partners, Partners in Out of School Time (POST) and Lakewood Community Development Corporation, are recommended for elimination in FY11. All other partners' funding remains flat for FY11 at the FY10 level.

# Executive Summary

## Employee Compensation

### Pay Plan

Employee compensation is the single largest category of expenditure for the City's operating budget. Due to recent economic conditions, for the current year FY10 budget, City employees received no salary adjustments (including merit, market or step). Most economists agree the economy has "hit bottom" and we now begin a period of slow recovery. Additionally, employee market data indicates signs of movement related to employee compensation.

Thus, the recommended FY11 budget includes the following:

- For Broadbanding Pay Plan, the recommended budget includes a 2.0% merit budget increase for all Key Business Units no earlier than September 4th.
- For the Public Safety Pay Plan, the recommended budget includes a 2.0% market adjustment no earlier than September 4th. The recommended budget also includes funding for a 2.5% step increase.

For the General Fund, the recommended pay plan increases the FY11 budget by \$6.1 million. Of the \$6.1 million, \$4.9 million is for Police and Fire. Thus, 80% of the proposed employee compensation increase is allocated to Police and Fire employees.

### 401(k)

During the recent economic downturn, both private and public sector companies made adjustments to 401(k) plans to help adapt to declining revenues. In order to help fund the employee compensation adjustment, the recommended budget includes a one-year decrease to the City's contribution to employees' 401(k).

State law mandates a 5% City contribution to 401(k) for sworn law enforcement, so there is no change to the 5% contribution. Additionally, the City provides a 3% contribution to all other employees (including Fire). The recommended budget for FY11 reduces the 3% contribution down to 2% with a goal of restoring back to the 3% level next fiscal year. Reducing the 401(k) contribution by 1% for FY11 saves \$1.8 million to the General Fund.

### Health Insurance

At the Council's February retreat, City staff estimated a health insurance premium increase (both to the City and the employee) of 7% for FY11 to sustain the City's self-insurance fund for health insurance. After reviewing several proposals, staff recommended changes to the City's benefits program that resulted in lowering the City's overall projected health insurance increase to 5%. For additional detail, please see the attached FY11 Pay and Benefits Recommendation.

Without the proposed employee compensation adjustment described above, City employees would have adsorbed the health insurance premium increases as a reduction to take home pay for the second year in a row. As an example, for FY11 service maintenance employees would have their net pay decrease by 1.18% or more while labor and trade employees would have their net pay decrease by 1.11% or more.

# Executive Summary

The General Fund totals \$511.5 million, including all transfers between funds. This amount represents a decrease from FY10's \$513.3 million, or 0.3%.

## Revenues—General Fund

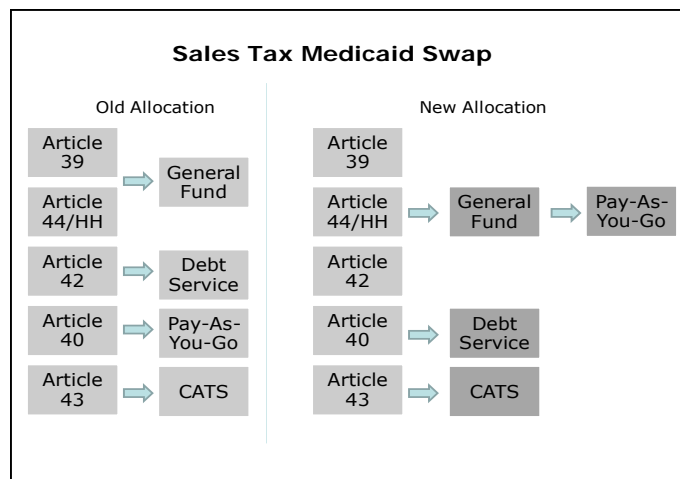
### Property Tax

The FY11 property tax rate for the General Fund is 37.73¢ per \$100 of property valuation, increasing by 0.15¢, shifted from the Pay-As-You-Go Fund. The assessed property value increases to \$77.48 billion, or 1.1% over FY10 adopted budget of \$76.62 billion. Property tax revenues, including current and prior year collections, interest, and other penalties and rebates are projected to total \$288.6 million, or a 1.5% increase in FY11. Property tax revenues increased 1.1%, excluding the transfer. Since July 2005, the City's property tax base has grown by an estimated \$12.26 billion, to \$77.5 billion, an average annual increase of \$2.45 billion, or 3.75%.

<u>Fund</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>Rate Difference</u>	<u>Revenue Difference</u>
General Fund	36.98¢	37.58¢	37.73¢	.15¢	\$1.1 million
Debt Service	7.37¢	6.87¢	6.87¢	.00¢	\$0.0
Pay As You Go Capital	1.51¢	1.41¢	1.26¢	(.15¢)	(\$1.1 million)
<b>Total</b>	<b>45.86¢</b>	<b>45.86¢</b>	<b>45.86¢</b>	<b>0.0¢</b>	<b>\$0.0 million</b>

**Sales Tax** revenues for the General Fund are comprised of the proceeds from 2.0% of the City's total sales tax rate of 3.0%. The remaining 1.0% is split evenly between CATS (0.5%) and the Municipal Debt Service Fund (0.5%).

<u>State Statute</u>	<u>Distribution Method</u>	<u>Year</u>	<u>Rate</u>	<u>FY11 (\$ millions)</u>
<b>General Fund</b>				
Article 39	Point of distribution	1967	1.0%	\$38.05
Article 42	Point of distribution	1986	0.5%	\$17.10
Article 44	Derived by state	2003	0.5%	\$9.20
<b>Total General Fund</b>			<b>2.0%</b>	<b>\$64.35</b>
Article 40 Debt Service	Per capita	1983	0.5%	\$12.19
Article 43 CATS (countywide)	Point of distribution	1999	0.5%	\$59.38
<b>Total All Funds</b>			<b>3.0%</b>	<b>\$135.92</b>



# Executive Summary

## Revenues—General Fund cont'd

Effective October 2009, the State amended the sales tax distribution formula to counties (and hence municipalities) to minimize the impact of changes in Medicaid funding. As a result, the proceeds of the City's 3.0% sales tax revenues were redistributed in a manner that requires realigning the specific sources to rebalance funding levels. As of FY11, sales tax revenue for the General Fund will include the amount to be allocated to the PAYG Fund as a transfer. This transfer for FY11 totals \$12.15 million.

For FY10, sales tax revenue in the General Fund is projected to fall \$7.5 million below budgeted levels. To mitigate this deficit, Council appropriated \$7.4 million from fund balance in March 2010. Had Council not replaced the \$7.4 million in the current year, the budget for FY11 would be \$4.5 million below the FY10 adopted budget, or a decrease of 6.5%.

The City's revenues from sales tax are projected to slowly rebound in FY11, but for the General Fund the projections still fall short of pre-recession levels. An average growth rate of 4.8% is projected over FY10's adjusted budget.

**Utilities Franchise Tax** revenues are projected to increase 3.1% over FY10 to \$35.9 million for FY11. 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 5.2%.

**Intragovernmental** revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, increase to \$24.6 million in FY11, or 16.4%. The services reimbursed to the General Fund include financial, technology, customer service, budgetary, and human resource functions. \$1.0 million of the increase is supported by Charlotte Mecklenburg Utilities due to increased call volume to CharMeck 311 for customer service and billing issues. Also included is Aviation's reimbursement for fire protection services at the airport, increasing by \$1.8 million in FY11 due to the addition of a second station to serve the new runway areas.

### Police Services

Mecklenburg County currently reimburses the City for half of the cost of school resource officers (SRO) for 80% of the year, roughly equating to the time school is in session. Forty-nine SROs and one supervisor (sergeant) comprise the SRO Unit. Revenues totaling approximately \$2.5 million for FY11 are projected, increasing 3.8%. The City Manager recommends that effective for FY12 the reimbursement formula be adjusted to ultimately attain 100% of 80% of a full year's cost over the next three fiscal years by increasing 10% each year. The existing services contract with the County would have to be renegotiated during FY11.

Mecklenburg County's share for police services to the unincorporated areas of the County increases by 2.4% for FY11, to \$12.5 million. A population ratio method is used to calculate the County's contribution. For FY11, CMPD's service area is comprised of 93.5% City of Charlotte and 6.5% unincorporated areas.

**Solid waste disposal fee** revenue is projected to increase to \$12.4 million in FY11, an increase of 2.2% from FY10. 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 adjusted the base rate to keep the fee cost-neutral to assist Charlotte to begin its new Recycle It! (single stream) recycling program effective July 1, 2010. The cost of collecting solid waste, including garbage, yard waste, bulky items, and recyclables, is funded through the City's property tax levy.

**Business privilege license** revenue is projected to decrease by \$.9 million to \$16.6 million in FY11, or 5.1% over FY10. The decrease represents recent revisions to the license rate schedules.

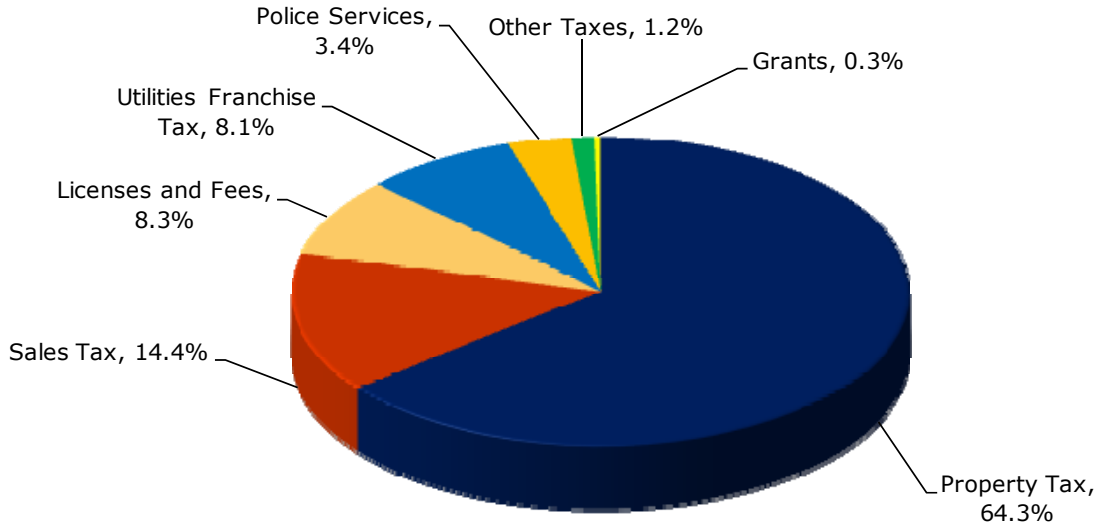
**User fee** revenues (charges for development review services) increase by 0.9%, or \$80,180 to \$8.6 million. The recommended budget for FY11 includes regulatory user fee rates to remain at current amounts, until development activity shows greater signs of improvement.

### Other Revenues

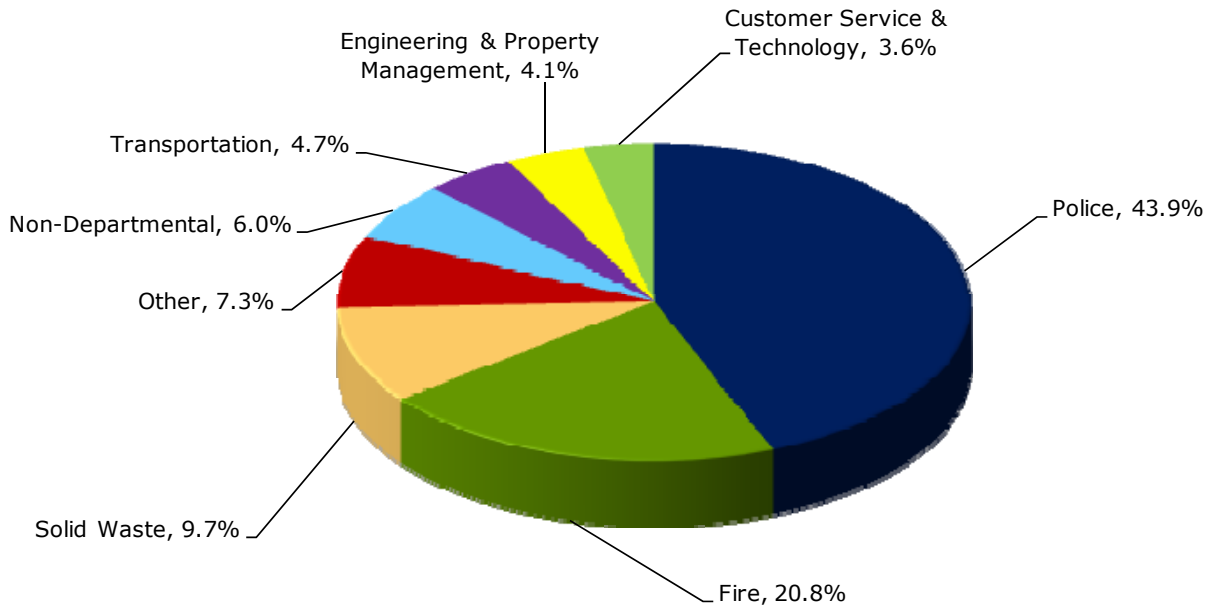
The City's other General Fund revenues, including licenses, permits, grants, parking fees, and animal control charges total \$45.5 million, or a 0.8% increase over FY10. Interest income decreases \$0.3 million, or 21.2%, reflecting the continued lower market interest rates. One-time appropriations of fund balance decrease \$15.4 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-Non-General Fund

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 FY11 non-general fund operating budgets total \$630.3 million, an increase of 4.0% from FY10. These amounts are net of transfers to any related debt service or capital pay as you go projects.

## Charlotte-Mecklenburg Utilities (Utilities)

FY11

\$103.1 million

Utilities staff met with the Restructuring Government Committee on three occasions to review capital policies and the FY11 operating budget. These meetings shaped the budget discussions regarding the sewer volume rate and fixed administrative charge. Utilities remains committed to providing quality service, maintaining competitive rates, and rebuilding public trust related to recent customer service concerns.

## Charlotte Area Transit System (CATS)

FY11

\$101.9 million

The FY11 Transit Program builds on programs of past years and is responsive to addressing service challenges in this time of economic downturn and reduced revenues. Additionally, CATS continues planning and design for future corridor developments.

## Aviation

FY11

\$77.5 million

The aviation industry continues to be unpredictable. Last year the Charlotte-Douglas International Airport served over 34.5 million passengers – a slight decrease from the previous year's record-breaking 34.7 million. In the upcoming year, growth is expected to remain flat, at best. 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

FY11

\$11.5 million

More frequent and larger flood events are straining older drainage systems and driving up the number of citizen requests. These newer requests compete with a backlog of lower priority requests for limited funding. The budget includes a 7% impervious surface fee rate increase in FY11. For the average City residential storm water customer, the monthly variable rate fee will increase from \$6.20 in FY10 to \$6.63 in FY11.

## Municipal Service Districts (MSDs)

FY11

\$3.5 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	FY11 (\$ million)
Debt Service (all programs)	\$229.0
Powell Bill (State street maintenance aid)	\$21.4
Convention Center and Hall of Fame	\$10.1
Tourism and Cultural Facilities	\$1.3
Federal Stimulus Grants	\$48.9
Neighborhood Development Grants	\$7.7
Public Safety 911 Services & Grants	\$12.9
Risk Management	\$1.2
<b>Total</b>	<b>\$332.5</b>

# Executive Summary-Non-General Fund

## Enterprise Funds

### Water and Sewer Fund

#### Revenues

In the FY11 recommended budget, Utilities customers will experience an increase in the sewer volume rate and the administrative fixed charge on both water and sewer. The average monthly total water/ sewer bill for residential customers is estimated to be \$51.64 in FY11, an increase of \$3.68 per month. This average bill assumes 5,894 gallons or 8 ccf used each month. Based on the current rate structure, users consuming more than the average level of consumption are charged a higher water rate to encourage conservation and responsible use of this resource.

#### Water and Sewer Rates

Current (FY10)		Recommended (FY11)	
<u>Water Rates</u>		<u>Water Rates</u>	
Fixed Administrative Charge	\$1.80	Fixed Administrative Charge	\$2.40
Volume Rate		Volume Rate	
Tier 1: 0-4 ccf	1.45	Tier 1: 0-4 ccf	1.45
Tier 2: 4-8 ccf	1.64	Tier 2: 4-8 ccf	1.64
Tier 3: 8-16 ccf	2.69	Tier 3: 8-16 ccf	2.69
Tier 4: 16+ ccf	5.32	Tier 4: 16+ ccf	5.32
Non Residential	2.04	Non Residential	2.04
<u>Sewer Rates</u>		<u>Sewer Rates</u>	
Fixed Administrative Charge	1.80	Fixed Administrative Charge	2.40
Volume Rate*	4.00	Volume Rate*	4.31
<i>* up to 24 ccf for residential customers</i>		<i>* up to 24 ccf for residential customers</i>	

#### Average Residential Bill

Current (FY10)		Recommended (FY11)	
<i>1 ccf = 748 gallons</i>		<i>1 ccf = 748 gallons</i>	
<i>Average user = 8 ccf / month</i>		<i>Average user = 8 ccf / month</i>	
Water Rates for avg. ccf use:	\$12.36	Water Rates for avg. ccf use:	\$12.36
Fixed Admin Charge:	1.80	Fixed Admin Charge:	\$ 2.40
<b>Total Water Cost :</b>	<b>\$14.16</b>	<b>Total Water Cost:</b>	<b>\$14.76</b>
Sewer Rates:	\$32.00	Sewer Rates:	\$34.48
Fixed Admin Charge:	1.80	Fixed Admin Charge:	\$ 2.40
<b>Total Sewer Cost:</b>	<b>\$33.80</b>	<b>Total Sewer Cost:</b>	<b>\$36.88</b>
<i>Average User's Monthly Fee:</i>	<b>\$47.96</b>	<i>Average User's Monthly Fee:</i>	<b>\$51.64</b>

The increase of \$.02 per account, per day increases the total fixed administrative charge per month to \$2.40 for sewer and \$2.40 for water. The sewer volume rate increases from \$4.00 to 4.31 per ccf for all sewer customers.

#### Expenditures

FY11 operating expenses (excluding debt service) increase by 4.5% above the FY10 budget. The \$4.43 million increase in FY11 includes continuing 87 positions as unfunded (10.8% of Utilities' workforce).

For FY11, contributions from the operating fund to Debt Service and Pay-As-You-Go will increase by 6.2% to \$163.9 million from \$154.3 million in FY10.

# Executive Summary-Non-General Fund

## Charlotte Area Transit Fund (CATS)

The FY11 Transit Operating Program and the FY11-FY15 Transit Capital Program were approved by the Metropolitan Transit Commission (MTC) on April 28, 2010, after this book went to print. Any changes to their approved budget will be incorporated into the final budget document. In FY11, a total of \$101.9 million was allocated for operating programs. \$314.5 million supports capital investments over the five year period.

### **Revenues**

Operating revenues for FY10 are projected to decrease 2%. FY11 revenue is estimated to increase to \$120.5 million.

The countywide one-half cent sales tax revenue dedicated to CATS is projected to be \$59.4 million for FY11. This revenue represents approximately 49% of CATS' total operating revenues.

Revenues from passenger fares and service reimbursements are projected to increase by 2.4% above the FY10 budgeted to \$25.1 million. A \$0.25 increase is proposed on fares and is expected to account for \$2.4 million of the \$25.1 million total.

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 \$13.4 million in FY11. The bulk of that amount continues as a regular source of operating income from the state based on the performance of CATS services.

### **Expenditures**

Operating expenditures are projected to decrease by \$12.6 million in FY11 from the \$114.5 million original FY10 budget to \$101.9 million in FY11. The reductions include:

- Removing \$3.6 million contingency
- Transferring \$2.8 million more of operating expense to the Capital Program and Grants
- \$2.8 million is reduced in various contractual services and motor fuels and lubricants
- \$532,500 or 1/2 the original allocation of \$1.1 million is reduced by transitioning with Department of Social Services taxicab services for the elderly to fixed route transit through use of discount tickets, training for 'seniors on the move', etc. Effective FY12, CATS will no longer provide funding for these services.
- \$176,280 is reduced in association with elimination of 29 vacant positions. These vacancies have been frozen for several years. Full funding totaled \$1.7 million.
- \$142,736 will be saved by freezing additional positions

## 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. Rents and prices for goods sold are based on market rates.

Total FY11 net revenue projection is \$130.3 million. The total revenue projection, including Passenger Facility Charge (PFC) revenue, is \$155.7 million. This is a total decrease of \$15.2 million, or 8.9% below the FY10 revised budget. Changes in specific operating revenue sources vary, as detailed below:

- \$4.2 million, or 18.5% Cargo Area and Ground Rent revenues decrease
- \$3.3 million, or 8.8% Concession revenues decrease
- \$2.9 million, or 9.8% Terminal revenues decrease
- \$2.3 million or 6.1% Parking revenues decrease
- \$1.0 million, or 3.8% Passenger Facility Charge revenues decrease
- \$.02 million or 0.2% Airfield usage increase

# Executive Summary-Non-General Fund

## Expenditures

The Airport's FY11 net operating budget is \$77.5 million. The total budget, which includes discretionary and debt support as well as the PFC is \$155.7 million. This is a decrease of \$15.2 million, or 8.9% below the FY10 revised budget due primarily to reduced transfers to debt service funds.

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

- Diversify Aviation's revenue base to increase the level of protection against financial fallout from failing air carriers and economic decline
- Combine the rental car and public parking facility that will reshape the function and look of the main terminal facility while providing considerable customer service enhancements
- Begin construction of a new entrance roadway that has been in the planning stages for more than 28 years
- Rehabilitate Runway 18C and further enhance the taxiway network, following the recent opening of the new Third Parallel Runway
- Maintain bond status as an "A" category airport

## Storm Water Fund

### Revenues

Revenues are projected to increase by \$2.0 million or 4.3% from FY10 to FY11.

The projected increase in revenues is driven by a recommended 7.0% impervious surface fee rate increase in FY11, resulting in additional revenue of \$2.8 million. The additional revenue from the rate increase is partially offset by a \$453,929 (10%) reduction in the City of Charlotte's impervious surface rate fee contribution, and a \$352,135 reduction in interest earnings on investments due to lower rates.

For the average city residential storm water customer, the monthly variable rate fee will increase from \$6.20 in FY10 to \$6.63 in FY11.

An appropriation from fund balance of \$4.0 million is recommended in FY11. The Storm Water Operating Fund balance is \$22.1 million. The FY11 appropriation will reduce fund balance to \$18.0 million. Storm Water is required to maintain a \$15.0 million fund balance to satisfy bond coverage.

### Expenditures

Expenditures increase \$3.2 million or 6.6% in FY11. The increase in FY11 is due to a \$4.1 million, or 15.9%, increase in the FY11 Storm Water Capital Investment Plan Pay-As-You-Go contribution. The budget continues to reflect the trend toward greater reliance on Pay-As-You-Go versus Revenue Bonds for the capital program.

The \$4.1 million increase above is partially offset by an operating budget decrease of \$423,717 or 3.6% from FY10 to FY11, and a \$475,840 (4.3%) reduction in the debt service fund contribution due to the lower reliance on Revenue Bonds for the capital program. The reduction in the operating budget is a net result of a \$148,962 increase in Personal Services, a \$52,322 increase in operating costs, and a \$625,000 increase in direct operating cost reimbursements for engineering services to the capital program.

# Executive Summary-Non-General Fund

## Municipal Service Districts (MSDs)

FY11

\$ 3.5 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.

## **MUNICIPAL SERVICE DISTRICTS FUND**

The FY11 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 cents, which will generate estimated revenue of \$906,618 in FY11.

Center City Districts 2 and 3 were formed by City Council in 1985 as overlay districts to provide additional services in smaller sections of property in the heart of the Center City. Their purpose is to promote and market programs to ensure continued economic growth for the Center City. The recommended tax rate for Center City District 2 is 2.39 cents, which will generate estimated revenue of \$455,463 in FY11. The recommended tax rate for Center City District 3 is 3.86 cents, which will generate estimated revenue of \$926,650 in FY11. All services for the three Center City MSDs are provided through contracts with Charlotte Center City Partners, Inc.

District 4 (South End MSD) was created by City Council in 2000 to help continue the urban revitalization occurring in the historic South End area. The recommended tax rate for District 4 is 6.68 cents, which will generate estimated revenue of \$512,805 in FY11. 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. The newest MSD supports economic development efforts in the rapidly-growing University City area. The recommended tax rate for District 5 is 3.00 cents, which will generate estimated revenue of \$662,003 in FY11. Services for District 5 are provided through a contract with University City Partners, Inc.

<b>Municipal Service Districts- Property Tax Revenue</b>		
<b>District</b>	<b>Recommended FY11 Tax Rate</b>	<b>FY11 Revenues</b>
District 1-Center City	1.74¢	\$906,618
District 2-Center City	2.39¢	\$455,463
District 3-Center City	3.86¢	\$926,650
District 4-South End	6.68¢	\$512,805
District-5-University City	3.00¢	\$662,003
<b>Total All Districts</b>		<b>\$3,463,539</b>

# Executive Summary-Non-General Fund

## Other Operating Funds

### Powell Bill Fund

#### **Revenues**

The per-gallon tax on gas in North Carolina is 48.55¢, which is comprised of 18.4¢ in federal tax and 30.15¢ in state tax. The state gas tax is usually adjusted every six months based on the wholesale price of gasoline. However, no increases are projected in FY11 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 FY11 Powell Bill budget are projected to be \$22.8 million, a 2.7% increase over FY10. Powell Bill (state gas tax) revenues account for \$17.4 million of the FY11 total revenues, reflecting a 0.65% projected increase over FY10 actual disbursements. Other FY11 revenues include the General Fund contribution to street resurfacing, which will remain unchanged at \$4.3 million, Street Degradation Fee, projected to increase to \$0.75 million, and Interest on Investments, projected to remain unchanged from FY10 at \$0.4 million.

Fund balance in the Powell Bill Fund totals \$1.8 million, of which \$1.0 million is recommended for appropriation in the FY11 budget. Total revenues and fund balance for the FY11 Powell Bill budget are projected to be \$23.8 million, a 21.0% decrease from FY10. The decrease in FY11 is due to the lower fund balance available for appropriation.

#### **Expenditures**

Powell Bill expenditures for FY11 total \$23.8 million, reflecting a decrease of \$6.3 million or 21.0% from FY10. Most of the decrease is attributable to using less Powell Bill fund balance for street resurfacing by nearly \$7 million for FY11. Major expenditures in FY11 include:

- \$9.9 million for street resurfacing
- \$9.4 million for Street Maintenance labor and construction materials
- \$2.3 million for street resurfacing and maintenance equipment
- \$1.1 million for storm water fees

# Executive Summary-Capital Investment Plan

## Revenues

The FY2011-2015 Capital Investment Plan (CIP) totals \$2,568,463,771, a 10.2% decrease from the current capital program. Decreases in the CIP include all focus areas, except Economic Development, with a \$14.4 million increase, or 1.8% due to growth in the Aviation capital program. Facility Investments also increase \$30.4 million, or 41.5% due to new investments in Police stations, Fire Headquarters, and vehicle maintenance facilities. Decreases include: Housing and Neighborhood Development at \$39.9 million, or 21.1%; Transportation at \$13.3 million, or 2.9%; and Environment at \$282.3 million, or 21.5%.

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, Water and Sewer, and Aviation. Major sources of revenues for these programs are summarized below:

- General Government totals \$437.4 million, a 11.9% decrease, and is funded by \$265.7 million in bonds and COPS of which \$31.6 million is authorized and \$234.1 million is proposed, \$109.1 million in Pay-As-You-Go funding, \$38.1 million in housing grants, and \$24.5 million in other funding, including \$3.2 million in savings from prior COPS-funded projects.
- Storm Water totals \$236.7 million, a 24.2% increase, and is funded by \$188.0 million in cash and \$48.7 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 \$314.5 million, a 10.2% increase, and is funded by federal and state grants and the one half-cent sales tax for transit.
- Water and Sewer totals \$780.0 million, a 30.2% decrease, and is funded by \$236.8 million in cash and \$543.2 million in revenue bonds.
- Aviation totals \$800.0 million, a 3.9% increase, and is funded by \$609.7 million in revenue bonds, \$97.1 million in Federal Aviation Administration grants, \$56.7 million in Transportation Security Administration funding, \$21.4 million in cash, \$9.4 million from State Aviation grants, and \$5.5 million from other sources.

The property tax rate dedicated to the Pay-As-You-Go Fund in FY11 is 1.26¢, a decrease of 0.15¢ from FY10.

The property tax rate dedicated to general government debt in FY11 is 6.87¢, no change from the current year.

## Expenditures

### Municipal Debt-Funded

The Preliminary FY11-15 general government Capital Investment Plan includes scheduling previously authorized debt-financed projects with the following funding sources:

- \$15.7 million in 2008 Street Bonds
- \$10.0 million in 2008 Neighborhood Improvement Bonds
- \$14.3 million in Certificates of Participation for Providence Police Station, Consolidated Fire Headquarters, and Reserve for Economic Development Initiatives

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

- \$156.6 million in Street Improvement Bonds
- \$32.0 million in Neighborhood Improvement Bonds (including Boulevard Homes)
- \$10.0 million in Housing Bonds

Other proposed Certificates of Participation projects include: Eastway Police Station (\$7.0 million), Steele Creek Police Station (\$7.0 million), Joint Communications Center (\$6.0 million), and Consolidated Fire Headquarters (\$7.5 million).

# Executive Summary-Capital Investment Plan

## Pay-As-You-Go Funded

The Pay-As-You-Go capital program includes \$56.6 million in FY11 revenues, a \$40.0 million decrease, or 41.4%, from the FY10 CIP. This decrease is due mostly to the following FY10 one-time revenues: I-277 land sales of \$34.0 million and General Capital Fund balance of \$6.3 million.

Major Pay-As-You-Go Projects for FY11 include:

- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$10.8 million for I-277 Interchange projects
- \$5.2 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 building and roof maintenance
- \$4.2 million for Innovative Housing
- \$2.1 million for Tree Management Program, including trimming and removal (\$1.4 million) and tree replacement (\$0.7 million)

## Enterprise-Funded

Storm Water totals \$236.7 million and includes the following major projects:

- \$69.0 million for flood control projects in neighborhood water basins
- \$58.0 million for storm water repairs
- \$23.5 million for minor storm water projects
- \$15.9 million for pollution control projects

Charlotte Area Transit System (CATS) totals \$314.5 million and includes the following major projects:

- \$175.1 million for the LYNX Blue Line Extension
- \$61.8 million for bus and special transportation vehicle replacement
- \$18.9 million for preventative maintenance
- \$12.5 million for the Davidson Bus Operations Facility Renovation/Expansion

Water and Sewer totals \$780.0 million and includes the following major projects:

- \$187.0 million for Long Creek Wastewater Treatment plant
- \$105.0 million for water and sewer line rehabilitation and replacement
- \$48.6 million for the Northeast water transmission main
- \$24.2 million for Steele Creek lift station replacement

Aviation totals \$800.0 million and includes the following major projects:

- \$250.0 million for terminal lobby expansion
- \$91.3 million for New Hourly Parking Deck
- \$72.5 million for rental car facility relocation
- \$63.0 million for an In-line Baggage System
- \$46.0 million for airport entrance road connection



# Executive Summary

## Summary of Expenditures (Net of Transfers<sup>1</sup>) FY2011

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 445,451,163	\$ -	\$ 445,451,163
Aviation	77,470,189	178,255,909	255,726,098
Water and Sewer	103,071,278	112,346,600	215,417,878
Charlotte Area Transit (CATS)	101,853,094	50,540,710	152,393,804
Storm Water Utility	11,493,995	37,500,000	48,993,995
Debt Service	228,957,143		228,957,143
Powell Bill	21,386,490		21,386,490
Convention Center	10,101,838		10,101,838
NASCAR Hall of Fame <sup>2</sup>	-		-
Cultural Facilities <sup>2</sup>	-		-
Federal Stimulus Grants	48,861,863		48,861,863
Public Safety Grants	7,998,014		7,998,014
Public Safety 911 Services	4,940,790		4,940,790
Neighborhood Development Grants	7,675,994		7,675,994
Municipal Service Districts	3,463,539		3,463,539
Risk Management	1,238,278		1,238,278
Tourism Operating	1,304,465		1,304,465
Pay As You Go	469,935		469,935
General CIP		189,818,971	189,818,971
<b>TOTAL BUDGET</b>	<b>\$ 1,075,738,068</b>	<b>\$ 568,462,190</b>	<b>\$ 1,644,200,258</b>

<sup>1</sup> 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 FY11 by the General Fund's Fire Department, which totals \$4,631,007, 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.

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

## Summary of Expenditures (Net of Transfers<sup>1</sup>) Revised FY2010

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 451,099,825	\$ -	\$ 451,099,825
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)	103,818,809	59,339,753	163,158,562
Storm Water Utility	11,917,712	31,280,000	43,197,712
Debt Service	227,143,084		227,143,084
Powell Bill	26,150,353		26,150,353
Convention Center	15,977,885		15,977,885
NASCAR Hall of Fame <sup>2</sup>	-		-
Cultural Facilities <sup>2</sup>	-		-
Federal Stimulus Grants	4,509,715		4,509,715
Public Safety Grants	8,106,524		8,106,524
Public Safety 911 Services	4,889,790		4,889,790
Neighborhood Development Grants	19,197,978		19,197,978
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		151,990,993	151,990,993
<b>TOTAL BUDGET</b>	<b>\$ 1,056,917,280</b>	<b>\$ 803,688,425</b>	<b>\$ 1,860,605,705</b>

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

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

**Executive Summary**  
**City of Charlotte**  
**Summary of Position Allocations**  
**By Fund**

<u>Key or Support Business</u>	<u>FY2010</u> <u>Revised</u>	<u>FY2011</u> <u>Budget</u>	<u>Change</u> <u>(FY10 to</u> <u>FY11)</u>	<u>Percent</u> <u>Change</u> <u>(FY10 to</u> <u>FY11)</u>
Police	2,248.50	2,240.50	(8.00)	-0.4%
Fire	1,144.00	1,164.00	20.00	1.7%
Solid Waste	296.00	285.00	(11.00)	-3.7%
Transportation	434.50	434.50	0.00	0.0%
Engineering and Property Management	329.00	328.00	(1.00)	-0.3%
Planning	63.00	63.00	0.00	0.0%
Neighborhood & Business Services	160.00	160.00	0.00	0.0%
Mayor/Council	9.00	9.00	0.00	0.0%
City Attorney	26.50	27.50	1.00	3.8%
City Clerk	6.00	6.00	0.00	0.0%
City Manager	10.00	10.00	0.00	0.0%
Chief Information Office	15.00	15.00	0.00	0.0%
Community Relations	10.00	10.00	0.00	0.0%
Corporate Communications	19.00	19.00	0.00	0.0%
Customer Service - 311 Call Center	148.00	136.00	(12.00)	-8.1%
Internal Audit	9.00	9.00	0.00	0.0%
Human Resources	32.75	32.75	0.00	0.0%
Finance	79.00	78.00	(1.00)	-1.3%
Business Support Services	223.00	223.00	0.00	0.0%
Budget and Evaluation	13.00	13.00	0.00	0.0%
<b>Total General Fund</b>	<b>5,275.25</b>	<b>5,263.25</b>	<b>(12.00)</b>	<b>-0.2%</b>
Charlotte-Mecklenburg Utilities	802.50	802.50	0.00	0.0%
Aviation	268.00	268.00	0.00	0.0%
Storm Water	83.00	84.00	1.00	1.2%
Charlotte Area Transit System	392.75	363.75	(29.00)	-7.4%
Risk Management	27.00	27.00	0.00	0.0%
<b>Total All Funds</b>	<b>6,848.50</b>	<b>6,808.50</b>	<b>(40.00)</b>	<b>-0.6%</b>

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

<b>FUNDS</b>	<b>Revised Budget FY2010</b>	<b>FY2011</b>	<b>Percent Change (FY10 to FY11)</b>
<b>General</b>	<b>\$ 451.1</b>	<b>\$ 445.5</b>	<b>-1.3%</b>
<b>Enterprise</b>			
Water and Sewer	\$ 98.6	\$ 103.1	4.5%
Charlotte Area Transit (CATS)	103.8	101.9	-1.9%
Aviation	78.9	77.5	-1.9%
Storm Water Utility	11.9	11.5	-3.6%
<b>Total Enterprise</b>	<b>\$ 293.3</b>	<b>\$ 293.9</b>	<b>0.2%</b>
<b>Debt Service</b>			
Water and Sewer	83.6	96.7	15.7%
Municipal	58.8	52.5	-10.6%
Aviation	37.8	35.6	-5.7%
Convention Center	14.0	7.7	-44.7%
Storm Water	6.6	6.4	-3.2%
CATS	7.9	8.2	4.0%
Tourism	7.5	7.4	-1.2%
Cultural Facilities	4.5	6.6	48.7%
NASCAR Hall of Fame	6.5	7.7	17.4%
<b>Total Debt Service</b>	<b>\$ 227.1</b>	<b>\$ 229.0</b>	<b>0.8%</b>
<b>Other Operating</b>			
Powell Bill	26.2	21.4	-18.2%
Federal Stimulus Grants	4.5	48.9	983.5%
Neighborhood Development Grants	19.2	7.7	-60.0%
Convention Center	16.0	10.1	-36.8%
Public Safety Grants	8.1	8.0	-1.3%
Public Safety 911 Services	4.9	4.9	1.0%
NASCAR Hall of Fame	-	-	
Municipal Service Districts	3.4	3.5	3.2%
Risk Management	1.2	1.2	1.1%
Cultural Facilities	-	-	
Tourism Operating	1.3	1.3	-0.3%
Pay As You Go**	0.6	0.5	-24.9%
<b>Total Other Operating</b>	<b>\$ 85.3</b>	<b>\$ 107.4</b>	<b>25.9%</b>
<b>TOTAL OPERATING BUDGETS</b>	<b>\$ 1,056.9</b>	<b>\$ 1,075.7</b>	<b>1.8%</b>

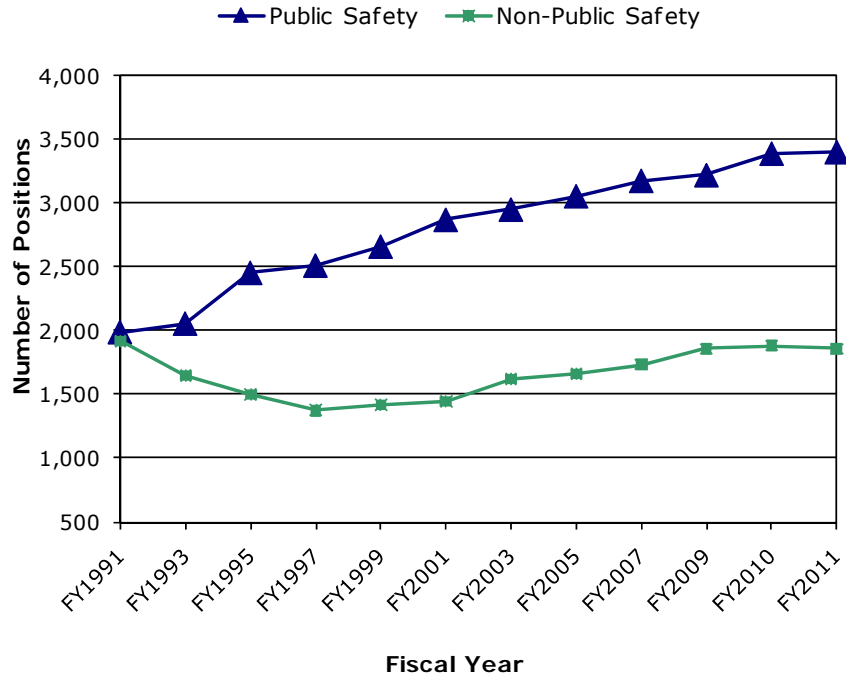
\* Rounded, in millions. Any differences due to rounding.

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

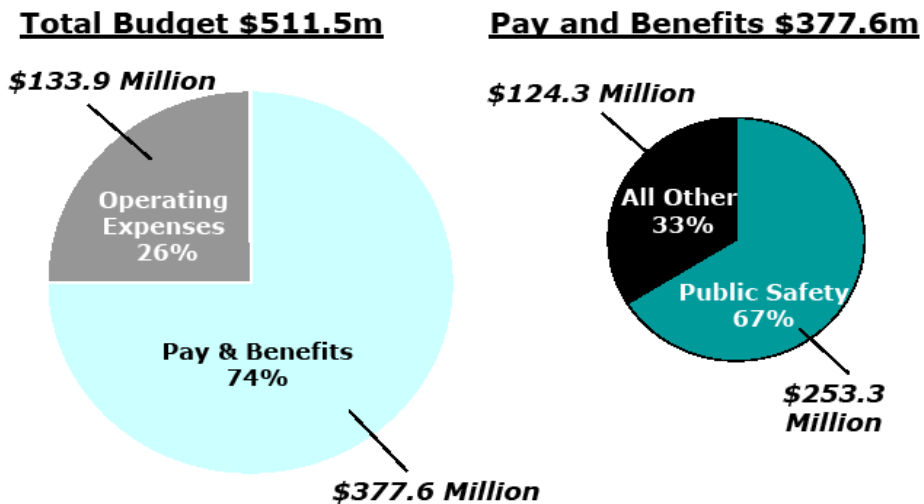
# Executive Summary

The illustrations provided below highlight the public safety portion of the FY11 General Fund operating budget and related positions. Public Safety comprises 67% of General Fund pay and benefits.

## General Fund Positions



## FY2011 Total Operating Budget – General Fund



# 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 & Business Services, 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 & 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.

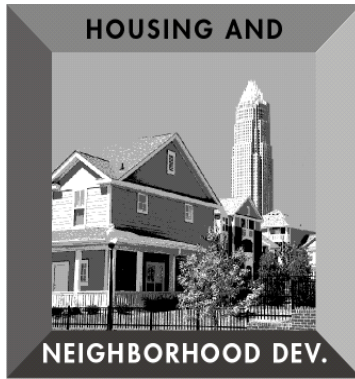
# Community Safety

## Reduce Crime

<b>CS.1</b>	<b>Focus Area Initiative:</b>	Decrease crime throughout Charlotte-Mecklenburg through enforcement and problem solving strategies that target criminal activity and chronic offenders at the neighborhood level
	<b>FY11 Measure:</b>	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)
	<b>FY11 Target:</b>	5% reduction in crime rate per 100,000 population
	<b>FY10 Target:</b>	5% reduction in crime rate per 100,000 population
	<b>FY09 Actual:</b>	22.5% reduction
<b>CS.2</b>	<b>Focus Area Initiative:</b>	Enhance citizen safety through increased police visibility and engagement of citizens as active partners in crime reduction
	<b>FY11 Measure:</b>	Survey ratings on citizen satisfaction with police service and safety in their neighborhoods in November 2010
	<b>FY11 Target:</b>	Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
	<b>FY10 Target:</b>	Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
	<b>FY09 Actual:</b>	73% on overall impression of police; 79% on courtesy; 80% on professionalism; 73% on feeling safe in their neighborhoods
	<b>FY11 Measure:</b>	Adopt a Police Facilities Strategic Plan which establishes a building schedule for new police division offices that increase police visibility and accessibility and facilitate the delivery of police services at the neighborhood level
	<b>FY11 Target:</b>	TBD - new measure for FY11
<b>CS.3</b>	<b>Focus Area Initiative:</b>	Develop recruitment strategies that attract a more diverse applicant base to the Police Department
	<b>FY11 Measure:</b>	Number of women and minorities included in applicant pool
	<b>FY11 Target:</b>	5% increase in each of next two years
	<b>FY10 Target:</b>	N/A – new measure in FY10
	<b>FY09 Actual:</b>	Baseline – 349 women and minorities in applicant pool

# Community Safety

<b>CS.4</b>	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
	» FY11 Measure:	Crime reduction on major city corridors through collaboration with other city agencies
	FY11 Target:	5% reduction in Uniform Crime Report Part One Crimes (Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft, Larceny and Arson)
	FY10 Target:	N/A - new measure in FY10
	» FY11 Measure:	Reduction in national and international gangs operating in Charlotte-Mecklenburg
	FY11 Target:	Work with other state and federal law enforcement agencies to make significant progress toward dismantling one gang per year
	FY10 Target:	N/A - new measure in FY10
	» FY11 Measure:	Work with the District Attorney's Office on an information technology plan that includes a case management system with an interface to CMPD's Electronic Case Papering System
	FY11 Target:	TBD - new measure for FY11
 <b>CS.5</b>	 Focus Area Initiative:	 Reduce loss of life and property damage from fires through proactive fire code enforcement and rapid response to working fires
	» FY11 Measure:	Percent of fire code inspections with an annual state-mandated frequency conducted each year
	FY11 Target:	85%
	FY10 Target:	85%
	FY09 Actual:	90%
	» FY11 Measure:	Percent of alarms first-due responder companies on scene within 6 minutes of call receipt
	FY11 Target:	80%
	FY10 Target:	80%
	FY09 Actual:	81.06%
	» FY11 Measure:	Percent of fire education programs delivered to CMS third grade classrooms that are within city limits
	FY11 Target:	80%
	FY10 Target:	N/A - new measure in FY10
	» FY11 Measure:	Consolidate Fire Administration, Fire Information Technology, Emergency Management, Fire Prevention, and Fire Investigation into one location
	FY11 Target:	Begin construction first quarter of 2011



## Creating healthy and vibrant neighborhoods.

---

The City of Charlotte's long-term health, vitality, and distinction as a leading city is predicated upon its ability to maintain safe, healthy, vibrant 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 areas. 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
- » FY11 Measure: Number of neighborhood transportation, storm water, area plans and infrastructure projects completed
  - Targets: FY11 - 36  
FY10 - 24
  - FY09 Target: N/A – new measure for FY10

## Promote Economic Development

- H&ND.2** Focus Area Initiative: Determine the number of adjoining neighborhood residents gaining access to jobs, goods and services along the business corridors through City funded programs
- » FY11 Measure: Number of adjoining neighborhood residents gaining employment
  - Targets: FY11 - 275  
FY10 - Establish Baseline
  - FY09 Target: N/A - new measure for FY10
  - » FY11 Measure: Increase in access to retail opportunities percentage as measured by the Neighborhood Quality of Life Study
  - Targets: FY11 - N/A  
FY10 - 5%
  - FY09 Target: N/A - new measure for FY10
  - » FY11 Measure: Reduction in crime in the business corridors and adjoining neighborhoods
  - Targets: FY11 - 5%  
FY10 - 5%
  - FY09 Target: N/A – new measure for FY10

## Strengthen Neighborhoods

- H&ND.3** Focus Area Initiative: Develop a “Comprehensive Affordable Housing Strategy”
- » FY11 Measure: Update the City’s Affordable Housing Policies including Council action, if necessary
  - Targets: FY11 - TBD  
FY10 - 100%
  - FY09 Target: N/A – new measure for FY10

# Housing and Neighborhood Development

## Strengthen Neighborhoods (cont'd)

- H&ND.4** Focus Area Initiative: Improve the quality of life trends in challenged, transitioning and stable Neighborhood Statistical Areas (NSA)
- » FY11 Measures: Reduce the number of challenged neighborhood statistical areas as measured by the bi-annual Neighborhood Quality of Life Study (QoL).  
QoL Targets  
 Targets: FY11 – N/A (survey is conducted bi-annually)  
 FY10 – 18 - reduction from 20 to 18  
 FY09 Target: No target established
  - » FY11 Measure: Graduate neighborhoods from the City’s revitalization program  
 Targets: FY11 - 1  
 FY10 - 1  
 FY09 Target: 1  
 FY09 Actual: 0
  - » FY11 Measures: The number and percent of improvement in declining NSAs based on the bi-annual Neighborhood Quality of Life Study  

	<u>Number</u>	<u>Percent Improving</u>
Targets:	FY11 – N/A	N/A
	FY10 - 9 of 12	75%
FY09 Target:	N/A (survey is conducted bi-annually)	

**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

» FY11 Measures: Number of affordable housing units completed and number of units serving the targeted market

		Total Unit Production	80% to 61% (AMI) Units	60% to 31% (AMI) Units	30% to 0% (AMI) Units
Targets:	FY11	1,000	400	430	170
	FY10	1,000	400	440	160
FY09 Target:		1,000	400	450	150
FY09 Actual		1,085			
				<u>Homeowner Production</u>	
Targets:	FY11			450	
	FY10			450	
FY09 Actual:				492	

# Housing and Neighborhood Development

## Strengthen Neighborhoods (cont'd)

**H&ND.6** Focus Area Initiative: Address deteriorating and blighted non-residential structures

» FY11 Measure: Number of commercial structures inspected and brought into compliance

<u>#. Inspected</u>	<u># of Compliances</u>
---------------------	-------------------------

Targets:	FY11	TBD, program begins April 2010
----------	------	--------------------------------

	FY10	N/A – new measure for FY11
--	------	----------------------------

FY09 Target:	N/A	new measure for FY11
--------------	-----	----------------------

**H&ND.7** Focus Area Initiative: Address foreclosures in targeted revitalization areas

» FY11 Measure: Implementation of the Neighborhood Stabilization Program and number of units completed

<u>Program Implementation</u>	<u>Number of Units Acquired and or Rehabilitated</u>
-------------------------------	--

Targets:	FY11 - No federal funds	8
----------	-------------------------	---

	FY10 - 100%	25
--	-------------	----

FY09 Target:	N/A – new measure for FY10	
--------------	----------------------------	--



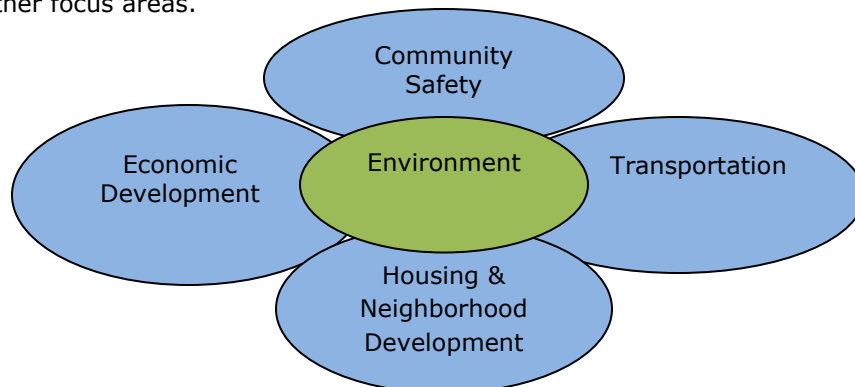
Charlotte will become a national leader in environmental initiatives to preserve our natural resources while balancing growth with sound fiscal policy.

The City of Charlotte recognizes that environmental stewardship is fundamentally important to our quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation, 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 recognizes that conscientious environmental stewardship and concern for the public interest requires more than meeting mandates and minimum standards. 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 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; and*
- *leading by example and promoting sound, cost effective environmental and energy conservation practices in City operations.*

As illustrated in the graphic below, the Environmental Focus Area is interrelated to all of City Council's other focus areas.



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

<b>ENV.1</b>	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
»	FY11 Measure:	Percent of residential and office developments located within centers and corridors to continue implementing Centers, Corridors, and Wedges Growth Framework
	FY11 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
	FY09 Target:	40% and 70% respectively
	FY09 Actual:	55.8% and 71.9% respectively
	FY11 Target:	Minimum of 75% of new office development square footage and 75% of new employment occurring in the centers and corridors
	FY09 Target:	75% and 75% respectively
	FY09 Actual:	97.6% and 91.4% respectively
»	FY11 Measure:	Percent of rezoning decisions consistent with adopted plans and/or staff recommendation
	FY11 Target:	95% of rezoning decisions consistent with adopted plans and/or staff recommendation
	FY09 Target:	95% of rezoning decisions consistent with adopted plans
	FY09 Actual:	93.4% rezoning decisions consistent with adopted plans
»	FY11 Measure:	Percent of rezoning decisions consistent with adopted environmentally sensitive site design policies
	FY11 Target:	80% of approved re-zonings incorporate environmentally sensitive site design components as per the General Development Policies-Environment
	FY09 Target:	N/A – new measure for FY10
»	FY11 Measure:	Implement the General Development Policies Phase II - Environment
	FY11 Target:	Initiate strategies to address two additional General Development Policies—Environment (GDP-E) and continue to focus on policies dealt with by previous Focus Area Plan targets
	FY09 Target:	Initiated strategies to address five of the 15 GDP-E by June 2009
	FY09 Actual:	Initiated strategies to address six additional GDP-E

# Environment

<b>ENV.2</b>	Focus Area Initiative:	Lead and support efforts to improve Charlotte and regional air quality
	» FY11 Measure: FY11 Target:	Promote long-term reduction in ozone-causing emissions Implement projects in partnerships with business/ management organizations to encourage increases in travel by alternative modes to/from/within two mixed-use activity centers by June 2011
	FY09 Target: FY11 Target:	N/A – new measure for FY10 Adopt and implement a revised Tree Ordinance that will help improve air quality through the preservation and growth of Charlotte’s tree canopy
	FY09 Target: FY09 Actual: FY11 Target:	Adopt revised Tree Ordinance by June 2008 Revised Tree Ordinance pending adoption 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 the State of North Carolina Division of Air Quality to develop and implement strategies to improve air quality
	FY09 Target: FY11 Target:	N/A – new measure for FY10 Implement the City’s Energy Efficiency and Conservation Block Grant air quality projects
 <b>ENV.3</b>	 Focus Area Initiative:	 Protect natural ecosystems and habitats, including the tree canopy
	» FY11 Measure: FY11 Target:	Maintain a significant and healthy tree canopy Present Tree Appreciation Awards in June to developers and persons for exceptional tree preservation, tree planting, citizen contributions and other outstanding achievements that enhance Charlotte’s tree canopy
	FY11 Target:	Adopt an overall tree canopy goal for Charlotte and measure the effectiveness of the newly revised tree ordinance meeting the goal
	» FY11 Measure:	Protect stream corridors, ponds, and wetlands through public acquisition of additional conservation easements and enhancing existing buffers
	FY11 Target:	Meet mitigation requirements through local rather than state- level restoration efforts 100% of the time when streams are negatively impacted by City projects
	FY09 Target:	N/A – new measure for FY10
	» FY11 Measure: FY11 Target:	Maintain permit compliance with treated wastewater 100% compliance with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants
	FY09 Target: FY09 Actual:	100% compliance 5 violations - 99.9% compliance

# Environment

<b>ENV.4</b>	Focus Area Initiative:	Lead by example, adopting sound environmental practices in City facilities and operations
	» FY11 Measure:	Implement strategies to reduce City fleet emissions to improve air quality
	FY11 Target:	Reduce the amount of harmful emissions from the CATS bus fleet by maintaining the 5% idling reduction from FY10 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
	FY09 Target:	Reduce idling by 5% from FY07 baseline data in Charlotte Area Transit System's fixed route bus fleet
	FY09 Actual:	Reduced idling from 35.15% to 30.30%
	FY11 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
	FY09 Target:	Increase percentages of City fleet using alternative fuel or emission efficient technologies
	FY09 Actual:	37 hybrids; 337 flex fuel vehicles (excludes CATS)
	» FY11 Measure:	Incorporate environmentally responsible actions in the design, construction, and operations of City facilities and in other operating practices
	FY11 Target:	Implement adopted Policy for Sustainable City Facilities and conduct first year review of effectiveness
	» FY11 Measure:	Reduce greenhouse gas emissions from City facilities and operations
	FY11 Target:	Establish the City's targets to reduce Greenhouse Gas Emissions for City facilities and operations
	FY11 Target:	Implement the City's Energy Efficiency and Conservation Block Grant projects for City facilities
	FY09 Target:	Develop Greenhouse Gas Emissions Inventory Action Plan by December 2008
	FY09 Actual:	Developed Greenhouse Gas Emissions Inventory Action Plan, as part of Energy Strategy
	FY11 Target:	Develop and implement a City-wide environmentally preferable purchasing policy by July 2010
	FY09 Target:	Develop pilot
	FY09 Actual:	Pilot program with Wake Forest and UNCC completed; assessing software and methodologies for cost/benefits analysis
	FY11 Target:	Increase recycling within City facilities
	FY09 Target:	N/A – new measure for FY10

# Environment

## Env.4 cont'd

- » FY11 Measure: Operate a best-in-class wastewater treatment facilities that continually seek efficiencies and minimize environmental risk
- FY11 Target: Achieve ISO 14001:2004 certification for the for the McDowell Creek Wastewater Treatment Plant by December 2010
- FY09 Target: Receive certification
- FY09 Actual: Received Bio-solids ISO 14001:2004 certification
  
- » FY11 Measure: Advance renewable energy projects, including biodiesel, methane, solar and geothermal initiatives
- FY11 Target: Complete a master plan of Utilities' properties viable technologies, including financing models and implementation steps, by December 2010
  
- » FY11 Measure: Develop and implement pilot project(s) for renewable energy
- FY11 Target: Develop and implement a solar energy pilot project on airport-owned property by December 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
- » FY11 Measure: Continue collaboration and actively participate in public and private sector partnership's environmental and visioning initiatives
  - FY11 Target: Continue collaboration and participation with Centralina Council of Governments, Duke Energy, UNC-Charlotte, CPCC, CRVA Green Team, and other partners' current initiatives
  - FY09 Target: Continue collaboration and participation with SEQL, Centralina Council of Governments, Regional Visioning Council and other partners' current initiatives
  - FY09 Actual: Active in COG-sponsored Regional Growth and Regional Environment Cabinets; participated in CRVA Green Team, Coca-Cola "Recycle and Win," CPCC, Duke Energy and other partners' current initiatives.
  - FY11 Target: Implement the City's Energy Efficiency and Conservation Block Grant projects for energy investments in revitalization areas, the neighborhood energy challenge, and catalyst projects
  
  - » FY11 Measure: Increase awareness of the environment as a priority for the community and the organization
  - FY11 Target: Continue implementing the internal and external communication plans, including the Pledge to Improve Our Environment and the Energy Efficiency and Conservation Block Grant public outreach and education campaign
  - FY09 Target: Continue implementing the internal communication strategy for the environment focus area
  - FY09 Actual: Developed and distributed pledge cards to improve our environment, dedicated employee CNet page to the Environment Focus Area, featured environmental data in FYI and FYIcast, and Earth Day activities partner

# Environment

## Develop Collaborative Solutions ENV.5 cont'd

- » FY11 Measure: Continue a leadership role in regional water resources planning
- FY11 Target: Actively support North Carolina's defense of the North Carolina versus South Carolina water rights lawsuit to protect the interest of Utilities' customers
- FY09 Target: Lead the group with Utilities' staff as chair of the Water Management Group and be actively involved in committee work in 2008
- FY09 Actual: Utilities' staff led the Water Management Group
  
- » FY11 Measure: In support of State recycling goals, increase single family recycling participation to achieve a 20% increase in annual tonnage of recycled materials
- FY11 Target: Implement single-stream recycling collection and public education programs by July 2010
- FY09 Target: Implement single-stream recycling program by July 2010
- FY09 Actual: N/A – (target is for single-stream - not yet implemented)
  
- » FY11 Measure: Continue implementing the multi-family recycling education program
- FY11 Target: Educate 20 non-participating multi-family property managers on the benefits of recycling by July 2010
- FY09 Target: Educate 20 non-participating multi-family property managers on the benefits of recycling by July 2009
- FY09 Actual: 46 managers trained (230% of target)



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, the 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 policies, 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, 2008, and 2010 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

Another cornerstone of integrating transportation and land use is continued investment in and implementation of Rapid Transit. The LYNX Blue line continues to exceed the original ridership projections. Building on this success, preliminary engineering is being advanced on the LYNX Blue Line Extension (BLE), the LYNX Red line (North Corridor Commuter Rail) and the cross-town Streetcar, in partnership with the City of Charlotte. Although the LYNX BLE and the LYNX Red line remain the top two priorities in the Metropolitan Transit Commission (MTC) adopted 2030 Corridor System Plan; the economic recession has significantly reduced the revenue anticipated for the implementation of the plan. The result is that the 2030 Corridor System Plan adopted in 2006 is no longer financially achievable under the current schedule and that new funding schedules and options must be explored by the MTC and CATS staff.

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. These strategies are particularly important now, given the State's transportation revenue shortfalls and backlog of important transportation projects. The City is committed to identifying and prioritizing transportation strategies that ensure the City's long-term viability and to seek ways to secure adequate funding to implement improvements along state and local transportation corridors. These include 1) taking steps to improve the equity share formula used for state transportation funding and pursuing federal transportation reauthorization opportunities to enhance federal funding directly to urban areas, 2) finding ways to reach and maintain air quality nonattainment, thereby preserving valuable federal funding for necessary transportation improvements, and 3) consider the goals and recommendations of the Committee of 21.

# Transportation

## Develop Collaborative Solutions

**TRAN.1** Focus Area Initiative: Continue implementing Centers, Corridors, and Wedges Growth Framework

- » FY11 Measure: % of residential and office developments located within centers and corridors
- FY11 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
- FY09 Target: 40% and 70% respectively
- FY09 Actual: New housing - 55.8% (23.4% Centers, 32.4% Corridors)  
New multi-family - 71.9% (31.2% Centers, 40.7% Corridors)
- FY11 Target: Minimum of 75% of new office development square footage and 75% of new employment occurring in the centers and corridors
- FY09 Target: 75% and 75% respectively
- FY09 Actual: New Office - 97.6% (91.8% Centers, 5.8% Corridors)  
New Employment - 91.4% (77.3% Centers, 14.1% 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

- » FY11 Measure: Annual hours of congestion per traveler, as measured by Texas Transportation Institute, for the Charlotte Urban Area compared to top 25 cities
- FY11 Target\*: Percentage change in annual hours of delay per traveler in Charlotte will be less than the 5-year average percent change for the top 25 cities in the nation
- » FY11 Measure: Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 baseline
- FY11 Target: Increase the % of population within ¼ mile of parks above 16.9% FY09 Target - 16.9% Actual - 15.7%  
Increase the % of population within ¼ mile of schools above 13% FY09 Target - 13% Actual - 13%  
Increase the % of population within ¼ mile of shopping above 45.6% FY09 Target - 45.6% Actual - 52.7%  
Increase the % of population within ¼ mile of transit above 63.5% FY09 Target - 63.5% Actual - 56.2%
- » FY11 Measure: Working with Mecklenburg Union Metropolitan Planning Organization and the Centralina Council of Governments, the City will conduct a study to evaluate the strengths and weaknesses of various Metropolitan Planning Organization structures used across the country. FY09 Actual: 93% of transportation bond road projects were completed or forecast to be completed on schedule
- FY11 Target: Complete study by January 2011

\* 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

## Provide Transportation Choices

### TRAN.3 Focus Area Initiative:

Prioritize, design, construct, and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices, and meet land use objectives, and make progress on a plan to reach a pavement survey rating of 90 over 5 years

- » FY11 Measure: Improve the pavement condition survey rating over the previous survey
  - 2008 Survey: Survey rating - 82.0
  - 2006 Survey: Survey rating - 86.0
  
- » FY11 Measure: Accelerate and implement the 2030 Corridor System Plan as conditions allow
  - FY11 Target: Advance key tasks of the LYNX Red Line (North Corridor) Work Plan by June 30, 2011 (CATS)
  - FY11 Target: Advance Streetcar preliminary engineering to 30% for key elements by December 31, 2010
  - FY11 Target: Complete the Final Environmental Impact Statement for the LYNX BLE by June 30, 2011
  
- » FY11 Measure: Achieve 5 of 6 targets supporting this initiative
  - FY11 Target: 1.) In light of the current economic environment, grow or maintain current transit ridership
    - FY09 Target: 4% increase
    - FY09 Actual: 12.2% increase
    - FY11 Target: 2.) Complete a minimum of 10 miles each of new sidewalk and new bikeways annually
      - FY09 Target: Complete a minimum of 10 miles each of new sidewalk and new bikeways annually
      - FY09 Actual: 17.8 miles of sidewalk and 18.7 miles of bikeways completed
      - FY11 Target: 3.) 90% of transportation bond road projects completed or forecast to be completed on schedule
        - FY09 Actual: 93% of transportation bond road projects were completed or forecast to be completed on schedule
        - FY11 Target: 4.) Decrease in vehicular accidents per miles traveled and by December 2010 establish baseline accident data to formulate approaches and measures to continue to improve bicycle and pedestrian safety. Targets for these new measures will be incorporated into the FY2012 Focus Area Plan, replacing those reported below for FY2009.
          - FY09 Target: Decrease in vehicular accidents per miles traveled and decrease in pedestrian and bicycle accidents per capita
          - FY09 Actual: Vehicular accidents per miles (2.9% increase), pedestrian accidents (9.2% increase) and bicycle accidents (23.3% increase)
          - FY11 Target: 5.) Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles
            - FY09 Target: Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles
            - FY09 Actual: 1.0 crashes per million
            - FY11 Target: 6.) Track increase in bicycle usage over previous year
  
- » FY11 Measure: Continue to implement the Urban Street Design Guidelines (USDG)
  - FY11 Target: Continue to apply the USDG to 100% of Area Plan and Capital Investment Plan projects
  - FY11 Target: Staff to recommend for Council's consideration a set of amendments to the City Code based on the USDG by December 2010



# Transportation

## Enhance Customer Service

- TRAN.4** Focus Area Initiative: Communicate land use and transportation objectives as outlined in the Transportation Action Plan (TAP)
- » FY11 Measure: Complete and present annual TAP Status Report to the City Council
  - FY11 Target: January 2011
  - » FY11 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.
  - FY11 Target: The City will conduct an annual survey, to benchmark existing community awareness of the City's transportation plans and growth strategy by December 2010.
  - FY11 Target: The City will work with its regional partners to produce a work plan and schedule by September 2010 to update the MUMPO 2035 Long Range Transportation Plan

## Expand Tax Base & Revenues

- TRAN.5** Focus Area Initiative: Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services
- » FY11 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
  - FY11 Target: December 2010
  - » FY11 Measure: City Council, in partnership with the County and the Charlotte Chamber of Commerce, will continue to consider the Transportation Task Force Committee of 21's funding and process recommendation to the legislature as needed for implementation.
  - FY11 Target: December 2010
  - » FY11 Measure: Monitor federal transportation reauthorization legislation and identify opportunities to increase and steer federal transportation funding directly to urban areas
  - FY11 Target: December 2010



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 and facilities and infrastructure. A healthy economy also requires a commitment to strengthen and grow existing businesses, small business enterprise, entrepreneurship, business corridors and adjacent neighborhoods. 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 recession, high unemployment and de-leveraging of the economy has slowed consumer spending and significantly slowed commercial and residential development.
- The sale of Charlotte's largest employer, Wachovia, to Wells Fargo with the resultant loss of high-paying jobs
- The shrinkage and dramatic realignment of the financial services sector
- 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 economic growth in Charlotte through the continued attraction and growth of energy and energy engineering firms, such as Duke, Shaw, Toshiba, Areva and Siemens. Continued investment at both the Charlotte Research Institute (UNCC) and the NC Research Campus (Kannapolis) will lead to growth in both technology and bio-tech companies in Charlotte. A well educated workforce and available Center City office space also provide opportunities for economic growth, as does the opening of the Airport's third parallel runway. The opening of several new cultural facilities at the Wells Fargo Cultural campus in 2009 and the NASCAR Hall of Fame in 2010 will also help grow Charlotte's hospitality and tourism sector. Emphasis on strategic amateur sports marketing and facilities analysis will help expand the hospitality and tourism industry, too. Additionally, the completion of the Southwest Water Transmission Main will provide increased water supply to southwest businesses and residents and allow for increased development of the west side from Wilkinson Boulevard to the South Carolina state line. All of these factors, along with Charlotte's regional economic indicators, position Charlotte to be one of the first regions out of the recession.

Charlotte's continued success will be influenced by our diverse economic base and efforts with our partners to grow and broaden into develop growing business sectors including: renewable energy, green industry, healthcare and high growth/high tech. This economic growth will continue to be assisted by the American Recovery and Reinvestment Act including: Recovery Act Bonds; Energy Block Grant; and Neighborhood Stabilization. We will also need to focus on improving support for small businesses and high growth entrepreneurs. Our success will rely heavily upon the collaboration brought about through the newly organized Neighborhood & Business Services Key Business. 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 implementing business-friendly process improvements and updating completing and implementing plans for major employment centers in the Center City and the University Research Park.

# Economic Development

## Promote Economic Opportunity

- ED.1** Focus Area Initiative: 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: energy and environment, green industry, health care, hospitality and tourism, film, emerging industries and high growth/high tech companies (including updating and beginning implementation of the City’s Economic Development Strategic Plan and a strategy for use of available industrial land) and 3) working with internal and external partners to grow Charlotte’s hospitality industry, including quarterly tracking of hospitality revenue streams and exploring partnerships to expand amateur sports
- » FY11 Measure: Complete the update and implement the strategies of the Five-Year (FY2011-FY2016) Economic Development Strategic Plan  
 FY11 Target: 100% of strategies under implementation
  - » FY11 Measure: Job growth in new sectors  
 FY11 Target: 5% increase (Develop baseline information in FY10)  
 FY09 Target: N/A – New measure for FY10
  - » FY11 Measure: Number of existing businesses visited and serviced through *BusinessFirst Charlotte*, the City’s business retention & expansion program  
 FY11 Target: 400  
 FY09 Target: 400  
 FY09 Actual: 180
  - » FY11 Measure: Percentage increase in hospitality tax revenues and room nights generated by amateur sports  
 FY11 Target: 3% increase in all hospitality tax revenues; 5% increase in amateur sport room nights  
 FY09 Target: Increase in tax revenues - hospitality 7%, increase in amateur sports room nights 5%  
 FY09 Actual: 19.8% decrease in all hospitality tax revenues 143,473 room nights, a 1.41% decrease
- ED.2** Focus Area Initiative: Ensure that small businesses have the opportunity to participate in informal City procurement and contracts through increasing Small Business Enterprise (SBE) utilization and participation in SBE development programs
- » FY11 Measure: Implement Small Business Opportunities Task Force recommendations  
 FY11 Target: 100% of recommendations under implementation
  - » FY11 Measure: Implement Small Business Loan Program enhancement recommendations  
 FY11 Target: 100% of recommendations under implementation
  - » FY11 Measure: Implement Small Business Strategic Plan  
 FY11 Target: 100% of strategies under implementation

# Economic Development

## Promote Economic Opportunity cont'd

- » FY11 Measure: Percentage of informal contracting dollars awarded to SBEs  
 FY11 Target: 12% (dollar amount will be determined as a result of total FY11 Citywide informal contracting dollars)  
 FY09 Target: 10%  
 FY09 Actual: 8.33% (\$7.8 million of \$93.9 total Citywide informal contracting dollars)
- » FY11 Measure: Number of SBE submitting bids on informal contracts  
 FY11 Target: New measure (develop baseline information in FY10)

## ED.3 Focus Area Initiative: Enhance Workforce Development

- » FY11 Measure: Number of youth accessing skills assessment and training at JobLink Centers  
 FY11 Target: 1,500 youth at JobLink Centers and place 500 youth in jobs  
 FY09 Target: 500 (placement for youth participating in the Mayor's Youth Employment Program and Goodwill Youth Job Connection)  
 FY09 Actual: 638 trained/150 placed
- » FY11 Measure: Promote strategies and develop partnerships to retrain displaced workers  
 FY11 Target: Inventory/Evaluation/Adjustment of City's workforce retraining efforts including online services  
 FY09 Target: N/A - New measure for FY10

## Expand Tax Base & Revenues

### ED.4 Focus Area Initiative: Advance Business Corridor Revitalization and Redevelopment

- » FY11 Measure: Advance/complete development of priority projects and corridors  
 FY11 Target: Five Business Corridors:
  - North Tryon (Complete design of Phase I Infrastructure Improvements)
  - Eastland Area (Contract for Central Avenue Streetscape Economic Development)
  - Rozzelles Ferry (Greenway Business Park 50% occupied 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
  - Independence Boulevard (adopt Independence Boulevard Area Plan by summer 2010) (Ensure NCDOT project meets urban street design standards and meets transportation capacity needs)
- FY09 Target: Complete and implement 100% Council approved plans and studies
- FY09 Actual: Approved changes to transitional setback Independence Boulevard; funded North Tryon infrastructure Improvements Phase I; Completed Streetcar economic impact analysis; Collaborated on marketing effort for Eastland Mall to potential development partners; Completed draft Independence Boulevard Area Plan by Fall 2009

# Economic Development

## Promote Economic Opportunity cont'd

- » FY11 Measure: Review Business Corridor Strategic Plan
- FY11 Target: Complete the review
- FY09 Target: N/A – new measure

## ED.5 Develop Collaborative Solutions

- Focus Area Initiative: Promote infill development/redevelopment in the Center City, distressed business districts, adjacent neighborhoods, and transit stations
- » FY11 Measure: Building Permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations
- FY11 Target: \$500 million
- FY09 Target: \$500 million
- FY09 Actual: \$564 million
- » FY11 Measure: Number of recommended new capital projects implemented in area plans
- FY11 Target: Initiate two new area plan capital projects
- FY09 Target: Initiate two new area plan capital projects by June 2009
- FY09 Actual: Initiated Bryant Park streetscape and NoDa safety improvement projects

## Develop Collaborative Solutions

### ED.6

- Focus Area Initiative: Advocate Business Facilitation/Business Process Improvements
- » FY11 Measure: Average number of reviews on all land development permitting submissions
- FY11 Target: ≤ 2.5 reviews
- FY09 Target: Average ≤2.5 reviews on all plans submitted for FY09
- FY09 Actual: 2.2 reviews
- » FY11 Measure: Percentage of permitting report initiatives implemented
- FY11 Target: 100%
- FY09 Target: Implement 80% of Permitting Report recommendations by end of FY09
- FY09 Actual: 80%
- » FY11 Measure: Conduct “competitive advantage” analysis of permitting systems and processes
- FY11 Target: Elimination of System Barriers/Conflict/Impediments in application of regulations
- FY09 Target: N/A - new measure

This page intentionally left blank.

# Police

<p style="text-align: center;"><b>Summary</b></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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 18.5% decrease in crime in 2009, achieving the lowest per capita crime in 30 years and the lowest homicide rate in 21 years</li> <li>• 6.2% decrease in citizen initiated calls for service in 2009</li> <li>• 6.8% decrease in 911 calls in 2009</li> </ul>	<b>FY10</b>	<b>FY11</b>	
	Budget	\$189,907,553	\$195,312,742
	Positions	2,248.50	2,240.50
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Achieved lowest per capita crime rate in 30 years</li> <li>• Achieved lowest homicide rate in 21 years</li> <li>• Added 125 police officers, 50 through the COPS Economic Stimulus Program and 75 through City funding approved by City Council</li> <li>• Implemented a new on-line reporting system which citizens can use to file crime reports</li> <li>• Worked with Council's Community Safety Committee to implement a Rental Property Ordinance that will assist in dealing with properties experiencing high crime rates</li> <li>• Initiated Officer and Civilian Employee of the Month programs</li> </ul>			

## SERVICE DELIVERY CHALLENGES

CMPD has experienced significant reductions in crime during the last 12 months with an 18.5% reduction in calendar year 2009. While the department has been allocated 125 new officers, it is still difficult to sustain crime reductions of this magnitude. CMPD will continually monitor trends and deploy its patrol resources in a manner that responds to emerging crime problems and maximizes visibility throughout the city. CMPD's crime reduction efforts are dependent upon strong engagement with all segments of the community. It is challenging to find new ways to share information with the public and to get people involved with police and their neighborhoods. CMPD's goal is for neighborhood involvement to be proactive rather than reactive to a major incident or a series of crimes. The crime totals over the past six years are listed below:

Year	Total Index	% Change from Previous Year	Estimated Population*	Rate Per 100,000 Est Population	% Change from Previous Year
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%
2009	44,307	-18.5%	777,827	5,696.3	-19.7%

\*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.

CMPD will strive to attain the national standard for answering 911 calls in FY11. CMPD has a goal of answering 85% of all 911 calls within 30 seconds. The national standard for answering 911 calls is 90% of calls answered within 10 seconds. CMPD would like to begin moving toward attaining that standard. CMPD will conduct a two-month test of the new standard prior to the beginning of FY11 and use lessons learned to identify the necessary steps to attain that goal.

CMPD continues to be challenged by the lack of resources in other components of the criminal justice system. The resource issues make it difficult to keep chronic offenders off the streets. It also makes it more difficult to agree upon shared priorities with other criminal justice organizations. CMPD will continue to address those issues through participation in the Mecklenburg County Criminal Justice Advisory Group, but it is difficult to anticipate any significant changes until state funding is more closely aligned with the needs of Mecklenburg County.

# Police

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Field Services/Community Policing/Patrol/Crime Prevention</b>		
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	-7%	-5%
Includes: Patrol Divisions Burglary Special Events Charlotte Area Transit Liaison		
<b>Special Investigations</b>		
Investigates vice, gathers criminal intelligence information, and investigates gangs		
◆ Increase number of arrests of gang members for Part One crimes	1 gang dismantled	≥15%
Includes: Vice and Narcotics Gang and Firearm Enforcement Division Criminal Intelligence		
<b>Criminal Investigations</b>		
Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect		
◆ Increase homicide clearance rate	N/A	≥75%
Includes: Homicide/Missing Persons Robbery/Sexual Assault Auto Theft Fraud Special Victims		
<b>Special Operations &amp; Crime Lab</b>		
Provides tactical support for patrol operations		
◆ Complete DNA lab analysis for priority cases	N/A	≥95% in 10 working days
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

	FY10 Target	FY11 Target
<b>Communications</b>		
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	85% in 30 seconds or less	90% in 10 seconds or less
Includes: Communications		
<b>Community Services</b>		
Provides a variety of services that promote police-citizen interaction		
◆ Increase the number of Leadership Councils in patrol divisions	N/A	≥13
Includes: Volunteer Unit Police Reserves Police Athletic League Cadets/Explorers/Right Moves for Youth False Alarm Reduction Records Crime Reporting Unit		
<b>Police Officer Training and Recruitment</b>		
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	≤9.5	≤9.5
Includes: Recruitment Recruit Training In-Service Training Firing Range		
<b>Animal Control</b>		
Enforces animal control ordinances and operates animal shelter		
◆ Reduction in intake of domestic dogs and cats	N/A	≤3%
Includes: Ordinance Enforcement Shelter Operations		

# Police

<p><b>Decreases</b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>                  \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$1,218,229 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Includes \$1,037,229 in overtime pay due to changing Police's pay cycle from 14 days to 28 days</li> <li>• Includes \$181,000 in overtime pay due to changing the court time pay minimum from 3 hours to 2 hours</li> </ul> <p>\$0 in Internal Cost Transfers</p>	<p><b>Other Reductions</b>                  8 FTEs are reduced from reimbursed costs in the Police Transit Unit due to the Charlotte Area Transit's use of contracted security, resulting in a net zero impact. The 7 Officers and 1 Sergeant are transferred to existing vacancies within Police.</p> <p><b>Increases</b>                  \$888,290 is added for the second year of the City match for 50 police officers funded from a federal stimulus COPS grant</p> <p>\$750,000 is transferred from Criminal Justice System Technology funds not in use to support one-time costs within CMPD's operating budget</p>
---	---

Budget Summary		FY10	FY11
<b>Field Services/Community Policing/Patrol/Crime Prevention</b>	Budget	\$ 125,061,341	\$ 131,530,512
	Positions	1,488.00	1,480.00
<b>Special Investigation</b>	Budget	\$ 7,506,152	\$ 7,570,699
	Positions	76.00	76.00
<b>Criminal Investigations</b>	Budget	\$ 16,154,643	\$ 16,977,173
	Positions	172.00	172.00
<b>Special Operations &amp; Crime Lab</b>	Budget	\$ 10,286,488	\$ 10,259,753
	Positions	106.00	106.00
<b>Communications</b>	Budget	\$ 11,885,689	\$ 12,014,411
	Positions	171.00	171.00
<b>Community Services</b>	Budget	\$ 4,942,282	\$ 5,243,493
	Positions	49.00	49.00
<b>Police Officer Training/Recruiting</b>	Budget	\$ 7,791,488	\$ 5,473,064
	Positions	103.00	103.00
<b>Animal Care &amp; Control</b>	Budget	\$ 6,279,470	\$ 6,243,637
	Positions	83.50	83.50
<b>Total</b>		<b>\$ 189,907,553</b>	<b>\$ 195,312,742</b>
<b>Total Positions</b>		<b>2,248.50</b>	<b>2,240.50</b>

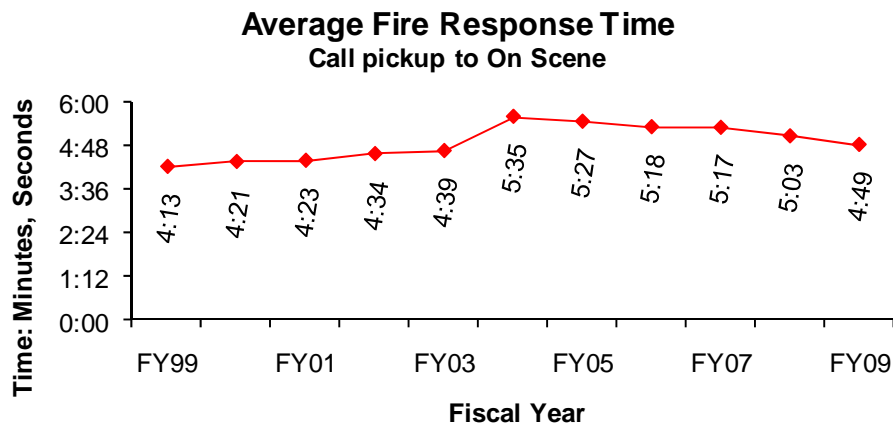
# Fire

<p><b>Summary</b></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><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>Operates 41 fire stations and protects an area encompassing 299.2 square miles, with a population of 726,284 citizens</li> <li>Responds to over 91,000 incidents each year</li> <li>Operates 41 engines, 15 ladders, 2 heavy rescues and 3 aircraft rescue and firefighting companies</li> </ul>	<b>FY10</b>	<b>FY11</b>						
	<table border="1"> <tr> <td>Budget</td> <td>\$96,800,723</td> <td>\$97,310,598</td> </tr> <tr> <td>Positions</td> <td>1,144.00</td> <td>1,164.00</td> </tr> </table>	Budget	\$96,800,723	\$97,310,598	Positions	1,144.00	1,164.00	
Budget	\$96,800,723	\$97,310,598						
Positions	1,144.00	1,164.00						
	<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>Implemented Focused CPR program with impressive results. Return of spontaneous circulation on greater than 60% of specific patients as compared to only 20% with standard protocols.</li> <li>Achieved departmental performance target of first arriving truck on-scene within 6 minutes or less at least 80% of the time</li> <li>Improved efficiency of inspection process and increased inspector availability for first inspections</li> <li>Collaborated with Aviation to meet FAA requirements to open and operate the third parallel runway</li> </ul>							

## SERVICE DELIVERY CHALLENGES

### Ladder Response Coverage

The response area for a ladder in Charlotte correlates to approximately 4 miles. Two areas with the most imminent needs as it relates to ladder coverage are the Arboretum (Station 39) and Northlake Mall (Station 28). Ladder trucks are equipped with a comprehensive assembly of vehicle extrication and rope rescue equipment. They are strategically placed throughout the City to minimize response time and appropriately place the right equipment in the right place at the right time.



# Fire

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Fire Emergency Response</b>		
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	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within 6 minutes	80%	80%
◆ Percent turnover for African American/minority firefighters	<1%	<1%
<b>Emergency Preparedness/Homeland Security</b>		
Coordinate large-scale emergency situations in Charlotte and Mecklenburg County		
◆ Implement phase II of COBRA (Charlotte Operations Based Response Analysis) information network by June 30, 2011. COBRA is a web-based network that will be used by multiple disciplines and multiple jurisdictions to share data for operational responses and pre-planning.	N/A	June 30, 2011
<b>Fire Communications</b>		
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	90%	90%
<b>Fire Investigations</b>		
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	34.0%	34.0%
<b>Fire Code Enforcement</b>		
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	85%	85%
<b>Fire Community Education/Involvement</b>		
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 Charlotte-Mecklenburg School 3rd grade classrooms that receive fire education programs	80%	80%
<b>Firefighter Training</b>		
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 active firefighters who will maintain emergency medical technician certification	98%	98%

# Fire

<p><b>Decreases</b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>                  \$221,516 in Service Reductions, including the freezing of 3 positions</p> <ul style="list-style-type: none"> <li>• Includes \$221,516 for freezing 3 vacant Plans Review Positions in response to the economic downturn and a corresponding reduction in plan submittals</li> </ul> <p>\$0 in External Agency Reductions</p> <p>\$205,945 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Includes \$78,956 in Fire Administration for elimination of 1 position supporting Human Resources functions</li> </ul> <p>\$0 in Internal Cost Transfers</p>	<p><b>Other Reductions</b>                  None</p> <p><b>Increases</b>                  \$1,665,505 is added for 21 firefighting staff at the new Airport Station 41, 100% funded by Aviation</p>
---	---

Budget Summary		FY10	FY11
<b>Fire Emergency Response</b>	Budget	\$ 87,621,682	\$ 88,246,120
	Positions	1,033.25	1,053.25
<b>Emergency Preparedness/Homeland Security</b>	Budget	\$ 655,825	\$ 682,882
	Positions	5.25	5.25
<b>Fire Communications</b>	Budget	\$ 2,858,567	\$ 2,791,017
	Positions	40.00	40.00
<b>Fire Investigations</b>	Budget	\$ 907,478	\$ 921,445
	Positions	10.25	10.25
<b>Fire Code Enforcement</b>	Budget	\$ 2,791,635	\$ 2,664,347
	Positions	37.00	37.00
<b>Fire Community Education/Involvement</b>	Budget	\$ 482,738	\$ 488,992
	Positions	5.25	5.25
<b>Firefighter Training</b>	Budget	\$ 1,482,799	\$ 1,515,795
	Positions	13.00	13.00
<b>Total</b>		<b>\$ 96,800,724</b>	<b>\$ 97,310,598</b>
<b>Total Positions</b>		<b>1,144.00</b>	<b>1,164.00</b>

# Solid Waste Services

<p style="text-align: center;"><b>Summary</b></p> <p>Solid Waste Services (SWS) strives to excel in quality solid waste management. Effective July 1, 2010, a reorganization of the SWS business model eliminates four independently operating managed competition collection zones. The collection zones will be replaced by a five-day, Monday through Friday collection model where collection routes can be configured to make more efficient use of staff and equipment. When the new model takes effect, SWS will provide citywide weekly collection of residential garbage, yard waste, and bulky items, while Inland Services, the private service provider for the West Zone, will similarly collect residential recyclables bi-weekly citywide. In addition to these services, SWS will collect dead animals and tires, sweep and pick up litter from City streets and rights-of way. SWS 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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Residential collection services to over 200,000 single-family and 98,000 multi-family households, approximately 4,000 businesses, and 700 public trash receptacles</li> <li>• In FY10, collected approximately 286,559 tons of refuse, 33,508 tons of recyclables, 50,628 tons of yard waste and 11,429 tons of bulky items</li> <li>• Street sweeping and right-of-way cleaning of approximately 1,800 miles of City streets</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 40%;">FY10</th> <th style="width: 50%;">FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$46,062,879</td> <td style="text-align: right;">\$43,390,520</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">296.00</td> <td style="text-align: right;">285.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Improved Charlotte’s Keep America Beautiful litter index rating with a score of 1.70 in FY10 (scale of 1.0 to 4.0; highest rating is 1.0)</li> <li>• Provided residential refuse collection at a cost per ton of \$64; statewide average is \$89</li> <li>• Provided recyclables collection at a cost per ton of \$222; statewide average is \$237</li> <li>• Collected 2,423 tons of refuse per full-time equivalent (FTE), compared with 1,439 tons per FTE statewide</li> <li>• Installed Automated Vehicle Locator devices on all collection vehicles, improving customer service, routing efficiencies, record keeping, and performance management</li> </ul>		FY10	FY11	Budget	\$46,062,879	\$43,390,520	Positions	296.00	285.00
	FY10	FY11								
Budget	\$46,062,879	\$43,390,520								
Positions	296.00	285.00								

**SERVICE DELIVERY CHALLENGES**

**SWS Business Model Reorganization**  
 A reorganization of the SWS Business Model will allow the City to perform solid waste collection operations with fewer staff and equipment with no anticipated reduction in service quality. The expectation is that service quality will improve, customer satisfaction will increase due to the implementation of a more uniformed service, and the ability to use resources more efficiently will produce even greater savings in the future.

**Single Stream Recyclables Collection**  
 The implementation of a Single-Stream Recyclables Collection Program is expected to increase residential recycling participation and setout rates because citizens will be provided with a 96-gallon rollout cart. By using the larger container instead of the smaller capacity 16-18 gallon recycling bin, citizens can place all of their recyclable materials such as newspapers, aluminum cans and plastic bottles in one container for collection at curbside without having to separate the items. An increase in recycling will reduce per capita waste disposal, reduce landfill waste disposal expense, and better safeguard the environment.

**Public Education and Awareness**  
 The major challenge of the Public Service Division is educating citizens about proper access and use of services. This will be important with the new Business Service Model and the implementation of a new single-stream recycling program. Informing citizens about how to best use these services will help ensure their success. Education also promotes improved customer service and increased environmental protection.

**Landfill Location**  
 Having the use of one landfill location results in a higher number of trips and usage of fuel for areas outside of the northern sections of the City closest to the landfill. The additional travel time reduces the useful life of the collection trucks and increases fuel consumption and cost.

# Solid Waste Services

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Solid Waste Collections</b>		
Provides the following services:		
Single Family (weekly collection of garbage, recycling, yard waste, and bulky items). For FY11, single-family recycling collection is outsourced.		
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 four or more hours of safety training to no less than 85% of field operations employees	≥85%	≥85%
◆ Maintain cost per ton for refuse collection below the statewide average as reported in the North Carolina Local Government Performance Measurement Project	≤\$89	≤\$89
◆ Collaborate with multi-family properties four times during the fiscal year to promote awareness of available multi-family recycling options	4	4
<b>Special Maintenance Services</b>		
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)	≤2.0	≤2.0
<b>Neighborhood Services</b>		
Provides cleaning services and unscheduled bulky item pick-up in challenged and transitioning neighborhoods		
◆ Develop neighborhood partnerships in 33% of nine targeted neighborhoods to increase bulky item scheduling	33%	50%
<b>Community Education</b>		
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

# Solid Waste

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>                  \$225,166 in Service Reductions</p> <ul style="list-style-type: none"> <li>• \$225,166 is reduced by the elimination of unscheduled bulky item pick-up service (Call &amp; Send Program). The current service will be merged with the current bulky item collection offered in neighborhoods as a result of the Solid Waste Services reorganization. This reduction eliminates 4 positions and 2 rear loader trucks.</li> </ul> <p>\$0 in External Agency Reductions</p> <p>\$2,862,882 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• \$2,360,000 is reduced as a result of transitioning City weekly recycling service to a privatized bi-weekly single-stream service called Recycle It! This reduction eliminates seven full time positions.</li> <li>• \$468,000 is reduced from SWS' reorganization that eliminates the four collection zones into one citywide functional collection zone</li> </ul> <p>\$0 in Internal Cost Transfers</p>	<p><b><u>Other Reductions</u></b>                  None</p> <p><b><u>Increases</u></b>                  \$51,699 is added for the costs associated with the FY10 annexation garbage collection and disposal</p>
---	---

Budget Summary		FY10	FY11
<b>Solid Waste Collections</b>	Budget	\$ 39,807,152	\$ 36,824,976
	Positions	216.50	205.50
<b>Special Maintenance Services</b>	Budget	\$ 5,554,153	\$ 5,402,778
	Positions	73.25	73.25
<b>Neighborhood Services</b>	Budget	\$ 984,168	\$ 952,718
	Positions	5.00	5.00
<b>Community Education</b>	Budget	\$ 232,927	\$ 210,048
	Positions	1.25	1.25
<b>Total</b>		<b>\$ 46,062,879</b>	<b>\$ 43,390,520</b>
<b>Total Positions</b>		<b>296.00</b>	<b>285.00</b>



# Transportation

<p style="text-align: center;"><b>Summary</b></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 726,000 residents encompassing an area of 299 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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Maintains 2,400 centerline miles of roadway</li> <li>• Maintains 150,000 traffic control signals</li> <li>• Maintains 680 signalized intersections</li> <li>• Maintains 2,200 linear miles of sidewalks</li> <li>• Installs 9,000 signs and 2 million feet of new pavement markings each year</li> </ul>	<b>FY10</b>	<b>FY11</b>						
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-right: 1px solid black;">Budget</td> <td style="width: 25%; text-align: center;">\$51,397,921</td> <td style="width: 25%; text-align: center;">\$44,656,530</td> </tr> <tr> <td style="border-right: 1px solid black;">Positions</td> <td style="text-align: center;">434.50</td> <td style="text-align: center;">434.50</td> </tr> </table>	Budget	\$51,397,921	\$44,656,530	Positions	434.50	434.50	<p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• City Manager's Strategy Award Recipients               <ul style="list-style-type: none"> <li>- Developing Collaborative Solutions - 2006 (winner)</li> </ul> </li> <li>• City Council's Adoption of:               <ul style="list-style-type: none"> <li>- Center City Transportation Plan – April 2006</li> <li>- Transportation Action Plan – May 2006</li> <li>- Utility Cut Pavement Degradation Fee – May 2007</li> <li>- Urban Street Design Guidelines – October 2007</li> <li>- Utility Right-of-Way Ordinance – November 2007</li> <li>- Bicycle Plan - October 2008</li> </ul> </li> </ul>
Budget	\$51,397,921	\$44,656,530						
Positions	434.50	434.50						

## SERVICE DELIVERY CHALLENGES

### Maintaining Existing Assets

A wise investment strategy in the current economic environment is to protect existing assets through routine maintenance and timely repair. Although City Council increased funding support for street resurfacing in FY11, the primary funding source for maintaining streets, the Powell Bill, is in decline. These declining revenues, along with dramatic increases in the cost of materials, has limited the number of street miles that can be resurfaced and lowered our reported street rating to 82. This indicator of street condition has been well short of the industry standard of 90 or better. In addition, CDOT is responding to more potholes than usual due to recent unusually wet and cold weather. In an effort to expedite pothole repairs, CDOT will begin its annual pothole campaign earlier in the year with an extra focus towards citizen communication and education.

### Implement Urban Street Design Guidelines (USDG)

The City continues to implement the USDG, which describes the preferred ways to design streets to respond to the development pattern they are expected to serve. In FY2011, staff will be drafting amendments to the City's development ordinances to bring them into alignment with the USDG. The challenge will be to retain the flexibility inherent in the USDG while striving to simplify the land development review and approval processes.

### Traffic Sign Retroreflectivity Program

Traffic signs provide important information to drivers during the day and at night. Retroreflectivity of traffic signs is important for communicating vital safety information to the road users, especially under nighttime driving conditions. A new federal mandate has established minimum retroreflectivity levels that must be maintained for traffic signs. The compliance date for bringing regulatory, warning, and ground mounted signs into compliance is January 2015. For overhead guide signs and street name signs, the compliance date is January 2018. CDOT estimates the City currently has approximately 125,000 traffic signs along a street network of 2,378 centerline miles. CDOT currently has five sign crews installing and maintaining an average of about 10,000 signs annually. With these current resources, it will take no less than 12+ years to update the current sign inventory to the federally-mandated retroreflectivity standards.

### 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. 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 affects the City's existing and

# Transportation

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Street Maintenance</b>		
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	97%	97%
◆ Improve the pavement condition survey rating over the previous survey rating of 82 in 2008	90.0	≥82.0
<b>Traffic Control</b>		
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 (met the 100% target in FY2008).	100%	N/A
◆ Respond to all sign and signal emergencies within 2 hours 90% of the time	90%	90%
<b>Transportation Safety and Neighborhood Services</b>		
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		
◆ Complete 10 miles of new sidewalks annually	10.0	10.0
◆ Complete 10 miles of new bikeways annually	10.0	10.0
<b>Land Development Regulations</b>		
Reviews development plans for conformance with City ordinances		
◆ Complete 95% of plan reviews on time annually	95%	95%
<b>Capital Program Planning and Management</b>		
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares		
◆ 90% of transportation bond projects complete or on schedule	90%	90%
◆ 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	<Top 25	<Top 25

# Transportation

<u>Decreases</u>	<u>Increases</u>
<p><b>Target Budget Reductions (see page 15 and material in inside pocket for additional detail)</b> \$0 in Service Reductions</p> <p>\$180,000 in External Agency Reductions</p> <ul style="list-style-type: none"> <li>• Includes \$180,000 in the Departmental Services Division to reduce the contract for traffic control at the Time Warner Cable Arena from \$292,000 to \$112,000. The reduced contract will provide traffic control at major events only.</li> </ul> <p>\$36,850 in Internal Efficiencies</p> <p>\$235,728 in Internal Cost Transfers</p>	<p>None</p>

Budget Summary		FY10	FY11
<b>Street Maintenance</b>	Budget	\$ 36,516,074	\$ 29,191,765
	Positions	252.75	250.75
<b>Traffic Control</b>	Budget	\$ 7,268,399	\$ 6,846,679
	Positions	110.75	110.75
<b>Transportation Safety and Neighborhood Services</b>	Budget	\$ 2,657,744	\$ 3,018,190
	Positions	15.50	15.50
<b>Land Development Regulations</b>	Budget	\$ 1,813,370	\$ 2,155,824
	Positions	22.50	22.50
<b>Capital Program Planning and Management</b>	Budget	\$ 3,142,334	\$ 3,444,072
	Positions	35.00	35.00
<b>Total</b>		<b>\$ 51,397,921</b>	<b>\$ 44,656,530</b>
<b>Total Positions</b>		<b>434.50</b>	<b>434.50</b>

Transportation Operating Funds	FY10	FY11
<b>General Fund</b>	\$ 21,244,164	\$ 20,831,767
<b>Powell Bill Fund</b>	\$ 30,153,757	\$ 23,824,763
<b>Total</b>	<b>\$ 51,397,921</b>	<b>\$ 44,656,530</b>

# Neighborhood & Business Services

<p style="text-align: center;"><b>Summary</b></p> <p>Neighborhood and Business Services (N&amp;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 style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Performed nearly 58,000 housing and nuisance code inspections</li> <li>• Completed 600 new or renovated housing units</li> <li>• Assisted 492 citizens to become new homeowners</li> <li>• Trained over 1,000 citizens through the Community University Program</li> <li>• 180 businesses were serviced through BusinessFirst</li> </ul>	<b>FY10</b>	<b>FY11</b>
	Budget	\$11,559,793
Positions	160.00	160.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Consolidated Neighborhood Development Key Business and Economic Development Office into Neighborhood &amp; Business Services Key Business</li> <li>• Received national and international recognitions for the City's Neighborhood Quality of Life Study</li> <li>• Created 12,165 jobs by creating new and expanded business activity</li> <li>• Experienced construction building permit value of \$564 million in targeted areas</li> <li>• Awarded \$5.4 million of federal Neighborhood Stabilization funding</li> </ul>		

## SERVICE DELIVERY CHALLENGES

### Increased Costs

Code compliances have grown steadily since FY06. As a result, the related costs of the code process, including printing file documentation, maintaining the code enforcement fleet and advertising liens for code violations have also increased. 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. Neighborhood and Business Services faces increased costs of conducting business due to increasing demands to maintain community standards, provide affordable housing opportunities, and sustain neighborhoods.

### Review of the City's Housing Programs

In FY11, Neighborhood and Business Services will develop a "comprehensive housing strategy," which will likely include a significant change to the current Location Housing Policy, based on the FY10 review and citizen recommendations. This is expected to take considerable staff resources to assist Council in further developing and implementing these recommendations. These efforts will be coupled with those of other housing partners and will eventually lead to adequate levels of safe and affordable housing for all Charlotte citizens.

### 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 may have to modify the framework of its FY11 work plan due to national economic trends. For example, increasing the building permit investment in corridors by 5% will be difficult to achieve due to market conditions.

# Neighborhood & Business Services

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Community and Commerce</b>		
Provides services to neighborhoods and business corridors, including plan implementation, outreach and problem solving, leadership and organization training, infrastructure and financial assistance programs		
◆ Number of citizens trained	1,400	1,400
<b>Housing Services</b>		
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies		
◆ New and renovated housing units completed with City funds	1,125	1,000
◆ Homeowners created with City funds	450	450
<b>Code Enforcement</b>		
Conducts housing, property, and zoning inspections to enforce City codes		
◆ Housing Code Compliances	3,000	3,000
◆ Nuisance Code Compliances	50,000	52,000
◆ Zoning Code Compliances	13,000	14,000
<b>Small Business Development Program</b>		
Provides registration and certification services to small businesses, minority-owned and/or women-owned businesses, support to City key businesses in establishing annual goals for Small Business Enterprise (SBE) utilization, and monitoring and reporting services to ensure compliance with the program		
◆ Percentage of informal contracting dollars awarded to SBEs	12%	12%

# Neighborhood & Business Services

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>          \$6,423 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$121,040 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Includes \$94,835 reduction due to restructuring of the Community and Commerce Division. Collaboration efforts between Code Enforcement and Community and Commerce Divisions should result in fewer nuisance cases, allowing Code Enforcement positions to remain frozen.</li> </ul> <p>\$150,000 in Internal Cost Transfers</p> <ul style="list-style-type: none"> <li>• Transfers \$150,000 budgeted for non-residential building demolition in Innovative Housing in Pay-As-You-Go</li> </ul> <p><b><u>Increases</u></b>          None</p>	
--	--

Budget Summary		FY10	FY11
<b>Community and Commerce</b>	Budget	\$ 2,341,856	\$ 2,586,032
	Positions	23.00	29.00
<b>Housing Services</b>	Budget	\$ 360,286	\$ 343,056
	Positions	4.50	30.00
<b>Code Enforcement</b>	Budget	\$ 6,341,985	\$ 6,391,844
	Positions	107.50	80.00
<b>Economic Development</b>	Budget	\$ 1,887,049	\$ 1,657,735
	Positions	14.00	11.00
<b>Small Business Development Program</b>	Budget	\$ 628,617	\$ 667,013
	Positions	11.00	10.00
<b>Total</b>		<b>\$ 11,559,793</b>	<b>\$ 11,645,680</b>
<b>Total Positions</b>		<b>160.00</b>	<b>160.00</b>

# Engineering & Property Management

<p style="text-align: center;"><b>Summary</b></p> <p>Engineering &amp; Property Management (E&amp;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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Maintains over 290 municipal facilities totaling 4.2 million square feet</li> <li>• Maintains over 500 miles of road right-of-way</li> <li>• Manages over 250 active capital projects</li> <li>• Reviews over 2,100 development plans annually</li> <li>• Conducts an average of 5,000 inspections annually</li> </ul>		<b>FY10</b>	<b>FY11</b>
	Budget	\$68,706,560	\$70,357,182
	Positions	412.00	412.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Completed several major infrastructure projects facilitating economic development, including I-277/Caldwell Interchange, City Boulevard/IKEA, and the Elizabeth Avenue Business Corridor</li> <li>• Introduced digital submittal of development plans, easing the permitting path for developers</li> <li>• Completed the Urban Ecosystem Analysis, which will help set goals for maintaining Charlotte's tree canopy</li> <li>• Awarded the EPA's Energy Star status and the Building Owners and Managers Association "360 Award" for outstanding building operational practices at the Charlotte-Mecklenburg Government Center</li> <li>• Resolved over 400 high priority storm water service requests and reduced the backlog of priority repairs</li> </ul>			

## SERVICE DELIVERY CHALLENGES

### Sustainability

Implementation of the Policy for Sustainable City Facilities – City Council's new policy sets an expectation for sustainability to be integrated into budgeting, design, bidding, construction, renovation and maintenance. Common facility performance metrics and clear statements of payoff and life-cycle analysis will begin to demonstrate the costs/benefits of sustainable facilities.

### Economic Development vs. Environment

Finding the right balance between being supportive of business/development and being good stewards of the City's natural assets is a City Council goal. The City's most environmentally sensitive areas have been mapped so that City staff and citizens can use information about the natural assets of an area to make appropriate decisions about protection, mitigation, and development. With the second tree canopy analysis complete, changes and losses since the 2001 analysis are evident. All of this consolidated information leads to the establishment of goals and the methodologies for balancing environmental and economic goals.

### Organizational Efficiencies and Capital Project Management

Over the next year a number of big projects will be in the public spotlight: 29/49 Connector, Fred D. Alexander, Freedom Drive and street resurfacing city-wide. E&PM will actively discuss project benefits and construction practices with the community, involving citizens who will encounter the projects in their daily commutes. To facilitate these projects and the community engagement, E&PM will improve cost accounting/estimating, advance our technology and data management, develop ongoing training for project/program managers, expand in-house planning, and expand design capabilities.

### Storm Water Infrastructure

More frequent and larger flood events are straining older drainage systems and driving up the number of citizen requests. These newer requests compete with a backlog of lower-priority requests for limited funding. In FY10, Mecklenburg County Storm Water moved from a two-tier to a four-tier billing system to more equitably distribute costs to property owners. E&PM continues to analyze impacts and timing for a similar change to our rate structure within five years.

# Engineering & Property Management

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Municipal Capital Project Planning, Design, and Construction</b>		
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 to medium transportation projects within 1.5 years of beginning land acquisition	85%	85%
◆ Complete 85% of large transportation projects within 3 years of beginning land acquisition	85%	85%
<b>Land Development Regulation, Plan Review, and Inspection</b>		
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		
◆ Complete all Land Development permitting submissions with an average of 2.5 reviews (new)	N/A	>2.5 Reviews
◆ Establish a methodology for measuring the effectiveness of the tree ordinance in meeting the tree canopy goals (new)	N/A	June 2011
<b>Storm Water Services</b>		
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	Increase by \$1.0 million	Increase by \$1.0 million
<b>Municipal Facilities Maintenance</b>		
Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities		
◆ Implement adopted Policy for Sustainable City Facilities and conduct first year review of effectiveness (new)	N/A	June 2011
◆ Maintain energy use practices so that City facilities compare favorably with available benchmark information in the South Atlantic Region (measured in 1,000s of BTUs per square foot)(new)	N/A	Overall EUI <68
<b>Landscape Management</b>		
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		
◆ Use seasonal mowing and maintenance crews to clear and clean sidewalks in transitioning and challenged neighborhoods	Complete 20 miles of sidewalk	Complete 20 miles of sidewalk



# Engineering & Property Management

<p><b>Decreases</b>  <b>Target Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>                  \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$258,048 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Includes \$112,863 in the Real Estate Division to reorganize the division and reallocate positions and staff assignments to increase operational efficiency and productivity. One position is eliminated.</li> </ul> <p>\$410,941 in Internal Cost Transfers</p>	<p><b>Other Reductions</b>                  \$893,930 is transferred from Landscape Management operating budget for all contract tree removal, tree trimming, and new tree planting to the Pay-As-You-Go Capital Program</p> <p><b>Increases</b>                  None</p>
--	--

Budget Summary		FY10	FY11
<b>Municipal Capital Project Planning, Design and Construction</b>	Budget	\$ 5,945,523	\$ 5,956,672
	Positions	163.00	162.00
<b>Land Development Regulation, Plan Review and Inspection</b>	Budget	\$ 3,833,019	\$ 3,463,313
	Positions	62.00	62.00
<b>Storm Water Services</b>	Budget	\$ 48,867,366	\$ 52,087,809
	Positions	83.00	84.00
<b>Municipal Facilities Maintenance</b>	Budget	\$ 3,865,342	\$ 3,500,132
	Positions	48.00	48.00
<b>Landscape Management</b>	Budget	\$ 6,195,310	\$ 5,349,256
	Positions	56.00	56.00
<b>Total</b>		<b>\$ 68,706,560</b>	<b>\$ 70,357,182</b>
<b>Total Positions</b>		<b>412.00</b>	<b>412.00</b>

Engineering & Property Management Operating Funds	FY10	FY11
General Fund	\$ 19,839,194	\$ 18,269,373
Storm Water	\$ 48,867,366	\$ 52,087,809
<b>Total</b>	<b>\$ 68,706,560</b>	<b>\$ 70,357,182</b>

# Charlotte-Mecklenburg Planning Department

<p style="text-align: center;"><b>Summary</b></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"> <li>• Coordinating the zoning, zoning administration and subdivision review processes</li> <li>• Guiding growth and enhancing design of the City and County</li> <li>• Revitalizing and enhancing neighborhoods, business areas, and transit corridors</li> <li>• Planning for development of the Center City and other major activity centers</li> </ul> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Reviewed 91 rezoning petitions</li> <li>• Heard 46 Zoning Board of Adjustment cases</li> <li>• Approved 114 Historic District Commission projects</li> <li>• Approved 664 single-family lots</li> <li>• Approved 4,054 multi-family units</li> </ul>	<b>FY10</b>	<b>FY11</b>
	<p>Budget</p> <p style="text-align: right;">\$5,237,620</p> <p style="text-align: right;">\$5,032,698</p>	63.00

- Accomplishments**
- Drafts completed for Independence and North Tryon Area plans. The Catawba Draft plan is near completion
  - Strategies were identified and initiated to address four additional General Development Environment Policies
  - Met goal of having at least 80% of approved conditional rezoning petitions incorporate environmentally sensitive design components
  - Met targets for residential and non-residential development in Centers and Corridors
  - Reduced the number of Zoning Board of Adjustment cases by 38%
  - Worked with regional partners to assist with development of MUMPO 2025 Long Range Transportation Plan
  - Supported the Census 2010 Complete Count Committee

**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 maintain any service levels and address the 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 from development activity to review and update regulations, reassess regulatory and planning processes and update policies. Identifying and employing retention and recruitment strategies 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 citizen input through the area plan process. However, such outreach and engagement is time consuming and requires multiple approaches for different groups and populations. Planning must identify innovative and more efficient ways to effectively communicate and work with public and elected officials.

**Sustainable Development and Design**  
 Due to the economic downturn, Planning is balancing the need to maintain quality sustainable development while mitigating cost impacts to the development community. Planning will be advancing several projects that enhance design quality; however, due to the economic climate, Planning has tremendous concern about how the initiatives will impact the cost and viability of future development. The regulatory and policy changes that staff is developing will have long term benefits and are designed to grow and expand the tax base and sustain the community’s competitiveness as a place to live, work, and do business.

# Charlotte-Mecklenburg Planning Department

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Planning Regulatory Functions</b>		
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	80	80
◆ Single family lot approvals	183	183
◆ Multi-family unit approvals	987	987
<b>Planning Research, Information, and Mapping</b>		
Provides the information, research, and mapping needed to support many functions for both the public and private sectors		
◆ Number of presentations made to various community and business organizations	75	75
<b>Long Range Planning</b>		
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	95%	95%
◆ Percent of rezoning decisions consistent with adopted environmentally sensitive site design policies	80%	80%

# Charlotte-Mecklenburg Planning Department

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>          \$1,925 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$101,436 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Reduces contractual services, training, and printing expenses, which results in \$100,000 reduction in the number of small area plans for FY11 from 6 to 4</li> </ul> <p>\$0 in Internal Cost Transfers</p> <p><b><u>Increases</u></b>          None</p>	
---	--

Budget Summary		FY10	FY11
<b>Planning Regulatory Functions</b>	Budget	\$ 1,803,101	\$ 1,789,900
	Positions	24.50	24.50
<b>Planning, Research, Information and Mapping</b>	Budget	\$ 873,880	\$ 864,164
	Positions	9.50	9.50
<b>Long Range Planning</b>	Budget	\$ 2,253,691	\$ 2,228,634
	Positions	27.00	27.00
<b>Mecklenburg-Union Metropolitan Planning Organization (MUMPO) Services</b>	Budget	\$ 306,948	\$ 150,000
	Positions	2.00	2.00
<b>Total</b>		<b>\$ 5,237,620</b>	<b>\$ 5,032,698</b>
<b>Total Positions</b>		<b>63.00</b>	<b>63.00</b>

# Aviation

<p style="text-align: center;"><b>Summary</b></p> <p>Charlotte Douglas International Airport (CLT) is the largest airport between Philadelphia and Atlanta. It is served by 7 major airlines, 2 foreign flag carriers, 14 regional carriers, and 2 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 1 of 15 corporate aviation facilities.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Passenger traffic at the airport grew from 2.9 million enplanements in 1982 when the current passenger terminal opened, to over 16.1 million domestic and 1 million international enplanements in 2007</li> <li>• 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</li> <li>• The airfields average 536,000 operations annually, with a Level 5 air traffic control facility that tracks over 100 flights per hour</li> <li>• Employs 268 in varying positions, including skilled crafts, technical and general labor, office personnel, law enforcement, administrative and professional classifications.</li> <li>• 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</li> <li>• Approximately 95,000 people pass through the terminal daily</li> <li>• 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</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 40%; text-align: center;">FY10</th> <th style="width: 50%; text-align: center;">FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$170,866,974</td> <td style="text-align: right;">\$155,678,606</td> </tr> <tr> <td>Positions</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;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Maintained bond ratings</li> <li>• Lead the industry in operating cost per passenger to airlines</li> <li>• Expansion of parking facilities, including a state of the art deck</li> <li>• Completion of runway construction project</li> <li>• Addition of air service in declining economy</li> <li>• Record passenger growth over the past three years</li> </ul>		FY10	FY11	Budget	\$170,866,974	\$155,678,606	Positions	268.00	268.00
	FY10	FY11								
Budget	\$170,866,974	\$155,678,606								
Positions	268.00	268.00								

## SERVICE DELIVERY CHALLENGES

### Airline Industry

There is no certainty in the aviation environment. This is a statement that has been applicable for the past few years and is expected to be appropriate for the foreseeable future.

The prior year presented significant impact to several key elements of the Airport's business—corporate aviation, air cargo, and commercial air travel. Despite the decline of these business sectors, CLT remains fortunate with the sustained growth of the hub, in particular international activity. Although new international service is positive, it presents a new fiscal challenge of accommodating the international growth within the existing terminal complex. The Airport expects no passenger growth in FY11.

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 creative business practices and to make the most of its resources.

### Capital Investments

Significant capital improvements for both internal and external customers will be the Airport's focus this year. The Airport will pursue a combined rental car and public parking facility that will reshape the function and look of the main terminal facility while providing considerable customer service enhancements. The Aviation Department will also begin construction of a new entrance roadway that has been in the planning stages for more than 28 years. Now that the new runway is open, the Airport will focus on the existing airfield with a total rehabilitation of Runway 18C and further enhancements to the taxiway network. Perhaps the most significant endeavor will be the establishment of the railyard, which hinges on local, state and federal approvals, and funding.

# Aviation

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Airport Operations</b>		
Provides Law Enforcement, Parking & Ground Transportation, Facilities Operations, and Valet Parking Operation		
◆ Increase food/beverage/retail revenues per passenger by 1%	≥1%	≥1%
<b>Airport Capital Project Planning, Design, and Construction</b>		
Provides Planning, Engineering and Construction, Community Programs, and Environmental Compliance		
◆ Provide terminal and airfield facilities to meet demands by achieving runway construction and rehabilitation target dates	Complete rehab of Runway 18C by December 2010	Complete rehab of Runway 18C by December 2011
◆ Enhance cargo operations and development into an intermodal facility that connects air, sea, highway, and rail by creating a railyard facility on-site to meet demands of potential users	Obtain rail yard approvals from FAA and FHWA	Obtain rail yard approvals from FAA and FHWA
◆ Maintain bond status as an A category airport	A	A
<b>Airport Maintenance</b>		
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance		
◆ Maintain Part 139 Certification annually with zero defects	0	0
◆ OSHA injuries less than 5% of workforce	<5%	<5%

# Aviation

<p><b>Decreases</b></p> <p>\$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$0 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Other Reductions</b></p> <p>\$20 million is reduced in operating fund contributions to debt service fund</p> <p>\$3.3 million is reduced in development projects funding to reduce cargo and Fixed Base Operator (FBO) activity</p> <p>\$1.1 million is reduced in fuel sales budget for the Airport's FBO manager, Wilson Air Center, due to airline industry decline and downsizing of the corporate aircraft fleet</p>	<p><b>Increases</b></p> <p>\$1.7 million is added for 21 firefighting staff at the new Airport Station 41</p>
---	---

Budget Summary		FY10	FY11
<b>Airport Operations</b>	Budget	\$ 20,528,192	\$ 21,890,730
	Positions	130.00	130.00
<b>Airport Capital Project Planning, Design and Construction</b>	Budget	\$ 25,858,577	\$ 21,764,873
	Positions	19.00	19.00
<b>Airport Maintenance</b>	Budget	\$ 32,560,163	\$ 33,814,586
	Positions	119.00	119.00
<b>Sub-Total Aviation Services</b>		<b>\$ 78,946,932</b>	<b>\$ 77,470,189</b>
<b>Discretionary, Debt Support, and Passenger Facility Charge</b>		<b>\$ 91,920,042</b>	<b>\$ 78,208,417</b>
<b>Total</b>		<b>\$ 170,866,974</b>	<b>\$155,678,606</b>
<b>Total Positions</b>		<b>268.00</b>	<b>268.00</b>

# Charlotte Area Transit System

<b>Summary</b>	<b>FY10</b>	<b>FY11</b>
<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>	Budget	\$123,316,740
	Positions	363.75
<p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 26.0 million riders for FY09</li> <li>• Over 73,000 passengers on weekdays</li> <li>• CATS fleet totals 324 buses, 184 paratransit and vanpool vans, 16 light rail cars and 3 trolley cars, for a total fleet of 527 vehicles</li> <li>• Rail and Bus Fleet is 100% wheelchair and bicycle accessible. The bus fleet, which includes 7 hybrid buses (2 utilized on local routes and 5 for the new Sprinter service), uses clean, ultra-low sulfur diesel fuel</li> </ul>	<p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Completion of the first 2.5 years of Light Rail operation. On time performance at 99.6%</li> <li>• Prior to FY10, increased ridership for 11 consecutive years with a 106% increase since 1999</li> <li>• Continue to maintain extremely low preventable accidents for entire system</li> <li>• Completed 30% of design level plans for LYNX Blue Line Extension by June 2010</li> <li>• Completed 90% of design level plans for the LYNX Red Line</li> </ul>	

## SERVICE DELIVERY CHALLENGES

### Economic Downturn

- Shield operations from the current 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 additional funding through opportunities made available through various granting organizations
- Explore advertising revenue sources
- Revise long-range capital plan
  - Plan for increased funding
  - Legislative measures to increase opportunities for funding

### 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

	FY10 Target	FY11 Target
<b>Transportation Services</b>		
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)	Flat	2% increase
◆ Maintain passengers per service hour (bus)	24.0	24.4
◆ Maintain passengers per service hour (rail)	85	85
<b>Transit Development</b>		
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan		
◆ Advance Northeast LYNX Extension engineering to draft environmental impact statement	N/A	June 30, 2011
◆ Update 2030 Financial Plan and implementation schedule	N/A	June 30, 2011
<b>Marketing and Communications</b>		
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)	8%	8%
◆ % of customer complaint responses within 5 days	95%	95%
<b>Executive and Administration</b>		
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		
◆ Targeted cost per service hour (excluding rail)	\$93.77	\$88.37
◆ Targeted cost per service hour (rail only)	\$287.68	\$285.65

# Charlotte Area Transit System

<p><b>Decreases</b>  <b>Targeted Reductions (see page 15 and material in inside pocket for additional detail)</b>                  \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$0 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Other Reductions</b>                  Removing \$3.6 million contingency included in FY10. Improving economic conditions, as well as permanent reductions in the base budget for FY11, remove the need for the contingency.</p> <p>Transferring \$2.8 million more of operating expense to the Capital Program and Grants</p> <p>\$2.8 million will be reduced in various contractual services and motor fuels and lubricants</p> <p>\$532,500 or 1/2 the original allocation of \$1.1 million is reduced by transitioning with Department of Social Services taxicab services for the elderly to fixed route transit through use of discount tickets, training for 'seniors on the move', etc. Effective FY12, CATS will no longer provide funding for these services</p>	<p>\$475,072 net savings by eliminating use of 7 CMPD officers and 1 Sergeant by using lower cost contract security instead</p> <p>\$176,280 is reduced in association with elimination of 29 vacant positions. These vacancies have been frozen for several years. Full funding totaled \$1.7 million.</p> <p>\$142,736 will be saved by freezing additional positions</p> <p><b>Increases</b>                  \$450,000 is added for Bus Operations Workers Compensation</p> <p>\$394,408 is added for Bus Operations General Insurance</p>
--	--

Budget Summary		FY10		FY11	
<b>Transportation Service</b>	Budget	\$	100,402,188	\$	101,197,099
	Positions		267.75		257.75
<b>Transit Development</b>	Budget	\$	3,250,423	\$	3,301,749
	Positions		31.00		26.00
<b>Marketing and Communications</b>	Budget	\$	3,070,051	\$	3,119,890
	Positions		41.00		34.00
<b>Executive and Administration</b>	Budget	\$	9,181,301	\$	9,689,637
	Positions		53.00		46.00
<b>Less Charges to CIP and Grants</b>	Budget				(\$15,455,281)
<b>Sub Total CATS</b>		\$	<b>103,818,809</b>	\$	<b>101,853,094</b>
<b>Contributions to Capital and Debt Service</b>		\$	19,497,931	\$	17,956,238
<b>Total</b>		\$	<b>123,316,740</b>	\$	<b>119,809,332</b>
<b>Total Positions</b>			<b>392.75</b>		<b>363.75</b>

# Charlotte-Mecklenburg Utilities

<p style="text-align: center;"><b>Summary</b></p> <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> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 910,000 population served</li> <li>• 7,800 miles of pipeline maintained</li> <li>• 36 billion gallons of drinking water pumped annually</li> <li>• 29 billion gallons of wastewater treated annually</li> <li>• 2.9 million meters read annually</li> </ul>		<b>FY10</b>	<b>FY11</b>
	Budget	\$252,922,753	\$266,932,617
	Positions	802.50	802.50
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• McDowell Creek WWTP achieved ISO 14001 Certification. This certification is internationally recognized Environmental Management system. It provides a framework for demonstrating that good environmental management practices and required operational standards are consistently achieved.</li> <li>• The National Association of Clean Water Agencies awarded all five of Utilities wastewater treatment plants the Peak Performance Award. The water that is treated and released back into streams complies with all regulatory requirements designed to protect health and the environment.</li> </ul>			

## SERVICE DELIVERY CHALLENGES

### Customer Service

Unbudgeted temporary and overhire staff are needed to manage current workload. A City sponsored evaluation of Utilities customer service is underway and scheduled to be complete in August 2010. Due to staff reassignments to the Customer Service Division, service levels in other divisions are negatively impacted.

### Deferred maintenance at plants

Less frequent equipment maintenance, due to funding constraints, increases the risk of equipment failure. This results in higher repair and replacement costs due to deferred maintenance.

### Sanitary Sewer Overflows

Sanitary sewer overflows (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 is 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.

### Water Leak Response

Resources responding to water leaks were diverted to respond to the increasing number of SSOs. This caused water leak response time to increase to an average of 30 days.

# Charlotte-Mecklenburg Utilities

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Environmental Management</b>		
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	Meet or Exceed	Meet or Exceed
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%
<b>Field Operations</b>		
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	6.8 per 100	6.8 per 100
◆ Maintain average leak repair time of 10 days	30 days	30 days
<b>Utility System Planning and Engineering</b>		
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	Maintain Schedule	Maintain Schedule
◆ Implement new Capital Investment Program	N/A	Maintain Schedule
<b>Customer Service, Meter Reading, and Billing</b>		
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	50%	50%
◆ Increase billing of metered accounts on actual readings	99.5%	99.5%

# Charlotte-Mecklenburg Utilities

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (See page 15 and material in inside pocket for additional detail)</b>                  \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$0 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Other Reductions</b>                  87 positions frozen and unfunded in the amount of \$3,463,352 (10.8% of the workforce)</p> <p><b><u>Increases</u></b>                  \$659,678 is added for increasing costs of purchasing chemicals for water treatment</p> <p>\$659,288 is added for property insurance related to the reassessment of Utility facilities and plants</p> <p>\$613,574 is added for increased energy costs for power for pumping</p>	<p>\$450,000 is added for temporary positions in the Customer Service Division (to be implemented in conjunction with the City sponsored evaluation project)</p> <p>\$301,206 is added for funding of 10 frozen positions to aid in the Customer Service Division (to be implemented in conjunction with the City sponsored evaluation project)</p> <p>\$189,424 is added in Water/Sewer account collections for ongoing maintenance and support of the Utilities Management System</p>
---	---

Budget Summary	FY10		FY11	
<b>Environmental Management</b>	Budget	\$ 46,545,711	\$	49,143,852
	Positions	236.25		236.50
<b>Field Operations</b>	Budget	\$ 35,236,575	\$	36,211,179
	Positions	345.00		346.00
<b>Utility System Planning and Engineering</b>	Budget	\$ 2,969,632	\$	3,119,849
	Positions	116.00		116.00
<b>Customer Service, Meter Reading and Billing</b>	Budget	\$ 13,891,924	\$	14,596,398
	Positions	119.25		104.00
<b>Sub Total</b>		<b>\$ 98,643,842</b>	<b>\$</b>	<b>103,071,279</b>
<b>Contribution to Capital and Debt Service</b>		<b>\$ 154,278,911</b>	<b>\$</b>	<b>163,861,339</b>
<b>Total</b>		<b>\$ 252,922,753</b>	<b>\$</b>	<b>266,932,617</b>
<b>Total Positions</b>		<b>802.50</b>		<b>802.50</b>

# Mayor and City Council

<p style="text-align: center;"><b>Summary</b></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, embraces quality economic development, and integrates land use and transportation policies. Other responsibilities include:</p> <ul style="list-style-type: none"> <li>• Providing leadership to citizens through involvement with neighborhood organizations and responding to community needs</li> <li>• Enacting local legislation</li> <li>• Adopting budgets</li> <li>• Determining the policies by which the City is governed and administered</li> </ul>		<b>FY10</b>	<b>FY11</b>					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Budget</td> <td style="width: 25%; text-align: right;">\$1,329,306</td> <td style="width: 25%; text-align: right;">\$1,405,909</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">9.00</td> <td style="text-align: right;">9.00</td> </tr> </table>	Budget	\$1,329,306	\$1,405,909	Positions	9.00	9.00	
Budget	\$1,329,306	\$1,405,909						
Positions	9.00	9.00						
<p><b>Accomplishments</b></p> <p><u><b>FY09</b></u></p> <ul style="list-style-type: none"> <li>• Adopted 56 policy items</li> <li>• Engaged in 40 Council meetings</li> <li>• Engaged in 8 district/town hall meetings</li> </ul> <p><u><b>FY10 (as of March 8, 2010)</b></u></p> <ul style="list-style-type: none"> <li>• Adopted 27 policy items</li> <li>• Engaged in 24 Council meetings</li> <li>• Engaged in 8 district/town hall meetings</li> </ul>								

<p><u><b>Decreases</b></u></p> <p><b>Targeted Budget Reductions (see page 15 for additional detail)</b></p> <p>\$217 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$1,054 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p>\$0 in Revenues</p>	<p><u><b>Increases</b></u></p> <p>\$25,395 is added to the Mayor and Council travel budget</p>
--	--

Budget Summary	FY10	FY11
<b>Mayor and Council</b>	Budget	\$ 560,543
	Positions	0.00
<b>Administrative Support</b>	Budget	\$ 768,763
	Positions	9.00
<b>Total</b>		<b>\$ 1,329,306</b>
<b>Total Positions</b>		<b>9.00</b>

# City Attorney

<p style="text-align: center;"><b>Summary</b></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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Provides over 30,000 hours of legal service provided (excluding Aviation and Police)</li> <li>• 16 attorneys and 10.5 support staff (2 being held vacant)</li> <li>• Two additional attorneys in Aviation</li> <li>• Five additional attorneys and two support staff in Police</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 30%;"></th> <th style="width: 35%;">FY10</th> <th style="width: 35%;">FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$1,693,953</td> <td style="text-align: right;">\$1,883,589</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">26.50</td> <td style="text-align: right;">27.50</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• <u>Clukey v. City of Charlotte</u>: Former employee sued for sex discrimination. Attorney's Office was successful in having 7 of 9 claims dismissed on summary judgment. In January 2010, received a jury verdict in our favor on the remaining claims.</li> <li>• <u>Central Avenue Video v. City of Charlotte</u>: Several adult businesses sued claiming that the City's adult business zoning regulations violated their First Amendment rights. The District Court's rulings were upheld by the Fourth Circuit Court of Appeals and the U.S. Supreme Court left the ruling intact.</li> <li>• Assisted statewide lobbying effort to preserve annexation authority</li> </ul>		FY10	FY11	Budget	\$1,693,953	\$1,883,589	Positions	26.50	27.50
	FY10	FY11								
Budget	\$1,693,953	\$1,883,589								
Positions	26.50	27.50								

**SERVICE DELIVERY CHALLENGES**

Resources  
 There is a critical need for additional resources to handle the increased workload associated with handling large public records requests, electronic discovery requests in litigation, and staffing of quasi-judicial boards. 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 citywide is ongoing. Our office continually advises all KBUs regarding release of information. We expect the number and complexity of these requests to increase in coming years. A position is added for a new attorney to address public records requests and to support administrative hearing boards

Technology  
 The third piece of electronic data collection software is included in this year's service requests. This final piece of software is critical from the standpoint of protecting restricted data and will also allow the attorneys to organize, review, redact and produce documents and data collected through previously purchased software (Encase and Discovery Accelerator). It will save hours of manual review now necessary to remove confidential information from released records, and will also save considerable money now spent on outside resources to do the work.

Space Needs  
 Office space needs remain a high priority. Staff is located in four separate buildings, and those located in other buildings spend considerable time commuting back and forth to CMGC for meetings. Managing off-site attorneys presents substantial challenge, and having all attorneys located in the CMGC would reduce wasted time, increase efficiency, and improve management and accountability.

# City Attorney

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Legal Advice and Representation</b>		
Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff		
◆ Ensure that Attorney and paralegals maintain certifications	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
<b>Litigation</b>		
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	\$112.64 per hour	\$110.76 per hour
<b>Property Transactions</b>		
Provides negotiation and services for the purchase and sale of the City's real estate assets		
◆ Active condemnation cases	99	100

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>          \$0 in Service Reductions           \$0 in External Agency Reductions           \$1,246 in Internal Efficiencies           \$0 in Internal Cost Transfers</p>	<p><b><u>Other Reductions</u></b>          None</p> <p><b><u>Increases</u></b>          \$129,775 is added for a new attorney to address public records requests and to support administrative hearing boards</p>
--	---

Budget Summary		FY10	FY11
<b>City Attorney Services</b>	Budget	\$ 1,693,953	\$ 1,883,589
	Positions	26.50	27.50
<b>Total</b>		<b>\$ 1,693,953</b>	<b>\$ 1,883,589</b>
<b>Total Positions</b>		<b>26.50</b>	<b>27.50</b>



# City Clerk

<p style="text-align: center;"><b>Summary</b></p> <p>The City Clerk 's Office records, transcribes, and distributes City Council meeting minutes for workshops, business meetings and zoning meetings as well as all retreats, budget workshops and special meetings; coordinates citizen speakers lists; 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; and administers appointment process and attendance records for 40 volunteer boards and commissions.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 100% of meeting minutes were completed within 28 days or less</li> <li>• 50 City Council meeting minutes were completed in FY09</li> <li>• Provided support for 12 Civil Service Board meetings and three hearings</li> <li>• Five Citizen Review Board meetings were held</li> <li>• 67 oaths were administered</li> <li>• Assisted 423 citizens in signing up to speak at City Council Meetings</li> <li>• Facilitated appointment of 101 advisory board members</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 40%;">FY10</th> <th style="width: 50%;">FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$549,845</td> <td style="text-align: right;">\$531,705</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">6.00</td> <td style="text-align: right;">6.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Completed all minutes in less than 28 business days</li> <li>• Exceeded the Clerk's office goal by having all agendas on the web before the close of business on the Thursday before a Business or Zoning Meeting</li> <li>• Implemented a new digital recording process for all City Council meetings</li> <li>• Worked in collaboration with Business Support Services to implement an online digital contracts archive and policy</li> </ul>		FY10	FY11	Budget	\$549,845	\$531,705	Positions	6.00	6.00
	FY10	FY11								
Budget	\$549,845	\$531,705								
Positions	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 customers in providing easy access to City contracts and documents. The Clerk's Office ended its records storage contract with Advanced Imaging in February 2010. This will increase the reliance on the City Clerk's Office to research records requests. Limited staffing will require more on the part of each staff member to complete requests for information. The Clerk's Office continues to employ part-time staff with knowledge and skills to help address current budget challenges.

# City Clerk

## Performance Measures

## Performance Achievement

FY10 Target	FY11 Target
-------------	-------------

### City Clerk Services

Attends and records proceedings of all City Council meetings, administers Council process for 40 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

- |   |     |     |
|---|-----|-----|
| ◆ Complete Council business meeting minutes within 28 business days 98% of the time | 98% | 98% |
|---|-----|-----|

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>            \$0 in Service Reductions             \$0 in External Agency Reductions             \$33,816 in Internal Efficiencies             \$0 in Internal Cost Transfers</p>	<p><b><u>Other Reductions</u></b>            None</p> <p><b><u>Increases</u></b>            None</p>
---	--

Budget Summary		FY10	FY11
City Clerk Services	Budget	\$ 549,845	\$ 531,705
	Positions	6.00	6.00
<b>Total</b>		<b>\$ 549,845</b>	<b>\$ 531,705</b>

# City Manager

<b>Summary</b>	<b>FY10</b>	<b>FY11</b>
<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), Office of the Chief Information Officer (OCIO), and Internal Audit. Other responsibilities include:</p> <ul style="list-style-type: none"> <li>• Providing vision and leadership to the organization</li> <li>• Providing general information, problem resolutions, courteous, accessible, responsive, and seamless intentionally collaborative customer service to our external and internal customers</li> <li>• Achieving results through strategic planning, optimizing business processes, and centralized management of corporate technology projects</li> <li>• Promoting equitable opportunity, understanding, respect, and goodwill among citizens in Charlotte-Mecklenburg area.</li> </ul>	Budget	\$15,175,928
	Positions	199.00
	<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Connected citizens to City and County services by answering 1.8 million 311 calls, the CharMeck 311 Customer Service Call Center, enabled citizens to contact customer service representatives 24 hours per day, 7 days per week,</li> <li>• Launched the corporate-wide crown logo branding initiative</li> <li>• Introduced the service oriented technology architecture</li> <li>• 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</li> </ul>	

## SERVICE DELIVERY CHALLENGES

### Current Economic Conditions

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

### 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 that inform and enhance the public’s knowledge of the City’s corporate vision, focus area initiatives, priorities, programs, and services.

### CharMeck 311 Customer Service Call Center

CharMeck 311 faces many challenges as the division seeks to continuously improve 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.

### Office of the Chief Information Officer

Funding shortfalls delay the OCIO’s 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

	FY10 Target	FY11 Target
<b>Community Relations Committee</b>		
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	600	600
◆ Percent successfully resolved	90%	90%
<b>City Government Corporate Communications</b>		
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)	3.25	3.25
<b>CharMeck 311 Customer Service Call Center</b>		
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	<5%	<5%
<b>City Manager's Office</b>		
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)	≥ 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)	≥ 7.5 on 90% of responses	≥ 7.5 on 90% of responses

# City Manager

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket or additional detail)</b></p> <p><b>City Manager's Office</b>          \$120 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$430 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Corporate Communications</b>          \$24,791 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$15,623 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Community Relations Committee</b>          \$320 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$389 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>CharMeck 311 Customer Service Center</b>          \$64,738 in Service Reductions</p> <ul style="list-style-type: none"> <li>• Includes total reduction of \$87,484, net of decrease in revenue of \$22,746 from funding partner Mecklenburg County. Operating hours will change, eliminating services between 8:00 p.m. and 7:00 a.m. Twelve vacant positions are eliminated. The equivalent of 9 of the 12 positions were unfunded to meet prior year budget reduction targets.</li> </ul> <p>\$0 in External Agency Reductions</p> <p>\$704 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Internal Audit</b>          \$360 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$89 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b>Office of Chief Information Officer</b>          \$525 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$617 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p>	<p><b><u>Other Reductions</u></b>  <b>City Manager's Office</b>          None</p> <p><b><u>Increases</u></b>  <b>City Manager's Office</b>          None</p> <p><b>Corporate Communications</b>          None</p> <p><b>Community Relations Committee</b>          None</p> <p><b>CharMeck 311 Customer Service Center</b>          None</p> <p><b>Internal Audit</b>          None</p> <p><b>Office of Chief Information Officer</b>          None</p>
--	---

# City Manager

Budget Summary		FY10	FY11
<b>Community Relations Committee</b>	Budget	\$ 1,310,665	\$ 1,073,782
	Positions	10.00	10.00
<b>City Government Communications and Information</b>	Budget	\$ 1,830,317	\$ 1,806,944
	Positions	19.00	19.00
<b>CharMeck 311 Customer Service Call Center</b>	Budget	\$ 7,278,861	\$ 7,301,403
	Positions	148.00	136.00
<b>Internal Audit</b>	Budget	\$ 905,847	\$ 903,274
	Positions	9.00	9.00
<b>Information Technology Governance</b>	Budget	\$ 1,905,052	\$ 2,067,176
	Positions	15.00	15.00
<b>Support for Mayor &amp; Council and Policy Development and Organizational Leadership</b>	Budget	\$ 1,945,186	\$ 2,029,980
	Positions	10.00	10.00
<b>Total</b>		<b>\$ 15,175,928</b>	<b>\$ 15,182,559</b>
<b>Total Positions</b>		<b>211.00</b>	<b>199.00</b>

# Budget and Evaluation

<p><b>Summary</b></p> <p>Budget and Evaluation (B&amp;E) is responsible for the development and oversight of the City's strategic operating plan and five-year capital investment plan. In addition, B&amp;E also provides coordination of the Balanced Scorecard for performance management program, policy and management analysis, coordination of City Council's business agenda, and the implementation of the organization's performance management process.</p> <p><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• \$1.08 billion annual City operating budget</li> <li>• \$568 million five-year Capital Investment plan</li> <li>• Preparation of 19 City Council meeting agendas (approximately 1,000 agenda items annually)</li> </ul>		<b>FY10</b>	<b>FY11</b>
	Budget	\$1,472,597	\$1,440,884
	Positions	13.00	13.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Presented operating and capital investment plan recommendations that maintain a competitive tax rate and align with Council goals and priorities</li> <li>• Maintained 3rd lowest tax rate of the 7 largest North Carolina cities</li> <li>• Continued sharing of the City's Balanced Scorecard experience with other public agencies and publications</li> <li>• Participated in the North Carolina Institute of Government annual benchmarking for results project and continued to compare favorably in the areas of Solid Waste Services and Fire Services</li> </ul>			

Performance Measures	Performance Achievement	
	FY10 Target	FY11 Target
<b>Strategic Planning and Monitoring</b>		
Recommends strategy and resource allocation for achievement of the City's vision and mission		
◆ 1 of 3 lowest tax rates of the top 7 NC cities	1 of 3 lowest	1 of 3 lowest
◆ 20% or less of revenues comprised of property tax	20% or less	20% or less
◆ Approved funding of requested capital needs	50%	50%
<b>Invest in Infrastructure</b>		
Manage decision-making process and information that allows for strategic investment in infrastructure		
◆ % of General CIP requested capital projects approved for funding	50%	50%
<b>Develop Competitive Services</b>		
Manager organizational resources that ensure competitive service delivery		
◆ % of City measures at or above School of Government Benchmarking Project averages	69.6%	75%

# Budget and Evaluation

<b>Decreases</b>	<b>Increases</b>
\$0 in Service Reductions	None
\$0 in External Agency Reductions	
\$456 in Internal Efficiencies	
\$0 in Internal Cost Transfers	

<b>Budget Summary</b>		<b>FY10</b>	<b>FY11</b>
<b>Budget and Evaluation Services</b>	Budget	\$ 1,472,597	\$ 1,440,884
	Positions	13.00	13.00
<b>Total</b>		<b>\$ 1,472,597</b>	<b>\$ 1,440,884</b>



# Business Support Services

<p><b>Summary</b></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><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Completes over 39,000 work orders each year for maintenance and repair of vehicles with a continued decrease in non-scheduled work orders and high preventive maintenance compliance</li> <li>• Completes over 600 service work tickets per month for radio services for City, County and other local government operations</li> <li>• Service Desk responds to over 1,000 service calls for information technology support</li> <li>• Manages and supports over 3,000 personal computers, 487 data center servers, 550 network devices, and 100 data circuits</li> </ul>		<b>FY10</b>	<b>FY11</b>
	Budget	\$19,766,720	\$19,510,575
	Positions	223.00	223.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• By leveraging partnerships, BSS is working diligently to expand its service capacity to external resources in joint service partnerships. Radio services completed a service level agreement with the City of Gastonia.</li> <li>• CNet continues to advance into facilitating everyday business processes and informational needs and has become a collaborative hub for work throughout the City.</li> <li>• UNC Charlotte has completed and presented its findings related to a Fuel Reduction Study. This study was conducted in partnership with UNC Charlotte, BSS and Equipment Maintenance Division (EMD) customers.</li> <li>• Automotive Service Excellence (ASE) Blue Seal awards have been achieved at all EMD shops.</li> <li>• Procurement Services provided a report to the Environmental Cabinet that summarized the results of a benchmark study related to environmental best practices purchasing.</li> </ul>			

## SERVICE DELIVERY CHALLENGES

### Service Infrastructure

Having adequate staff resources and facilities to achieve service optimizations and maintain current services levels is an on-going challenge.

- Managing the Regional Public Safety Radio System has increased the number of interlocal agreements and chargeback costing models to customers. Existing staff is challenged to maintain all the business needs associated with these agreements and models.
- The capacity of City staff technology has been augmented by costly external vendors for setup and configuration of hardware and software. A shift towards an in-house model is being examined.
- In the IT environment, change is unavoidable and necessary. Remaining flexible to service enhancements and changing business requirements while ensuring the integrity and reliability of the systems, data and workflows, continues to be a challenge.
- The GEAC financial system impedes the ability to manage and report on the City's procurement activities with the shortcomings of the GEAC financial system.
- EMD facility locations and facility space is no longer adequate to meet the growing demand of EMD services. Facilities are not located in the operational KBU service districts and many of the pieces of equipment will no longer fit within the bay space of the facility.

# Business Support Services

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Information Systems</b>		
Provides support for computer applications, hardware, software, servers, data storage, and networking services		
◆ Customer satisfaction with Service Desk work activities (5 point scale)	4.6	4.6
◆ Days to complete or resolve 3rd level support issues and problems (3rd tier support request completed/closed within 7 days)	90%	90%
<b>Network Technology Services</b>		
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%
<b>Equipment Management Division</b>		
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)	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)	Achieve a Quality Index Score in the 1st Quartile	Achieve a Quality Index Score in 1st Quartile
◆ Overall fleet availability	95%	95%
<b>Procurement, Contracting and Asset Management</b>		
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	98%	98%

# Business Support Services

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (See page 15 and material in inside pocket for additional detail)</b>          \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$24,534 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p><b><u>Increases</u></b>          None</p>	
---	--

Budget Summary		FY10	FY11
<b>Information Systems</b>	Budget	\$ 10,614,025	\$10,815,785
	Positions	52.50	52.50
<b>Network Technology Services</b>	Budget	\$ 4,479,477	\$4,617,010
	Positions	27.50	27.50
<b>Equipment Management Division</b>	Budget	\$ 2,935,319	\$2,322,450
	Positions	127.00	127.00
<b>Procurement, Contracting and Asset Management</b>	Budget	\$ 1,737,899	\$1,755,330
	Positions	16.00	16.00
<b>Total Budget</b>		<b>\$ 19,766,720</b>	<b>\$19,510,575</b>
<b>Total Positions</b>		<b>223.00</b>	<b>223.00</b>

# Finance

<p style="text-align: center;"><b>Summary</b></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 272,379 accounts for Charlotte-Mecklenburg Utilities and 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;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• \$3.8 billion in outstanding debt managed</li> <li>• 142,000 vendor payments processed annually and 73,000 checks written</li> <li>• \$2.3 billion cash and investment Portfolio managed</li> <li>• \$618,474 collected through the North Carolina Debt Setoff Program</li> <li>• 38.1% of utility customers using electronic methods to pay their utility bills</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 40%; text-align: center;">FY10</th> <th style="width: 50%; text-align: center;">FY11</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$11,588,595</td> <td style="text-align: right;">\$12,075,403</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">106.00</td> <td style="text-align: right;">105.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Coordinated the creation of the Long Term Investment program, which will allow long-term liabilities, such as retiree health care, to be offset through long-term investments.</li> <li>• Awarded for the 24<sup>th</sup> consecutive year by the Government Finance Officers Association a Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.</li> <li>• Completed a benchmarking of the department's risk management services against the private sector. The results demonstrated the department services its risk customers at cost between \$800,000 and \$1.2 million less than the private sector.</li> <li>• Worked with CATS and the Corporate Information Security Officer to offer the City's first in-house payment card application to finally enable online sales of transit passes.</li> </ul>		FY10	FY11	Budget	\$11,588,595	\$12,075,403	Positions	106.00	105.00
	FY10	FY11								
Budget	\$11,588,595	\$12,075,403								
Positions	106.00	105.00								

## SERVICE DELIVERY CHALLENGES

### CATS Risk Entity

Finance is in the process of creating a separate trust and risk financing plan for mass transit exposures. Along with the review and revision of the City's trust documents, the department will complete the necessary legal documents needed to establish a trust that will be separate and specific to CATS and its unique profile. Administration of this separate fund and its high severity, low frequency risk exposures, will bring work load challenges to current resources.

### Risk Management Loss Fund

Actuarially projected losses continue to increase significantly, including the major cost driver of workers' compensation. It remains a challenge to fund the Risk Management Loss Fund at a level consistent with actuarial recommendations.

### Financial System Strategy

Finance will continue to work with the Office of the Chief Information Officer to finalize a collaborative strategy and approach to a new financial system. It will be challenging achieve the corporate goals related to business needs across a broad spectrum of requirements while also controlling costs.

### Charlotte Vehicle Operations Center (CVOC)

CVOC has been very successful and continues to operate at a level that taxes its maximum capacity. High utilization of the facility has brought strong reductions in accidents rates, and these savings have more than offset the original cost of the facility. However, the temporary building on site is failing and needs to be replaced with a permanent structure. Without a new building, a temporary solution, such as trailers, may have to be considered and this would reduce CVOC's capacity and effectiveness. The Skid Pad, a specially designed surface for specific skid/slide training, is also deteriorating and needs repair.

# Finance

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Financial Management</b>		
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	\$3.0 million	\$3.0 million
◆ Analyze and review debt refunding opportunities to determine savings opportunities	N/A	June 30, 2011
<b>General Accounting</b>		
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	10/31/09	10/31/10
<b>Revenue Management</b>		
Responsible for the billing, collection, and deposit of all City monies for city-wide services, including animal licenses, transit passes, Neighborhood Development loans, parking violations, and water/sewer and storm water billing and collection services		
◆ Increase the number of customers using e-business service for utility payments	25%	25%
◆ Coordinate completion of the online Self-Assessment Questionnaire	N/A	June 30, 2011
<b>Risk Management</b>		
Provide general risk management services to the City, County, Board of Education, and selected small agencies		
◆ Provide quarterly updates to KBUs of loss metrics for respective departments	June 30, 2010	June 30, 2011

# Finance

<u>Decreases</u>	<u>Increases</u>
<p><b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b></p> <p>\$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$2,493,507 in Internal Efficiencies</p> <ul style="list-style-type: none"> <li>• Includes \$43,180 in the Revenue Division to eliminate 1 office assistant position</li> <li>• Changes in Risk Management policies for Workers Compensation chargeback and wage replacement will reduce costs by \$2,445,000 for the Risk Fund</li> </ul> <p>\$0 in Internal Cost Transfers</p>	<p>None</p>

Budget Summary		FY10	FY11
<b>Financial Management (Admin., Treasury)</b>	Budget	\$ 1,647,113	\$1,711,479
	Positions	12.00	12.00
<b>General Accounting</b>	Budget	\$ 2,643,645	\$2,713,901
	Positions	38.25	38.25
<b>Revenue Management</b>	Budget	\$ 4,466,151	\$4,814,524
	Positions	28.75	27.75
<b>Risk Management</b>	Budget	\$ 2,831,686	\$2,835,499
	Positions	27.00	27.00
<b>Total</b>		<b>\$ 11,588,595</b>	<b>\$12,075,403</b>
<b>Total Positions</b>		<b>106.00</b>	<b>105.00</b>

Finance Operating Fund	FY10	FY11
<b>General Fund</b>	\$ 8,756,909	\$9,239,904
<b>Risk Management Fund</b>	\$ 2,831,686	\$2,835,499
<b>Total</b>	<b>\$ 11,588,595</b>	<b>\$12,075,403</b>

# Human Resources

<p><b>Summary</b></p> <p>Human Resources (HR) provides human resources strategies and core human resources services through collaboration with its KBU partners. Key strategies include recruiting and retaining a skilled and diverse workforce, while seeking efficiencies and cost containment. Human Resources' core services include: recruitment, compensation, employee relations, benefits enrollment and management and, business unit services, training, development, payroll services, and managing the human resources management system.</p> <p><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Supports over 6,500 employees and over 1,800 retirees annually</li> <li>• Comprised of 32.75 FTEs (one frozen) and five divisions: HR Management Systems, Organizational Development and Learning, Benefits, KBU Services and Compensation</li> </ul>		<b>FY10</b>	<b>FY11</b>
	Budget	\$3,886,835	\$3,792,766
Positions	32.75	32.75	
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Launched <i>myCare</i> diabetes management program to reduce the healthcare costs associated with diabetes. To date, 80 participants are enrolled in face-to-face pharmacy care manager meetings</li> <li>• Implemented changes to the retiree medical plan. The objectives in changing the coverage from a self-insured plan to a fully insured plan were to generate savings in the FY10 budget, achieve a reduction in the annual required contribution for the City's GASB liability, and maintain a comparable level of coverage</li> </ul>			

## SERVICE DELIVERY CHALLENGES

### Cost Containment

The City has worked for years to control health insurance costs through programming, pricing, and wellness initiatives. Health insurance costs rise each year, but due to early work to contain costs, the City continues to provide a moderate level of income protection to employees against unexpected health, life, and disability risks. This aligns with the City Council approved *Human Resources Philosophy*.

### Creating Efficiencies

The City continues to face budget challenges resulting from the recession. Human Resources is searching for new efficiencies to help meet the challenges. In recent years Human Resources has helped create efficiencies through expanding self service payroll technology. Over half of the City's workforce now uses self service time entry. The online job application process, eRecruitment, eliminated the need for hiring managers to review paper applications. Additional efficiencies are being sought in order to make the most of current resources.

### Compliance

In 2009, employers saw the beginning of the expected escalation in employment regulation and enforcement. Even more regulation is expected in the next three years and public safety unionization is a legitimate possibility. A challenge is complying with additional regulations while keeping the City organization sufficiently agile to meet the changing needs of our customers. The increase in regulation happens incrementally, but the sum of the whole has a large effect in the amount of City resources needed to achieve compliance. Because increased regulation does not normally cause disruptive change, it is easy to underestimate the impact to the organization.

### Workforce Development

A key to doing more with less is investing in the skills and abilities of the workforce. The current employee development and training programming is flexible, yet aligned with the City's strategies.

# Human Resources

## Performance Measures

## Performance Achievement

	FY10 Target	FY11 Target
<b>Compliance, Recruitment, and Retention</b>		
Provide employment related compliance guidance; develop recruiting and retention strategies		
◆ Voluntary turnover rate: ≤3% for public safety	≤3%	≤3%
◆ ≤8% for Broadbanding employees	≤8%	≤8%
<b>Employee Benefits Services</b>		
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 preventative health care screenings.	Increase % of employees and retirees receiving preventative health care services over previous year's percentage	Increase % of employees and retirees receiving preventative health care services over previous year's percentage
<b>Employee Training and Organizational Development</b>		
Provides ongoing training and development programs for employees and management to create a skilled workforce		
◆ Percentage of training attendees surveyed report transferring learning from classroom to the work environment	80%	80%
<b>Human Resources Management Services</b>		
Manages the integrated Human Resources and Payroll System of employees and retirees. Maintains employment related records		
◆ Achieve high accuracy rate in the production of weekly payroll for more than 6,500 employees	Achieve 90% accuracy rate	Achieve 90% accuracy rate



# Human Resources

<p><b><u>Decreases</u></b>  <b>Targeted Budget Reductions (see page 15 and material in inside pocket for additional detail)</b>          \$0 in Service Reductions</p> <p>\$0 in External Agency Reductions</p> <p>\$120 in Internal Efficiencies</p> <p>\$0 in Internal Cost Transfers</p> <p>\$0 in Revenues</p> <p><b><u>Other Reductions</u></b>          None</p> <p><b><u>Increases</u></b>          None</p>	
---	--

Budget Summary		FY10	FY11
<b>Compliance, Recruitment and Retention</b>	Budget	\$ 1,229,147	\$ 1,167,682
	Positions	10.25	10.25
<b>Employee Compensation Services</b>	Budget	\$ 312,874	\$ 297,228
	Positions	2.50	2.50
<b>Employee Benefits Services</b>	Budget	\$ 692,792	\$ 658,148
	Positions	6.00	6.00
<b>Employee Training and Organizational Development</b>	Budget	\$ 798,653	\$ 817,616
	Positions	9.00	9.00
<b>Human Resources Management Services</b>	Budget	\$ 853,370	\$ 852,092
	Positions	5.00	5.00
<b>Total</b>		<b>\$ 3,886,835</b>	<b>\$ 3,792,766</b>
<b>Total Positions</b>		<b>32.75</b>	<b>32.75</b>

This page intentionally left blank.

# 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: Financial Partners and Other Community Agencies, County Administered, Capital Investment, and Other Accounts.

<u>Services Provided</u>	<u>FY2010 Revised Budget</u>	<u>FY2011 Budget</u>
<b>FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES</b>		
<b>Arts &amp; Science Council</b> Administered by the Arts and Science Council. Supports cultural and arts agencies in the City.	\$2,883,160	\$2,883,160
<b>Partners in Out-of-School Time (POST)</b> Supports Middle School Matters program in association with Mecklenburg County and the Foundation of the Carolinas. CMPD indicates a higher priority for other youth programs, including Police Activities League (PAL), Right Moves for Youth, and Gang of One to address youth and crime related issues.	\$454,414	\$0
<b>United Family Services-Victim Assistance</b> Provides funding for Victim Assistance, a United Family Services program that provides counseling and guidance for crime victims and their families.	\$325,543	\$327,428
<b>ImaginOn</b> 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. The City's contribution covers a portion of the building maintenance cost. FY11 funding decreases by 1/3, or \$94,554, as the first of a three-year elimination plan, mirroring the shift of building operating costs of the Mint Museum of Art, Performing Arts Center, and Discovery Place, as approved in the City's Cultural Facilities Plan.	\$283,662	\$189,108
<b>Charlotte International Cabinet</b> 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.	\$149,559	\$151,473
<b>Community Building Initiative</b> Serves as community resource providing strategic assistance in addressing race and ethnicity.	\$49,000	\$49,000
<b>Library</b> Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.	\$2,500	\$2,500
<b>City Memberships and Subscriptions</b> Funds the City's participation in the following organizations:	\$531,021	\$531,021
	<u>FY10</u>	<u>FY11</u>
UNC Chapel Hill School of Government	\$79,774	\$79,774
NC League of Municipalities	\$70,457	\$70,457
US Conference of Mayors	\$26,216	\$26,216
National League of Cities	\$23,631	\$23,631
NC Metropolitan Coalition	\$16,225	\$16,225
Charlotte Regional Partnership	\$146,053	\$146,053
Centralina Council of Governments*	\$168,665	\$168,665
*Council restored to full funding in October 2009. Also see Council Discretionary Account on page 116.		
<b>Protocol Services</b> Provides assistance to City officials with regards to visiting dignitaries and international protocol.	\$22,000	\$22,000
<b>Total Financial Partners and Other Community Agencies</b>	<b>\$4,700,859</b>	<b>\$4,155,690</b>

# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2010 Revised Budget</u>	<u>FY2011 Budget</u>
<b>COUNTY ADMINISTERED</b>		
<b>County Storm Water</b> Provides for the City's payment of its County storm water fees.	\$1,726,943	1,726,943
<b>Elections Office</b> 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. FY10 includes the cost of the 2009 City elections.	\$1,969,751	\$1,756,902
<b>County Tax Office</b> Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees. The increase for FY11 aligns the budget more closely to actual experience. Actual expense for FY09 was \$1,555,415. The amount for FY10 will be calculated after the close of the fiscal year.	\$988,820	\$1,412,900
<b>Total County Administered</b>	<b>\$4,685,514</b>	<b>\$4,896,745</b>
<b>CAPITAL INVESTMENT</b>		
<b>Municipal Equipment Lease Purchase</b> Provides a contribution to fund capital outlay lease/purchase agreements for capital equipment items such as police cars, fire trucks, and garbage trucks.	\$16,074,442	\$14,559,223
<b>Solid Waste Services Reorganization Equipment Lease Purchase</b> Provides a contribution to fund capital outlay lease/purchase agreement for rollout recycling carts for the Recycle It! (single-stream) program and re-equipping the formerly privatized West Zone services.	\$0	\$2,566,000
	FY10	FY11
West Zone Re-equipping	\$0	\$ 816,000
Recycle It! Carts	\$0	\$1,750,000
<b>Total</b>	<b>\$0</b>	<b>\$2,566,000</b>
<b>Municipal Debt-Interest on Investments</b> 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.	\$1,587,000	\$1,250,000
<b>Street Resurfacing</b> Provides supplemental funding to the Powell Bill for increased level of street resurfacing.	\$4,261,000	\$4,261,000
<b>Increase Street Resurfacing</b> Improves the City's street resurfacing cycle by adding a one-time boost to the annual funding level.	\$4,468,323	\$0
<b>City Storm Water Fee</b> 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. FY11 funding decreases by 10%, or \$453,929, and is planned to be restored over the next three fiscal years, returning to full funding in FY14.	\$4,539,290	\$4,085,361
<b>Capital Support (PAYG Sales Tax)</b> Transfers sales tax revenues to the PAYG Fund to support capital programs funded with cash versus debt. Sales tax revenues are received in the General Fund and transferred to the PAYG Fund effective mid-year FY10. The redistribution is necessary due to changes in the sales tax allocation formula by the State of NC.	\$11,311,887	\$11,650,000
<b>Total Capital Investment</b>	<b>\$42,241,942</b>	<b>\$38,371,584</b>

# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2010 Revised Budget</u>	<u>FY2011 Budget</u>
<b>OTHER ACCOUNTS</b>		
<b>Street Lighting</b> Represents the operating costs for the City's street lighting program. Increase in cost represents the cost of recent electricity rate increases only. To minimize the growth of this expense, a three-year suspension of the installation of new street lights is included. With the suspension, \$235,000 in additional cost will be avoided in FY11.	\$8,218,065	\$8,582,140
<b>Charlotte Regional Visitors Authority (CRVA)</b> 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.	\$3,349,141	\$2,987,045
<b>Mecklenburg Towns' Tourism Subsidy</b> 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.	\$2,100,186	\$2,321,000
<b>General Fund Operating Budget Reserve</b> Provides a reserve for any unanticipated budget impacts.	\$0	\$1,000,000
<b>Center City 2020 Vision Plan</b> Funds Charlotte Center City Partner's request for \$250,000 over three years (FY09-FY11) for a Plan to provide a development framework and planning recommendations for Center City. FY11 is the final year of funding.	\$62,500	\$62,500
<b>Reimbursable Accident Repairs</b> Provides funding for the repair of accident-damaged vehicles by third parties.	\$275,000	\$275,000
<b>Charlotte-Mecklenburg Government Center Parking</b> Provides funding for operation, utilities, and maintenance of the CMGC parking deck. The cost is 39.4% funded by Mecklenburg County based on the ratio of the number of parking spaces.	\$328,008	\$328,058
<b>Business Investment Grants</b> 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. The increase in payments results from new payments scheduled to come on line in FY11.	\$479,496	\$601,556
<b>Contributions and Grants</b> 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.	\$295,200	\$300,000
<b>Road Use Tax</b> Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.	\$200,000	\$200,000
<b>CIAA Men's Basketball Tournament</b> 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.	\$200,000	\$200,000

# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2010 Revised Budget</u>	<u>FY2011 Budget</u>												
<b>OTHER ACCOUNTS-CONT'D.</b>														
<b>City Council Discretionary Account</b> Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund. Council transferred \$84,332 in October to restore full funding to Centralina Council of Governments. Other uses by Council were \$10,000 in November for an Urban Land Institute transportation study and \$25,000 in March for Goodwill Industries' Youth Job Connection program. The account balance as of May 3, 2010 was \$30,668.	\$30,668	\$150,000												
<b>Miscellaneous Uses of Council Discretionary</b> See above for FY10 Council Discretionary allocations to Urban Land Institute and March for Goodwill Industries' Youth Job Connection Program.	\$35,000	\$0												
<b>Charlotte-Mecklenburg Government Center Rent</b> Funds building rent for unoccupied areas.	\$58,161	\$55,717												
<b>Federal Program Representative</b> Provides the General Fund's share of the contract for local government liaison with the federal government. Includes \$12,840 for eCivis grant research subscription. The remaining funding portion is provided by CATS.	\$102,840	\$102,840												
<b>Maintenance of Public Spaces</b> Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$103,499	\$103,499												
<b>Annual Audit</b> Represents the pro rata amount charged to the General Fund for the annual audit.	\$37,000	\$38,000												
<b>Citizens Review Board</b> Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints.	\$25,000	\$25,000												
<b>Reserve for Annexation Start-up</b> 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.	\$317,285	\$300,000												
<b>Synthetic Tax Increment Financing</b> Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.	\$2,139,031	\$1,698,304												
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: right;">FY10</th> <th style="text-align: right;">FY11</th> </tr> </thead> <tbody> <tr> <td>Cultural Facilities</td> <td style="text-align: right;">\$1,332,508</td> <td style="text-align: right;">\$1,359,136</td> </tr> <tr> <td>External Agreements</td> <td style="text-align: right;">\$806,523</td> <td style="text-align: right;">\$339,168</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>\$2,139,031</b></td> <td style="text-align: right;"><b>\$1,698,304</b></td> </tr> </tbody> </table>		FY10	FY11	Cultural Facilities	\$1,332,508	\$1,359,136	External Agreements	\$806,523	\$339,168	<b>Total</b>	<b>\$2,139,031</b>	<b>\$1,698,304</b>		
	FY10	FY11												
Cultural Facilities	\$1,332,508	\$1,359,136												
External Agreements	\$806,523	\$339,168												
<b>Total</b>	<b>\$2,139,031</b>	<b>\$1,698,304</b>												
<b>City Burials</b> Funds burials in City-owned cemeteries for indigent citizens.	\$3,400	\$3,400												
<b>Total Other Accounts</b>	<b>\$18,359,480</b>	<b>\$19,334,059</b>												
<b>Total Non-Departmental Accounts</b>	<b>\$69,987,795</b>	<b>\$66,758,078</b>												

## General Fund Financial Partners

	FY10 Budget	FY11 Budget
Arts & Science Council	\$ 2,883,160	\$ 2,883,160
Charlotte Regional Partnership	146,053	146,053
Charlotte International Cabinet	149,559	151,473
United Family Services-Victim Assistance	325,543	327,428
Community Building Initiative	49,000	49,000
<b>Total General Fund Partners</b>	<b>\$ 3,553,315</b>	<b>\$ 3,557,114</b>
<b>*Dedicated Revenues:</b>		
Charlotte Center City Partners	2,744,044	2,771,392
University City Partners	611,488	611,488

\* Revenues for these financial partners are generated through ad valorem taxes paid by property owners in the respective districts in addition to the City's regular tax rate.

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

	FY10 Budget	FY11 Budget
<b>Neighborhood Development:</b>		
Charlotte Housing Authority Relocation Services	\$ 567,867	\$ 567,867
Charlotte-Mecklenburg Housing Partnership, Inc.	1,960,000	1,960,000
Community Link (formerly UJAMMA, Inc.)	210,000	210,000
United Family Services - Consumer Credit Counseling & Housing Services	240,000	240,000
Bethlehem Center of Charlotte	199,207	199,207
Charlotte-Mecklenburg Schools After School Enrichment Program	185,576	185,576
Charlotte-Mecklenburg Schools Northwest After School Coalition	60,000	60,000
Greater Enrichment Program	605,854	605,854
St. Paul Baptist Church-Belmont After School Enrichment	57,735	57,735
YWCA Central Carolinas After School Enrichment	134,546	134,546
Crisis Assistance Ministry	380,000	380,000
Regional HIV/AIDS Consortium (HOPWA)	714,063	714,063
YMCA Community Development	48,699	48,699
Workforce Initiative for Supportive Housing (WISH)	*0	200,000
A Way Home	30,000	0
<b>Sub-Total</b>	<b>\$5,393,547</b>	<b>\$5,563,547</b>
<b>CMPD - After School:</b>		
Partners in Out-of-School Time (POST)	454,414	-
<b>Community Development Corporation</b>		
Lakewood	60,000	-
<b>Grand Total</b>	<b>\$5,907,961</b>	<b>\$5,563,547</b>

\* FY09 funding of \$200,000 was adequate until FY11 due to the start-up schedule. Funded from HOME grant funds.



# 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 FY11 is \$5,360,545,300. Budget continues the current MSD tax rate of 1.74¢ per \$100 valuation.

<b><u>Budget Summary</u></b>	<b><u>FY10 Budget</u></b>	<b><u>FY11 Budget</u></b>
<b>Revenues</b>		
Property Taxes	\$921,385	\$906,618
<b>Total Municipal Service District 1 Revenues</b>	<b>\$921,385</b>	<b>\$906,618</b>
<b>Expenditures</b>		
Contractual Services	\$921,385	\$906,618
<b>Total Municipal Service District 1 Expenditures</b>	<b>\$921,385</b>	<b>\$906,618</b>

**District 2 (Center City):** Assessed value for FY11 is \$1,960,599,834. Budget continues the current MSD tax rate of 2.39¢ per \$100 valuation.

<b><u>Budget Summary</u></b>	<b><u>FY10 Budget</u></b>	<b><u>FY11 Budget</u></b>
<b>Revenues</b>		
Property Taxes	\$471,809	\$455,463
<b>Total Municipal Service District 2 Revenues</b>	<b>\$471,809</b>	<b>\$455,463</b>
<b>Expenditures</b>		
Contractual Services	\$471,809	\$455,463
<b>Total Municipal Service District 2 Expenditures</b>	<b>\$471,809</b>	<b>\$455,463</b>

# Municipal Service Districts

**District 3 (Center City):** Assessed value for FY11 is \$2,469,801,302. Budget continues the current MSD tax rate of 3.86¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY10 Budget</u>	<u>FY11 Budget</u>
<b>Revenues</b>		
Property Taxes	\$876,973	\$926,650
<b>Total Municipal Service District 3 Revenues</b>	<b>\$876,973</b>	<b>\$926,650</b>
<b>Expenditures</b>		
Contractual Services	\$853,788	\$902,769
City Services	23,185	\$23,881
<b>Total Municipal Service District 3 Expenditures</b>	<b>\$876,973</b>	<b>\$926,650</b>

**District 4 (South End):** Assessed value for FY11 is \$789,786,307. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY10 Budget</u>	<u>FY11 Budget</u>
<b>Revenues</b>		
Property Taxes	\$473,877	\$512,805
<b>Total Municipal Service District 4 Revenues</b>	<b>\$473,877</b>	<b>\$512,805</b>
<b>Expenditures</b>		
Contractual Services	\$473,877	\$512,805
<b>Total Municipal Service District 4 Expenditures</b>	<b>\$473,877</b>	<b>\$512,805</b>

**District 5 (University City):** Assessed value for FY11 is \$2,270,242,638. Budget continues the current rate of 3.00¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY10 Budget</u>	<u>FY11 Budget</u>
<b>Revenues</b>		
Property Taxes	\$611,488	\$662,003
<b>Total Municipal Service District 5 Revenues</b>	<b>\$611,488</b>	<b>\$662,003</b>
<b>Expenditures</b>		
Contractual Services	\$611,488	\$662,003
<b>Total Municipal Service District 5 Expenditures</b>	<b>\$611,488</b>	<b>\$662,003</b>

# Synthetic Tax Increment Financing

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

## City Council Approved Projects

<b>Mid-Town Square (Metropolitan)</b>						
Project involves two phases. Phase I includes 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. Total TIF payments not to exceed \$12.3 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr. Total</b>
<i>Est. % investment completed</i>	47%	80%	100%	100%	100%	
<i>Est. prop. tax increment</i>	394,769	821,982	1,027,477	1,027,477	1,027,477	4,299,182
<b>Est. TIF Payment</b>	<b>355,292</b>	<b>739,783</b>	<b>924,729</b>	<b>924,729</b>	<b>924,729</b>	<b>3,869,262</b>

<b>Elizabeth Ave. Redevelopment</b>						
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. Total TIF payments not to exceed \$13.0 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr.Total</b>
<i>Est. % investment completed</i>	0%	0%	30%	50%	70%	
<i>Est. property tax increment</i>	0	0	302,676	504,460	706,244	1,513,380
<b>Est. TIF Payment</b>	<b>0</b>	<b>0</b>	<b>272,408</b>	<b>454,014</b>	<b>635,620</b>	<b>1,362,042</b>

<b>Seaboard/ARK Mgt./NC Music Factory</b>						
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. Total TIF payments not to exceed \$1.7 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr.Total</b>
<i>Est. % investment completed</i>	0%	25%	50%	80%	100%	
<i>Est. property tax increment</i>	0	282,327	564,654	903,446	1,129,307	2,879,734
<b>Est. TIF Payment</b>	<b>0</b>	<b>254,094</b>	<b>508,188</b>	<b>813,101</b>	<b>1,016,376</b>	<b>2,591,759</b>

<b>IKEA</b>						
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. Total TIF payments not to exceed \$5.4 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr.Total</b>
<i>Est. % investment completed</i>	0%	30%	40%	50%	70%	
<i>Est. prop. tax increment</i>	0	257,275	343,033	428,791	600,307	1,629,406
<b>Est. TIF Payment</b>	<b>0</b>	<b>231,547</b>	<b>308,730</b>	<b>385,912</b>	<b>540,277</b>	<b>1,466,466</b>

<b>South Tryon/Cultural Facilities</b>						
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. Total TIF payments not to exceed \$41.3 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr.Total</b>
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. property tax increment</i>	1,835,555	1,835,555	1,835,555	1,835,555	1,835,555	9,177,775
<b>Est. TIF Payment</b>	<b>1,652,000</b>	<b>1,652,000</b>	<b>1,652,000</b>	<b>1,652,000</b>	<b>1,652,000</b>	<b>8,260,000</b>

<b>Carolina Theatre Redevelopment</b>						
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. Total TIF payments not to exceed \$4.5 million.						
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>5-Yr.Total</b>
<i>Est. % investment completed</i>	0%	0%	50%	100%	100%	
<i>Est. property tax increment</i>	0	0	114,650	229,300	229,300	573,250
<b>Est. TIF Payment</b>	<b>0</b>	<b>0</b>	<b>103,185</b>	<b>206,370</b>	<b>206,370</b>	<b>515,925</b>

# Synthetic Tax Increment Financing

## 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. Total TIF payments not to exceed \$1.36 million.

	FY11	FY12	FY13	FY14	FY15	5-Yr.Total
<i>Est. % investment completed</i>	42%	100%	100%	100%	100%	
<i>Est. property tax increment</i>	63,289	151,111	151,111	151,111	151,111	667,733
<b>Est. TIF Payment</b>	<b>56,960</b>	<b>136,000</b>	<b>136,000</b>	<b>136,000</b>	<b>136,000</b>	<b>600,960</b>

## 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. Total TIF payments not to exceed \$5.81 million.

	FY11	FY12	FY13	FY14	FY15	5-Yr.Total
<i>Est. % investment completed</i>	0%	24%	40%	60%	80%	
<i>Est. property tax increment</i>	0	726,073	1,184,454	1,776,681	2,368,907	6,056,115
<b>Est. TIF Payment</b>	<b>0</b>	<b>326,733</b>	<b>533,004</b>	<b>799,506</b>	<b>1,066,008</b>	<b>2,725,251</b>

## 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. Total TIF payments not to exceed \$3.6 million.

	FY11	FY12	FY13	FY14	FY15	5-Yr.Total
<i>Est. % investment completed</i>	0%	20%	40%	60%	80%	
<i>Est. property tax increment</i>	0	109,440	218,881	328,321	437,761	1,094,403
<b>Est. TIF Payment</b>	<b>0</b>	<b>98,496</b>	<b>196,993</b>	<b>295,489</b>	<b>393,985</b>	<b>984,963</b>

## 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. Total TIF payments not to exceed \$2.2 million.

	FY11	FY12	FY13	FY14	FY15	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	271,600	271,600	271,600	271,600	1,086,400
<b>Est. TIF Payment</b>	<b>0</b>	<b>244,440</b>	<b>244,440</b>	<b>244,440</b>	<b>244,440</b>	<b>977,760</b>

## First Ward Parking Deck and Park

Deck: City of Charlotte and Mecklenburg County \$29.75 million TIF supports 2010 Center City Plan and 1,335 public parking spaces, UNC Charlotte's urban campus, and provides catalyst for new jobs, workforce housing, and retail for an estimated total investment of \$800,000,000. City's total TIF payments not to exceed \$10.1 million.

Park: Project supports development of First Ward Park with land acquisition and construction. Mecklenburg County provides \$11.2 million for park development costs and leverages \$19.0 million in land value. City's total TIF payments not to exceed \$2.315 million.

	FY11	FY12	FY13	FY14	FY15	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	7%	13%	20%	
<i>Est. property tax increment</i>	0	0	244,587	489,173	733,760	1,467,520
<b>Est. TIF Payment</b>	<b>0</b>	<b>0</b>	<b>110,064</b>	<b>220,128</b>	<b>330,192</b>	<b>660,384</b>

## TIF PROJECTS COMBINED TOTAL

Anticipated total investment = \$3,678,307,463

	FY11	FY12	FY13	FY14	FY15	5-Yr.Total
<i>Est. property tax increment</i>	2,293,613	4,455,363	6,258,678	7,945,915	9,491,329	30,444,898
<b>Est. Total TIF Payment</b>	<b>2,064,252</b>	<b>3,683,093</b>	<b>4,989,741</b>	<b>6,131,689</b>	<b>7,145,997</b>	<b>24,014,772</b>
<b>Est. Total TIF Payment by Fund</b>						
<i>General Fund</i>	1,698,304	3,030,160	4,105,167	5,044,672	5,879,165	19,757,468
<i>Municipal Debt Service</i>	309,233	551,741	747,482	918,550	1,070,497	3,597,503
<i>Pay-As-You-Go</i>	56,715	101,193	137,093	168,468	196,336	659,805

\*TIF payment per fixed amount, not per investment completed

# Summary Schedules

## City of Charlotte Summary of Tax Levies City-wide

	FY2010 Budget	FY2011 Budget
<b>City-wide Assessed Valuation</b>		
<b>Assessed Property Value</b>	<b>\$76,617,330,696</b>	<b>\$77,475,706,457</b>
<b>City-wide Tax Rate Per \$100 Valuation</b>		
<b>Fund</b>		
General	0.3758	0.3773
Municipal Debt Service	0.0687	0.0687
Pay-As-You-Go	0.0141	0.0126
<b>Total City-wide Tax Rate</b>	<b>0.4586</b>	<b>0.4586</b>
<b>City-wide Tax Levy</b>		
<b>Fund</b>		
General	\$277,465,947	\$281,730,997
Municipal Debt Service	51,162,295	51,677,404
Pay-As-You-Go	10,500,558	9,488,605
<b>Total City-wide Tax Levy</b>	<b>\$339,128,800</b>	<b>\$342,897,005</b>
<b>Municipal Service Districts Rates Per \$100 Valuation</b>		
District 1	0.0174	0.0174
District 2	0.0239	0.0239
District 3	0.0386	0.0386
District 4	0.0668	0.0668
District 5	0.0300	0.0300
<b>Municipal Service Districts Assessed Valuation</b>		
District 1	\$5,447,857,504	\$5,360,545,300
District 2	2,030,963,508	1,960,599,834
District 3	2,337,397,728	2,469,801,302
District 4	729,831,649	789,786,307
District 5	2,097,008,723	2,270,242,638

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

---

<u>Key or Support Business</u>	<u>FY2010</u> <u>Revised</u>	<u>FY2011</u> <u>Budget</u>	<u>Change</u> <u>(FY10 to</u> <u>FY11)</u>	<u>Percent</u> <u>Change</u> <u>(FY10 to</u> <u>FY11)</u>
Police	2,248.50	2,240.50	(8.00)	-0.4%
Fire	1,144.00	1,164.00	20.00	1.7%
Solid Waste	296.00	285.00	(11.00)	-3.7%
Transportation	434.50	434.50	0.00	0.0%
Engineering and Property Management	412.00	412.00	0.00	0.0%
Planning	63.00	63.00	0.00	0.0%
Neighborhood & Business Services	160.00	160.00	0.00	0.0%
Mayor/Council	9.00	9.00	0.00	0.0%
City Attorney	26.50	27.50	1.00	3.8%
City Clerk	6.00	6.00	0.00	0.0%
City Manager	10.00	10.00	0.00	0.0%
Chief Information Officer	15.00	15.00	0.00	0.0%
Community Relations	10.00	10.00	0.00	0.0%
Corporate Communications	19.00	19.00	0.00	0.0%
Customer Service - 311 Call Center	148.00	136.00	(12.00)	-8.1%
Internal Audit	9.00	9.00	0.00	0.0%
Human Resources	32.75	32.75	0.00	0.0%
Finance	106.00	105.00	(1.00)	-0.9%
Business Support Services	223.00	223.00	0.00	0.0%
Budget and Evaluation	13.00	13.00	0.00	0.0%
Charlotte-Mecklenburg Utilities	802.50	802.50	0.00	0.0%
Aviation	268.00	268.00	0.00	0.0%
Charlotte Area Transit System	392.75	363.75	(29.00)	-7.4%
<b>Total All Funds</b>	<b>6,848.50</b>	<b>6,808.50</b>	<b>(40.00)</b>	<b>-0.6%</b>

# Summary Schedules

## Summary of Expenditures (Net of Transfers<sup>1</sup>) FY2011

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 445,451,163	\$ -	\$ 445,451,163
Aviation	77,470,189	178,255,909	255,726,098
Water and Sewer	103,071,278	112,346,600	215,417,878
Charlotte Area Transit (CATS)	101,853,094	50,540,710	152,393,804
Storm Water Utility	11,493,995	37,500,000	48,993,995
Debt Service	228,957,143		228,957,143
Powell Bill	21,386,490		21,386,490
Convention Center	10,101,838		10,101,838
NASCAR Hall of Fame <sup>2</sup>	-		-
Cultural Facilities <sup>2</sup>	-		-
Federal Stimulus Grants	48,861,863		48,861,863
Public Safety Grants	7,998,014		7,998,014
Public Safety 911 Services	4,940,790		4,940,790
Neighborhood Development Grants	7,675,994		7,675,994
Municipal Service Districts	3,463,539		3,463,539
Risk Management	1,238,278		1,238,278
Tourism Operating	1,304,465		1,304,465
Pay As You Go	469,935		469,935
General CIP		189,818,971	189,818,971
<b>TOTAL BUDGET</b>	<b>\$ 1,075,738,068</b>	<b>\$ 568,462,190</b>	<b>\$ 1,644,200,258</b>

<sup>1</sup> 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 FY11 by the General Fund's Fire Department, which totals \$4,631,007, 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.

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

## Summary of Expenditures (Net of Transfers<sup>1</sup>) Revised FY2010

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 451,099,825	\$ -	\$ 451,099,825
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)	103,818,809	59,339,753	163,158,562
Storm Water Utility	11,917,712	31,280,000	43,197,712
Debt Service	227,143,084		227,143,084
Powell Bill	26,150,353		26,150,353
Convention Center	15,977,885		15,977,885
NASCAR Hall of Fame <sup>2</sup>	-		-
Cultural Facilities <sup>2</sup>	-		-
Federal Stimulus Grants	4,509,715		4,509,715
Public Safety Grants	8,106,524		8,106,524
Public Safety 911 Services	4,889,790		4,889,790
Neighborhood Development Grants	19,197,978		19,197,978
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		151,990,993	151,990,993
<b>TOTAL BUDGET</b>	<b>\$ 1,056,917,280</b>	<b>\$ 803,688,425</b>	<b>\$ 1,860,605,705</b>

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

<sup>2</sup> 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>FY2010 Budget</u>	<u>FY2011 Budget</u>	<u>Percent Change (FY10 to FY11)</u>
Police	\$ 189,907,553	\$ 195,312,742	2.8%
Fire	96,800,724	97,310,598	0.5%
Solid Waste	46,062,879	43,390,520	-5.8%
Transportation	21,244,164	20,831,767	-1.9%
Engineering & Property Management	19,839,195	18,269,373	-7.9%
Neighborhood and Business Services	11,559,793	11,645,680	0.7%
Planning	5,237,620	5,032,698	-3.9%
Mayor and Council	1,329,306	1,405,909	5.8%
City Attorney	1,693,953	1,883,589	11.2%
City Clerk	549,845	531,705	-3.3%
City Manager	15,175,928	15,182,559	0.0%
Human Resources	3,886,835	3,792,766	-2.4%
Finance	8,756,909	9,239,904	5.5%
Business Support Services	19,766,720	19,510,575	-1.3%
Budget and Evaluation	1,472,597	1,440,884	-2.2%
Non-Departmentals	69,987,795	66,758,078	-4.6%
<b>Total</b>			
<b>General Fund Expenditures</b>	<b>\$ 513,271,816</b>	<b>\$ 511,539,347</b>	<b>-0.3%</b>

### Summary of Positions

<u>Key or Support Business</u>	<u>FY2010 Budget</u>	<u>FY2011 Budget</u>	<u>Percent Change (FY10 to FY11)</u>
Police	2,248.50	2,240.50	-0.4%
Fire	1,144.00	1,164.00	1.7%
Solid Waste	296.00	285.00	-3.7%
Transportation	434.50	434.50	0.0%
Engineering & Property Management	329.00	328.00	-0.3%
Planning	63.00	63.00	0.0%
Neighborhood and Business Services	160.00	160.00	0.0%
Mayor and Council	9.00	9.00	0.0%
City Attorney	26.50	27.50	3.8%
City Clerk	6.00	6.00	0.0%
City Manager	10.00	10.00	0.0%
Chief Information Office	15.00	15.00	0.0%
Community Relations	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	0.0%
Customer Service - CharMeck311 Call Center	148.00	136.00	-8.1%
Internal Audit	9.00	9.00	0.0%
Human Resources	32.75	32.75	0.0%
Finance	79.00	78.00	-1.3%
Business Support Services	223.00	223.00	0.0%
Budget and Evaluation	13.00	13.00	0.0%
<b>Total</b>			
<b>General Fund Positions</b>	<b>5,275.25</b>	<b>5,263.25</b>	<b>-0.2%</b>



# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

	FY2010 Revised Budget	FY2011 Budget	Percent Change (F 10 to FY11)
<b>PROPERTY TAX</b>			
5101 Property Tax- Current Year Base	\$ 277,489,246	\$ 281,114,397	1.3%
5102 Property Tax- .015 cent from PAYG (FY11)		1,129,596	
5101 Property Tax- Synthetic TIF Properties	2,376,701	1,887,004	-20.6%
5102 Prior Year	4,800,000	4,800,000	0.0%
5103 Rebates	(2,400,000)	(2,400,000)	0.0%
5111 Penalties	590,000	590,000	0.0%
5112 Interest	1,500,000	1,500,000	0.0%
5113 Rebates of Listing Penalties	(7,731)	(7,731)	0.0%
<b>Total</b>	<b>\$ 284,348,216</b>	<b>\$ 288,613,266</b>	<b>1.5%</b>
<b>SALES TAX *</b>			
5121 Sales- Article 39 (1.0%)	36,700,000	38,050,000	3.7%
5121 Sales- Article 42 (0.5%)*	15,811,887	17,100,000	8.1%
5121 Sales- Article 44/Hold Harmless (0.5%) **	8,900,000	9,200,000	3.4%
<b>Total *</b>	<b>\$ 61,411,887</b>	<b>\$ 64,350,000</b>	<b>4.8%</b>
<b>UTILITIES FRANCHISE TAX</b>			
5430 Utility Franchise	34,822,000	35,900,000	3.1%
<b>Total</b>	<b>\$ 34,822,000</b>	<b>\$ 35,900,000</b>	<b>3.1%</b>
<b>POLICE SERVICES</b>			
5451 Law Enforcement Services- County	12,202,623	12,495,927	2.4%
5477 Small Town Service Fees	64,000	75,000	17.2%
5999 School Resource Officers- School Board	2,404,233	2,496,794	3.8%
<b>Total</b>	<b>\$ 14,670,856</b>	<b>\$ 15,067,721</b>	<b>2.7%</b>
<b>TAX REIMBURSEMENTS</b>			
5431 Beer & Wine Tax	1,166,289	3,166,289	171.5%
5436 State Waste Disposal Tax	620,000	620,000	0.0%
<b>Total</b>	<b>\$ 1,786,289</b>	<b>\$ 3,786,289</b>	<b>112.0%</b>
<b>SOLID WASTE FEE</b>			
5560 Refuse Disposal Fees	12,200,000	12,472,000	2.2%
5561 Rebates- Refuse Disposal Fees	(72,000)	(72,000)	0.0%
<b>Total</b>	<b>\$ 12,128,000</b>	<b>\$ 12,400,000</b>	<b>2.2%</b>
<b>BUSINESS PRIVILEGE LICENSES</b>			
5202 Business Privilege Licenses	17,500,000	16,600,000	-5.1%
<b>Total</b>	<b>\$ 17,500,000</b>	<b>\$ 16,600,000</b>	<b>-5.1%</b>
<b>OTHER REVENUES</b>			
<b>Licenses and Permits</b>			
5201 Motor Vehicle Licenses	2,525,000	2,525,000	0.0%
5332 Motor Vehicle Licenses- Rebates	(48,000)	(48,000)	0.0%
5204 Animal Licenses- Fertile	240,000	240,000	0.0%
5209 Animal Licenses- Spay/Neuter	560,000	560,000	0.0%
5210 Fire Plan Review Fees	1,209,585	1,209,585	0.0%
5211 Vehicle Licenses- City Billed	15,000	15,000	0.0%
5212 Fire Permits- New	321,456	321,456	0.0%
5213 Fire Permits- Renewal	495,459	495,459	0.0%
5214 Tryon Mall Vendor Fees	2,000	2,000	0.0%
5215 Security Dog Licenses	750	750	0.0%
5218 Vehicle for Hire Fees and Permits	344,704	344,704	0.0%
5220 Video Programming (Cable Franchise) Fees	7,400,000	8,200,000	10.8%
5240 Grading Permits	1,276,820	1,312,000	2.8%
5246 Sexually Oriented Businesses Licenses	115,310	115,310	0.0%
5613 Parking and Parade Permits	24,000	24,000	0.0%
<b>Total</b>	<b>\$ 14,482,084</b>	<b>\$ 15,317,264</b>	<b>5.8%</b>

# Summary Schedules

## City of Charlotte

### General Fund

### Summary of Revenues

	FY2010 Revised Budget	FY2011 Budget	Percent Change (F10 to FY11)
<b>Fines, Forfeits, and Penalties</b>			
5222 Vehicle for Hire Penalties	5,700	17,000	198.2%
5305 Housing Code Violations	15,000	15,000	0.0%
5307 Parking Citations	900,000	900,000	0.0%
5308 Parking Citation Penalties	11,000	11,000	0.0%
5309 Security Alarm Fines	625,000	625,000	0.0%
5310 Fire Citation Fines	11,700	11,700	0.0%
5311 Fire Citation Penalties	1,100	1,100	0.0%
5315 Zoning Enforcement Fines	30,000	30,000	0.0%
5316 Court Assessment Crime Lab	22,000	22,000	0.0%
5331 Privilege License Penalties	600,000	600,000	0.0%
5335 Animal License Penalties	102,000	102,000	0.0%
5337 Animal Citation Penalties	7,200	7,200	0.0%
5340 Grading Permit Penalties	325,000	325,000	0.0%
5502 Court Costs- Superior	282,000	282,000	0.0%
5661 Court Awards- Fair Housing Settlements	6,000	6,000	0.0%
5664 Court Awards- Vice & Narcotics	15,000	15,000	0.0%
5699 Animal License Late Fees	70,000	70,000	0.0%
<b>Total</b>	<b>\$ 3,028,700</b>	<b>\$ 3,040,000</b>	<b>0.4%</b>
<b>Interlocal Grants and Agreements</b>			
5414 Wireless Communications	2,527,308	2,488,191	-1.5%
5438 Fleet Maintenance	2,446,832	1,967,296	-19.6%
5439 Webhosting - County	138,700	138,700	0.0%
5442 First Responder	503,670	503,670	0.0%
5445 Procurement Services	493,793	507,471	2.8%
5447 Customer Services - 311 Call Center	2,190,860	2,085,750	-4.8%
5458 CMGC Occupancy	795,000	847,737	6.6%
5459 Recycling Program Proceeds	150,000	150,000	0.0%
5460 Corporate Communications Services	12,000	12,000	0.0%
5461 CMGC Phone Costs- County	612,000	651,342	6.4%
5669 Business Continuity Program Rebates	-	270,000	
<b>Total</b>	<b>\$ 9,870,163</b>	<b>\$ 9,622,158</b>	<b>-2.5%</b>
<b>Federal and State Shared Revenues</b>			
5470 Federal Grants- CRC	107,671	110,000	2.2%
5471 State Grants- DOT	1,170,299	1,152,717	-1.5%
5471 State Grants- CRC		100,000	
5450 ABC Stores Revenue	1,800,000	1,800,000	0.0%
<b>Total</b>	<b>\$ 3,077,970</b>	<b>\$ 3,162,717</b>	<b>2.8%</b>
<b>General Government</b>			
5242 Land Development Zoning Fees	315,000	360,000	14.3%
5519 Utility Right of Way Ordinance Fees	455,000	546,000	20.0%
5245 County Plan Review	810,945	810,945	0.0%
5503 Zoning Petition Filing Fees	618,230	618,230	0.0%
5504 Annexation Fees	400	400	0.0%
5506 Subdivision Services	662,616	662,616	0.0%
5507 Zoning Admin Fees	20,500	20,500	0.0%
5508 Sale of Maps	30,000	30,000	0.0%
5550 Equipment Mgmt Svcs- Fleet	1,600	1,600	0.0%
5555 Procurement Professional Services	120,000	120,000	0.0%
5596 Tree Planting	50,000	50,000	0.0%
5599 Park It! Program Fees	550,000	550,000	0.0%
5603 Parking Garage Fees	966,000	966,000	0.0%
5604 Rent Revenue- Misc	738,950	738,950	0.0%
<b>Total</b>	<b>\$ 5,339,241</b>	<b>\$ 5,475,241</b>	<b>2.5%</b>

# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

		FY2010 Revised <u>Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to FY11)
<b>Public Safety</b>				
5478	State Reimb for Services Provided- DOT	\$ 820,000	\$ 837,000	2.1%
5478	State Reimb for Services Provided- Fire	190,707	190,707	0.0%
5513	CMPD- Fingerprint Reports	36,000	36,000	0.0%
5514	Underbrush and Debris Removal	318,000	318,000	0.0%
5515	Demolition- Clearing	200,000	200,000	0.0%
5516	Sale of Animals	92,950	92,950	0.0%
5518	Utility Street Cuts	1,300,000	1,300,000	0.0%
5529	Spay/Neuter Fees	110,000	110,000	0.0%
5542	Vehicle Towing and Storage	97,000	97,000	0.0%
5544	Animal Reclaim Fees	165,249	165,249	0.0%
5627	Dead Animal Collection	4,500	4,500	0.0%
<b>Total</b>		<b>\$ 3,334,406</b>	<b>\$ 3,351,406</b>	<b>0.5%</b>
<b>Cemeteries</b>				
5530	Sale of Cemetery Lots	140,700	140,700	0.0%
5532	Grave Digging	299,739	299,739	0.0%
5533	Duplicate Deeds and Transfer Fees	700	700	0.0%
5534	Monument Foundation	49,100	49,100	0.0%
5535	Perpetual Care	12,300	12,300	0.0%
<b>Total</b>		<b>\$ 502,539</b>	<b>\$ 502,539</b>	<b>0.0%</b>
<b>Use of Money and Property</b>				
5608	Interest on Liens	55,000	55,000	0.0%
5614	CRC Events	25,000	25,000	0.0%
5624	Damage to City-Owned Equipment	350,000	350,000	0.0%
5625	Reimbursement for City Car Use	47,000	47,000	0.0%
5648	Recovery of Losses	295	295	0.0%
5643	Telephone Commissions	40,000	40,000	0.0%
<b>Total</b>		<b>\$ 517,295</b>	<b>\$ 517,295</b>	<b>0.0%</b>
<b>Sale of Salvage and Land</b>				
5622	Sale of Land	10,000	10,000	0.0%
5660	Sale of Salvage	66,000	103,000	56.1%
5662	Sale of Used Autos- Single Stream proceeds		543,000	
5662	Sale of Used Autos	453,000	510,000	12.6%
<b>Total</b>		<b>\$ 529,000</b>	<b>\$ 1,166,000</b>	<b>120.4%</b>
<b>Other</b>				
5000	Miscellaneous Grants and Contributions	295,200	300,000	
5668	Contrib/Donations- CRC	37,200	-	
5668	Contrib/Donations- MUMPO	87,677	87,677	0.0%
5646	Reimb City Svcs- EPM	22,510	22,510	0.0%
5646	Reimb City Svcs- EPM (Cultural Facilities)	80,000	80,000	
5646	Reimb City Svcs- SWS Spec Svcs	37,000	37,000	0.0%
5646	Reimb City Svcs- BSS IT	12,700	12,700	0.0%
5669	Other Revenue	191,464	104,601	-45.4%
<b>Total</b>		<b>\$ 763,751</b>	<b>\$ 644,488</b>	<b>-15.6%</b>
<b>Total Other Revenues</b>		<b>\$ 41,445,149</b>	<b>\$ 42,799,108</b>	<b>3.3%</b>

# Summary Schedules

## City of Charlotte

### General Fund

### Summary of Revenues

	FY2010 Revised Budget	FY2011 Budget	Percent Change (F10 to FY11)
<b>TRANSFERS AND FUND BALANCE</b>			
<b>Transferred Revenues</b>			
5123	\$ 3,314,141	\$ 2,952,045	-10.9%
5695	35,000	35,000	0.0%
5695	2,100,186	2,321,000	10.5%
5601	1,587,000	1,250,000	-21.2%
<b>Total</b>	<b>\$ 7,036,327</b>	<b>\$ 6,558,045</b>	<b>-6.8%</b>
<b>Intragovernmental Revenues</b>			
5421	803,162	859,509	7.0%
5422	5,808,857	6,808,934	17.2%
5423	1,607,792	1,771,789	10.2%
5424	2,793,000	4,631,007	65.8%
5425	409,849	396,909	-3.2%
5425	1,336,705	1,517,396	13.5%
5426	1,350,043	1,280,718	-5.1%
5426	3,140,560	3,208,627	2.2%
5427	316,671	323,459	2.1%
5427	121,195	80,562	-33.5%
5428	3,062,383	3,216,096	5.0%
5429	339,779	460,980	35.7%
<b>Total</b>	<b>\$ 21,089,996</b>	<b>\$ 24,555,986</b>	<b>16.4%</b>
<b>Transfers from Other Funds</b>			
5695	95,000	96,000	1.1%
5695		750,000	
5695	1,434,537	-	-100.0%
5695	61,633	62,932	2.1%
<b>Total</b>	<b>\$ 1,591,170</b>	<b>\$ 908,932</b>	<b>-42.9%</b>
<b>Appropriated Fund Balance</b>			
4110	1,068,750		-100.0%
4110	208,499		-100.0%
4110	228,344		-100.0%
4110	59,152		-100.0%
4110	2,000,000		-100.0%
4110	228,279		-100.0%
4110	199,226		-100.0%
4110	381,550		-100.0%
4110	2,466,550		-100.0%
4110	1,201,575		-100.0%
4110	7,400,000		-100.0%
<b>Total</b>	<b>\$ 15,441,926</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Transfers and Fund Balance</b>	<b>\$ 45,159,419</b>	<b>\$ 32,022,963</b>	<b>-29.1%</b>
<b>Total General Fund Revenues</b>	<b>\$ 513,271,816</b>	<b>\$ 511,539,347</b>	<b>-0.3%</b>

\* Reflects redistribution of proceeds from Sales Tax Articles effective during FY10  
Includes sales tax to be transferred to PAYG (FY10 \$11.3m, FY11 \$11.65m)  
Reflects decrease of \$7.4m replaced with fund balance (reserve for economic deterioration) March 8, 2010.  
Prior to this action, budgeted sales tax for FY10 was \$68.8m, resulting in a decrease of \$4.5m to the revised  
projection for FY11, -6.5%.

\*\* 0.25% pt of delivery + 0.25% per capita

**Summary Schedules**  
**City of Charlotte**  
**Aviation Operating Funds**  
**Summary of Revenues and Expenditures**

	FY2010 Revised Budget	FY2011 Budget	Percent Change (FY10 to FY11)
<b><u>Operating Revenues</u></b>			
Concessions	\$ 36,913,000	\$ 33,656,168	-8.8%
Parking	37,100,000	34,835,664	-6.1%
Terminal	29,056,161	26,188,812	-9.9%
Airfield Usage	10,024,599	10,048,800	0.2%
Cargo Area and Ground Rents	22,785,900	18,562,597	-18.5%
Other	3,972,700	3,433,870	-13.6%
Interest on Investments	4,565,000	3,507,967	-23.2%
<b>Total Operating Revenues</b>	<b>\$ 144,417,360</b>	<b>\$ 130,233,878</b>	<b>-9.8%</b>
<b>PFC Fund</b>	<b>\$ 26,449,614</b>	<b>\$ 25,444,728</b>	<b>-3.8%</b>
<b>Total Revenues</b>	<b>\$ 170,866,974</b>	<b>\$ 155,678,606</b>	<b>-8.9%</b>
<b><u>Operating Expenditures</u></b>			
Airport Operations	20,528,192	21,890,730	6.6%
Airport Capital Project Planning, Design and Construction	25,858,577	21,764,873	-15.8%
Airport Maintenance	32,560,163	33,814,586	3.9%
<b>Total Operating</b>	<b>\$ 78,946,932</b>	<b>\$ 77,470,189</b>	<b>-1.9%</b>
Discretionary and Debt Support (PFC included)	91,920,042	78,208,417	-14.9%
<b>Total Expenditures</b>	<b>\$ 170,866,974</b>	<b>\$ 155,678,606</b>	<b>-8.9%</b>

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

	<b>FY2010 Revised Budget</b>	<b>FY2011 Budget</b>	<b>Percent Change (FY10 to FY11)</b>
<b><u>Operating Revenues</u></b>			
Variable Rate Revenues	\$ 224,477,784	\$ 240,179,790	7.0%
Fixed Rate Revenues	10,624,467	13,335,314	25.5%
Specific Service and Capacity Charges	16,309,157	13,257,508	-18.7%
Industrial Waste Surcharge	3,207,510	3,273,092	2.0%
Other	2,549,383	3,262,801	28.0%
Interest on Investments	1,495,000	1,875,724	25.5%
<b>Total Revenues</b>	<b>\$ 258,663,301</b>	<b>\$ 275,184,229</b>	<b>6.4%</b>
<b><u>Operating Expenditures</u></b>			
Environmental Management	\$ 46,545,711	\$ 49,143,852	5.6%
Field Operations	35,236,575	36,211,179	2.8%
Utility System Planning & Engineering	2,969,632	3,119,849	5.1%
Customer Service, Meter Reading & Billing	13,891,924	14,596,398	5.1%
<b>Total Operating Expenditures</b>	<b>\$ 98,643,842</b>	<b>\$ 103,071,278</b>	<b>4.5%</b>
Debt Service/Capital Investment Plan Support	154,278,911	163,861,339	6.2%
<b>Total Expenditures</b>	<b>\$ 252,922,753</b>	<b>\$ 266,932,617</b>	<b>5.5%</b>
<b>Reserved for Future Years</b>	<b>\$ 5,740,548</b>	<b>\$ 8,251,612</b>	<b>43.7%</b>

# Summary Schedules

## City of Charlotte

### Charlotte Area Transit Service (CATS)

#### Summary of Revenues and Expenditures

	FY2010		FY2011	Change
	Revised		Budget	(FY10 to
Operating Revenues	Budget		Budget	FY11)
Half-Percent Sales Tax	\$ 57,647,323	\$	59,376,743	3.0%
Maintenance of Effort - Charlotte	18,400,000		18,400,000	0.0%
Maintenance of Effort - Mecklenburg	181,866		181,866	0.0%
Maintenance of Effort - Huntersville	17,500		17,500	0.0%
Operating Assistance	12,659,672		13,384,672	5.7%
Fares and Service Reimbursements	21,998,181		25,115,706	14.2%
Other Miscellaneous Income	500,000		500,000	0.0%
Interest on Investments	3,000,000		3,500,000	16.7%
<b>Total Operating Revenues</b>	<b>\$ 114,404,542</b>	<b>\$</b>	<b>120,476,487</b>	<b>5.3%</b>
<b>Fund Balance and Capital Reserve</b>	<b>\$ 8,912,198</b>	<b>\$</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 123,316,740</b>	<b>\$</b>	<b>120,476,487</b>	<b>-2.3%</b>
<b><u>Operating Expenditures</u></b>				
Administration and Management	\$ 9,657,827	\$	10,166,943	5.3%
Bus Operations Division	68,227,660		69,027,836	1.2%
City Staff Support	3,576,680		3,612,447	1.0%
County Human Services Transportation	1,636,438		646,000	-60.5%
Customer Service Division	1,569,100		1,641,875	4.6%
Light Rail Operations	10,228,782		11,155,261	9.1%
Operations Support Services	4,517,358		4,512,299	-0.1%
Special Transportation Services	7,207,748		7,635,794	5.9%
Transit Center Operations	856,833		861,800	0.6%
Transit Security	5,429,435		4,995,228	-8.0%
Transitway Planning and Design	2,083,650		2,148,539	3.1%
Vanpool Division	912,453		904,354	-0.9%
<b>Sub-total Operating</b>	<b>\$ 115,903,963</b>	<b>\$</b>	<b>117,308,375</b>	<b>1.2%</b>
<b>Transfers to Eligible Projects in CIP</b>	<b>\$ (12,085,154)</b>	<b>\$</b>	<b>(15,455,281)</b>	<b>27.9%</b>
<b>Net Operating</b>	<b>\$ 103,818,809</b>	<b>\$</b>	<b>101,853,094</b>	<b>-1.9%</b>
<b>Debt Service Support</b>	<b>\$ 7,864,340</b>	<b>\$</b>	<b>8,502,659</b>	<b>8.1%</b>
<b>Capital Program Support</b>	<b>\$ 11,633,591</b>	<b>\$</b>	<b>9,453,579</b>	<b>-18.7%</b>
<b>Total Expenditures</b>	<b>\$ 123,316,740</b>	<b>\$</b>	<b>119,809,332</b>	<b>-2.8%</b>
<b>Reserved for Future Years</b>	<b>\$ -</b>		<b>\$667,155</b>	

**Summary Schedules**  
**City of Charlotte**  
**Storm Water Fund**  
**Summary of Revenues and Expenses**

---

	<b>FY2010</b>	<b>FY2011</b>	<b>Percent</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b>Change</b>
			<b>(FY10 to</b>
			<b><u>FY11)</u></b>
<b><u>Operating Revenues</u></b>			
Impervious Fee- City	\$ 5,676,563	\$ 5,222,634	-8.0%
Impervious Fee- Other	39,654,431	42,430,241	7.0%
Interest on Investments	759,000	406,865	-46.4%
Other- Miscellaneous			
<b>Total Revenues</b>	<b>\$ 46,089,994</b>	<b>\$ 48,059,740</b>	<b>4.3%</b>
<b>Fund Balance</b>	<b>\$ 2,777,372</b>	<b>\$ 4,028,069</b>	<b>45.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 48,867,366</b>	<b>\$ 52,087,809</b>	<b>6.6%</b>
<b><u>Operating Expenditures</u></b>			
Operating Budget	\$ 11,917,712	\$ 11,493,995	-3.6%
Transfer to Storm Water- Capital Project Fund	25,880,000	30,000,000	15.9%
Transfer to Storm Water- Debt Service Fund	11,069,654	10,593,814	-4.3%
<b>Total Expenditures</b>	<b>\$ 48,867,366</b>	<b>\$ 52,087,809</b>	<b>6.6%</b>



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

	<b>FY10 Revised Budget</b>	<b>FY11 Budget</b>	<b>Percent Change (FY10 to FY11)</b>
<b><u>Revenues</u></b>			
Property Tax	\$ 52,427,792	\$ 52,211,300	-0.4%
Property Tax- Synthetic TIF Appreciation	434,485	343,592	-20.9%
Sales Tax	11,661,884	12,186,669	4.5%
Interest on Investments	2,645,000	2,680,000	1.3%
Interest Transferred from Other Funds			
General	1,587,000	1,250,000	-21.2%
Other	46,000	160,000	247.8%
Contribution from Other Funds			
General Fund-Equip	15,618,815	17,125,223	9.6%
General Fund-Public Safety Communications	3,325,046	3,432,067	3.2%
Powell Bill Fund	1,375,804	1,301,000	-5.4%
County Share			
Park and Rec Lease Purchase	707,759	688,482	-2.7%
Proceeds from Sale of Debt	576,834	275,000	-52.3%
Premium on Sale of Debt	1,709,353	1,500,000	-12.2%
Other	1,112,181	1,164,814	4.7%
<b>Total Revenues</b>	<b>\$ 93,227,954</b>	<b>\$ 94,318,148</b>	<b>1.2%</b>
<b><u>Expenditures</u></b>			
Bonds -			
Principal	\$ 25,111,937	\$ 27,762,386	10.6%
Interest	20,266,294	22,705,784	12.0%
Debt Issue Expense	576,834	-	-100.0%
Lease Purchase Agreements -			
Principal	26,016,833	20,848,996	-19.9%
Interest	8,193,087	5,372,576	-34.4%
Bond Anticipation Note Interest	2,913,000	3,482,000	19.5%
Bank Charges and Other	600,000	-	-100.0%
Contribution to -			
General Fund	96,633	97,932	1.3%
Transit Debt Service Fund	6,315	1,962	-68.9%
Cultural Facilities Operating Fund	261,309	247,476	-5.3%
Synthetic TIF External Agreements	118,889	61,757	-48.1%
<b>Total Expenditures</b>	<b>\$ 84,161,131</b>	<b>\$ 80,580,869</b>	<b>-4.3%</b>
<b>Reserved for Future Years</b>	<b>\$ 9,066,823</b>	<b>\$ 13,737,278</b>	<b>51.5%</b>

# Summary Schedules

## City of Charlotte Aviation Debt Service Fund Consolidated

### Summary of Revenues and Expenditures

	FY10 Revised <u>Budget</u>	FY11 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
<b><u>Revenues</u></b>			
Contribution from Aviation Operating	\$ 34,446,913	\$ 46,580,493	35.2%
Contribution from Airlines	7,547,750	7,547,750	0.0%
Proceeds from Sale of Debt	161,136,191	-	-
Premium on Sale of Debt	3,243,622	-	-
Proceeds from Refunding	70,750,000	-	-
Interest on Investments	360,000	154,650	-57.0%
Debt Service Reserve Release	12,761,316	-	-100.0%
<b>Total Revenues</b>	<b>\$ 290,245,792</b>	<b>\$ 54,282,893</b>	<b>-81.3%</b>
Fund Balance	30,058,976	205,350	-99.3%
<b>Total Revenues and Fund Balance</b>	<b>\$ 320,304,768</b>	<b>\$ 54,488,243</b>	<b>-83.0%</b>
<b><u>Expenditures</u></b>			
Retirement of Debt	\$ 47,665,000	\$ 18,480,000	-61.2%
Interest on Debt	28,483,958	34,746,791	22.0%
Cost of Bond Sale	2,423,060	-	-100.0%
Fees and Other Charges	781,000	901,452	15.4%
Payment to Refunding Escrow Agent	70,893,371	-	-100.0%
Transfers to Operating Fund	752,311	345,000	-54.1%
Debt Service Reserve Deposit	5,957,787	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 156,956,488</b>	<b>\$ 54,473,243</b>	<b>-65.3%</b>
<b>Restricted for Future Years</b>	<b>\$ 163,348,281</b>	<b>\$ 15,000</b>	<b>-100.0%</b>

# Summary Schedules

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

	FY2010 Revised <u>Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to FY11)
<b><u>Operating Revenues</u></b>			
Contribution from Water and Sewer Operating Fund	\$ 107,605,664	\$ 136,011,339	26.4%
Interest on Investments	820,000	830,000	1.2%
Proceeds from Sale of Bonds	3,369,141	20,000	-99.4%
Proceeds from Refunding	203,765,000	-	-100.0%
Premium from Sale of Bonds	23,368,795	120,000	-99.5%
Interest Transferred from Other Funds			
Water and Sewer Operating	1,495,000	1,120,000	-25.1%
CIP and Other	943,000	860,000	-8.8%
<b>Total Revenues</b>	<b>\$ 341,366,600</b>	<b>\$ 138,961,339</b>	<b>-59.3%</b>
Fund Balance	134,384	13,654,942	10061.1%
<b>Total Revenues and Fund Balance</b>	<b>\$ 341,500,984</b>	<b>\$ 152,616,281</b>	<b>-55.3%</b>
<b><u>Operating Expenditures</u></b>			
Bond Retirement	\$47,302,970	\$55,902,620	18.2%
Interest on Bonds	65,633,219	85,767,230	30.7%
Bank Charges	2,547,854	1,881,576	-26.2%
Cost of Issuance	3,369,141	20,000	-99.4%
Refunding Bond Escrow Agent	210,000,000	-	-100.0%
Equipment Lease-Purchase Principal	10,066,917	7,052,809	-29.9%
Equipment Lease-Purchase Interest	1,182,515	831,196	-29.7%
Bond Anticipation Note Interest	192,418	-	-100.0%
Small Town Debt Service Principal	855,000	845,000	-1.2%
Small Town Debt Service Interest	350,950	315,850	-10.0%
<b>Total Expenditures</b>	<b>\$ 341,500,984</b>	<b>\$ 152,616,281</b>	<b>-55.3%</b>

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

---

	<b>FY2010 Revised <u>Budget</u></b>	<b>FY2011 <u>Budget</u></b>	<b>Percent Change (FY10 to <u>FY11</u>)</b>
<b><u>Operating Revenues</u></b>			
Transfers from Other Funds			
CATS Operating	\$ 7,864,340	\$ 8,502,659	7.51%
Municipal Debt Svc Fund	6,314	1,962	-221.81%
Federal Formula Grant	6,450,402	6,476,825	0.41%
State Match for Federal Formula	682,354	684,921	0.37%
<b>Total Revenues</b>	<b>\$ 15,003,410</b>	<b>\$ 15,666,368</b>	<b>4.23%</b>
<b>Fund Balance</b>	<b>\$ 70,196</b>	<b>-</b>	
<b>Total Revenues and Fund Balance</b>	<b>\$ 15,073,606</b>	<b>\$ 15,666,368</b>	<b>3.78%</b>
<b><u>Operating Expenditures</u></b>			
Debt Retirement	\$ 7,155,842	\$ 7,431,782	3.71%
Interest on Debt	7,747,771	8,081,368	4.13%
Fees	169,993	153,218	-10.95%
<b>Total Expenditures</b>	<b>\$ 15,073,606</b>	<b>\$ 15,666,368</b>	<b>3.78%</b>

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

	FY10 Revised <u>Budget</u>	FY11 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
<b><u>Revenues</u></b>			
Contribution from Storm Water Operating	\$ 11,069,654	\$ 10,593,814	-4.3%
<b>Total Revenues</b>	<b>\$ 11,069,654</b>	<b>\$ 10,593,814</b>	<b>-4.3%</b>
<b><u>Expenditures</u></b>			
Bond Retirement	\$ 4,505,094	\$ 4,239,994	-5.9%
Interest on Bonds	6,534,560	6,323,820	-3.2%
Fees	30,000	30,000	0.0%
<b>Total Expenditures</b>	<b>\$ 11,069,654</b>	<b>\$ 10,593,814</b>	<b>-4.3%</b>

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

	<b>FY2010 Revised Budget</b>	<b>FY2011 Budget</b>	<b>Percent Change (FY10 to FY11)</b>
<b><u>Revenues</u></b>			
Contribution from Convention Center Tax Fund	\$ 21,055,290	\$ 21,937,767	4.2%
Proceeds from Sale of Debt	800,000	-	-100.0%
<b>Total Revenues</b>	<b>\$ 21,855,290</b>	<b>\$ 21,937,767</b>	<b>0.4%</b>
<b>Fund Balance</b>	<b>\$ 4,733,000</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 26,588,290</b>	<b>\$ 21,937,767</b>	<b>-17.5%</b>
<b><u>Expenditures</u></b>			
Bond Retirement	\$ 12,611,704	\$ 14,210,000	12.7%
Interest on Bonds	13,071,586	7,622,767	-41.7%
Cost of Bonds or COPS Sale	800,000	-	-100.0%
Fees	105,000	105,000	0.0%
<b>Total Expenditures</b>	<b>\$ 26,588,290</b>	<b>\$ 21,937,767</b>	<b>-17.5%</b>

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

---

	<b>FY2010 Revised <u>Budget</u></b>	<b>FY2011 <u>Budget</u></b>	<b>Percent Change (FY10 to <u>FY11</u>)</b>
<b><u>Revenues</u></b>			
Hall of Fame Tax Fund	\$ 6,557,813	\$ 9,698,592	47.9%
Debt Proceeds	2,020,000	-	-100.0%
<b>Total Revenues</b>	<b>\$ 8,577,813</b>	<b>\$ 9,698,592</b>	<b>13.1%</b>
<b><u>Expenditures</u></b>			
Debt Retirement	\$ -	\$ 2,025,000	-100.0%
Interest on Debt	6,527,813	6,631,692	1.6%
Cost of Sale	2,020,000	-	-100.0%
Bank Charges and Other	30,000	1,041,900	3373.0%
<b>Total Expenditures</b>	<b>\$ 8,577,813</b>	<b>\$ 9,698,592</b>	<b>13.1%</b>

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

---

<u>Revenues</u>	FY2010 Revised <u>Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
Cultural Facilities Operating Fund	\$ 4,468,350	\$ 6,643,313	48.7%
Debt Proceeds	2,861,600	-	-100.0%
<b>Total Revenues</b>	<b>\$7,329,950</b>	<b>\$ 6,643,313</b>	<b>-9.4%</b>
 <u>Expenditures</u>			
Interest on Debt	\$ 4,161,350	\$ 6,602,813	58.7%
Cost of Sale	2,861,600	-	-100.0%
Bank Charges and Other	307,000	40,500	-86.8%
<b>Total Expenditures</b>	<b>\$7,329,950</b>	<b>\$ 6,643,313</b>	<b>-9.4%</b>



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

---

	FY2010		FY2011	Percent
	Revised		Budget	Change
	<u>Budget</u>		<u>Budget</u>	<u>(FY10 to</u>
				<u>FY11)</u>
<b><u>Revenues</u></b>				
Contribution from Other Funds:				
Tourism Operating Fund	\$ 7,884,109	\$	7,204,478	-8.6%
Contribution from Charlotte Regional				
Visitors Authority	1,810,660		1,281,677	-29.2%
Interest on Investments	-		120,000	100.0%
<b>Total Revenues</b>	<b>\$ 9,694,769</b>	<b>\$</b>	<b>8,606,155</b>	<b>-11.2%</b>
 <b><u>Expenditures</u></b>				
Debt Retirement	\$ 2,180,000	\$	1,180,000	-45.9%
Interest on Debt	7,389,769		7,301,155	-1.2%
Bank Charges and Other	125,000		125,000	0.0%
<b>Total Expenditures</b>	<b>\$ 9,694,769</b>	<b>\$</b>	<b>8,606,155</b>	<b>-11.2%</b>

**Summary Schedules**  
**City of Charlotte**  
**Powell Bill Fund**  
**Summary of Revenues and Expenditures**

	FY2010 Revised <u>Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
<b><u>Revenues</u></b>			
State Gas Tax Refund	\$ 16,967,220	\$ 17,422,763	2.7%
Transfer from General Fund	4,261,000	4,261,000	0.0%
Interest on Investments	391,000	391,000	0.0%
Street Degradation Fee	600,000	750,000	25.0%
Other			
<b>Total Revenues</b>	<b>\$ 22,219,220</b>	<b>\$ 22,824,763</b>	<b>2.7%</b>
<b>Fund Balance</b>	<b>\$ 7,934,537</b>	<b>\$ 1,000,000</b>	<b>-87.4%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 30,153,757</b>	<b>\$ 23,824,763</b>	<b>-21.0%</b>
<b><u>Expenditures</u></b>			
Contracted Resurfacing	\$ 14,025,066	\$ 7,891,238	-43.7%
Repairs by City Forces	9,359,249	9,365,843	0.1%
Equipment Rent/Purchase	1,068,985	1,012,985	-5.2%
Street Drainage Maintenance	160,860	160,860	0.0%
Traffic Control Improvements	623,786	623,786	0.0%
Snow Removal	100,000	150,000	50.0%
Physical Inventory of Streets	12,000	12,000	0.0%
Pavement Management System	200,000	30,000	-85.0%
Non-System Residential Streets	50,000	0	-100.0%
Wheel Chair Ramps	500,000	150,000	-70.0%
Annexation	50,407	1,989,778	3847.4%
Storm Water Program Fees	1,137,273	1,137,273	0.0%
Contribution to Debt Service			
Equipment Lease Purchase	1,431,594	1,301,000	-9.1%
Transfer to General Fund	1,434,537	0	-100.0%
<b>Total Expenditures</b>	<b>\$ 30,153,757</b>	<b>\$ 23,824,763</b>	<b>-21.0%</b>

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

	<b>FY10</b>		<b>FY11</b>	<b>Percent</b>
	<b>Revised</b>		<b>Budget</b>	<b>Change</b>
	<b><u>Budget</u></b>		<b><u>Budget</u></b>	<b>(FY10 to</b>
				<b><u>FY11)</u></b>
<b><u>Revenues</u></b>				
<b>Taxes</b>				
Occupancy	\$ 11,399,000	\$	11,047,610	-3.1%
Prepared Food	20,185,000		18,924,648	-6.2%
<b>Total Taxes</b>	<b>31,584,000</b>		<b>29,972,258</b>	<b>-5.1%</b>
Interest on Investments	953,000		680,000	-28.6%
<b>Total Revenues</b>	<b>\$ 32,537,000</b>	<b>\$</b>	<b>30,652,258</b>	<b>-5.8%</b>
<b>Fund Balance</b>	<b>\$ 6,596,361</b>	<b>\$</b>	<b>3,708,347</b>	<b>-43.8%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 39,133,361</b>	<b>\$</b>	<b>34,360,605</b>	<b>-12.2%</b>
<b><u>Expenditures</u></b>				
Promotion and Marketing	5,107,885		4,495,838	-12.0%
Business Development	1,688,000		1,739,000	3.0%
Administration	75,000		75,000	0.0%
Contributions for Convention Center:				
Operating Deficit	4,395,000		3,004,000	-31.6%
Capital Items	4,712,000		788,000	-83.3%
General Tourism Subsidy	2,100,186		2,321,000	10.5%
Transfers to Other Funds:				
Convention Center Debt Service	21,055,290		21,937,767	4.2%
Convention Center Capital Project				
<b>Total Expenditures</b>	<b>\$ 39,133,361</b>	<b>\$</b>	<b>34,360,605</b>	<b>-12.2%</b>

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

---

	<b>FY2010 Revised <u>Budget</u></b>	<b>FY2011 <u>Budget</u></b>	<b>Percent Change (FY10 to <u>FY11</u>)</b>
<b><u>Revenues</u></b>			
Occupancy Tax	\$ 7,599,000	\$ 7,201,225	-5.2%
Interest on Investments	383,000	320,000	-16.4%
<b>Total Revenues</b>	<b>\$ 7,982,000</b>	<b>\$ 7,521,225</b>	<b>-5.8%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 2,177,367</b>	
<b>Total Revenues and Fund Balance</b>	<b>\$ 7,982,000</b>	<b>\$ 9,698,592</b>	<b>21.5%</b>
 <b><u>Operating Expenditures</u></b>			
Transfer to Debt Service Fund	\$ 6,557,813	\$ 9,698,592	47.9%
<b>Total Expenditures</b>	<b>\$ 6,557,813</b>	<b>\$ 9,698,592</b>	<b>47.9%</b>
<b>Reserved for Future Years</b>	<b>\$ 1,424,187</b>	<b>\$ -</b>	<b>-100.0%</b>

**Summary Schedules**  
**City of Charlotte**  
**Cultural Facilities Operating**  
**Summary of Revenues and Expenditures**

	<b>FY2010 Revised <u>Budget</u></b>	<b>FY2011 <u>Budget</u></b>	<b>Percent Change (FY10 to <u>FY11</u>)</b>
<b><u>Revenues</u></b>			
Transfers from PAYG-Vehicle Rental Tax	\$ 4,935,585	\$ 3,802,276	-23.0%
Transfers for Synthetic TIF Agreements from:			
General Fund	1,332,508	1,359,136	2.0%
Municipal Debt Service	243,596	247,476	1.6%
PAYG	49,996	45,389	-9.2%
Contribution from Mecklenburg County	-	2,948,040	100.0%
Interest on Investments	183,000	240,000	31.1%
<b>Total Revenues</b>	<b>\$ 6,744,685</b>	<b>\$ 8,642,317</b>	<b>28.1%</b>
<b><u>Operating Expenditures</u></b>			
Transfers to:			
Cultural Facilities Debt Service Fund	\$ 4,468,350	\$ 6,643,313	48.7%
<b>Total Expenditures</b>	<b>\$ 4,468,350</b>	<b>\$ 6,643,313</b>	<b>48.7%</b>
<b>Reserved for Future Years</b>	<b>\$ 2,276,335</b>	<b>\$ 1,999,004</b>	<b>-12.2%</b>

# Summary Schedules

## City of Charlotte Federal Stimulus Grants

KBU	Description	FY2010 Revised Budget	FY2011 Budget
CATS	N. Davidson Bus Garage Renovation		\$20,766,306
CDOT	Traffic Signal Improvements		4,800,000
	Shasta Lane Sidewalk		485,000
CMO	Energy Efficiency & Conservation *		250,000
CMPD	GangNet - Replication Grant		335,135
	COPS Hiring Recovery Program (50 officers)		8,545,950
	Justice Assistance Grant-Crime Analysts		483,825
	Justice Assistance Grant (JAG)		4,453,144
N&BS	Job Training and Youth Employment	4,509,715	
	Community Development Block Grant		1,262,296
	Lead-Based Paint		2,999,903
	Homeless Prevention & Rapid Re-Housing		1,930,217
StmWtr	Wilora Lake Rehabilitation Project		778,081
	Muddy Creek Watershed Restoration		1,440,496
	Revolution Park Water Reuse Pond		331,510
<b>Grand Total</b>		<b>\$4,509,715</b>	<b>\$48,861,863</b>

Notes:

\* The City received notification April 20, 2010 that its full \$6.7 million Energy Efficiency and Conservation Block Grant (EECBG) has been approved. Due to the timing of the notification, the grant is not included in budget totals.

All grants were received during the previous year; for example, the FY10 grant was received in late FY09.

# Summary Schedules

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

Active Public Safety Grants April 2010	Available for Expenditure by Revenue Source					Total Funding Available for Expenditure 4-1-10
	Appropriations as of 4-1-10	Federal	State	Private Contributions	Assets Forfeiture	
<b>Grant Program Area</b>						
Arson Investigation/Education	\$5,500			\$ 1,201		\$ 1,201
Assets Forfeiture Initiatives	4,022,426				1,089,145	1,089,145
Donations for Various Programs	583,850			64,899		64,899
Electronic Monitoring	335,000			-		-
Emergency Management	436,131	30,777	14,977	155,923		201,677
Emergency Response	870,114	37,991	57,237			95,227
Fire Equipment	864,800	121,912				121,912
Forensics and Analysis	1,861,216	831,654	2,820	71,339		905,814
Gang Related Initiatives	3,158,161	1,294,164	64,183			1,358,347
Highway Intervention & Traffic Safety	61,632		6,837			6,837
Homeland Security	19,200,825	4,726,683	1,271			4,727,954
International Relations	69,711	-		475		475
Medical Response	1,403,667	686,121		3,102		689,224
Police Equipment	926,165	411,476	1,001	535		413,012
Police Overtime	1,975,332	481,587	7,699			489,286
Technology	3,995,560	1,008,050				1,008,050
Urban Area Security Initiative	4,442,600	3,719,202				3,719,202
Youth Initiatives	664,570	304,422	7,197			311,619
<b>Total Program Funding</b>	<b>\$44,877,260</b>	<b>\$ 13,654,038</b>	<b>\$ 163,222</b>	<b>\$ 297,473</b>	<b>\$ 1,089,145</b>	<b>\$ 15,203,879</b>
<b>Grants Projected for Remainder of FY10</b>						
Donations for Various Programs				250,000		(250,000)
Miscellaneous Grants to be determined *	3,045,233					3,045,233
<b>Total Grants Projected for Remainder of FY09</b>	<b>\$3,045,233</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 2,795,233</b>
<b>Grants Projected for FY11</b>						
Assets Forfeiture (Police)					\$ 130,010	\$ 130,010
Emergency Management (Fire)		80,000	15,000	75,000		170,000
Emergency Response (Fire)			57,000			57,000
Forensics and Analysis (Police)		246,203	76,510			322,713
Gang Related Initiatives (Police)		600,000	303,912			903,912
Homeland Security (Fire)		133,248				133,248
Medical Response (Fire)		387,419		10,000		397,419
Miscellaneous from Donations (Police and Fire)				500,000		500,000
Police Equipment and Overtime (Police)		800,000				800,000
Urban Area Security Initiative (fire)		4,583,712				4,583,712
<b>Total Grants Projected for FY11</b>		<b>\$ 6,830,582</b>	<b>\$ 452,422</b>	<b>\$ 585,000</b>	<b>\$ 130,010</b>	<b>\$ 7,998,014</b>

\* Represents balance of grants estimated for FY2010 that have not yet been received or were received at an amount less than projected. Balances will be closed in association with wind up portions of the FY2011 ordinance.

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

	FY2010 Revised <u>Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
<b><u>Operating Revenues</u></b>			
NC 911 Fund Distributions	\$ 4,820,790	\$ 4,820,790	0.0%
Interest on Investments	69,000	120,000	73.9%
<b>Total Revenues</b>	<b>\$ 4,889,790</b>	<b>\$ 4,940,790</b>	<b>1.0%</b>
<b><u>Operating Expenditures</u></b>			
Police 911 Services	\$ 1,937,942	\$ 1,677,079	-13.5%
Fire 911 Services	738,899	679,572	-8.0%
Medic 911 Services	805,700	919,500	14.1%
Reserved for Joint Projects	1,407,249	1,664,639	
<b>Total Expenditures</b>	<b>\$ 4,889,790</b>	<b>\$ 4,940,790</b>	<b>1.0%</b>

Note: FY2010 and FY2011 "Reserved for Joint Projects" funding will be used towards the new E-911 Phone System



# Summary Schedules

## City of Charlotte

### Neighborhood & Business Services - Consolidated Grant Funds

#### Summary of Revenues & Expenditures

	FY2010 <u>Revised Budget</u>	FY2011 <u>Budget</u>	Percent Change (FY10 to <u>FY11</u> )
<b><u>Operating Revenues</u></b>			
<b><u>Federal Grants:</u></b>			
Workforce Investment Act (WIA) Adult	\$ 933,746	\$ 1,458,581	36.0%
WIA Administration	401,809	563,261	28.7%
WIA Youth	1,090,574	1,642,330	33.6%
WIA Dislocated Worker	5,199,215	1,968,440	-164.1%
WIA Incentive	522,021	409,756	-27.4%
Housing Opportunities for People with AIDS (HOPWA) Program	714,063	793,382	11.1%
Emergency Shelter Program	206,926	210,026	1.5%
Villages of Hope Haven	-	165,763	0.0%
Weed and Seed	142,000	-	-100.0%
Sisters of Mercy Grant	171,632	-	-100.0%
Neighborhood Stabilization Grant	5,411,537	-	100.0%
Neighborhood Stabilization Grant - State	2,625,000	-	100.0%
One NC Grant	1,240,000	-	100.0%
Double Oaks Loan Repayment	464,455	464,455	100.0%
<b>Total Federal Grants</b>	<b>\$ 19,122,978</b>	<b>\$ 7,675,994</b>	<b>-149.1%</b>
<b><u>State Grants:</u></b>			
Urgent Repair Grant	75,000	-	100.0%
<b>Total State Operating Grants</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>100.0%</b>
<b>Total Operating Revenues</b>	<b>\$ 19,197,978</b>	<b>\$ 7,675,994</b>	<b>-150.1%</b>
<b><u>Capital Revenues (Federal Grants)</u></b>			
Community Development Block Grant (CDBG)	4,782,038	4,782,038	0.0%
Housing Grant (HOME)	2,841,233	2,841,233	0.0%
<b>Total Federal Capital Grants</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>0.0%</b>
<b>Total Operating and Capital Grant Revenues</b>	<b>\$ 26,821,249</b>	<b>\$ 15,299,265</b>	<b>-75.3%</b>
<b><u>Operating Expenditures</u></b>			
Dislocated Worker Contract	5,199,215	1,968,440	-164.1%
Education & Training Courses	1,455,767	1,868,337	22.1%
Summer & Year Round Youth Program	1,090,574	1,642,330	33.6%
Contribution to Workforce Development Board & Subgrantee Administration	401,809	563,261	28.7%
Housing Opportunities for People with AIDS (HOPWA) Program	714,063	793,382	10.0%
Emergency Shelter Program	206,926	210,026	1.5%
Villages of Hope Haven	-	165,763	100.0%
Weed and Seed	142,000	-	-100.0%
Sisters of Mercy Grant	171,632	-	-100.0%
Urgent Repair Grant	75,000	-	-100.0%
Neighborhood Stabilization Grant	5,411,537	-	-100.0%
Neighborhood Stabilization Grant - State	2,625,000	-	-100.0%
One NC Grant	1,240,000	-	-100.0%
Double Oaks Loan Repayment	464,455	464,455	0.0%
<b>Total Operating Expenditures</b>	<b>\$ 19,197,978</b>	<b>\$ 7,675,994</b>	<b>-150.1%</b>
<b><u>Capital Expenditures</u></b>			
Community Development and Housing Programs	7,623,271	7,623,271	0.0%
<b>Total Capital Expenditures</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>0.0%</b>
<b>Total Operating and Capital Grant Expenditures</b>	<b>\$ 26,821,249</b>	<b>\$ 15,299,265</b>	<b>-75.3%</b>

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

---

	<b>FY2010 Revised <u>Budget</u></b>	<b>FY2011 <u>Budget</u></b>	<b>Percent Change (FY10 to <u>FY11</u>)</b>
<b><u>Operating Revenues</u></b>			
Property Taxes	\$ 3,355,532	\$ 3,463,539	3.2%
<b>Total Revenues</b>	<b>\$ 3,355,532</b>	<b>\$ 3,463,539</b>	<b>3.2%</b>
<b><u>Operating Expenditures</u></b>			
Contractual Services	\$ 3,332,347	\$ 3,439,658	3.2%
City Services	23,185	23,881	3.0%
<b>Total Expenditures</b>	<b>\$ 3,355,532</b>	<b>\$ 3,463,539</b>	<b>3.2%</b>

**Summary Schedules**  
**City of Charlotte**  
**Risk Management Fund**  
**Summary of Revenues and Expenditures**

---

	<b>FY2010</b>	<b>FY2011</b>	<b>Percent</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b>Change</b>
<b><u>Revenues</u></b>			<b>(FY10 to</b>
			<b>FY11)</b>
City of Charlotte - General Fund	\$ 904,143	\$ 908,312	0.5%
City of Charlotte - Other Funds	702,256	688,909	-1.9%
Mecklenburg County	698,726	706,810	1.1%
Board of Education	485,861	490,768	1.0%
Other Agencies	40,700	40,700	0.0%
<b>Total Revenues</b>	<b>\$ 2,831,686</b>	<b>\$ 2,835,499</b>	<b>0.1%</b>
<b><u>Expenditures</u></b>			
Operating Budget	\$ 2,831,686	\$ 2,835,499	0.1%
<b>Total Expenditures</b>	<b>\$ 2,831,686</b>	<b>\$ 2,835,499</b>	<b>0.1%</b>

**Summary Schedules**  
**City of Charlotte**  
**Tourism Operating Fund**  
**Summary of Revenues and Expenditures**

	<b>FY2010 Revised Budget</b>	<b>FY2011 Budget</b>	<b>Percent Change (FY10 to FY11)</b>
<b><u>Revenues</u></b>			
Occupancy Tax	\$ 4,425,677	\$ 4,735,475	7.0%
Rental Car Tax	2,103,605	2,187,749	4.0%
Interest on Investments	391,000	340,000	-13.0%
Rents	570,000	-	-100.0%
Contribution from Bobcats	289,406	303,876	5.0%
<b>Total Revenues</b>	<b>\$ 7,779,688</b>	<b>\$ 7,567,100</b>	<b>-2.7%</b>
<b>Fund Balance</b>	<b>\$ 1,412,872</b>	<b>\$ 941,843</b>	<b>-33.3%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 9,192,560</b>	<b>\$ 8,508,943</b>	<b>-7.4%</b>
<b><u>Operating Expenditures</u></b>			
Contractual Services	\$ 150,000	\$ 100,000	-33.3%
Contributions:			
Arena Maintenance Reserve	578,813	607,439	4.9%
Ovens/Cricket Maintenance	579,638	597,026	3.0%
Tourism Debt Service Fund	7,884,109	7,204,478	-8.6%
<b>Total Expenditures</b>	<b>\$ 9,192,560</b>	<b>\$ 8,508,943</b>	<b>-7.4%</b>

# 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.

	FY11
Key Business Unit (KBU)	KBU 155 Budget
Aviation	\$ 66,940
CATS	489,924
CDOT	204,274
CMUD	278,878
Engineering	26,727
Fire	433,544
Police	2,028,650
Solid Waste	169,077
<b>Total 155 Charges</b>	<b>\$ 3,698,014</b>

The following list identifies all of the General Fund departmental charges by Key Business Unit (KBU) division. 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.

# Summary Schedules

## General Fund Departmental Charges

Key Business Unit/Division	Total Operating Budget	FY11 Departmental Charges	Net Operating Budget	Description of Departmental Charge
<b>City Attorney</b>	\$ 3,527,881	(1,644,292)	1,883,589	Charges to CATS and Engineering (Real Estate and CIP) for legal services
<b>Budget and Evaluation</b>	1,590,764	(149,880)	1,440,884	Charges to CIP for 50% of costs of CIP Budget Analyst and Budget System Software
<b>Business Support Services</b>				
Equipment Management	12,168,249	(10,200,952)	1,967,297	Charges to KBUs for vehicle maintenance costs
Information Technology	10,211,231	(358,100)	9,853,130	Charges to 911 Fund for IT support of Fire's 911 system and CIP Technology Projects
Telecommunications	1,476,372	(825,030)	651,342	Charges to KBUs for telephone Centrex costs
Network Services	1,422,323	(300,000)	1,122,323	Charges to CIP Technology Projects
<b>Radio Communications</b>	<b>6,186,205</b>	<b>(3,698,014)</b>	<b>2,488,191</b>	<b>Charges to KBUs for radio maintenance and infrastructure cost</b>
<b>Transportation</b>				
Street Maintenance	14,607,613	(9,685,844)	4,921,769	Charges to Powell Bill and Storm Water
Planning and Design	3,047,534	(1,861,699)	1,185,835	Charges to CIP, CATS, and state planning grants
Engineering and Operations	4,233,973	(1,559,763)	2,674,210	Charges to CIP, state municipal agreements, CATS, and Powell Bill
Development Services	1,230,078	(625,000)	605,078	Charges to CIP
Customer Service	866,248	(76,690)	789,558	Charges to Street Light Administration
Administration	5,440,596	(68,000)	5,372,596	Charges to Powell Bill and CATS
Traffic Control	4,686,818	(1,533,055)	3,153,763	Charges to state municipal agreements, Powell Bill, and CIP
<b>Engineering and Property Management</b>				
Landscape Management	5,841,132	(1,287,635)	4,553,497	Charges to KBUs for landscape maintenance services at City facilities
Building Maintenance	3,581,136	(3,411,077)	170,059	Charges to KBUs for building maintenance services at City facilities
CMGC Property Management	3,160,813	(2,288,460)	872,353	Charges to KBUs for building rent at Char-Meck Government Center
City Hall Property Management	319,737	(319,737)	-	Charges to KBUs for building rent at Old City Hall
CMGC Mail Services	571,417	(571,417)	-	Charges to KBUs for postage
Capital Projects Management	13,812,919	(8,921,002)	4,891,917	Charges to CIP and CATS
Real Estate	1,888,576	(823,821)	1,064,755	Charges to CIP, CATS, Storm Water, and CMU
Public Service and Land Development	3,502,797	(39,484)	3,463,313	Charges to Storm Water
<b>Finance</b>				
Accounting	2,374,766	(163,872)	2,210,894	Charges to Procurement Services and CATS for financial system support
Revenue	4,068,063	(74,234)	3,993,829	Charges to KBUs for revenue collections for transit fares, surplus auctions, and community development loans.
<b>Fire</b>				
Administration	4,869,653	(322,583)	4,547,070	Charges to 911 Fund for 3 positions supporting Fire's 911 system
Emergency Management	685,307	(28,694)	656,613	Portion of Emergency Management Planner charged to grant
Training	1,455,482	(67,587)	1,387,895	Charges to Police Department for Training Academy costs
<b>Human Resources</b>				
Personnel Administration	5,686,209	(65,021)	2,123,058	Charges to support Health Insurance fund
Training	814,117	(216,791)	597,326	Charges to KBUs for cost of training classes
<b>City Manager</b>				
Corporate Communications	1,929,729	(122,785)	1,806,944	Charges to CIP for 1 position and to KBUs for cost of communications media
CharMeck 311 - Customer Service	8,410,875	(1,109,472)	7,301,403	Charges to KBUs for Avaya maintenance and to CIP technology projects and CMU/311 Transition Project
Internal Audit	1,047,503	(144,229)	903,274	Charges to CATS for 2 positions
Office of Chief Information Officer	2,676,476	(609,300)	2,067,176	Charges to CIP technology projects and to KBUs for enterprise license agreement
<b>Planning</b>				
General Planning Service	5,107,742	(559,509)	4,548,233	Charges to CATS for 3 positions, CIP for 2 positions, and MUMPO Admin overhead and CIP Technology Projects
Zoning Plans Review	297,630	(119,052)	178,578	Charges to Neighborhood & Business Services and Engineering
MUMPO Support Services	250,000	(100,000)	150,000	Charges to CDOT for MUMPO support
<b>Police</b>				
Police Attorney	957,189	(130,010)	827,179	Charges to Asset Forfeiture fund for Attorney salary & benefits
Federal Reimbursement	238,238	(238,238)	-	Charges to Federal Task Forces for eligible overtime expenses
Training	2,115,220	(164,775)	1,950,445	Charges to Fire Department for Training Academy costs
Property and Evidence Management	5,471,883	(107,344)	5,364,539	Charges to Engineering Building Services for CMGC Officer
Transit Authority Liaison	320,860	(436,000)	(115,140)	Charges to CATS for 1 Sergeant and 3 Police Officers and Overhead
Airport Law Enforcement	115,191	(112,220)	2,971	Charges to Aviation for Police Captain leading the Airport Police
<b>Neighborhood and Business Services</b>				
KBU Support	1,389,203	(261,778)	1,127,425	Charges to federal grants for support costs and charges to CIP
Business Support Services	939,112	(219,313)	719,799	Charges to Innovative Housing for Financial Services support
Housing Services/Code Enforcement	4,544,521	(60,000)	4,484,521	Charges to In Rem Repair for Code Enforcement costs
Business Services	1,566,214	(40,424)	1,525,790	Charges to CATS for Transit Station Coordinator
Housing Services	1,944,125	(1,944,125)	0	Charges to the CDBG grant for Housing Services support costs
Community and Commerce	2,037,828	(38,000)	1,999,828	Charges to CIP Technology Projects
<b>Solid Waste</b>				
Special Services	4,346,406	(91,514)	4,254,892	Charges to CATS for bus shelter maintenance on State roads
	<b>\$169,033,954</b>	<b>\$(57,795,821)</b>	<b>\$ 107,740,000</b>	

# Preliminary FY2011-2015 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's Focus Areas and priorities.

Like private sector companies in an economic downturn, capital investments are one of the first expenditures to be reduced. This protects core businesses and helps to insure on-going operations. This capital program reflects reductions across all focus areas, with the exception of Economic Development.

At City Council's Annual Retreat in February 2010, additional debt capacity of \$50.0 million was identified. The proposed FY11-15 CIP recommends allocating \$45 million of this capacity (\$27.5 million in COPs and \$17.5 million in 2010 Bonds)

## **HIGHLIGHTS OF THE FY11-15 CIP**

The five-year FY11-15 CIP totals \$2,568,463,771 a 10.2% decrease from the FY2010-2014 CIP. The decrease totals \$290.8 million and is due to decreases in Utilities (\$336.9 million), Roads (\$42.4 million), and Housing and Neighborhood Development (\$39.9 million). These decreases are partially offset by an increase in Storm Water (\$46.2 million), Aviation (\$29.7 million), CATS (\$29.1 million), and Facility Investments (\$30.4 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
- Pay-As-You-Go: 1.26¢ of the property tax rate
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance. In FY11, funding of \$15.8 million is reserved for the Enterprise Resource Planning (ERP) Program.
- Capital Fund balances
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$437.4 million. Funding highlights of the program are as follows:

### **Housing and Neighborhoods**

- \$68.0 million for housing programs
- \$48.0 million for neighborhood improvements
- \$15.0 million for sidewalks
- \$10.5 million for the affordable housing
- \$7.5 million for area plan improvements

### **Transportation**

- \$35.5 million for Farm-to-Market Roads
- \$20.0 million for Northeast Corridor Access Improvements
- \$18.2 million for Intersection 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)

# Preliminary FY2011-2015 Capital Investment Plan

## Economic Development

- \$10.0 million for business corridor revitalization strategy
- \$8.0 million programmed for reserve for economic development initiatives
- \$9.5 million for redevelopment of North Tryon Street

## Environment

- \$10.5 million for tree removal, replacement, trimming, and cankerworm protection
- \$3.0 million for environmental services

## Facility Investments

- \$24.7 million for building and roof maintenance
- \$15.8 million for Enterprise Resource Planning
- \$11.0 million for consolidated fire headquarters
- \$10.0 million for technology investments
- \$7.0 million for Eastway Police Station
- \$7.0 million for Steele Creek 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 \$236.7 million and is fully financed through storm water fees. Major projects include:

- \$69.0 million for flood control projects in neighborhood water basins
- \$58.0 million for storm water repairs
- \$23.5 million for minor storm water projects
- \$15.9 million for pollution control 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 \$314.5 million and is fully financed through the one half-cent sales tax and federal and state capital grants.

Major projects include:

- \$175.1 million for the LYNX Blue Line Extension
- \$61.8 million for bus and special transportation vehicle replacement
- \$18.9 million for preventative maintenance
- \$12.5 million for the Davidson BOD Facility Renovation/Expansion

## 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 \$780.0 million and is fully financed from water and sewer fees.

Major projects include:

- \$187.0 million for Long Creek Wastewater Treatment plant
- \$105.0 million for water and sewer line rehabilitation and replacement
- \$48.6 million for the Northeast water transmission main
- \$24.2 million for Steele Creek lift station replacement

## Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$800.0 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
- \$91.3 million for New Hourly Parking Deck
- \$72.5 million for rental car facility relocation
- \$63.0 million for an In-line Baggage System
- \$46.0 million for airport entrance road connection



# Preliminary FY2011-2015 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.

### 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**

# Preliminary FY2011-2015 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.

### **Capital Planning**

The FY11-15 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

Initial planning for the CIP began in the fall 2009 with a review of the Capital Investment Plan process. During December, the Mid-Year CIP Status Report was completed and in January Key Businesses completed and submitted CIP requests for the FY2011-2015 CIP. Between February and April 12, 2010, 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.

# Preliminary FY2011-2015 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 (one-half cent)
- Other miscellaneous revenues including ABC profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation

### 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 be approximately 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 and 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.

# Preliminary FY2011-2015 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 \$25.7 in 2008 Street and Neighborhood Bonds, all programmed in FY2011.
- The FY11-15 CIP includes \$14.3 million in previously authorized Certificates of Participation (COPs) for Providence Police Station, Consolidated Fire Headquarters, and Reserve for Economic Development Initiatives.
- The Capital program also includes \$2.8 million in prior COPs and \$1.8 million in project savings (identified in the FY2010 mid-year report) and programmed for renovation of Sweden Road Equipment Maintenance Facility, Providence Police Station, Consolidated Fire Headquarters, and construction of a road salt storage shed, respectively.

### **New General Government Bond Status**

- At City Council's Annual Retreat in February 2010, additional debt capacity of \$50.0 million was identified. The proposed FY11-15 CIP recommends allocating \$45 million of this capacity (\$27.5 million in COPs and \$17.5 million in 2010 Bonds)
- The FY11-15 CIP includes \$198.6 million (increase of \$17.5 million over the FY10-14 CIP) for a proposed bond referendum in November 2010. The bonds are as follows:
  - \$156.6 million in Street Improvement Bonds
  - \$25.0 million in Neighborhood Improvements Bonds (see page 164 for specific neighborhoods funded through these bonds)
  - \$7.0 million in Neighborhood Improvement Bonds for Boulevard Homes infrastructure
  - \$10.0 million in Affordable Housing Bonds
- The FY11-15 CIP also includes \$27.5 million in proposed Certificates of Participation financing as follows:
  - \$7.5 million for Consolidated Fire Headquarters
  - \$7.0 million for Eastway Police Station
  - \$7.0 million for Steele Creek Police Station
  - \$6.0 million for Land for a Joint 911 Communications Center
- A summary of the 2010 Bond Referendum follows on the next page.

# Preliminary FY2011-2015 Capital Investment Plan

## Preliminary Bonds Schedule (in millions)

	FY10-14 Current CIP <u>2010 Bond</u>	FY11-15 Proposed <u>2010 Bond</u>	<u>Difference</u>
<b><u>Housing and Neighborhood Development</u></b>			
Neighborhood Improvements	\$ 25.0	\$ 25.0	\$ -
Neighborhood Improvements - Boulevard Homes	7.0	7.0	
Affordable Housing	10.0	10.0	
Area Plan Projects	5.0	5.0	
Traffic Calming Program	3.0	3.0	
Pedestrian and Traffic Safety Program	2.0	2.0	
Sidewalk Construction Program	15.0	15.0	
<b>Total</b>	<b>\$ 67.0</b>	<b>\$ 67.0</b>	<b>\$ -</b>
<b><u>Transportation</u></b>			
Bridge Program	2.0	2.0	
Farm-to-Market Road Improvement Program:			
- Oakdale Road Improvements	8.0	8.0	
- Robinson Church Road - Planning/Design	2.5		(2.5)
- Johnston-Oehler Road Improvements	14.3	14.3	
- Tyvola Road Improvements - Planning/Design	1.5		(1.5)
Minor Roadway Improvement Program	1.5	1.5	
Intersection Improvement Construction Projects:			
- Ballantyne Commons/Elm Lane	7.2	7.2	
- Scaleybark/South Boulevard	2.0	2.0	
- McKee Rd/Providence Rd **		7.0	7.0
- Arrowood Rd/Nations Ford Rd **		2.0	2.0
Public-Private Participation Program	6.0	3.0	(3.0)
Thoroughfare and Street Projects:			
- Beatties Ford Rd (Capps Hill Mine to Sunset)	13.0	13.0	
- Brevard and Eighth Street Improvements	5.5	5.5	
- Idlewild Rd (Piney Grove to Margaret Wallace)	8.0	8.0	
State Highway Participation Program	3.0	3.0	
Street Connectivity Program	4.0	4.0	
Traffic Control Devices Upgrade Program	4.0	4.0	
Traffic Flow Enhancement (coordinated signals)	5.0	5.0	
Bicycle Program	2.0	2.0	
City Center Transportation Implementation	4.0	4.0	
NE Corridor: Access Improvements	6.5	20.0	13.5
Non-System Residential Streets Program **	-	2.0	2.0
<b>Total</b>	<b>\$ 100.0</b>	<b>\$ 117.5</b>	<b>\$ 17.5</b>
<b><u>Economic Development</u></b>			
Business Corridor/Pedscape Infrastructure	4.6	4.6	
North Tryon Redevelopment*	9.5	9.5	
<b>Total</b>	<b>\$ 14.1</b>	<b>\$ 14.1</b>	<b>\$ -</b>
<b>Total 2010 Bond Referendum</b>	<b>\$ 181.1</b>	<b>\$ 198.6</b>	<b>\$ 17.5</b>

\* Funded from Reserve for Economic Development Initiatives

\*\* New project requests

= changes

# Preliminary FY2011-2015 Capital Investment Plan

## Neighborhood Improvement Program (NIP) - \$25 Million

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 BONDS**

#### Neighborhoods Total Estimate

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
<b>Total</b>	<b>\$25.0M</b>

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.

## Sidewalk Construction Program - \$15 Million

Sidewalks are evaluated for inclusion into the program based on surveys of the roadway network along thoroughfares and residential streets, and are prioritized for construction based on a 15-point criteria approved by City Council. Current policy states that every thoroughfare should ultimately have sidewalks on both sides, while residential streets should have sidewalks on at least one side. Below is a list of proposed sidewalk projects currently being planned for completion with the 2010 Bonds. This list is flexible. As new requests are made, each project on the list may rise or fall in the overall priority ranking.

### **PROPOSED SIDEWALK PROJECTS – 2010 Bonds**

Atando Avenue	Orvis Street
Boyce Road	Park Road Pedestrian Crossing
Castlekeep Drive	Pinehurst Place
Chiswick Road	Providence Road (Barden to Mamouth Oaks)
Cottonwood Street	S. Tryon 1—Phase 1—Nations Ford/Tyvola
East Ford Road	S. Tryon 2—I-77/Billy Graham
Graham Street	Sunset Road
Joe Street	Toddville Road
McDonald Avenue	University City Boulevard
Nevin/Gibbon Road	Woodfox/Rounding Run
N. Hoskins Road	

# Preliminary FY2011-2015 Capital Investment Plan

## Certificates of Participation (COPs) Funded Facility Investments - Public Safety (in millions)

Project	Current CIP	FY2011 Proposed	Project Savings	Project Total
Consolidated Fire Headquarters	\$ 7.5	\$ 7.5	\$ 1.0	\$ 16.0
Providence Police Station	6.0	-	0.7	6.7
Eastway Police Station **		7.0		7.0
Steele Creek Police Station **		7.0		7.0
Land for Joint Communications Center **		6.0		TBD
<b>Total New Certificates of Participation</b>		<b>\$ 27.5</b>		

## PAYG and Reprogrammed Savings Funded Facility Investments (in millions)

Project	Current CIP	FY2011 Proposed	Project Total
Northeast Equipment Maintenance Facility	\$ 3.0	\$ (3.0)	\$ -
Sweden Road Equipment Maintenance Shop Renovation **		2.8	2.8
CDOT Salt Shed Replacement **		0.8	0.8
Louise Avenue Equipment Maintenance Shop Renovation **		1.1	1.1

\*\* New project requests

# Preliminary FY2011-2015 Capital Investment Plan

## Pay-As-You-Go and Current Revenues

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

The PAYG capital program includes \$56.6 million in FY11 revenues, a \$40.0 million decrease, or a 41.4% reduction from the FY10 CIP. This decrease is due mostly to the netting out of the following FY10 one-time revenues: I-277 land sales of \$34.0 million and General Capital Fund balance of \$6.3 million.

Below is a summary of the FY11 Pay-As-You-Go revenues:

- \$24.4 million from Auto and Sales Taxes
- \$10.8 million from I-277 land sales
- \$9.4 million from PAYG Property Tax
- \$5.2 million from Vehicle Rental Tax
- \$1.8 million from Project Savings
- \$1.5 million from General Capital fund balance
- \$1.3 million from Pay-As-You-Go fund balance
- \$1.2 million from Interest and Other Income
- \$1.0 million from Capital Reserve

**The Pay-As-You-Go Fund property tax rate for FY10 is recommended at 1.26¢, a decrease of 0.15¢ from FY10.**

Major projects funded by Pay-As-You-Go in FY11:

- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$10.8 million for I-22 Interchange projects
- \$5.2 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 building and roof maintenance
- \$4.2 million for Innovative Housing
- \$2.1 million for Tree Management Program, including trimming and removal (\$1.4 million) and tree replacement (\$0.7 million)

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



# Preliminary FY2011-2015 Capital Investment Plan

## Preliminary Pay-As-You-Go Schedule

PROJECT TITLE	Revised FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	TOTAL
<b>Pay-As-You-Go Revenues</b>							
Property Tax	\$10,411,384	\$9,425,588	\$9,510,365	\$9,603,444	\$9,703,719	\$9,810,088	\$48,053,205
Property Tax - Synthetic TIF	89,174	63,017	120,569	171,954	218,310	260,771	834,621
PAYG Fund - Interest Income	713,000	713,000	800,000	900,000	900,000	900,000	4,213,000
Sales Tax	11,311,887	11,650,000	12,086,875	12,540,133	13,010,388	13,498,277	62,785,673
Auto Tax	12,500,000	12,750,000	12,845,625	12,941,950	13,039,025	13,136,800	64,713,400
Vehicle Rental Tax *	6,764,782	5,211,453	5,445,969	5,691,037	5,947,134	6,214,755	28,510,348
Capital Reserve	0	1,000,000	4,000,000	10,000,000	800,000		15,800,000
Capital Fund Balance	8,000,000	1,491,243	2,450,297	841,436	554,339	197,341	5,534,656
Pay-As-You-Go Balance	1,184,982	1,332,283	4,328,020	913,734	768,245	618,616	7,960,899
Project Savings	0	1,760,000					1,760,000
General Fund Contribution	75,459						0
Grant Program Income	725,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Sale of Land (I-277 Ramps)	44,770,000	10,775,000					10,775,000
Sale of Land (Central Yard)			2,000,000				2,000,000
<b>TOTAL REVENUES</b>	<b>\$96,545,668</b>	<b>\$56,571,584</b>	<b>\$53,987,720</b>	<b>\$54,003,688</b>	<b>\$45,341,160</b>	<b>\$45,036,649</b>	<b>\$254,940,801</b>
<b>EXPENDITURES</b>							
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	4,935,585	3,802,276	3,973,379	4,152,181	4,339,029	4,534,285	20,801,150
- County/Towns Share	595,301	458,608	479,245	500,811	523,348	546,898	2,508,911
- Road Planning/Design/ROW	1,233,896	950,569	993,345	1,038,045	1,084,757	1,133,571	5,200,288
Synthetic TIF Projects	80,256	56,715	101,193	137,093	168,468	196,336	659,805
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Innovative Housing ***	4,950,322	4,198,108	4,240,250	4,240,250	4,240,250	4,240,250	21,159,108
HOME Grant Match ***	1,210,308	985,308	985,308	985,308	985,308	985,308	4,926,540
In Rem Remedy - Residential	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						0
- Reimburse Loan from Debt Service		6,000,000					6,000,000
- Reimburse State of NC ****		4,775,000					4,775,000
- Brevard Street Improvements	8,500,000						0
- Stonewall Street Improvements	6,500,000						0
- To Be Programmed	8,170,000						0
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000
Streetcar Planning and Design	8,000,000						0
Business Corridor Revitalization	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Business Grant Program	400,000	0	0	0	0	0	0
Environmental Services Program	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Tree Trimming and Removal Program	420,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Tree Replacement Program	0	700,000	700,000	700,000	700,000	700,000	3,500,000
Building Maintenance	3,300,000	3,350,000	3,400,000	3,550,000	3,650,000	3,700,000	17,650,000
Roof Replacement Program	1,200,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,000,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Maintenance	600,000	600,000	650,000	650,000	700,000	750,000	3,350,000
Government Center Re-Caulking			6,000,000				6,000,000
Consolidated Fire Headquarters		600,000					600,000
Providence Police Station		700,000					700,000
Fire Station Renovations				400,000	400,000	400,000	1,200,000
CDOT Salt Shed Replacement	0	750,000					750,000
Louise Ave Equipment Maintenance Shop	0	195,000	915,000				1,110,000
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
Enterprise Resource Planning (ERP)	0	1,000,000	4,000,000	10,000,000	800,000		15,800,000
<b>TOTAL EXPENDITURES</b>	<b>\$96,545,668</b>	<b>\$56,571,584</b>	<b>\$53,987,720</b>	<b>\$54,003,688</b>	<b>\$45,341,160</b>	<b>\$45,036,649</b>	<b>\$254,940,801</b>

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

\*\* Maintenance of Effort (MOE)

\*\*\* Includes annual program income (Innovative = \$125,000; HOME = \$275,000)

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

# Preliminary FY2011-2015 Capital Investment Plan

## Preliminary Public Art Schedule

<u>Project Title</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>TOTAL</u>
Neighborhood Improvements - Streetscape*	\$ 1,700,000	\$ 700,000	\$ 900,000	\$ 900,000		\$ 4,200,000
Area Plan Projects	2,500,000	2,500,000	2,500,000			7,500,000
Pedestrian and Traffic Safety	1,000,000	1,000,000	1,000,000			3,000,000
Business Corridor/Pedscape Infrastructure	2,300,000	2,300,000				4,600,000
North Tryon Redevelopment	9,500,000					9,500,000
Consolidated Fire Headquarters	10,000,000					10,000,000
Police Providence Station	3,700,000					3,700,000
Eastway Police Station		3,600,000				3,600,000
Steele Creek Police Station		3,600,000				3,600,000
<b>TOTAL</b>	<b>\$ 30,700,000</b>	<b>\$ 13,700,000</b>	<b>\$ 4,400,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ 49,700,000</b>

## **FY11-15 General Art Allocations**

Neighborhood Improvements - Streetscape*	17,000	7,000	9,000	9,000		42,000
Area Plan Projects	25,000	25,000	25,000			75,000
Pedestrian and Traffic Safety	10,000	10,000	10,000			30,000
Business Corridor/Pedscape Infrastructure	23,000	23,000				46,000
North Tryon Redevelopment	95,000					95,000
Consolidated Fire Headquarters	100,000					100,000
Police Providence Station	37,000					37,000
Eastway Police Station		36,000				36,000
Steele Creek Police Station		36,000				36,000
<b>TOTAL</b>	<b>\$ 307,000</b>	<b>\$ 137,000</b>	<b>\$ 44,000</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ 497,000</b>

## **REVENUES**

Neighborhood Improvement Bonds	17,000	7,000	9,000	9,000		42,000
Street Bonds	153,000	58,000	35,000			246,000
Pay-As-You-Go Fund	7,000					7,000
Certificates of Participation	130,000	72,000				202,000
<b>TOTAL</b>	<b>\$ 307,000</b>	<b>\$ 137,000</b>	<b>\$ 44,000</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ 497,000</b>

Aviation public art funding is calculated at year-end. Aviation public art funding at FY09 year-end was \$436,388.

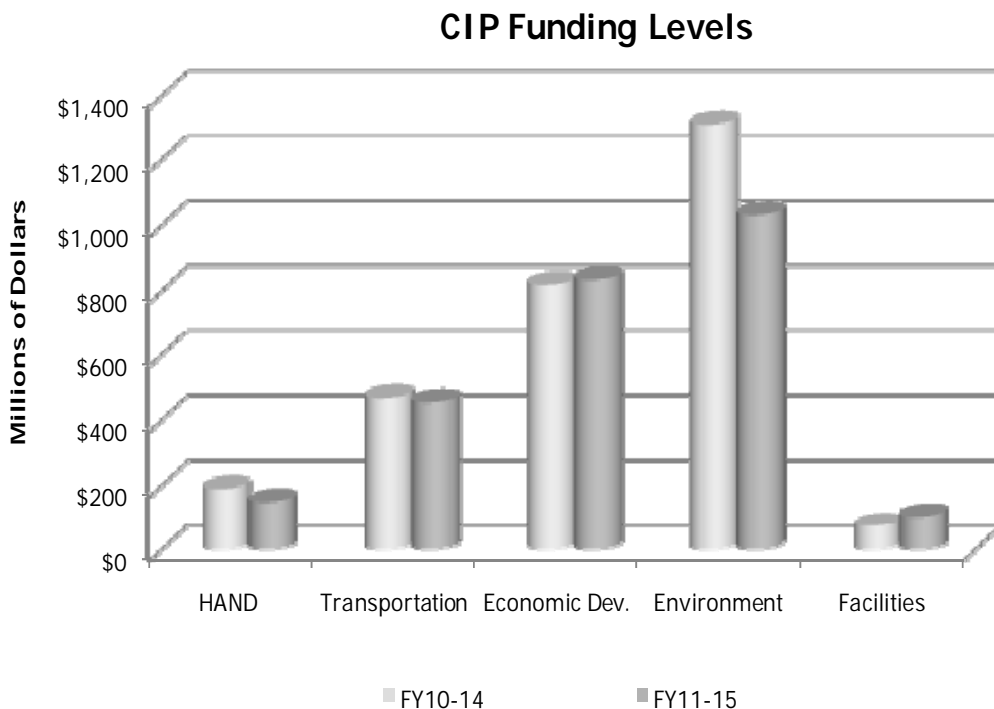
\* includes Boulevard Homes

# Preliminary FY2011-2015 Capital Investment Plan

## CAPITAL INVESTMENT PLAN OVERVIEW

- Housing and Neighborhood Development:** funding is decreasing by \$39.9 million, or 21.1%. This decrease is due primarily to elimination of prior year appropriations of 2008 bonds (\$33.4 million) for Neighborhood Improvements, Sidewalks, and Affordable Housing, a reduction in Pay-As-You-Go funding for Innovative Housing (\$3.3 million), and a reduction in CDBG and HOME Grant Program Income (\$2.6 million).
- Transportation:** funding is decreasing by \$13.3 million, or 2.9%. This decrease is the net result of elimination of prior year appropriations of 2008 street bonds (\$42.4 million) and a \$29.1 million increase in CATS capital program.
- Economic Development:** funding is increasing by \$14.3 million, or 1.8%. This increase is the net result of a \$15.4 million reduction in general economic development funding and a \$29.7 million increase in the Aviation capital program.
- Environment:** funding is decreasing by \$282.3 million, or 21.5%. This change is due to a \$336.9 million reduction in the Water and Sewer capital program, partially offset by a \$46.2 million increase in the Storm Water capital program and \$8.4 million increase in the Environmental Services Tree Management program.
- Facility Investments:** The Facility Investments 5-year Program is increasing \$30.4 million, or 41.5% due to new public safety investments in Police stations, Fire Headquarters, and land for a Joint 911 Communications Center and other new investments for renovation of vehicle maintenance facilities and establishment of an Enterprise Resource Planning (ERP) program.

The next few pages provide a comparison of the FY10-14 CIP to the Preliminary FY11-15 CIP and provides a summary for each program area.



# Preliminary FY2011-2015 Capital Investment Plan

CITY OF CHARLOTTE  
FY2011-2015 CAPITAL INVESTMENT PLAN

Program Category	FY2011	FY2012	FY2013	FY2014	FY2015	FY11-15 CIP	%	FY10-14 CIP
<b>HOUSING AND NEIGHBORHOOD DEVELOPMENT</b>								
Housing	\$ 18,656,687	\$ 18,698,829	\$ 13,698,829	\$ 13,698,829	\$ 13,698,829	\$ 78,452,003	-12.8%	\$ 90,018,573
Neighborhoods	29,200,000	19,200,000	12,700,000	9,200,000	200,000	70,500,000	-28.7%	98,850,000
<b>Total Housing and Neighborhood Development</b>	<b>\$ 47,856,687</b>	<b>\$ 37,898,829</b>	<b>\$ 26,398,829</b>	<b>\$ 22,898,829</b>	<b>\$ 13,898,829</b>	<b>\$ 148,952,003</b>	<b>-21.1%</b>	<b>\$ 188,868,573</b>
<b>TRANSPORTATION</b>								
Roads	\$ 88,650,569	\$ 45,093,345	\$ 1,588,045	\$ 1,634,757	\$ 1,683,571	\$ 138,650,287	-23.4%	\$ 181,050,288
Charlotte Area Transit	50,540,710	91,206,784	95,989,441	27,153,756	49,646,626	314,537,317	10.2%	285,478,982
<b>Total Transportation</b>	<b>\$ 139,191,279</b>	<b>\$ 136,300,129</b>	<b>\$ 97,577,486</b>	<b>\$ 28,788,513</b>	<b>\$ 51,330,197</b>	<b>\$ 453,187,604</b>	<b>-2.9%</b>	<b>\$ 466,529,270</b>
<b>ECONOMIC DEVELOPMENT</b>								
Economic Development	\$ 19,856,715	\$ 4,901,193	\$ 2,637,093	\$ 2,668,468	\$ 2,696,336	\$ 32,759,805	-31.9%	\$ 48,131,789
Aviation	178,255,909	246,529,250	198,038,500	108,699,600	68,286,000	799,809,259	3.9%	770,082,224
<b>Total Economic Development</b>	<b>\$ 198,112,624</b>	<b>\$ 251,430,443</b>	<b>\$ 200,675,593</b>	<b>\$ 111,368,068</b>	<b>\$ 70,982,336</b>	<b>\$ 832,569,064</b>	<b>1.8%</b>	<b>\$ 818,214,013</b>
<b>ENVIRONMENT</b>								
Environmental Services	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 13,500,000	164.7%	\$ 5,100,000
Storm Water	37,500,000	48,575,000	45,850,000	49,600,000	55,210,000	236,735,000	24.2%	190,580,000
Water	29,084,000	93,777,000	70,247,000	66,917,000	41,917,000	301,942,000	-26.4%	409,972,000
Sewer	83,262,600	49,710,000	254,950,000	49,250,000	40,865,500	478,038,100	-32.4%	706,863,100
<b>Total Environment</b>	<b>\$ 152,546,600</b>	<b>\$ 194,762,000</b>	<b>\$ 373,747,000</b>	<b>\$ 168,467,000</b>	<b>\$ 140,692,500</b>	<b>\$ 1,030,215,100</b>	<b>-21.5%</b>	<b>\$ 1,312,515,100</b>
<b>FACILITY INVESTMENTS</b>	<b>\$ 30,755,000</b>	<b>\$ 35,635,000</b>	<b>\$ 18,550,000</b>	<b>\$ 9,600,000</b>	<b>\$ 9,000,000</b>	<b>\$ 103,540,000</b>	<b>41.5%</b>	<b>\$ 73,147,940</b>
<b>TOTAL PROGRAM</b>	<b>\$ 568,462,190</b>	<b>\$ 656,026,401</b>	<b>\$ 716,948,908</b>	<b>\$ 341,122,410</b>	<b>\$ 285,903,862</b>	<b>\$ 2,568,463,771</b>	<b>-10.2%</b>	<b>\$ 2,859,274,896</b>
<b>GENERAL GOVERNMENT</b>	<b>\$ 189,818,971</b>	<b>\$ 126,228,367</b>	<b>\$ 51,873,967</b>	<b>\$ 39,502,054</b>	<b>\$ 29,978,736</b>	<b>\$ 437,402,095</b>	<b>-11.9%</b>	<b>\$ 496,298,590</b>

# Preliminary

## FY2011-2015 Capital Investment Plan

This section provides comparative information regarding changes for each program area from FY10-14 CIP to Preliminary FY11-15 CIP.

### Housing and Neighborhood Development

- The Housing Program decreases \$11.6 million, or 12.8%, due primarily to elimination of prior year appropriations of 2008 bonds for affordable housing (\$5.0 million), a reduction in CDBG and HOME Grant Program Income (\$2.6 million), and a reduction in Pay-As-You-Go funding for Innovative Housing (\$3.3 million). The CDBG and HOME grants are projected to receive the same levels of funding as the current year. 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 \$28.4 million, or 28.7%, due to elimination of prior year appropriations of 2008 bonds, including funding for Eastland Infrastructure, Area Plan Projects, and the Sidewalk Program. 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 \$42.4 million, or 23.4% due to elimination of prior year appropriations of 2008 bonds. The program is based on Transportation Action Plan priorities. The program has been adjusted with the following modifications: elimination of funding for planning and design for two Farm-to-Market Road projects due to no bond funding for construction of these projects currently planned beyond the 2010 bonds, reduction of funding for the Public-Private Participation Program due to reduced development activity, increased funding for Northeast Corridor Access Improvements, and additional funding for 3 new projects: McKee Road/Providence Road and Arrowood Road/Nations Ford Intersection Improvements and Non-System Residential Street Program. These modifications result in a net increase of \$17.5 million for the 2010 bond referendum, which now includes \$142.5 million for Street Improvements.
- The Charlotte Area Transit System (CATS) Program is increasing \$29.1 million, or 10.2%. This increase is due to an increase in anticipated grant funding for the LYNX Blue Line Extension, bus and rail preventive maintenance programs, and Phase II of the Davidson Bus Operations Division Facility Renovation. The program includes \$175.1 million for the LYNX Blue Line Extension, \$61.8 million for bus and STS vehicle replacement, and \$18.9 million for the Preventive Maintenance Program.

### Economic Development

- The Economic Development Program is decreasing by \$15.4 million, or 31.9%. This decrease is due to elimination of prior year appropriations of 2008 bonds for Business Corridors/Pedscape Infrastructure, Pay-As-You-Go for Streetcar Planning and Design, COPs for Reserve for Economic Development Initiatives, and the transfer of funding for Infrastructure and Façade Grants to other Economic Development funds. The 2010 bond referendum proposes \$14.1 million for economic development programs, including \$9.5 million for North Tryon Redevelopment and \$4.6 million for Business Corridor/Pedscape Infrastructure.
- Aviation is increasing by \$29.7 million, or 3.9%. The 5-year \$800 million program includes \$250.0 million for expansion to the Terminal Lobby, \$91.3 million for the new Hourly Parking Deck, \$72.5 million for relocation of the Car Rental Facility, and \$63.0 million for an In-Line Baggage System.

### Environment

- The Environmental Services Program totals \$13.5 million over five years, an increase of \$8.4 million, or 164.7%, over the FY10-14 program. The increase is due to the transfer of funding for the tree management program from the general fund to the capital program and an expansion of the program to provide additional funding for tree replacement. The Environmental Program also includes \$3.0 million for 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.

# Preliminary FY2011-2015 Capital Investment Plan

(Program areas continued)

- The Storm Water Program is increasing by \$46.2 million, or 24.2%. The program includes \$69.0 million for flood control projects in neighborhoods, \$58.0 million for repairs on private and public rights-of-way, \$23.5 million for minor storm water projects, and \$15.9 million for pollution control projects.
- The Water and Sewer Program is decreasing \$336.9 million, or 30.2%. Major projects include: \$187.0 million for Long Creek wastewater treatment plant and \$105.0 million for water and sewer line rehabilitation.

## **Facility Investments**

- The Facility Investments 5-year Program totals \$103.5 million. The program is increasing \$30.4 million, or 41.5% due to new public safety investments in Police stations, Fire Headquarters, and land for a Joint 911 Communications Center and other new investments for renovation of vehicle maintenance facilities and establishment of an Enterprise Resource Planning (ERP) program. The Facility Investments program also funds on-going maintenance and renovation projects and programs at FY10 funding levels. New and amended projects include:
  - \$16.0 million for a Consolidated Fire Headquarters. Funding includes \$5.0 million in COPs in the prior year for site acquisition, demolition, and architecture costs, and \$11.0 million (\$10.0 million in COPs and \$1.0 million General Capital fund balance from project savings) funded in FY11 for construction and equipment costs. Total project cost is increased from \$10.0 million in the prior CIP.
  - \$15.8 million funded from Capital Reserve for a new Enterprise Resource Planning (ERP) Program. Funding will be used to acquire and implement ERP software for financial management, procurement and project accounting.
  - \$14.0 million in new COPs funding for Eastway Police Station (\$7.0 million) and Steele Creek Police Station (\$7.0 million). These stations compliment the Law Enforcement Center vision of constructing facilities to accommodate growth needs. Funding will provide for total project costs including planning and design, land acquisition, and construction.
  - \$6.0 million in new COPs to purchase land for a new Joint 911 Communications Center.
  - \$3.9 million to renovate two existing Equipment Maintenance facilities at Sweden Road and Louise Avenue

# Preliminary FY2011-2015 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 FY11-15 Capital Investment Plan.

### Amended Projects

- **Road Projects** - Some adjustments have been made to the Road projects proposed for inclusion in the 2010 Bond Referendum. After November 2010, the FY11-15 five-year CIP does not include future general bond referendums. Changes in the road program are highlighted below:
  - Robinson Church Road Farm-to-Market Road Improvement: This project has been removed from the planned road projects and \$2.5 million for planning and design work has been reprogrammed.
  - Tyvola Road Farm-to-Market Road Improvement: This project has been removed from the planned road projects and \$1.5 million for planning and design work has been reprogrammed.
  - Public-Private Participation: funding is reduced by \$3.0 million (from \$6.0 million to \$3.0 million)
  - NE Corridor Access Improvements: funding of \$13.5 million is added to the program, for a total of \$20.0 million proposed for inclusion the 2010 Bond Referendum.
  - McKee Road/Providence Road Intersection Improvements: New project included at \$7.0 million.
  - Arrowood Road/Nations Ford Road Intersection Improvements: New project included at \$2.0 million.
  - Non-System Residential Street Program: New project included at \$2.0 million
- **Consolidated Fire Headquarters** - This project provides for acquisition of property, demolition of existing structures, and construction of a new facility to accommodate Fire Administration, Fire Prevention, Emergency Management, and Emergency Operations Center. Current funding totals \$10.0 million and was based on initial estimates prior to completing planning and design work. Funding is increased by \$6.0 million for a total budget of \$16.0 million to be financed from \$15.0 million in Certificates of Participation and \$1.0 million from General CIP Fund Balance. The project is scheduled over two fiscal years: FY10 and FY11. FY10 funding of \$5.0 million provided for acquisition of the site, demolition of existing structures, and contract with an architect. FY11 funding of \$11.0 million is for constructing and equipping the new facility. 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 will function much like the 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 project is increased \$0.7 million to \$6.7 million and will be financed from \$6.0 million in Certificates of Participation and \$0.7 million from General CIP Fund Balance. The cost increase is based on more up to date cost information provided by completed design specifications and the addition of sustainable facility elements into the design of the station to achieve basic LEED certification. \$2.6 million of the project funding was appropriated in FY10 for planning and design of the facility and acquisition of the site. FY11 funding of the remaining \$4.1 million will be used to construct and equip the new facility.
- **Tree Canopy Program** - The project is currently funded at \$420,000 annually for tree removal and cankerworm banding. The program is retitled to "Tree Trimming and Removal Program", and \$980,000 is added to fund all contract tree removal, trimming, and cankerworm protection at \$1.4 million annually. \$677,122 of the additional funding is transferred from Engineering & Property Management's operating budget.
- **Tree Replacement Program** - \$216,808 is transferred from Engineering & Property Management's operating budget and combined with \$483,192 in additional funding for a \$0.7 million expanded tree replacement program.

# Preliminary FY2011-2015 Capital Investment Plan

## New Projects

- **Eastway Police Station** - This project provides for a permanent police station in the Eastway Division. The facility will replace a temporary leased facility currently located in a shopping center at Central Avenue and Eastway Drive and will function much like the 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 \$7.0 million and is proposed to be financed from Certificates of Participation.
- **Steele Creek Police Station** - This project provides for a permanent police station in the Steele Creek Division. The facility will replace the current station located in the old police academy building on Shopton Road and will function much like the 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 \$7.0 million and is proposed to be financed from Certificates of Participation. Once the new Steele Creek station is complete, the current facility on Shopton Road will be converted for use as office space for Vice/Narcotics, Gang/Firearms, and Special Operations divisions, relieving congestion in the CMPD Headquarters building
- **Land for Joint Communications Center** - This project provides funding for the purchase of land for a proposed Joint 911 Communications Center. The new facility would co-locate the 911 call centers for Charlotte Fire Department, Charlotte-Mecklenburg Police Department, and Mecklenburg County MEDIC, plus possibly CharMeck 311, providing increased operational efficiencies and infrastructure cost savings. The purchase of land for the facility site is funded at \$6.0 million and is proposed to be financed from Certificates of Participation.
- **Sweden Road Equipment Maintenance Facility Renovation** - This project provides funding for modifications to the existing Sweden Road vehicle equipment maintenance shop to adequately service fire apparatus and specialty equipment assigned to this shop. Modifications would include expansion and improvements in the break room and training areas as well as the building of a new work area behind the current shop that would house the current welding, pressure washing, and tire shop operations. Renovation of the facility is funded at \$2.8 million and is proposed to be financed from reprogrammed Certificates of Participation currently allocated to the Northeast Equipment Maintenance Facility, which is no longer being planned.
- **Louise Avenue Equipment Maintenance Facility Renovation** - This project provides funding for construction of two additional bays on the west side of the Louise Ave heavy equipment maintenance shop. One bay will include the installation of a "fluids distribution system" and the other will include the installation of a parallelogram lift and both bays will include the installation of overhead cranes. The installation of the two bays will resolve operational and safety issues in the existing shop. Renovation of the facility is funded at \$1.1 million and is proposed to be financed from General CIP Fund Balance.
- **CDOT Salt Shed Replacement** - This project provides funding for replacement of the salt storage shed at the Street Maintenance Orr Road Facility. In the Spring of 2009, the rear wall of the shed collapsed, rendering the building unusable. This project will provide for the construction of a replacement facility to store road salt used during the winter months to maintain clear passage on City streets. Without this onsite storage, City crews in the northeast area of the City are required to travel further during inclement weather to load salt from other facilities, increasing travel time and hauling costs as well as reducing the amount of time that can be spent applying salt to the roadways. Construction of the new shed is funded at \$0.8 million and is proposed to be financed from General CIP Fund Balance.
- **Enterprise Resource Planning** - This project provides funding for a new Enterprise Resource Planning (ERP) Program. The program will replace outdated systems and processes necessary to conduct the proper planning for the enterprise's resources, covering the key business functions of financial management, procurement, and detailed project and grant accounting. The ERP Program will maintain, and in many places improve, the required technology to support the core internal business activities associated with providing City services. The program is funded at \$15.8 million and is proposed to be financed from Capital Reserve.



# Preliminary FY2011-2015 Capital Investment Plan

## Preliminary Program Revenues Schedule

<u>Program Category</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT REVENUES SUMMARY</b>						
<b>BONDS</b>						
2008 Street Bonds	\$ 15,700,000					\$ 15,700,000
2010 Street Bonds - TBA	95,250,000	57,850,000	3,500,000			156,600,000
2008 Neighborhood Bonds	10,000,000					10,000,000
2010 Neighborhood Bonds - TBA	7,000,000	7,000,000	9,000,000	9,000,000		32,000,000
2010 Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
COPs - Providence Police Station - Authorized	3,400,000					3,400,000
COPs - Consolidate Fire Headquarters - Authorized	2,900,000					2,900,000
COPs - Consolidate Fire Headquarters - TBA	7,500,000					7,500,000
COPs - Joint Communication Center - TBA		6,000,000				6,000,000
COPs - Eastway Police Station - TBA	2,800,000	4,200,000				7,000,000
COPs - Steele Creek Police Station - TBA	2,800,000	4,200,000				7,000,000
COPs - Sweden Road Shop - TBA	410,000	2,420,000				2,830,000
COPs - Reserved for ED Initiatives - TBA	6,000,000	500,000	500,000	500,000	500,000	8,000,000
<b>Total Bonds</b>	<b>\$ 158,760,000</b>	<b>\$ 87,170,000</b>	<b>\$ 13,000,000</b>	<b>\$ 9,500,000</b>	<b>\$ 500,000</b>	<b>\$ 268,930,000</b>
<b>TAXES</b>						
Property Tax	9,425,588	9,510,365	9,603,444	9,703,719	9,810,088	48,053,205
Property Tax - Synthetic TIF	63,017	120,569	171,954	218,310	260,771	834,621
Interest Income	713,000	800,000	900,000	900,000	900,000	4,213,000
Sales Tax	7,847,724	8,113,496	8,387,952	8,671,359	8,963,992	41,984,522
Auto Tax	(897,155)	(587,652)	(267,824)	62,811	404,657	(1,285,162)
Capital Reserve	1,000,000	4,000,000	10,000,000	800,000	-	15,800,000
Project Savings	1,760,000					1,760,000
General Capital Fund Balance	1,491,243	2,450,297	841,436	554,339	197,341	5,534,656
Pay-As-You-Go Fund Balance	1,332,283	4,328,020	913,734	768,245	618,616	7,960,899
<b>Total Taxes</b>	<b>\$ 22,735,700</b>	<b>\$ 28,735,096</b>	<b>\$ 30,550,696</b>	<b>\$ 21,678,783</b>	<b>\$ 21,155,465</b>	<b>\$ 124,855,740</b>
<b>GRANTS</b>						
Community Dev Block Grant	4,782,038	4,782,038	4,782,038	4,782,038	4,782,038	23,910,190
Community Dev HOME Grant	2,841,233	2,841,233	2,841,233	2,841,233	2,841,233	14,206,165
<b>Total Grants</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>\$ 7,623,271</b>	<b>\$ 38,116,355</b>
<b>FUND BALANCES, LOAN REPAYMENTS AND OTHER</b>						
Innovative Housing Income	125,000	125,000	125,000	125,000	125,000	625,000
CDBG Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
HOME Program Income	275,000	275,000	275,000	275,000	275,000	1,375,000
Affordable Housing Income	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Land (portion of Central Yard)		2,000,000				2,000,000
<b>Total Fund Balances, Loan Repayments and Other</b>	<b>\$ 700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 5,500,000</b>
<b>TOTAL GENERAL GOVERNMENT REVENUES</b>	<b>\$ 189,818,971</b>	<b>\$ 126,228,367</b>	<b>\$ 51,873,967</b>	<b>\$ 39,502,054</b>	<b>\$ 29,978,736</b>	<b>\$ 437,402,095</b>

# Preliminary FY2011-2015 Capital Investment Plan

<u>Program Category</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2014</u>	<u>TOTAL</u>
<b>ENTERPRISE FUNDS REVENUES SUMMARY</b>						
<b>STORM WATER</b>						
Storm Water Revenue Bonds	1,500,000	13,075,000	8,850,000	11,100,000	14,210,000	48,735,000
Storm Water Pay-As-You-Go	30,000,000	31,500,000	33,000,000	34,500,000	37,000,000	166,000,000
Storm Water Fund Balance	2,000,000					2,000,000
Storm Water Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
<b>Total Storm Water</b>	<b>\$ 37,500,000</b>	<b>\$ 48,575,000</b>	<b>\$ 45,850,000</b>	<b>\$ 49,600,000</b>	<b>\$ 55,210,000</b>	<b>\$ 236,735,000</b>
<b>CHARLOTTE AREA TRANSIT SYSTEM (CATS)</b>						
Federal Transit Grants	27,998,529	52,151,422	51,879,906	15,909,688	30,108,896	178,048,441
Federal Congestion Mitigation & Air Quality Grant	3,820,000	5,240,000	1,720,000	1,720,000	920,000	13,420,000
Homeland Security Grant	1,200,000	800,000	800,000	800,000	800,000	4,400,000
NC DOT Transit Grants	8,068,602	14,828,158	20,008,798	1,890,360	7,553,297	52,349,215
Capital Reserve/Fund Balance		5,904,535	9,155,206			15,059,741
CATS Operating Budget Contribution	9,453,579	12,282,669	12,425,531	6,833,708	10,264,433	51,259,920
<b>Total CATS</b>	<b>\$ 50,540,710</b>	<b>\$ 91,206,784</b>	<b>\$ 95,989,441</b>	<b>\$ 27,153,756</b>	<b>\$ 49,646,626</b>	<b>\$ 314,537,317</b>
<b>WATER AND SEWER</b>						
Water Revenue Bonds	17,834,000	81,027,000	50,347,000	36,767,000	22,217,000	208,192,000
Sewer Revenue Bonds	66,682,600	34,610,000	202,000,000	11,550,000	20,165,500	335,008,100
Water/Sewer Operating Fund	27,830,000	27,850,000	72,850,000	67,850,000	40,400,000	236,780,000
<b>Total Water and Sewer</b>	<b>\$ 112,346,600</b>	<b>\$ 143,487,000</b>	<b>\$ 325,197,000</b>	<b>\$ 116,167,000</b>	<b>\$ 82,782,500</b>	<b>\$ 779,980,100</b>
<b>AVIATION</b>						
Revenue Bonds	124,496,909	158,168,950	170,881,450	95,760,000	60,400,000	609,707,309
FAA Grants and Funding	23,089,000	61,541,300	9,257,350	1,600,000	1,600,000	97,087,650
Excluded Cost Centers	3,700,000	3,469,000	6,019,700	4,939,600	3,286,000	21,414,300
State Funding				6,400,000	3,000,000	9,400,000
City Bonds	4,000,000					4,000,000
Transportation Security Admin Funding	22,320,000	22,500,000	11,880,000			56,700,000
Pay-Go	650,000	850,000				1,500,000
<b>Total Aviation</b>	<b>\$ 178,255,909</b>	<b>\$ 246,529,250</b>	<b>\$ 198,038,500</b>	<b>\$ 108,699,600</b>	<b>\$ 68,286,000</b>	<b>\$ 799,809,259</b>
<b>TOTAL CIP REVENUES</b>	<b>\$ 568,462,190</b>	<b>\$ 656,026,401</b>	<b>\$ 716,948,908</b>	<b>\$ 341,122,410</b>	<b>\$ 285,903,862</b>	<b>\$ 2,568,463,771</b>

Note: TBA means To Be Authorized

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>Housing and Neighborhoods</b>						
<b>Housing</b>						
Affordable Housing	\$ 5,100,000	\$ 5,100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 10,500,000
Community Dev BLOCK GRANT	4,982,038	4,982,038	4,982,038	4,982,038	4,982,038	24,910,190
Community Dev HOME GRANT	3,826,541	3,826,541	3,826,541	3,826,541	3,826,541	19,132,705
Innovative Housing Program	4,198,108	4,240,250	4,240,250	4,240,250	4,240,250	21,159,108
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
<b>Total Housing</b>	<b>\$ 18,656,687</b>	<b>\$ 18,698,829</b>	<b>\$ 13,698,829</b>	<b>\$ 13,698,829</b>	<b>\$ 13,698,829</b>	<b>\$ 78,452,003</b>
<b>Neighborhoods</b>						
Neighborhood Improvements	\$ 10,000,000	\$ 7,000,000	\$ 9,000,000	\$ 9,000,000		\$ 35,000,000
Neighborhood Improve. - Boulevard Homes	7,000,000					7,000,000
Neighborhood Matching Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Area Plan Projects	2,500,000	2,500,000	2,500,000			7,500,000
Traffic Calming Program	1,000,000	1,000,000	1,000,000			3,000,000
Pedestrian and Traffic Safety Program	1,000,000	1,000,000				2,000,000
Sidewalk Program	7,500,000	7,500,000				15,000,000
<b>Total Neighborhoods</b>	<b>\$ 29,200,000</b>	<b>\$ 19,200,000</b>	<b>\$ 12,700,000</b>	<b>\$ 9,200,000</b>	<b>\$ 200,000</b>	<b>\$ 70,500,000</b>
<b>TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT</b>	<b>\$ 47,856,687</b>	<b>\$ 37,898,829</b>	<b>\$ 26,398,829</b>	<b>\$ 22,898,829</b>	<b>\$ 13,898,829</b>	<b>\$ 148,952,003</b>
<b>HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY</b>						
2008 Street Bonds	\$ 2,500,000					\$ 2,500,000
2010 Street Bonds - To Be Authorized	9,500,000	12,000,000	3,500,000			25,000,000
2008 Neighborhood Bonds	10,000,000					10,000,000
2010 Neighborhood Bonds - TBA	7,000,000	7,000,000	9,000,000	9,000,000		32,000,000
2010 Affordable Housing Bonds - TBA	5,000,000	5,000,000				10,000,000
Pay-As-You-Go Fund	5,533,416	5,575,558	5,575,558	5,575,558	5,575,558	27,835,648
Community Dev Block Grant	4,782,038	4,782,038	4,782,038	4,782,038	4,782,038	23,910,190
HOME Grant	2,841,233	2,841,233	2,841,233	2,841,233	2,841,233	14,206,165
Innovative Housing Program Income	125,000	125,000	125,000	125,000	125,000	625,000
Community Development Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
HOME Program Income	275,000	275,000	275,000	275,000	275,000	1,375,000
Affordable Housing Bonds Program Income	100,000	100,000	100,000	100,000	100,000	500,000
<b>TOTAL REVENUES</b>	<b>\$ 47,856,687</b>	<b>\$ 37,898,829</b>	<b>\$ 26,398,829</b>	<b>\$ 22,898,829</b>	<b>\$ 13,898,829</b>	<b>\$ 148,952,003</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>TRANSPORTATION</b>						
<b>Roads</b>						
Bridge Program	\$ 1,000,000	\$ 1,000,000				\$ 2,000,000
Farm-to-Market Road Improvement Program:						
Rea Road Upgrade (Colony Rd to NC 51)	13,200,000					13,200,000
Oakdale Road Improvements	8,000,000					8,000,000
Johnston-Oehler Road Improvements	3,100,000	11,200,000				14,300,000
Minor Roadway Improvement Program	750,000	750,000				1,500,000
Intersection Improvements Program:						
Ballantyne Commons/Elm Lane	7,200,000					7,200,000
Scaleybark/South Boulevard	2,000,000					2,000,000
McKee Road/Providence Road	1,000,000	6,000,000				7,000,000
Arrowood Road/Nations Ford Road		2,000,000				2,000,000
Public-Private Participation Program	1,500,000	1,500,000				3,000,000
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-Drifter)	8,000,000					8,000,000
Center City Transportation Plan	2,000,000	2,000,000				4,000,000
NE Corridor: Access Improvements	20,000,000					20,000,000
Non-System Residential Streets	1,000,000	1,000,000				2,000,000
State Highway Participation Program	1,500,000	1,500,000				3,000,000
Street Connectivity Program	2,000,000	2,000,000				4,000,000
Traffic Control Devices Upgrade Program	2,000,000	2,000,000				4,000,000
Traffic Flow Enhancement Program (arterial signal system coordination)	2,500,000	2,500,000				5,000,000
Bicycle Program	1,000,000	1,000,000				2,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/ROW	950,569	993,345	1,038,045	1,084,757	1,133,571	5,200,287
<b>Total Roads</b>	<b>\$ 88,650,569</b>	<b>\$ 45,093,345</b>	<b>\$ 1,588,045</b>	<b>\$ 1,634,757</b>	<b>\$ 1,683,571</b>	<b>\$ 138,650,287</b>
<b>Charlotte Area Transit System</b>						
Buses - Expansion		\$ 2,430,411				\$ 2,430,411
Buses - Replacement	8,252,884	11,173,672	9,791,361	9,119,390	10,760,100	49,097,407
STS Vans - Replacement	2,089,087	2,151,760	2,106,481	2,282,802	2,351,286	10,981,416
Vanpool Vans - Expansion			103,977	108,926	114,122	327,025
Vanpool Vans - Replacement	618,000	397,055	235,946	247,493	259,618	1,758,112
Transit Centers		3,433,460				3,433,460
Davidson BOD Facility Renovation/Expansion	1,560,543	10,900,220				12,460,763
Park and Ride Lots	2,633,260	3,120,000		4,430,024	1,709,775	11,893,059
Bus Facility Improvements	717,984	555,328	361,513	377,335	424,155	2,436,315
Asset Maintenance	650,000	810,000	950,000	650,000	650,000	3,710,000
Preventive Maintenance (Bus)	4,640,632	2,950,000	2,950,000	2,950,000	2,950,000	16,440,632
Preventive Maintenance (Rail) (new)	500,000	500,000	500,000	500,000	500,000	2,500,000
Rail and Rail Facilities	500,000	2,034,000	470,000	1,400,000	2,420,000	6,824,000
Service Vehicles	226,600	160,400	30,000		58,000	475,000
Safety & Security Equipment	1,401,983	1,222,328	1,220,713	1,227,336	1,300,000	6,372,360
Technology Improvements	492,150	705,650	893,950	679,950	1,148,950	3,920,650
North Corridor Commuter Rail (Red Line)	468,157					468,157
LYNX Blue Line Extension (BLE)	24,615,616	48,000,000	75,738,000	2,493,000	24,263,120	175,109,736
Transit Bridge Program	100,000	225,000	200,000	250,000	300,000	1,075,000
Future corridor planning and construction	1,073,814	437,500	437,500	437,500	437,500	2,823,814
<b>Total Charlotte Area Transit</b>	<b>\$ 50,540,710</b>	<b>\$ 91,206,784</b>	<b>\$ 95,989,441</b>	<b>\$ 27,153,756</b>	<b>\$ 49,646,626</b>	<b>\$ 314,537,317</b>
<b>TOTAL TRANSPORTATION</b>	<b>\$139,191,279</b>	<b>\$ 136,300,129</b>	<b>\$ 97,577,486</b>	<b>\$ 28,788,513</b>	<b>\$ 51,330,197</b>	<b>\$ 453,187,604</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>TRANSPORTATION REVENUE SUMMARY</b>						
2008 Street Bonds	\$ 13,200,000					\$ 13,200,000
2010 Street Bonds - To Be Authorized	73,950,000	43,550,000				117,500,000
Pay-As-You-Go Fund	1,500,569	1,543,345	1,588,045	1,634,757	1,683,571	7,950,287
<b>Total Revenue Roads</b>	<b>\$ 88,650,569</b>	<b>\$ 45,093,345</b>	<b>\$ 1,588,045</b>	<b>\$ 1,634,757</b>	<b>\$ 1,683,571</b>	<b>\$ 138,650,287</b>
Federal Transit Grants	\$ 27,998,529	\$ 52,151,422	\$ 51,879,906	\$ 15,909,688	\$ 30,108,896	\$ 178,048,441
Federal Congestion/Air Quality Grant	3,820,000	5,240,000	1,720,000	1,720,000	920,000	13,420,000
Homeland Security Grant	1,200,000	800,000	800,000	800,000	800,000	4,400,000
NCDOT Transit Grants	8,068,602	14,828,158	20,008,798	1,890,360	7,553,297	52,349,215
Capital Reserve/Fund Balance		5,904,535	9,155,206			15,059,741
CATS Operating Budget Contribution	9,453,579	12,282,669	12,425,531	6,833,708	10,264,433	51,259,920
<b>Total Revenue Transit</b>	<b>\$ 50,540,710</b>	<b>\$ 91,206,784</b>	<b>\$ 95,989,441</b>	<b>\$ 27,153,756</b>	<b>\$ 49,646,626</b>	<b>\$ 314,537,317</b>
<b>TOTAL TRANSPORTATION REVENUES</b>	<b>\$139,191,279</b>	<b>\$ 136,300,129</b>	<b>\$ 97,577,486</b>	<b>\$ 28,788,513</b>	<b>\$ 51,330,197</b>	<b>\$ 453,187,604</b>

<b>ECONOMIC DEVELOPMENT</b>
-----------------------------

<b>Economic Development</b>						
Business Corridors/Pedscape Infrastructure	\$ 2,300,000	\$ 2,300,000				\$ 4,600,000
Business Corridor Revitalization Strategy	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
North Tryon Redevelopment	9,500,000					9,500,000
Reserved for Economic Initiatives	6,000,000	500,000	500,000	500,000	500,000	8,000,000
Synthetic Tax Increment Financing (property taxes)	56,715	101,193	137,093	168,468	196,336	659,805
<b>Total Economic Development</b>	<b>\$ 19,856,715</b>	<b>\$ 4,901,193</b>	<b>\$ 2,637,093</b>	<b>\$ 2,668,468</b>	<b>\$ 2,696,336</b>	<b>\$ 32,759,805</b>

**ECONOMIC DEVELOPMENT REVENUE SUMMARY**

2010 Street Bonds - To Be Authorized	\$ 11,800,000	\$ 2,300,000				\$ 14,100,000
Pay-As-You-Go Fund	2,056,715	2,101,193	2,137,093	2,168,468	2,196,336	10,659,805
Certificates of Participation - Authorized	6,000,000	500,000	500,000	500,000	500,000	8,000,000
<b>TOTAL REVENUES</b>	<b>\$ 19,856,715</b>	<b>\$ 4,901,193</b>	<b>\$ 2,637,093</b>	<b>\$ 2,668,468</b>	<b>\$ 2,696,336</b>	<b>\$ 32,759,805</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>Aviation</b>						
<b>Airfield Projects</b>						
Deicing Facility	10,985,000					\$ 10,985,000
Rehabilitation Runway 18L	240,000	5,760,000				6,000,000
Rehabilitation Runway 18C-36C	2,312,000	24,000,000				26,312,000
Taxiway 'D' Extension - North	4,000,000					4,000,000
Taxiway 'D' Extension - South		8,000,000				8,000,000
West Boulevard Relocation	4,000,000			6,400,000	3,000,000	13,400,000
Terminal Ramp Expansion (West)		428,400	5,119,800			5,548,200
Storm Drain Rehabilitation - Phase II	4,100,000					4,100,000
<b>Total Airfield Projects</b>	<b>\$ 25,637,000</b>	<b>\$ 38,188,400</b>	<b>\$ 5,119,800</b>	<b>\$ 6,400,000</b>	<b>\$ 3,000,000</b>	<b>\$ 78,345,200</b>
<b>Terminal Complex Projects</b>						
Concourse 'E' Expansion - Phase VII	\$ 4,000,000					\$ 4,000,000
Concourse 'E' Expansion - Phase VIII	1,000,000	17,500,000				18,500,000
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	4,000,000	1,186,783				5,186,783
In-Line Baggage System	24,800,000	25,000,000	13,200,000			63,000,000
Renovate Baggage Claim Lobby	3,000,000					3,000,000
East Terminal Expansion	14,400,000					14,400,000
Terminal Building Expansion (West)		2,904,900	7,844,000			10,748,900
Consolidated Fuel Farm Expansion	7,000,000	3,700,000				10,700,000
Terminal Lobby Expansion		9,000,000	90,000,000	91,000,000	60,000,000	250,000,000
New Hourly Parking Deck	20,000,000	40,000,000	31,250,000			91,250,000
Public Parking Surface Lot Expansion	2,234,305					2,234,305
<b>Total Terminal Complex</b>	<b>\$ 86,288,472</b>	<b>\$ 105,345,850</b>	<b>\$ 147,498,166</b>	<b>\$ 91,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 490,132,488</b>
<b>Miscellaneous Aviation Projects</b>						
Master Plan Land Acquisition	\$ 10,000,000	\$ 10,000,000				\$ 20,000,000
Noise Compatibility Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Employee Parking Expansion	3,150,000					3,150,000
Master Plan Update	2,000,000					2,000,000
Vehicle Wash Facility	500,000					500,000
Storm Water Facilities		2,226,000				2,226,000
Hotel/Unit Terminal Roadway				4,360,000		4,360,000
Airport Entrance Road Connection	14,000,000	25,000,000	7,000,000			46,000,000
Roadway Signage Project	563,771					563,771
Airport Office Relocation	1,500,000					1,500,000
Air Traffic Control Tower	12,000,000	28,000,000				40,000,000
<b>Total Miscellaneous Aviation Projects</b>	<b>\$ 45,713,771</b>	<b>\$ 67,226,000</b>	<b>\$ 9,000,000</b>	<b>\$ 6,360,000</b>	<b>\$ 2,000,000</b>	<b>\$ 130,299,771</b>
<b>General Aviation Projects</b>						
Bank of America Road Relocation	\$ 1,500,000					\$ 1,500,000
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
GADO Site Redevelopment				2,014,000	3,286,000	5,300,000
<b>Total General Aviation Projects</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ 7,837,200</b>	<b>\$ 4,939,600</b>	<b>\$ 3,286,000</b>	<b>\$ 17,562,800</b>
<b>Cargo Development Projects</b>						
Cargo Ramp Expansion (Buildings 6 & 7)		\$ 4,400,000	\$ 2,000,000			\$ 6,400,000
Cargo Buildings #8	200,000	2,369,000				2,569,000
Old Terminal Loop Road	2,000,000					2,000,000
<b>Total Cargo Development</b>	<b>\$ 2,200,000</b>	<b>\$ 6,769,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,969,000</b>
<b>Special Facility Projects</b>						
Rental Car Facility Relocation	16,916,666	29,000,000	26,583,334			72,500,000
<b>Total Special Facility</b>	<b>\$ 16,916,666</b>	<b>\$ 29,000,000</b>	<b>\$ 26,583,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,500,000</b>
<b>TOTAL AVIATION</b>	<b>\$178,255,909</b>	<b>\$ 246,529,250</b>	<b>\$ 198,038,500</b>	<b>\$ 108,699,600</b>	<b>\$ 68,286,000</b>	<b>\$ 799,809,259</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>AVIATION REVENUE SUMMARY</b>						
Revenue Bonds	\$ 124,496,909	\$ 158,168,950	\$ 170,881,450	\$ 95,760,000	\$ 60,400,000	\$ 609,707,309
FAA Grants and Funding	23,089,000	61,541,300	9,257,350	1,600,000	1,600,000	97,087,650
Excluded Cost Centers	3,700,000	3,469,000	6,019,700	4,939,600	3,286,000	21,414,300
State Funding				6,400,000	3,000,000	9,400,000
City Bonds	4,000,000					4,000,000
Dept of Defense Funding						-
Transportation Security Admin Funding	22,320,000	22,500,000	11,880,000			56,700,000
Pay-Go	650,000	850,000				1,500,000
<b>TOTAL REVENUES</b>	<b>\$178,255,909</b>	<b>\$ 246,529,250</b>	<b>\$ 198,038,500</b>	<b>\$ 108,699,600</b>	<b>\$ 68,286,000</b>	<b>\$ 799,809,259</b>
<b>ENVIRONMENT</b>						
<b>Environmental Services</b>						
Environmental Services Program	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000
Tree Trimming & Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	3,500,000
<b>Total Environmental Services</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 13,500,000</b>
<b>ENVIRONMENTAL SERVICES REVENUE</b>						
Pay-As-You-Go Fund	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	13,500,000
<b>TOTAL REVENUES</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 13,500,000</b>
<b>Storm Water</b>						
Storm Water Repairs to Existing Drains	\$ 11,000,000	\$ 11,000,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 58,000,000
Storm Water Pollution Control	5,000,000	3,325,000	2,850,000	2,350,000	2,350,000	15,875,000
Storm Water Stream Restoration	2,000,000	2,000,000	2,000,000	700,000	8,000,000	14,700,000
Minor Storm Water Projects	2,000,000	2,700,000	3,800,000	8,750,000	6,260,000	23,510,000
Storm Water Flood Control	1,500,000	4,000,000	7,000,000	6,000,000	6,000,000	24,500,000
Storm Water Transit Projects				7,100,000	4,100,000	11,200,000
<b>Area Improvements</b>						
Eastburn Road	6,900,000					6,900,000
Conway-Briabend *	4,800,000					4,800,000
Peterson Drive	300,000	3,500,000				3,800,000
Fourth Street					4,000,000	4,000,000
Gaynor-Brantham				4,000,000		4,000,000
Cherokee		4,000,000				4,000,000
Wiseman			2,000,000			2,000,000
Louise		6,400,000				6,400,000
McAlway				4,700,000		4,700,000
Robinhood-Dooley			3,100,000			3,100,000
Tillman		2,000,000				2,000,000
City View		800,000				800,000
Celia Ave. *		600,000				600,000
Myrtle		450,000	5,400,000		4,500,000	10,350,000
Westridge		3,800,000				3,800,000
Brentwood			3,200,000			3,200,000
Lyon Court *			500,000		4,000,000	4,500,000
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
<b>Total Storm Water</b>	<b>\$ 37,500,000</b>	<b>\$ 48,575,000</b>	<b>\$ 45,850,000</b>	<b>\$ 49,600,000</b>	<b>\$ 55,210,000</b>	<b>\$ 236,735,000</b>
<b>STORM WATER REVENUE SUMMARY</b>						
Revenue Bonds	\$ 1,500,000	\$ 13,075,000	\$ 8,850,000	\$ 11,100,000	\$ 14,210,000	\$ 48,735,000
Storm Water Pay-As-You-Go	30,000,000	31,500,000	33,000,000	34,500,000	37,000,000	166,000,000
Storm Water Fund Balance	2,000,000					2,000,000
Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
<b>TOTAL REVENUES</b>	<b>\$ 37,500,000</b>	<b>\$ 48,575,000</b>	<b>\$ 45,850,000</b>	<b>\$ 49,600,000</b>	<b>\$ 55,210,000</b>	<b>\$ 236,735,000</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>WATER</b>						
<b>Annexation</b>						
2011 Annex. Area Water Mains	\$ 1,500,000	\$ 8,500,000				\$ 10,000,000
2013 Annexation			10,000,000			10,000,000
<b>Maintain Existing Infrastructure</b>						
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	1,267,000	1,267,000	1,267,000	1,267,000	6,268,000
Franklin to Vest - Raw/Finished WM ROW	250,000	400,000	1,500,000	1,500,000		3,650,000
Valve Rehab and Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Catawba PS to Franklin Raw Water Main	100,000		100,000			200,000
Vest Plant Rehab/Upgrades		5,000,000	1,150,000			6,150,000
Franklin Solids Handling		1,500,000				1,500,000
Catawba Pump Station Rehab and Upgrades		500,000	1,000,000	1,500,000		3,000,000
WTP's and BP Stations Upgrades and Rehab		500,000		500,000	250,000	1,250,000
N Meck WTP Generator		360,000	5,500,000			5,860,000
Lee S. Dukes WTP Rehab & Upgrades			3,500,000			3,500,000
WM - Freedom / Tuckaseegee Rd. Replacement				7,200,000		7,200,000
<b>Provide Service to Existing Residence</b>						
Fire Hydrant Installation / Replacement	500,000	500,000	500,000	500,000	500,000	2,500,000
Street and Minor Water Main Extensions		5,500,000	5,500,000	5,500,000	5,500,000	22,000,000
New Service Installation Water			3,500,000	3,500,000	3,500,000	10,500,000
<b>Regulatory Requirements</b>						
Water Dist. System Study	400,000	400,000				800,000
Water Treatment Regulatory Improvements	300,000	200,000	100,000	150,000		750,000
<b>Support for Other Public Projects and for Utilities Operations</b>						
Water Line Rehabilitation/Replacement	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	47,500,000
Technology Projects	850,000	850,000	850,000	850,000	850,000	4,250,000
Admin/Eng Bldg. Upgrades	100,000	100,000	100,000	100,000	100,000	500,000
Water Service Right Sizing Study	100,000					100,000
Water Lines for Street Improv.		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
GIS Facilities Mapping		400,000	350,000	250,000	250,000	1,250,000
<b>Support Growth and Development</b>						
Northeast Water Transmission Main	7,100,000	25,700,000	15,800,000			48,600,000
W.T. Harris / Albemarle Rd.		5,800,000		16,800,000		22,600,000
Plaza Road Extension 16" WM	1,500,000					1,500,000
Youngblood/Zoar Rd. Water Main	1,450,000					1,450,000
Main Street (Pineville) 24" WM	1,385,000					1,385,000
Reedy Creek Road 16" WM	200,000	1,300,000				1,500,000
Robinson Church Rd. - Harrisburg Rd.	149,000					149,000
882' - 978' Zone Transfer Transmission Main		9,200,000				9,200,000
960 Zone Elevated Storage		4,500,000				4,500,000
978 Booster Pump Station		5,000,000				5,000,000
NC -115/Cornelius 24" Water Main		2,000,000				2,000,000
WM: Main St. Huntersville from Gilead to Ramah Ch		800,000				800,000
882 Zone Elevated Storage		500,000	2,380,000	1,300,000	6,900,000	11,080,000



# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
978 Zone Elevated Storage			4,150,000			4,150,000
978' North-South Transmission Main (formerly Hwy. 21 WM)				8,000,000		8,000,000
Gibbon / Nevin to Mallard Tank Transmission Main				3,000,000		3,000,000
North Tryon Transmission Main				2,000,000		2,000,000
LS Dukes WTP/Stumptown Rd. Transmission Main					3,650,000	3,650,000
Carmel Rd to NC-51 Transmission Main					2,100,000	2,100,000
Rozzelles Ferry WM					1,300,000	1,300,000
Plaza BPS Intake Transmission Main -NEWT Extension					1,250,000	1,250,000
Water Main to Plaza Tank					1,000,000	1,000,000
Plaza Rd. to W.T. Harris TM					500,000	500,000
<b>Total Water</b>	<b>\$ 29,084,000</b>	<b>\$ 93,777,000</b>	<b>\$ 70,247,000</b>	<b>\$ 66,917,000</b>	<b>\$ 41,917,000</b>	<b>\$ 301,942,000</b>
<b>WATER REVENUE SUMMARY</b>						
Water Revenue Bonds	\$ 17,834,000	\$ 81,027,000	\$ 50,347,000	\$ 36,767,000	\$ 22,217,000	\$ 208,192,000
Water / Sewer Operating Fund	11,250,000	12,750,000	19,900,000	30,150,000	19,700,000	93,750,000
<b>TOTAL REVENUES</b>	<b>\$ 29,084,000</b>	<b>\$ 93,777,000</b>	<b>\$ 70,247,000</b>	<b>\$ 66,917,000</b>	<b>\$ 41,917,000</b>	<b>\$ 301,942,000</b>
<b>SEWER</b>						
<b>Annexation</b>						
2009 Annex Area Sewer Trunks	\$ 7,200,000					\$ 7,200,000
2011 Annexation Area Sewer Trunks	2,000,000	11,000,000				13,000,000
2013 Annexation			15,000,000			15,000,000
<b>Maintain Existing Infrastructure</b>						
Sanitary Sewer Line Rehabilitation	11,000,000	11,000,000	11,000,000	13,000,000	13,000,000	59,000,000
McAlpine Creek WWTP Filters	10,400,000					10,400,000
WW Collect. Div. Site Needs	5,000,000					5,000,000
Pump Station Elimination Program	2,000,000					2,000,000
McAlpine Creek WMF Rehab and Upgrades	1,500,000	2,000,000	1,500,000	1,500,000	1,000,000	7,500,000
Mallard WWTP Rehab and Upgrades	1,200,000	500,000	350,000	100,000		2,150,000
Lift Station Improvements	1,200,000	460,000				1,660,000
McDowell WWTP Rehab and Upgrades	500,000	500,000	1,200,000	400,000		2,600,000
Sugar WWTP Rehab and Upgrades	500,000	450,000	200,000	300,000	100,000	1,550,000
Work and Asset Management	500,000	300,000	200,000	200,000	200,000	1,400,000
66" McAlpine Creek Sewer Replacement	500,000					500,000
McAlpine W-1/W-3 Improvements	250,000					250,000
Lift Station Communications, SCADA	100,000					100,000
Site Work at All WWTPs		500,000	500,000	500,000	500,000	2,000,000
Irwin WWTP Rehab and Upgrades			200,000		200,000	400,000
<b>Provide Service to Existing Residence</b>						
Street and Minor Sewer Main Extension		2,000,000	6,000,000	6,000,000	6,000,000	20,000,000
New Service Installation Sewer			1,500,000	1,500,000	1,500,000	4,500,000
<b>Regulatory Requirements</b>						
WW System Evaluation	450,000		100,000			550,000

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>Support for Other Public Projects and for Utilities Operations</b>						
Irwin Creek WWTP Methane to Compressed Natural Gas (CN)	6,000,000					6,000,000
McAlpine Creek WWMF Methane to Power	5,080,000					5,080,000
Irwin Creek WWTP Grease Receiving Station	100,000	4,000,000				4,100,000
System Protection Optimization Plan	30,000					30,000
McAlpine Creek WWMF Grease Receiving Station		1,000,000	5,000,000			6,000,000
Sewer Lines in Streets to be Widened		750,000	750,000	750,000	750,000	3,000,000
<b>Support Growth and Development</b>						
Steele Creek LS Replacement	24,200,000					24,200,000
McMullen Creek Parallel Sewer & Flow EQ	2,000,000	9,000,000				11,000,000
Ramah Creek Trunk Sewer	1,000,000	5,000,000				6,000,000
Matthews Commons Gravity Sewer	552,600					552,600
Wastewater Master Plan Study		750,000	750,000			1,500,000
Developer Constructed Sewer - Reimbursable		500,000	500,000	500,000		1,500,000
Long Creek WWTP to 11 mgd			187,000,000			187,000,000
Briar Creek Relief Sewer			20,000,000			20,000,000
Mallard Creek WRF Effluent Filter Expansion			1,700,000	17,000,000		18,700,000
Irwins Creek Parallel Sewer			1,000,000			1,000,000
Upper McAlpine Creek Relief Sewer			500,000	4,500,000		5,000,000
McDowell Basin Trunk Sewers				3,000,000		3,000,000
Clarks Creek to Ramah Church Road					2,900,000	2,900,000
Campus Ridge Rd. Lift Station, Force Main, & 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
South Davidson LS Replacement					750,000	750,000
Lake Road Trunk Sewer (Mint Hill)					625,000	625,000
Mountain Island Tributary Extension					510,000	510,000
<b>Total Sewer</b>	<b>\$ 83,262,600</b>	<b>\$ 49,710,000</b>	<b>\$ 254,950,000</b>	<b>\$ 49,250,000</b>	<b>\$ 40,865,500</b>	<b>\$ 478,038,100</b>
<b>SEWER REVENUE SUMMARY</b>						
Sewer Revenue Bonds	\$ 66,682,600	\$ 34,610,000	\$ 202,000,000	\$ 11,550,000	\$ 20,165,500	\$ 335,008,100
Water / Sewer Operating Fund	16,580,000	15,100,000	52,950,000	37,700,000	20,700,000	143,030,000
<b>TOTAL REVENUES</b>	<b>\$ 83,262,600</b>	<b>\$ 49,710,000</b>	<b>\$ 254,950,000</b>	<b>\$ 49,250,000</b>	<b>\$ 40,865,500</b>	<b>\$ 478,038,100</b>

# Preliminary FY2011-2015 Capital Investment Plan

PROJECT TITLE	FY11	FY12	FY13	FY14	FY15	TOTAL
<b>FACILITY INVESTMENTS</b>						
Building Maintenance Program	\$ 3,350,000	\$ 3,400,000	\$ 3,550,000	\$ 3,650,000	\$ 3,700,000	\$ 17,650,000
Roof Replacement Program	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,000,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	600,000	650,000	650,000	700,000	750,000	3,350,000
Government Center Re-Caulking		6,000,000				6,000,000
Fire Station Renovations			400,000	400,000	400,000	1,200,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Consolidated Fire Headquarters	11,000,000					11,000,000
Land for Joint Communications Center		6,000,000				6,000,000
Providence Police Station	4,100,000					4,100,000
Eastway Police Station	2,800,000	4,200,000				7,000,000
Steele Creek Police Station	2,800,000	4,200,000				7,000,000
Sweden Road Equipment Maintenance Shop	410,000	2,420,000				2,830,000
Louise Avenue Equipment Maintenance Shop	195,000	915,000				1,110,000
CDOT Salt Shed Replacement	750,000					750,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Enterprise Resource Planning (ERP)	1,000,000	4,000,000	10,000,000	800,000		15,800,000
<b>TOTAL FACILITY INVESTMENTS</b>	<b>\$ 30,755,000</b>	<b>\$ 35,635,000</b>	<b>\$ 18,550,000</b>	<b>\$ 9,600,000</b>	<b>\$ 9,000,000</b>	<b>\$ 103,540,000</b>
<b>FACILITY INVESTMENTS REVENUE SUMMARY</b>						
COPs - Providence Police Station - Authorized	\$ 3,400,000					\$ 3,400,000
COPs - Consolidated Fire Headquarters- Authorized	2,900,000					2,900,000
COPs - Consolidated Fire Headquarters-TBA	7,500,000					7,500,000
COPs - Joint Communications Center - TBA		6,000,000				6,000,000
COPs - Eastway Police Station - TBA	2,800,000	4,200,000				7,000,000
COPs - Steele Creek Police Station - TBA	2,800,000	4,200,000				7,000,000
COPs - Sweden Road Shop - TBA	410,000	2,420,000				2,830,000
Sale of Land (portion of Central Yard)		2,000,000				2,000,000
Capital Reserve (ERP)	1,000,000	4,000,000	10,000,000	800,000		15,800,000
Pay-As-You-Go Fund	9,945,000	12,815,000	8,550,000	8,800,000	9,000,000	49,110,000
<b>TOTAL REVENUES</b>	<b>\$ 30,755,000</b>	<b>\$ 35,635,000</b>	<b>\$ 18,550,000</b>	<b>\$ 9,600,000</b>	<b>\$ 9,000,000</b>	<b>\$ 103,540,000</b>

# Preliminary FY2011-2015 Capital Investment Plan (Unfunded)

## Preliminary Unfunded General Government Project Requests

<u>KBU RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
<b>Housing and Neighborhood Development</b>		
1	Area Plan Capital improvements - partially funded	\$ 18,750,000
3	Pedestrian & Traffic Safety - partially funded	4,500,000
6	Affordable Housing - partially funded	15,000,000
7	Neighborhood Improvements - partially funded	9,000,000
11	Sidewalk Construction Program - partially funded	42,500,000
12	Traffic Calming Program - partially funded	5,000,000
	<b>Total Housing and Neighborhood Development</b>	<b>\$ 94,750,000</b>
<b>Transportation</b>		
2	Traffic Flow Enhancement Program (coordinated signals) - partially funded	12,500,000
4	Bridge Program - partially funded	6,000,000
5	Traffic Control Devices Upgrade Program - partially funded	8,000,000
6	Railroad Safety Improvement Program	250,000
7	Railroad Grade Crossing Improvement Program	250,000
8	Minor Roadway Improvement Program - partially funded	9,000,000
9	Future Project Planning & Design Program	13,000,000
10	Street Connectivity Program - partially funded	17,000,000
14	State Highway Participation Program - partially funded	6,000,000
15	Public-Private Participation Program - partially funded	5,500,000
16	Street Lighting Program	5,000,000
17	Bike/Pedestrian Connectivity Program - partially funded	3,000,000
18	Center City Transportation Implementation Program - partially funded	6,500,000
19	Air Quality and Congestion Mitigation Program	7,000,000
20	Centers & Corridors Implementation: Centers Program	7,000,000
21	Sidewalk Maintenance Program - partially funded	3,250,000
22	Curb and Gutter Maintenance Program	6,000,000
23	Safe Routes to Schools Program	10,000,000
24	Non-System Residential Street Program - partially funded	4,000,000
30	Tyvola Road Farm-to-Market Upgrade (West to S. Tryon)	12,500,000
34	Robinson Church Road Farm-to-Market Upgrade (Harris to Ludell)	12,900,000
37	Tuckaseegee Road Farm-to-Market Upgrade (Ashley to Wilkinson) Planning & Design	8,000,000
38	Johnson & Wales Way/4th Street/Trade Street Improvement	12,000,000
39	DeWitt Lane/Scaleybark Road Extensions	5,500,000
40	Yancey Road Extension (Old Pineville to South Blvd.)	5,800,000
41	Martin Luther King Jr. Boulevard Extension (Graham to Cedar)	17,900,000
42	Sugar Creek Road grade separation at North Carolina Railroad	5,000,000
43	36th Street grade separation at North Carolina Railroad	5,000,000
44	Shopping Center Drive (IBM Dr. to Ikea Blvd.)	17,500,000
45	Harris Boulevard/N. Tryon Street Interchange	50,000,000
46	Hucks Road (Prosperity Church to Statesville) Planning & Design	5,000,000
47	Fred D. Alexander Boulevard (NC 16 to Harris)	2,000,000
48	Eastern Circumferential (The Plaza to Albemarle Rd.)	2,000,000
49	North Tryon parallel street network (36th to Old Concord)	5,000,000
50	Beam Road/Shopton Road Intersection Improvement	3,300,000

# Preliminary FY2011-2015 Capital Investment Plan (Unfunded)

<u>KBU RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
51	Back Creek Church Road Farm-to-Market Upgrade (NC 49 to Rocky River)	17,700,000
52	Edinmeadow Drive Extension (Johnston-Oehler to Ridge)	12,000,000
53	Ashley Road/Freedom Drive/Tuckaseegee Road Intersection Improvement	6,400,000
54	Sardis Road North Farm to Market Upgrade (Sardis to Monroe)	10,600,000
55	Prosperity Church Road (I-485 to Prosperity Ridge)	10,000,000
56	Parkwood Avenue/Pegram Street Intersection Improvement	6,500,000
57	Rocky River Road Farm-to-Market Upgrade (Harris to Grier)	4,600,000
58	Westpark Drive Extension (Tyvola to Archdale)	9,700,000
59	Idlewild Road/Monroe Road Intersection Improvement	3,800,000
60	Tuckaseegee Road Farm-to-Market Upgrade (Ashley to Mulberry Church)	14,800,000
61	Harburn Forest Drive Extension (Johnston-Oehler to Ridge)	19,800,000
62	Oakdale Road/Sunset Road Intersection Improvement	1,700,000
63	Sugar Creek Road Farm-to-Market Upgrade (Harris to Hucks)	3,200,000
64	The Plaza Farm-to-Market Upgrade (Harris to Plott)	1,600,000
65	Euclid Avenue Extension (Morehead to Stonewall)	2,100,000
66	Brevard/Caldwell Street Upgrades (5th to 12th)	5,800,000
67	Gibbon Road Farm-to-Market Upgrade (W. Sugar Creek to Old Statesville)	5,600,000
68	Prosperity Church Road (Prosperity Ridge to Eastfield)	13,600,000
69	Hartford Avenue Realignment to Clanton Road	3,000,000
70	Sugar Creek Road Widening (Graham to NC 115-Sugar Creek Connector)	7,000,000
72	Eastway Boulevard/Shamrock Drive Intersection Improvement	1,800,000
73	Shamrock Drive Farm-to-Market Upgrade (The Plaza to Eastway)	3,500,000
74	Arequipa Drive Extension (Margaret Wallace to Sam Newell)	5,600,000
75	Sam Neely Road/Steele Creek Road Intersection Improvement	6,100,000
76	Carmel Road Farm-to-Market Upgrade (Colony to Quail Hollow)	2,200,000
77	Denmark Road Extension (Sweden to Arrowood)	17,500,000
78	Brown-Grier Road/Steele Creek Road Intersection Improvement	2,500,000
79	Elm Lane Farm-to-Market Upgrade (Ballantyne Commons to Bryant Farms)	1,300,000
80	Krefeld Drive Extension (McAlpine Creek to Sardis Rd. North)	3,900,000
81	Nevin Road Extension (Black Walnut to IBM Dr.)	5,400,000
82	Archdale-Shopton Connector (Nations Ford to S. Tryon)	23,500,000
83	Clanton Road Extension (current terminus to Ashley)	3,000,000
84	Sweden Road Extension (England to Arrowood)	3,400,000

**Total Transportation** **\$ 537,850,000**

### Economic Development

2	Business Corridor/Pedscape Infrastructure - partially funded	15,400,000
10	Independence Boulevard Area Plan	97,200,000
3	Corridor Infrastructure - partially funded	65,400,000

**Total Economic Development** **\$ 178,000,000**

### Environment

1	Environmental Services Program - partially funded	3,000,000
6	Environmental Scrubbers/Cleaners	200,000

**Total Environment** **\$ 3,200,000**

# Preliminary FY2011-2015 Capital Investment Plan (Unfunded)

<u>KBU RANK</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
<b>Facility Investments</b>		
<b><u>Police</u></b>		
3	South Division - Office Renovation	300,000
4	Academy Range Training Facility	2,000,000
5	Westover Division Relocation/Construction	7,738,000
6	Lake Norman Boathouse	600,000
7	Lake Wylie Boathouse	600,000
8	Lake Wylie 21 Foot Commander Boat	140,700
9	Firearms Range Improvements	150,000
10	Hickory Grove Division Relocation/Upfit	8,202,200
11	Old Academy Renovation	2,000,000
12	North Tryon Division Expansion/Upfit	1,750,000
13	Helicopters Replacement	8,250,000
14	South Division - Relocation/Construction	9,360,000
15	Metro Division Expansion	1,750,000
16	Park South -- new division office #14	4,500,000
17	Northwest Division -- new division office #15	3,534,000
	<b>Police Total</b>	<b>\$ 50,874,900</b>
<b><u>Fire</u></b>		
1	Reserve Apparatus Shelters	2,100,000
3	Fire Investigations	1,500,000
4	Infill Fire Station - Sunset and I-77	11,100,000
5	Fire Station Renovations - partially funded	600,000
6	Joint Communications Center	22,767,000
7	Fire Logistics Building	27,500,000
8	Fire Station 30	6,800,000
9	Training Ground Improvements	6,063,750
10	Opticom Emergency Response Traffic Signal Controllers	500,000
11	Annexation Fire Station - Beatties Ford and Miranda	6,700,000
12	Annexation Fire Station - Wilkinson and Sam Wilson	6,500,000
13	Annexation Fire Station - Youngblood and McKee	6,100,000
14	Future Fire Stations	23,700,000
	<b>Fire Total</b>	<b>\$ 121,930,750</b>
<b><u>Other</u></b>		
1	Northeast Equipment Maintenance Facility	7,250,000
1	Charlotte Vehicle Operations Center	1,178,091
4	Cemetery Roads Renovation	2,340,000
4	Commissioning/Decommissioning & Auction Facility	130,000
	Cemetery Roads Renovation	1,000,000
	<b>Other Total</b>	<b>\$ 11,898,091</b>
	<b>Total Facility Investments</b>	<b>\$ 184,703,741</b>
	<b>Total FY2011-2015 Unfunded Project Requests</b>	<b>\$ 998,503,741</b>

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.

# Preliminary FY2011-2015 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 the projects.

<b>Sewer</b>	<b>Project Title</b>	<b>FY11-15</b>
	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
	South Davidson LS Replacement	750,000
	Lake Road Trunk Sewer (Mint Hill)	625,000
	Mountain Island Tributary Extension	510,000
	<b>Total Sewer</b>	<b>\$17,615,500</b>
		<b>FY11-15</b>
	LS Dukes WTP/Stumptown Rd. Transmission Main	3,650,000
	Carmel Rd to NC-51 Transmission Main	2,100,000
	Rozzelles Ferry WM	1,300,000
	Plaza BPS Intake Transmission Main -NEWT Extension	1,250,000
	Water Main to Plaza Tank	1,000,000
	Plaza Rd. to W.T. Harris TM	500,000
	<b>Total Water</b>	<b>\$9,800,000</b>

This page intentionally left blank.



# Proposed FY11 User Fees

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 and contract 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			\$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

FY11 User Fee Recommendation

The City’s User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process.

As part of the FY10 budget, City Council approved holding regulatory user fee rates flat from the FY09 rate because of the economic decline. Regulatory user fees typically 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. **Due to continued uncertainties in permitting activities, staff recommends holding the FY11 regulatory user fees flat.**

As detailed in this report, significant personnel cost reductions have been made to reduce the cost of regulatory user fees impacted by the economic decline. Staff anticipates achieving revenue recovery of all direct costs associated with regulatory fees. Based upon user fee activity, fixed overhead costs such as payroll and building rent may not be fully recovered and therefore absorbed by the General Fund.

Holding fees flat for two years may result in a significant increase to fees in FY12 if Council’s fully allocated cost recovery policy is reinstated. This significant increase may be handled in various ways, including a phased-in approach where fees would be incrementally increased over a multi-year period to reach 100% fully allocated cost recovery.

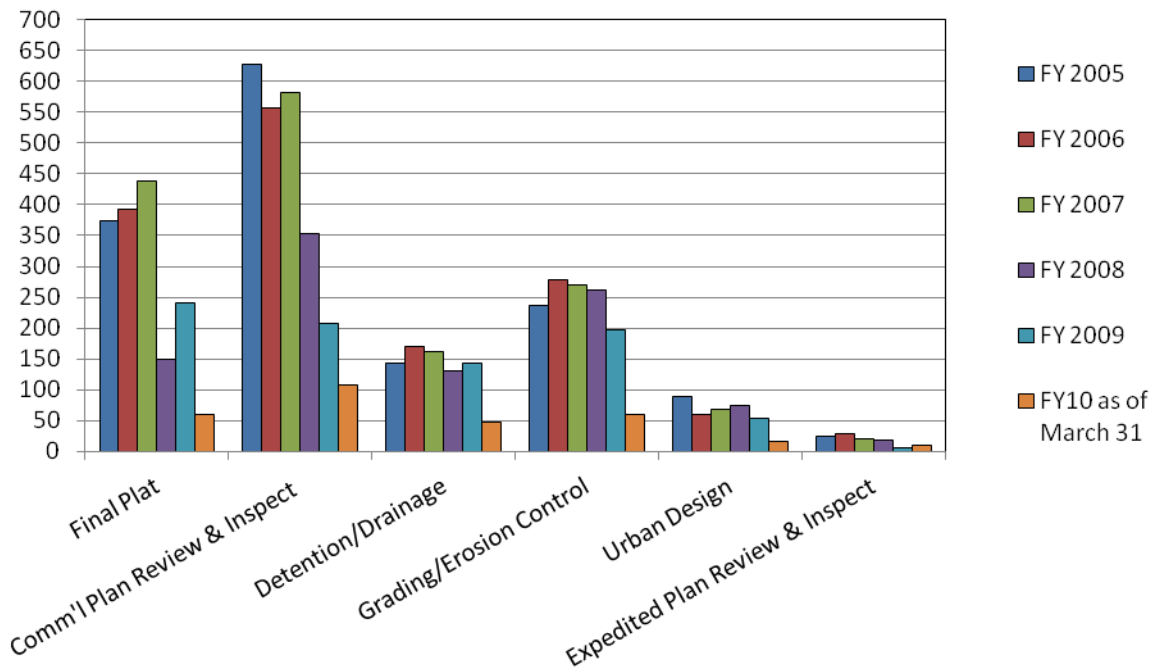
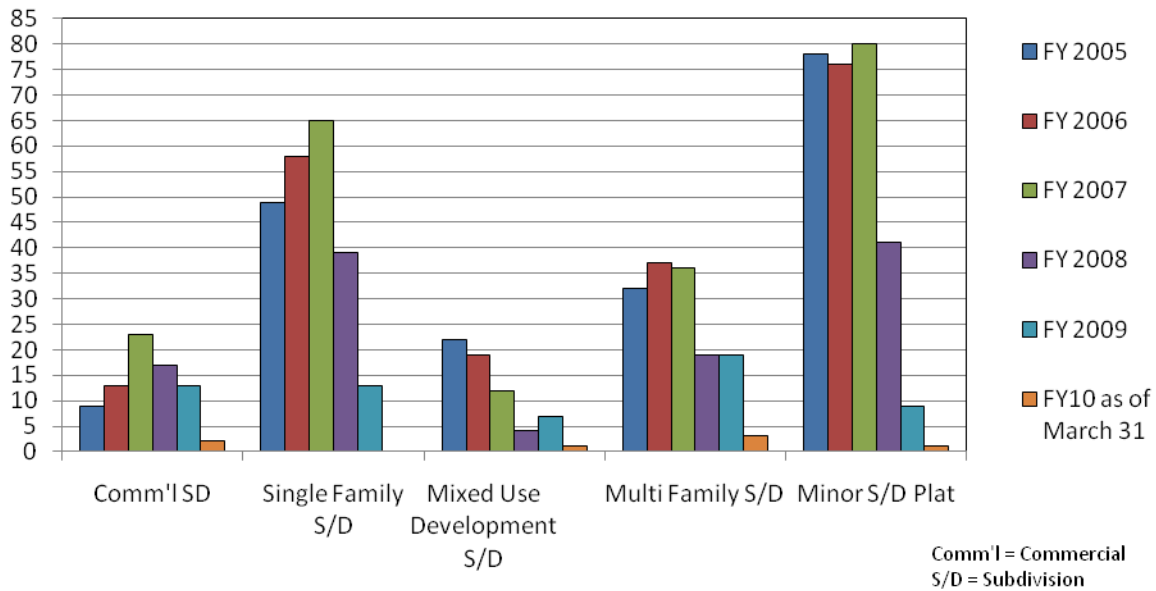
Non-regulatory fees, such as cemeteries and airport landings, will continue to be charged based upon market rates and negotiated contracts.

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

# Proposed FY11 User Fees

## Land Development Services' User Fees Occurrences

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



# Proposed FY11 User Fees

## Land Development Services' Cost Mitigation

To reduce the costs allocated to user fee services and to remain in-line with user fee activity, the land development divisions have made significant budget cuts. Because of these budget reductions, staff anticipates recovering most direct costs associated with land development services in FY11. Depending upon user fee activity in the upcoming fiscal year, fixed overhead costs such as payroll and building rent may not be fully recovered and therefore absorbed by the General Fund. The table below lists the staffing reductions made to minimize the regulatory user fee budget gap in FY10 and FY11.

Position Categories	E&PM	CDOT	Planning	Fire	N&BS	Total
Initial User Fee Allocation	58.0	15.0	24.0	5.0	12.0	114.0
Transferred to Enterprise Funds (Storm Water)	6.7					6.7
Transferred to Capital Projects	11.6	1.8	2.5			15.9
Transferred to Other Projects (e.g. contracted services)	1.1	7.8	11.4			20.3
Frozen	6.0	1.0	3.0	2.0	1.0	13.0
Current User Fee Allocation	32.6	4.4	7.1	3.0	11.0	58.1

## Other Regulatory Fees

### **Fire Department**

In addition to the land development-related services referenced above, the Fire Department has a second category of regulatory user fees—fire permit services. Fire permit revenue has not been significantly impacted by the economy.

### **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 significantly impacted by the economic downturn.

## Non Regulatory User Fees

### **Airport**

A few of the Airport's fees increase slightly. The fee scale for Land Rent increases by \$1 per acre. Landing fees increase \$1 per 1,000 pounds load-weight. The fee scale for Terminal Area Rentals, Cargo Facility Rentals, and Maintenance & Operations Costs increases by \$0.01 per square foot. All other fees remain flat.

### **E&PM**

The Land Development Bond Administration Services fee, an optional fee, decreases from \$435 to \$370. Beginning in FY11, this fee will be charged for each bond administration service, as is consistent with other national jurisdictions as well as actual workload allocations. 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.

### **CMPD – Animal Care & Control**

The Humane Society's surgery charges increase in FY11, resulting in an increase of \$5 to each of the Animal Care & Control's five Spay/Neuter fees. As implemented in FY10, CMPD suggests continuing to waive adoption fees for certified Rescue Groups, only charging for microchip and spay/neuter charges.

### **E&PM – Storm Water**

More frequent and larger flood events are straining older drainage systems and driving up the number of citizen requests. These newer requests compete with a backlog of lower priority requests for limited funding. The proposed user fee schedule includes a 7% impervious surface fee rate increase in FY11. For the average City residential storm water customer, the monthly variable rate fee will increase from \$6.20 in FY10 to \$6.63 in FY11.

# Proposed FY11 User Fees

## Charlotte Mecklenburg Utilities

In the FY11 proposed user fee schedule, Utilities customers will experience an increase in the sewer volume rate and the administrative fixed charge on both water and sewer. The average monthly total water/sewer bill for residential customers is estimated to be \$51.64 in FY11, an increase of \$3.68 per month. This average bill assumes 5,894 gallons or 8 ccf used each month. Based on the current rate structure, users consuming more than the average level of consumption are charged a higher water rate to encourage conservation and responsible use of this resource.

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
Cemetery Fees	CATS Advertising Fees

The FY11 Proposed Regulatory and Non-Regulatory User Fee schedule is attached. The effective date of these fees is July 1, 2010.

# Proposed FY11 User Fees

## REGULATORY USER FEES

### Engineering & Property Management FY11 Projected User Fees

Regulatory Fees	FY10	FY11
Commercial Plan Review & Inspection <sup>1</sup>	\$1,210/project	\$1,210/project
Commercial Tree Ordinance Review & Inspection	\$1,565/project + \$10/tree planted	\$1,565/project + \$10/tree planted
Grading / Erosion Control Permit <sup>2</sup>	\$4,190/project+ \$150/acre	\$4,190/project+ \$150/acre
Commercial Tree Preservation	\$1,230/project	\$1,230/project
Detention / Drainage Plan Review & Inspection <sup>2</sup>	\$2,240/project+ \$100/ (denuded) acre	\$2,240/project+ \$100/ (denuded) acre
Urban Design Plan Review & Inspection <sup>3</sup>	\$3,295/project	\$3,295/project
Plat Review & Inspection	\$1,100/plat	\$1,100/plat
Major Residential Subdivision Review & Inspection <sup>4</sup>	\$3,670/project+ \$100/acre	\$3,670/project+ \$100/acre
Major Commercial Subdivision Review & Inspection <sup>4,5</sup>	\$3,495/project+ \$50/(denuded) acre	\$3,495/project+ \$50/(denuded) acre
Residential Tree Ordinance (Single-Family Subdivision) and Residential Tree Preservation	\$1,620/project + \$15/acre	\$1,620/project + \$15/acre
Minor Residential Subdivision (without streets)	\$1,355/project	\$1,355/project
Rezoning Staff Review & Inspection	\$240/project	\$240/project
Review)/Administrative Fee	\$1,020/project	\$1,020/project
Minor Administrative Review	\$400/project	\$400/project
Commercial Zoning Plan Review & Inspection	\$85-\$805 based on construction costs	\$85-\$805 based on construction costs
Expedited Plan Review	\$1,605/project	\$1,605/project

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

# Proposed FY11 User Fees

## Charlotte Department of Transportation FY11 Projected User Fees

Regulatory Fees	FY10	FY11
Zoning Petition*	\$2,000	\$2,000
Commercial Building Permit/Site Plan*	\$65	\$65
Commercial Driveway Permit/Site Plan*	\$200	\$200
Subdivision Processing*	\$2,320	\$2,320
Right-of-Way Encroachment	\$2,000	\$2,000
Right-of-Way Abandonment**	\$1,450	\$1,450
Urban Reviews	\$1,975	\$1,975
Utility Right of Way Ordinance	***	***

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

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

\*\*\*Per the Utility ROW Stakeholder Process, fees are calculated based on actual costs and usage, and billed annually

## Planning Commission FY11 Projected User Fees

Regulatory Fees	FY10	FY11
<b>Rezoning: By Right</b>		
Single Family	\$800	\$800
Multi Family	\$1,200	\$1,200
Other	\$2,000	\$2,000
<b>Rezoning: Conditional</b>		
Single Family	\$1,050	\$1,050
Multi Family	\$1,575	\$1,575
Other	\$2,650	\$2,650
Text Amendment	\$900	\$900
Amend. Site Plan Approval	\$425	\$425
Sign Flex Option	\$250	\$250
<b>Subdivision Review:</b>		
Single Family (Streets)	\$1,225	\$1,225
Non-Residential	\$975	\$975
Plan Revisions	\$1,100	\$1,100
Variances & Appeals	\$2,500	\$2,500
<b>Final Plats:</b>		
Regular	\$275	\$275
Revisions	\$225	\$225
Condo	\$200	\$200
<b>Planned Multi-Family Review</b>	\$1,675	\$1,675
<b>Urban Plan Review*</b>	\$1,350	\$1,350
<b>Zoning Administration:</b>		
Appeals - Residential	\$150	\$150
Appeals - Non Residential	\$350	\$350
Variances - Residential	\$415	\$555
Variances - Non Residential	\$1,035	\$1,380
Administrative Deviation - Residential	\$150	\$150
Administrative Deviation - Non Residential	\$350	\$350

# Proposed FY11 User Fees

## Fire Department FY11 Projected User Fees

Regulatory Fees	FY10	FY11
<b>A. Fire Code Permits</b>		
Hazardous Chemicals <110 gallons, 1000 lbs	\$130	\$130
Heliport/Helistop	\$130	\$130
Fumigation & Thermal Insecticide Fogging	\$130	\$130
Lumber Storage/Yards & Woodworking Plants	\$130	\$130
Waste Handling (Junk Yards, Wrecking Yards)	\$130	\$130
Dispensing of Flammable/Combustibles including service stations	\$130	\$130
Day Care/Group Homes	\$130	\$130
Temp. Membrane Structures, Tents, Canopies	\$130	\$130
Repair Garages	\$130	\$130
Combustible Dust Producing Operations/Pulverized particles	\$130	\$130
Covered Mall Bldgs-Retail Fixtures/Concessions	\$130	\$130
Covered Mall Bldgs – Display-liquid or gas-fired equipment	\$130	\$130
Covered Mall Bldgs – Use of open flame producing equipment	\$130	\$130
Aerosol Products	\$130	\$130
Dry Cleaning Plants	\$130	\$130
Flammable Liquids-Class 1-(5-50 gallons inside/10-50 outside)	\$130	\$130
Combustible Liquids Class 2&e (25-60 gallons on property)	\$130	\$130
ABC Inspection/Permit	\$130	\$130
<b>B. Fire Code Permit</b>		
Haz Chem 111-1100 gal, 1001-10000 lbs	\$170	\$170
Compressed Gas	\$170	\$170
Spraying or Dipping Operations	\$170	\$170
Places of Assembly	\$170	\$170
Explosives (Fireworks Indoors)	\$170	\$170
Combustible Fibers	\$170	\$170
Exhibits & Trade Shows	\$170	\$170
Amusement Buildings	\$170	\$170
Carnivals & Fairs	\$170	\$170
Cryogenic Fluids	\$170	\$170
Flammable Liquids-Class 1(51-500 gallons on property)	\$170	\$170
Combustible Liquids Class 2&3-(61-500 gallons)	\$170	\$170
Combustible Storage Permit (over 2500 cubic ft)	\$170	\$170
High Pile Storage	\$170	\$170

# Proposed FY11 User Fees

Fire Fees Continued

Regulatory Fees	FY10	FY11
<b>C. Fire Code Permits</b>		
Haz Chem 1101-5500 gallons 10,001-50,000 lbs	\$215	\$215
Tire Rebuilding Plant	\$215	\$215
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks – AG/BG tank removal)	\$215	\$215
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$215	\$215
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$215	\$215
Flammable & Combustible Liquids (manufacture, process, blend/refine)	\$215	\$215
Flammable & Combustible Liquids (dispensing from tank vehicles into motor vehicles)	\$215	\$215
Aviation Facilities	\$215	\$215
Flammable Liquids Class 1 (501-5000 gallons on property)	\$215	\$215
Combustible Liquids Class 2 & 3A (501-5000 gallons on property)	\$215	\$215
<b>D. Fire Code Permits</b>		
Hazardous Chem >5,500 gallons >50,000 lbs	\$245	\$245
Explosives – Blasting Operations	\$245	\$245
Explosives – Fireworks (Outdoors)	\$245	\$245
Explosives – (Manufacture, storage, handling & sale)	\$245	\$245
Flammable Liquids Class 1 (Greater than 5,000 gallons, on property)	\$245	\$245
Combustible Liquids Class 2&3A-greater than 5,000	\$245	\$245



# Proposed FY11 User Fees

Fire Fees Continued

Regulatory Fees	FY10	FY11
<b>E. Plans Review</b>		
Hydrant Test	\$155	\$155
Rezoning Petitions	\$165	\$165
Multi-Family	\$300	\$300
Fire Alarm Plans (Shop drawings)	\$140	\$140
Fire Sprinkler Plans (Shop drawings)	\$140	\$140
Interactive Review	\$140	\$140
Residential Review	\$35	\$35
Plans Review-Const. <\$50,000	\$170	\$170
Plans Review-Const. \$50,001 to \$100,000	\$180	\$180
Plans Review-Const. \$100,001 to \$500,000	\$200	\$200
Plans Review-Const. \$500,001 to \$1,000,000	\$235	\$235
Plans Review-Const. \$1,000,001 to \$5,000,000	\$305	\$305
Plans Review-Const. \$5,000,001 to \$10,000,000	\$450	\$450
Plan Review-Const. \$ greater than \$10,000,000	\$690	\$690
Performance Tests - Fire pumps	\$160	\$160
Performance Tests - Sprinkler System (13R, drain test, etc)*	\$160	\$160
Performance Tests - Fire Alarm (Shell) (Smoke evac, atriums, smoke detection systems)	\$590	\$590
Performance Tests - Fire Alarm (Upfit)	\$160	\$160
Performance Tests - Private fire hydrants	\$160	\$160
Performance Tests - Standpipe system tests	\$400	\$400
Performance Tests - Automatic fire-extinguishing systems (hood systems, Halon system, pre-action systems in computer rooms or alternatives)*	\$160	\$160
Hourly Re-Review Fee at the third review	\$210	\$0

# Proposed FY11 User Fees

## Charlotte-Mecklenburg Police Department FY11 Projected User Fees

Regulatory Fees	FY10	FY11
<b>Adult Businesses</b>		
Application Fee	\$2,225	\$2,225
License Fee	\$800	\$800
Background Check Fee	\$30	\$30
Building Design Change Fee	\$1,090	\$1,090
<b>Passenger Vehicle for Hire Fees</b>		
<u>Company Certification Fees:</u>		
Application Fee	\$220	\$220
Certification/Permit Fee	\$385	\$385
Renewal of Certification/Permit	\$425	\$425
Late Renewal Charge (per day) <sup>1</sup>	\$100	\$100
<u>Driver/Chauffeur Fees:</u>		
Application Fee	\$80	\$80
New Driver/Chauffeur Fee <sup>2</sup>	\$15	\$15
Renewal of Permit Fee	\$90	\$90
Reinstatement of Permit Fee	\$100	\$100
Transfer or Duplication of Permit Fee	\$30	\$30
Add or Change a Company Affiliation	\$70	\$70
Extend Driver Permit Expiration Date	\$100	\$100
Replace Driver Permit	\$70	\$70
<u>Vehicle Fees:</u>		
New-Vehicle Permit (Decal/Medallion Fee)	\$190	\$190
Renewal-Vehicle Permit	\$155	\$155
Transfer Vehicle Permit	\$95	\$95
Replace Vehicle Permit	\$100	\$100
Replace Vehicle Decal	\$45	\$45
<b>Dance Hall License Fees</b>		
Application/Renewal Fee	\$2,320	\$2,320
License Fee	\$820	\$820
Background Check Fee	\$35	\$35
Building Design Change Fee	\$1,095	\$1,095
<b>Carnival Permit Fee</b>	<b>\$865</b>	<b>\$865</b>

<sup>1</sup>penalty; not a regulatory fee

<sup>2</sup>fee amount regulated by State statute

# Proposed FY11 User Fees

## Neighborhood Development FY11 Projected User Fees

Regulatory Fees	FY10	FY11
<b>Zoning Administration</b>		
Sign permits (≤100; >100 sq ft)	\$130/\$185	\$130/\$185
Change of Use Permits	\$125	\$125
Zoning Use Permits	\$130	\$130
Residential Single Family Reviews	\$25	\$25
Business License Reviews	\$45	\$45
Verification Letters	\$25	\$25

## City Clerk FY11 Projected User Fees

Regulatory Fees	FY10	FY11
Zoning Advertisements*	\$120	\$120

\*Collected by Planning Commission

# Proposed FY11 User Fees

<b>NON-REGULATORY USER FEES</b>
---------------------------------

## Charlotte Douglas International Airport FY11 Projected User Fees

Non-Regulatory Fees	FY10	FY11	Basis
Commuter Facility Charge	\$0.65	\$0.65	Per available seat
International Facility Use (FIS)	\$5.00	\$5.00	Per deplaned passenger
<b>International Gate Use (City Gates) :</b>			
Narrow Body Jet	\$0.65	\$0.65	Per turn
Wide Body Jet	\$0.65	\$0.65	Per turn
Fuel Flowage (re use of Airfield)	\$0.065	\$0.065	Per gallon delivered
Fuel Through-put (fees for ground service equipment)	\$0.08	\$0.08	Per gallon delivered
Armed Guard Fee	\$0.01	\$0.01	Per enplaned passenger
Parking Cards (combined lots)	\$245.00	\$245.00	Per card
Airport ID Cards	\$10.00	\$10.00	Per card
<b>Parking Fees:</b>			
Hourly Deck (\$16.00 daily maximum)	\$1.00	\$1.00	Per half hour
Daily Deck & Lot (\$6.00 daily maximum)	\$1.00	\$1.00	0-1 hour
Remote Lot	\$6.00	\$6.00	Daily maximum
Long Term Lot	\$4.00	\$4.00	Daily maximum
Curbside Valet (\$19.00 daily maximum)	\$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	
<b>Other Ground Transportation Operators:</b>			
Taxi Permits	\$312.50	\$312.50	Per permit per quarter
Off Airport Rent-A-Cars	10%	10%	% of gross revenue
Off Airport Parking	10%	10%	% of gross revenue
Hotel/Motel Courtesy Vans	\$400.00	\$400.00	Annually/per vehicle
Commercial Courier Vehicles	\$1.00	\$1.00	Per trip through lane
Contract Vans or Limos	\$1.00	\$1.00	Per trip through lane
Frequent Parking Cards	\$100	\$100	Per month
Land Rent	\$3,500-\$9,583	\$3,500-\$9,584	Per acre
Landing Fees	\$0.45	\$1.45	Per 1,000 lbs lwt.
<b>Aircraft Ramp Parking Fees:</b>			
Per operation 0 to 30,000 lbs	\$25.00	\$25.00	Aircraft 0 to 30,000 lbs
≥30,000 lbs for 0-3 hours	\$50.00	\$50.00	0 to 30,000 lbs, 0-3 hrs
> 30,000 lbs for 3-24 hours	\$100.00	\$100.00	>30,000 lbs, 3-24 hrs
Terminal Area Rentals	\$5.21-\$52.13	\$5.21-\$52.14	Per square foot
Cargo Facility Rentals	\$3.00-\$12.00	\$3.00-\$12.01	Per square foot
Maintenance & Operations Costs	\$7.75-\$10.00	\$7.75-\$10.01	Per square foot
<b>City Hanger Rentals:</b>			
60' x 60'	\$840.00	\$840.00	Per month
T-Hangers	\$300.00	\$300.00	Per month
Shadeports	\$155.00	\$155.00	Per month
Rent-A-Car Concessions	10.00%	10.00%	Minimum Annually
Cargo Ground Handling Fees	8.00%	8.00%	% of Gross Revenue

# Proposed FY11 User Fees

City Clerk

## FY11 Projected User Fees

Non-Regulatory Fees	FY10	FY11
Voluntary Annexation Petition	\$400	\$400

## Engineering & Property Management FY11 Projected Cemetery Fees

Non-Regulatory Fees: Oaklawn, North Pinewood, West Pinewood, 9th St Pinewood	FY10	FY11
<b>Opening &amp; Closing Fees:</b>		
<b>Adult</b>		
Weekdays	\$725	\$725
Weekdays after 3:30 p.m. & Saturday	\$1,088	\$1,088
Sunday & Holidays	\$1,360	\$1,360
Indigent (Catholic Social Svc-Weekdays)	\$200	\$200
Non-Permanent Burial Container/Adult - additional cost	\$250	\$250
<b>Infant/Child (up to 3 feet)</b>		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Sunday and Holidays	\$563	\$563
Indigent (Catholic Social Svc-Weekdays)	\$87	\$100
<b>Cremations (burial) (In-ground)</b>		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Sunday & Holidays	\$563	\$563
Second Right of Interment (new fee)	\$200	\$200
<b>Disinterment</b>		
Adult	\$1,088	\$1,088
Infant/Child (Up to 3 feet)	\$300	\$300
<b>Reinterment</b>		
Adult	\$725	\$725
Infant/Child (Up to 3 feet)	\$300	\$300
<b>Sale of Grave Spaces</b>		
Sale of Grave Sections 7 & 8 only	\$400	\$400
Sale of Grave Adult	\$500	\$500
Sale of Cremain Space In Ground (any)	\$250	\$250
Perpetual Care Charge One-time fee per space	\$50	\$50
Mausoleum Maintenance		
Flower Vase Installation	\$50	\$50
Sale and Installation of City Vase	\$90	\$90
Monument Foundation Construction (per sq. in)	\$0.60	\$0.60
Marker Installation (per sq. inch)	\$0.55	\$0.55
Transfer Burial Rights	\$100	\$100

## Proposed FY11 User Fees

Non-Regulatory Fees: Elmwood and Evergreen Cemeteries	FY10	FY11
<b><u>Charges for Opening and Closing</u></b>		
<b><u>Grave Spaces/Niche</u></b>		
<b>Adult</b>		
Weekdays	\$675	\$725
Weekdays after 3:30 p.m. & Saturday	\$1,012	\$1,088
Sunday & Holidays	\$1,265	\$1,360
cost	\$250	\$250
<b>Infant/Child (up to 3 feet)</b>		
Weekdays	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$450
Sunday and Holidays	\$470	\$563
<b>Cremations (burial)</b>		
Weekdays	\$250	\$300
Weekdays after 3:30 p.m. & Saturday	\$375	\$450
Second Right of Interment (new fee)	\$200	\$200
Sunday & Holidays	\$470	\$563
<b>Disinterment</b>		
Adult	\$1,012	\$1,088
Infant/Child (Up to 3 feet)	\$250	\$300
<b>Re-interment</b>		
Adult	\$675	\$725
Infant/Child (Up to 3 feet)	\$250	\$300
Sale of Grave Space Evergreen Adult/single Section 5 only	\$550	\$550
Sale of Grave Space Adult/double	\$800	\$800
Sale of Cremation Space - Lot	\$400	\$400
Sale of Cremation/Niche - Double	\$1,200	\$1,200
Sale of Cremation/Niche - Single	\$800	\$800
Perpetual Care Charge one-time upon purchase	\$50	\$50
<b>Amenities</b>		
Date (Evergreen only)	\$150	\$150
Tent & Chair Setup (Evergreen only)	\$100	\$150
Flower Vase Installation	\$50	\$50
Sale and Installation of City Vase	\$90	\$90
Monument Foundation Construction (per sq. in.)	\$0.60	\$0.60
Marker Installation (per sq. in.)	\$0.55	\$0.55
Transfer Burial Rights	\$75	\$100

# Proposed FY11 User Fees

## Engineering & Property Management FY11 Projected Parking Fees

Non-Regulatory Fees	FY10	FY11
Employee Parking	\$25/monthly	\$25/Monthly
Public Parking	\$1.00 first ½ hour	\$1.00 first ½ hour
	\$1.00 additional ½ hrs	\$1.00 additional ½ hrs
	Max \$12/day	Max \$12/day
<b>After Hours/Weekends</b>		
After Hrs weekdays Mon - Thurs 7 p.m. - 7 a.m. Weekends Fri 7 p.m. - Mon 7 a.m.		\$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 FY11 Projected Land Development Fees

Non-Regulatory Fees	FY10	FY11
Bond Administration Service	\$435/per new surety posted	\$370/per surety posted, extension, reduction, renewal, replacement, or release

# Proposed FY11 User Fees

## Charlotte-Mecklenburg Police Department FY11 Projected Animal Care & Control Fees

Non-Regulatory Fees	FY10	FY11
<b>Animal Control Adoption Fees:</b>		
Adult Dog/Cat	\$30	\$30
Adult Dog/Cat Senior Citizen 62 older	\$0	\$0
Puppy/Kitten	\$30	\$30
Puppy/Kitten Senior Citizen 62 older	\$0	\$0
Rescue Group Dog/Cat Approved Adoption	N/A	\$0
0 - 3 ft Snake	\$25	\$25
3 - 6 ft Snake	\$50	\$50
6 + ft Snake	\$75	\$75
Small Pot Belly Pig	\$25	\$25
Medium Pot Belly Pig	\$15	\$15
Large Pot Belly Pig	\$5	\$5
Rats	\$2	\$2
Mice	\$1	\$1
Hamster/Gerbil	\$3	\$3
Chinchilla	\$35	\$35
Guinea Pigs	\$5	\$5
Rabbits	\$5	\$5
Chickens	\$2	\$2
Turkeys	\$5	\$5
Ferrets	\$25	\$25
Small Iguana	\$25	\$25
Medium Iguana	\$50	\$50
Large Iguana	\$75	\$75
Finch	\$5	\$5
Parakeet /Canary	\$10	\$10
Parrot - Max Price (going market rate)	N/A	\$500
Gray Cockatiel	\$25	\$25
Lutino Cockatiel	\$50	\$50
Peach Faced Lovebird	\$25	\$25
Other Lovebird	\$50	\$50
Horse/Cow - (auction starting price)		\$50
Goats	\$15	\$15
<b>Animal Spay/Neuter Fees:</b>		
Canine Spay/Neuter	\$50.00	\$55.00
Feline Spay	\$40.00	\$45.00
Feline Neuter	\$30.00	\$35.00
Rabbit Spay	\$28.50	\$30.00
Rabbit Neuter	\$22.50	\$25.00

Non-Regulatory Fees	FY10	FY11
<b>Animal Reclaim/Boarding/Rabies Shot/Microchip:</b>		
Canine	\$40/10/15/8	\$40/10/15/8
Feline	\$25/6/15/8	\$25/6/15/8
Livestock	\$55/12/0/0	\$55/12/0/0



# Proposed FY11 User Fees

## Solid Waste Services FY11 Projected User Fees

Non-Regulatory Fees	FY10 Fee	FY11 Unit Estimate	FY11 Fee
Veterinary Dead Animal Collections	\$3 per animal or \$15 minimum pickup charge	1,395	\$3 per animal or \$15 minimum pickup charge
Annual Solid Waste Disposal			
Mobile Homes (Bus.)	\$45		\$45
Mobile Homes (Ind.)	\$45		\$45
Residential	\$45		\$45
Manufactured	\$45		\$45
Mobile Home	\$45		\$45
<b>Sub-Total: Single Family</b>		<i>182,395</i>	
M/F Business Residential	\$27		\$27
M/F Individual Residential	\$27		\$27
M/F Others	\$27		\$27
<b>Sub-Total: Multi Family</b>		<i>134,314</i>	
<b>Total All Units</b>		<i>316,709</i>	

## Charlotte Department of Transportation FY11 Projected User Fees

Non-Regulatory Fees	FY10	FY11
Parking Permits:		
Parking Permits (4 <sup>th</sup> Ward, 3 <sup>rd</sup> Ward, etc)	\$30	\$30
Replacement Permits	\$5	\$5
Parade Permit*	\$10	\$10
Off-Duty Police Officer Permit:		
Registration Fee	\$25	\$25
Permit	\$50	\$50
Daily Permit	\$5	\$5
Permit Renewal	\$50	\$50
Parking Meters	\$1/hour	\$1/hour

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

# Proposed FY11 User Fees

## Charlotte Area Transit FY11 Projected User Fees

<b>Non-Regulatory Fees - FY11</b>				
<b>Transit Bus Advertising - Interior Cards 11"x 28"</b>				
	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
<b>LYNX Light Rail Vehicles Advertising - Interior Cards 10 11/16"x 22"</b>				
	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 Commit.
100%; 15 perLRV; 240	\$9,600	\$7,680	\$6,720	\$5,760
50%; 7 perLRV; 112	\$4,480	\$3,584	\$3,136	\$2,688
25%; 3 perLRV; 48	\$1,920	\$159	\$1,344	\$1,152
1 per vehicle; 1 per LRV; 16	\$640	\$512	\$448	\$384
<b>Charlotte Trolley Rail Vehicles - Interior Cards 11"x 28"</b>				
	1 Month Commitment	3 Month Commitment	6 Month Commitment	12 Month Commit.
% of Avail Fleet; Display Cards; # of Cards	1 Month Commitment	3 Month Commitment	6 Month Commitment	12 Month Commit.
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

**Proposed FY11 User Fees**  
**Engineering & Property Management**  
**FY11 Projected Storm Water Rates**

Storm Water Rates	FY10	FY11
<b>Single Family</b>		
Tier I - <2,000 sq ft of impervious area	\$4.21/mo	\$4.51/mo
Tier II - >1,999 sq ft of impervious area	\$6.20/mo	\$6.63/mo
<b>Commercial</b>		
Per acre of impervious area	\$103.27/mo	\$110.50/mo

**Charlotte Mecklenburg Utilities**  
**FY11 Projected Water & Sewer Rates**

Water & Sewer Fees	FY10	FY11
<b>Water</b>		
Residential Fixed:	\$1.80	\$2.40
Tier I - (0-4 ccf)	\$1.45	\$1.45
Tier II - (4-8 ccf)	\$1.64	\$1.64
Tier III - (8-16 ccf)	\$2.69	\$2.69
Tier IV - (+16 ccf)	\$5.32	\$5.32
Non Residential (ccf)	\$2.04	\$2.04
<b>Sewer</b>		
Fixed	\$1.80	\$2.40
Volumetric - residential, commercial, others	\$4.00	\$4.31
Industrial waste	\$.30/ccf	\$.30/ccf
Capacity/connection (common residential water meter)	\$1,928	\$2,180
Capacity/connection (common residential water meter)	\$3,589	\$4,120

This page intentionally left blank.

# 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 (PPSP):** 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.