



CHARLOTTE.

MAYOR

Anthony Foxx

MAYOR PRO TEM

Patrick Cannon

CITY COUNCIL

Michael D. Barnes

Dr. Jason Burgess

Nancy Carter

Warren Cooksey

Andy Dulin

David L. Howard

Patsy Kinsey

James Mitchell, Jr.

Edwin Peacock III

Warren Turner

PRELIMINARY
FY2012 & FY2013 STRATEGIC OPERATING PLAN
AND
FY2012-2016 CAPITAL INVESTMENT PLAN

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

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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY12 and FY13 Strategic Operating Plan (SOP)** and the **FY12-16 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.

FY12 and FY13 Strategic Operating Plan

This document provides a detailed record of the spending plan proposed by the City Manager for FY12 and FY13. It contains the following elements:

Executive Summary (Pages 1 - 30)	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, and fund summaries.
Corporate Strategy & Priorities (Pages 31 - 50)	The City's corporate strategy, City Council priorities (Community Safety, Transportation, and Economic Development—Business Corridor Redevelopment) and strategic focus areas.
Operating Budgets (Pages 51 - 112)	<p><u>General Fund Operations Budgets:</u> The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These include Police, Fire, Solid Waste, Transportation, Neighborhood & Business Services, Engineering and Property Management, and Planning.</p> <p><u>Enterprise Operations Budgets:</u> The budgets and performance achievements of Key Business Units that function as enterprise operations with a dedicated funding source. These include Aviation, Charlotte Area Transit System, Storm Water, and Charlotte-Mecklenburg Utilities.</p> <p><u>Support Businesses Budgets:</u> The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These include the Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.</p>
Summary Statistics and Schedules (Pages 113 - 144)	Tabular presentation of key revenue and expenditure information as city wide totals and by fund.
Capital Investment Plan Summary (Pages 145 - 172)	A five year plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities.
User Fees (Pages 173 - 192)	A listing of city regulatory and non-regulatory fees.
Key Terms (Pages 193 - 195)	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 FY11 revised, FY12 and FY13 recommended
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget summary by inventory of services
- Budget decreases and increases

City Clerk

City Clerk

Summary		FY11	FY12	FY13
<p>The City Clerk's Office records, transcribes, and distributes City Council meeting minutes for workshops, business meetings, zoning meetings, 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 38 volunteer boards and commissions.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • Completed 44 total City Council meeting minutes in FY10 • 100% of meeting minutes were completed within 28 days • Provided support for 9 Civil Service Board meetings and 5 hearings, with each hearing lasting a minimum of 2 business days • Provided staff for 2 Citizen Review Board meetings • Facilitated appointment of 101 advisory board members • Assisted 365 citizens in signing up to speak at City Council Meetings • Executed and tracked more than 574 attestations and/or notarizations for contracts, deeds, leases or agreements 		\$531,707	\$532,990	\$532,990
<p>Accomplishments</p> <ul style="list-style-type: none"> • Exceeded the Clerk's office goal by posting all Council meeting agendas on the website no later than the Thursday before the Council meeting • Continued the new digital recording process and we now have the ability to digitally record in CH-14 to better accommodate closed sessions • Began work with the OCIO's Office and Corporate Communications & Marketing to implement an online speaker sign-up function • Conducted more than 50 records research requests • Submitted and verified 58 legal ads for publication 		6.00	6.00	6.00
<p>SERVICE DELIVERY CHALLENGES</p> <p><u>Budget Constraints</u> Limited funding opportunities make it difficult to initiate new customer service related projects; however, a major priority for the City Clerk's Office is the creation and implementation of an online speaker sign-up and registration system. Clerk's Office staff is currently working in collaboration with the CIO's Office and Corporate Communications in order to achieve this goal. This additional service to citizens will likely result in increases to our operating budget which presents significant challenges for the Clerk's Office.</p> <p>Reduced funding in salaries and wages continues to cause staffing challenges for the Clerk's Office. This creates issues with staffing and has put records management projects on hold. Once complete, these projects will allow citizens and City staff to easily search records dating back to the late 1800s. The City Clerk's Office is exploring creative ways to complete these time consuming and intensive projects, such as unpaid internships.</p>				

Performance Measures		Performance Achievement																					
		FY11 Target	FY12 Target																				
<p>City Clerk Services Attends and records proceedings of all City Council meetings, administers Council process for 38 boards, commissions and committees; responds to requests from City Council, citizens, and staff; prepares and submits requests for legal advertising for the City. Also organizes, attends, and records Civil Service and Citizen Review Board meetings</p>																							
◆ Complete Council business meeting minutes within 28 business days of the time	98%	98%	98%																				
◆ Upload stamped RCAs to CNet within 4 business days of a City Council Meeting	100%	100%	100%																				
◆ Attest and return documents within 3 business days of receiving them	95%	95%	95%																				
<p>Decreases \$10,025 is decreased for printing and publishing \$3,660 is decreased in advertising fees \$460 is decreased in postage</p>		<p>\$490 is added for increased dues and subscription fees \$283 is added for an increase in training expenses for staff</p>																					
<p>Increases \$1,000 is added for office telephone reorganization \$1,000 is added for increased needs to support the Civil Service Board</p>																							
<p>Budget Summary</p> <table border="1"> <thead> <tr> <th></th> <th>FY11</th> <th>FY12</th> <th>FY13</th> </tr> </thead> <tbody> <tr> <td>City Clerk Services</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Budget</td> <td>\$ 531,707</td> <td>\$ 532,990</td> <td>\$ 532,990</td> </tr> <tr> <td>Positions</td> <td>6.00</td> <td>6.00</td> <td>6.00</td> </tr> <tr> <td>Total</td> <td>\$ 531,707</td> <td>\$ 532,990</td> <td>\$ 532,990</td> </tr> </tbody> </table>					FY11	FY12	FY13	City Clerk Services				Budget	\$ 531,707	\$ 532,990	\$ 532,990	Positions	6.00	6.00	6.00	Total	\$ 531,707	\$ 532,990	\$ 532,990
	FY11	FY12	FY13																				
City Clerk Services																							
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Total	\$ 531,707	\$ 532,990	\$ 532,990																				

Budget Process

PHASE I - BUDGET POLICY DEVELOPMENT

November 2010

Strategic Operating Plan Kick-off

December 2010

City Council

- Approve FY12 and FY13 Budget Calendar

January 2011

Council Budget Committee Meeting

- Financial Partner Review

February 2011

Mayor and Council Annual Retreat

- Overview of the economic environment and potential operating and capital budget considerations for FY12 and FY13
- Review and consideration of City Council Focus Areas and priorities

Council Budget Committee Meeting

- Financial Partner Review

March 2011

Mayor and Council Budget Retreat

- General Fund Revenue Update
- State of NC Budget Update
- CATS Budget
- Risk Fund
- Financial Partner and Outside Agency Funding Requests

Council Budget Committee Meeting

- Financial Partner Review
- Review of Mayor's Budget Task Force Report

Mayor and Council Budget Retreat

- Property Revaluation
- Revenue Update
- Utilities Budget
- State of NC Budget Update

Council Budget Committee Meeting

- Financial Partner Review
- Review of Mayor's Budget Task Force Report

April 2011

Mayor and Council Budget Retreat

- State of NC Budget Update
- Budget Committee Update
- Health Insurance
- Draft General Capital Investment Plan
- Storm Water Budget

City Council

- Adopt FY12 Focus Area Plans

PHASE II - BUDGET DELIBERATIONS AND ADOPTION

May 2011

Budget Presentation by City Manager

Budget Adjustments Meeting

Public Hearing on Budget

June 2011

Straw Votes Meeting

Budget Adoption

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Manager's Transmittal

May 9, 2011

To the Honorable Mayor and Council:

On behalf of the City organization, I am pleased to present the City's FY2012 and FY2013 Strategic Operating Plan and the FY2012-2016 Capital Investment Plan (CIP), which totals \$1.67 billion in FY2012 and \$1.71 billion in FY2013.

While the economy is not back to pre-Great Recession levels, the City has successfully weathered the economic challenges of the past three years. The City has maintained its strong economic policies and reputation – as evident through maintenance of the City's solid AAA bond rating. Unfortunately, the "new normal" is characterized by slow rates of economic growth.

FY2012 marks the first year in four years that the City has developed a budget without an expectation of less revenue. However, the City continues to face tough budget issues. The budget is characterized by the following:

- Key Business Units (KBUs) did not have to go through a budget reduction exercise like last year;
- Revenue growth is applied to base budget operating needs such as fuel, utilities, risk, and health insurance; and
- No changes in service levels, with only a few exceptions.

In Charlotte-Mecklenburg Utilities, the budget includes rate changes to improve customer service, reduce wait times for leak responses, and fund debt service increases.

This budget also returns the City to a biennial budget. City Council will appropriate funds for the first year's budget (FY2012) and approve the plan for the second year's budget (FY2013).

Revaluation

The general reappraisal of real property in Mecklenburg County must occur at least every eight years per North Carolina General Statute. Mecklenburg County last reappraised property in 2003, thereby requiring a revaluation in 2011.

State law requires that units of local government publish a revenue-neutral rate in the budget following the completion of the general reappraisal of real property. The revenue-neutral tax rate, as defined by G.S. 159-11(e), is 43.70 cents. The proposed property tax rate for FY2012 and FY2013 is 43.70 cents, which represents a 2.16 cent decrease from the current property tax rate of 45.86 cents in FY2011.

If the Mecklenburg County Tax Office communicates different assumptions regarding the number of appeals, I may revise the revenue-neutral tax rate calculation prior to budget adoption. Adjusting the revenue-neutral rate will not change the projected total property tax value.



CHARLOTTE

FY2012 marks the first year in four years that the City has developed a budget without an expectation of less revenue.

Revenue growth is applied to base budget operating needs such as fuel, utilities, risk, and health insurance.

The revenue-neutral tax rate for the City is 43.70 cents. The proposed property tax rate for FY2012 and FY2013 is 43.70 cents, which represents a 2.16 cent decrease from the current property tax rate of 45.86 cents in FY2011.

Manager's Transmittal

Revenues

I am projecting property tax revenue growth of 4.8% (including annexation) in FY2012 and growth of 1% in FY2013 with a collection rate of 96.8%. As in prior years, I take a very conservative approach in projecting anticipated revenues.

I am projecting property tax revenue growth of 4.8% (including annexation) in FY2012 and growth of 1% in FY2013.

Sales tax revenue appears to have stabilized and modest growth of 5% over FY2011 projected actual is expected in FY2012 and 4.5% growth in FY2013. Unfortunately, it could take two to three years for sales tax growth rates to return to pre-Great Recession levels.

Sales tax revenue appears to have stabilized and modest growth of 5% over FY2011 projected actual is expected in FY2012 and 4.5% growth in FY2013.

General Fund Budget Highlights

As mentioned earlier, this budget focuses on addressing core, base operating budget needs. Highlights include:

- **Police base budget adjustment: (\$3.3 million increase in FY2012)** - Adjustments are recommended to address following priorities:
 - \$1.4 million for 13 additional Response Area Commanders (RACs) for a total of 39 funded positions. Also, the City will create the rank of Lieutenant;
 - \$1.7 million for 15 additional Police officers at Aviation to increase security; and
 - \$0.2 million for additional youth initiatives associated with the Police Activities League and Right Moves for Youth.
- **Fuel adjustments (\$1.3 million increase in FY2012)** - Oil prices have increased over 40% since Labor Day 2010. I recommend increasing the General Fund's overall fuel allocation by 15% in FY2012 and an additional 5% in FY2013, which would be allocated primarily to Police, Fire, and Solid Waste Services.
- **Utility adjustments (\$0.6 million increase in FY2012)** - Similar to fuel, utility rate increases (e.g. electricity) have continued to increase. I recommend a 5% increase in FY2012 and an additional 5% in FY2013 in the General Fund.
- **Capital Equipment (\$1.5 million increase in FY2012)** - The budget includes additional cash and debt funding capacity to replace up to 6 additional Fire apparatus and 10 additional Solid Waste refuse collection trucks beyond the normal replacement process. Fire's apparatus maintenance has increased considerably due to increasing call volume and the need to keep apparatus in front-line status for a greater number of years. Solid Waste refuse collection trucks experience some of the toughest service of any City vehicle and additional replacements are needed for FY2012.
- **Refuse and Recycling Carts (\$0.3 million increase in FY2012)** - The budget includes additional funding for the purchase of refuse and recycling carts due to new customer growth and for the replacement of damaged or stolen carts.

It could take two to three years for sales tax growth rates to return to pre-Great Recession levels.

Manager's Transmittal

Position change highlights include:

- **Police**
 - 13 response area commander positions (now lieutenants)
 - 15 Police officers for Aviation to increase security (funded by Aviation)
- **Solid Waste Services**
 - 5 positions associated with monitoring and minimizing safety risks to mitigate liability costs
- **City Attorney's Office**
 - 1 attorney to address increase in workload associated with Risk Management legal issues (funded from the Risk Fund)
- **Business Support Services**
 - 1 Procurement Services contracts administration specialist dedicated to Charlotte's Cooperative Purchasing Alliance (CCPA): CCPA is rapidly increasing as a result of tight budgets and jurisdictions seeking to obtain the best available pricing. Vendor administrative fees paid to the City cover 100% of the position's cost.
 - 2 Procurement Services positions: A contract administration specialist and a purchasing agent are proposed to address workload issues and provide a greater level of compliance and oversight of the procurement function as recommended by an independent review. Thirty-percent of the cost would be supported by Mecklenburg County.
- **Neighborhood & Business Services**
 - 8 unfunded positions deleted resulting from increased efficiencies resulting from recent KBU reorganization

As a result of the accumulation of recommended changes outlined above, the recommended General Fund budget changes as follows:

Fiscal Year	Amount*	Change from Prior Year
FY2012	\$529.8M	3.2%
FY2013	\$539.7M	1.9%

*Gross budget

General Capital Investment Plan (CIP) Highlights

The 3.86 cent property tax increase approved by City Council in FY2007 dedicated 2.67 cents to fund three bond referenda, (2006, 2008, and 2010). A total of \$551 million of public infrastructure investments in transportation, neighborhood improvements, and affordable housing are being funded from the three bond referenda.

No funding is currently identified for a 2012 or subsequent bond referendum. City Council has until next year's budget process to determine if it wishes to have a 2012 bond referendum and at what level.

My recommended CIP contains no increases to the current bond-funded CIP program. However, two priorities benefit from savings in completed bond

No funding is currently identified for a 2012 or subsequent bond referendum. City Council has until next year's budget process to determine if it wishes to have a 2012 bond referendum and at what level.

Manager's Transmittal

projects:

- **Fire Investigations building: Add \$1.9 million for renovation**
 - Project continues the efforts to consolidate fire functions together near the new Fire Headquarters campus.
- **Freedom Drive widening: Increase project by \$2.0 million**
 - I recommend adding \$2.0 million to the project budget – increasing from \$25.3 million to \$27.3 million – to address higher estimated construction costs resulting primarily from new, required North Carolina Department of Transportation design changes.

The Pay-As-You-Go (PAYG) capital program includes few changes, as well. Notable highlights include:

- **Environmental Services Program: Add \$0.6 million**
 - This program addresses EPA mandates and other various environmental maintenance, monitoring, and remedial actions. Supplemental funding to the program from prior Environmental Bonds is now depleted. I recommend replacing the depleted Environmental Bonds funding source with \$0.6 million of additional PAYG program funding to maintain a \$1.2 million overall program funding level.
- **CDBG and HOME Federal Grants: Reduce \$1.0 million**
 - The estimated FY2012 CDBG and HOME program funding from the Federal government is reduced by 16% and 12%, respectively. The impact from the reduction necessitates a reduction to the Neighborhood Revitalization Fund and reallocating Innovative Housing funds to support other Housing Development and After School programs.

The City continues to face challenges associated with limited revenue growth and potential State budget actions that could impact the City. As a result, I am not able to recommend any Broadbanding merit, Public Safety Pay Plan (PSPP) market, or PSPP step increases for FY2012.

Compensation and Health Benefits

The City continues to face challenges associated with limited revenue growth and potential State budget actions that could impact the City. As a result, I am not able to recommend any Broadbanding merit, Public Safety Pay Plan (PSPP) market, or PSPP step increases for FY2012.

However, I recommended addressing other important personnel related issues, including:

- **Restoration of 1% to 401(k)** – The City's contribution to employees' 401(k) program was reduced by 1% as part of last year's budget cuts. I recommend restoring the City's contribution to employee 401(k) programs from 2% of an employee's salary back to 3% (excluding sworn law enforcement). Cost to the General Fund is \$1.8 million additional in FY2012. Sworn law enforcement's 401(k) contribution remains at 5% per N.C. General Statute requirements.
- **Group Insurance Coverage Increases** – The City's funding for group insurance coverage increases 3% in FY2012 and 5% in FY2013. I am grateful for staff's hard work to contain costs and mitigate the premium increase impact to employees. One important change

I recommend restoration of the City's contribution to employee 401(k) programs from 2% of an employee's salary back to 3% (excluding sworn law enforcement). Sworn law enforcement's 401(k) contribution remains at 5% per N.C. General Statute requirements.

Manager's Transmittal

includes a revision to the City's PPO options. Employees opting for the City's base medical plan (PPO B) will see no increase in rates. Employees desiring a higher level of medical benefits can "buy-up" into PPO "A" coverage at a higher employee premium rate.

- **Local Government Employee Retirement System Contribution (LGERS) Increase** – For FY2012, the NC Local Government Employees' Retirement System (NCLGERS) board mandated employer contribution increases for all employees (from 6.35% to 6.88% for non-sworn employees and 6.41% to 7.04% for sworn law enforcement). This is the second straight year that the City has assumed a greater contribution level to LGERS to maintain the retirement system's long-term financial strength.
- **One-Time Lump Sum Payment from Budget Savings** – I propose providing employees a one-time lump sum payment from current FY2011 budget savings. I have charged Key Business Units to generate \$7.0 million in General Fund budget savings for FY2011 that would be shared equally between employees and General Fund fund balance. Employees would be eligible for up to a 1% salary equivalent lump sum, depending on the total level of budget savings. If the lump sum is granted, the payment will not increase employee base compensation and therefore not impact future salary budgets.

Charlotte-Mecklenburg Utilities Rate Adjustment

Beginning July 1, 2011 Utilities customers will see changes in their bill. The changes include a new rate methodology as well as a proposed rate increase.

Rate Methodology

Customers will see a new fee, called an availability fee, added for water and sewer. This fee is based on meter size and is in place to pay for debt service as well as reduce the unpredictability of rate revenues that fluctuate when consumption varies based on weather conditions. Over the last decade, extreme weather conditions disrupted the ability of the Utility to project revenue needs. This fee helps address that challenge.

Also, the sewer cap will be lowered from 24 ccf (1 ccf = 748 gallons) of metered water usage to 16 ccf. This reduction recognizes that customers of more than 16 ccf generally use the water for irrigation and are not returning that water to the sewer system. The new rate methodology serves to make the rate more equitable.

Proposed 2012 Rates

The proposed rate increase will impact each customer differently based on their consumption. For most customers, the impact of the new rate methodology and rates will lead to an increase of \$5 to \$11 on the total monthly bill. For the average user (8 ccf), this translates to a rate increase of 8.8%.

Because of the new rate methodology, the water use tiers have also been changed to reflect the new availability fee. The tiers remain structured to encourage water conservation.

Beginning July 1, 2011, Utilities customers will see changes in their bill. The changes include a new rate methodology as well as a proposed rate increase.

For most customers, the impact of the new rate methodology and rates will lead to an increase of \$5 to \$11 on the total monthly bill. For an 8 ccf user, this translates to a rate increase of 8.8%.

Manager's Transmittal

Budget Safeguards from Potential State Budget Impacts

As anticipated last year, the economy has hit bottom, and we are now experiencing recovery, albeit at a slow growth rate. Still, uncertainties remain at this point about how the State will address its FY2012 budget challenges.

The State will likely not pass its budget until after the City approves its budget, so I am recommending a budget that is cautious in the face of the State's budget uncertainty. My recommended budget includes the following safeguards should the City be impacted by the State:

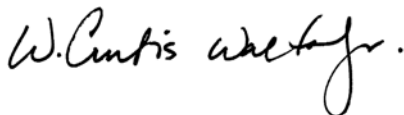
1. Use of \$18.4 million capital reserves – If no negative impacts result from the State's adopted budget, I recommending using these reserves to fund "severe" risk corporate technology investments and address increased losses in the Risk Fund;
2. \$1.0 million in the General Fund to cover other possible impacts from the State including the potential loss of the 2011 annexations;
3. \$445,446 balance in the Criminal Justice System Technology Reserve;
4. Reduction of General Fund reserves below 16% (each 1% equals approximately \$5.3 million); and
5. Other actions as necessary on the expenditure side of the budget.

Conclusion

I am proud of the efforts that City Council and staff have made these past three fiscal years to preserve the City's financial strength and reputation. It has been challenging, but the City has made the tough, necessary decisions. In light of the budget still being tight, this budget applies growth revenue to address base budget operating needs such as fuel, utilities, risk, and health insurance.

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

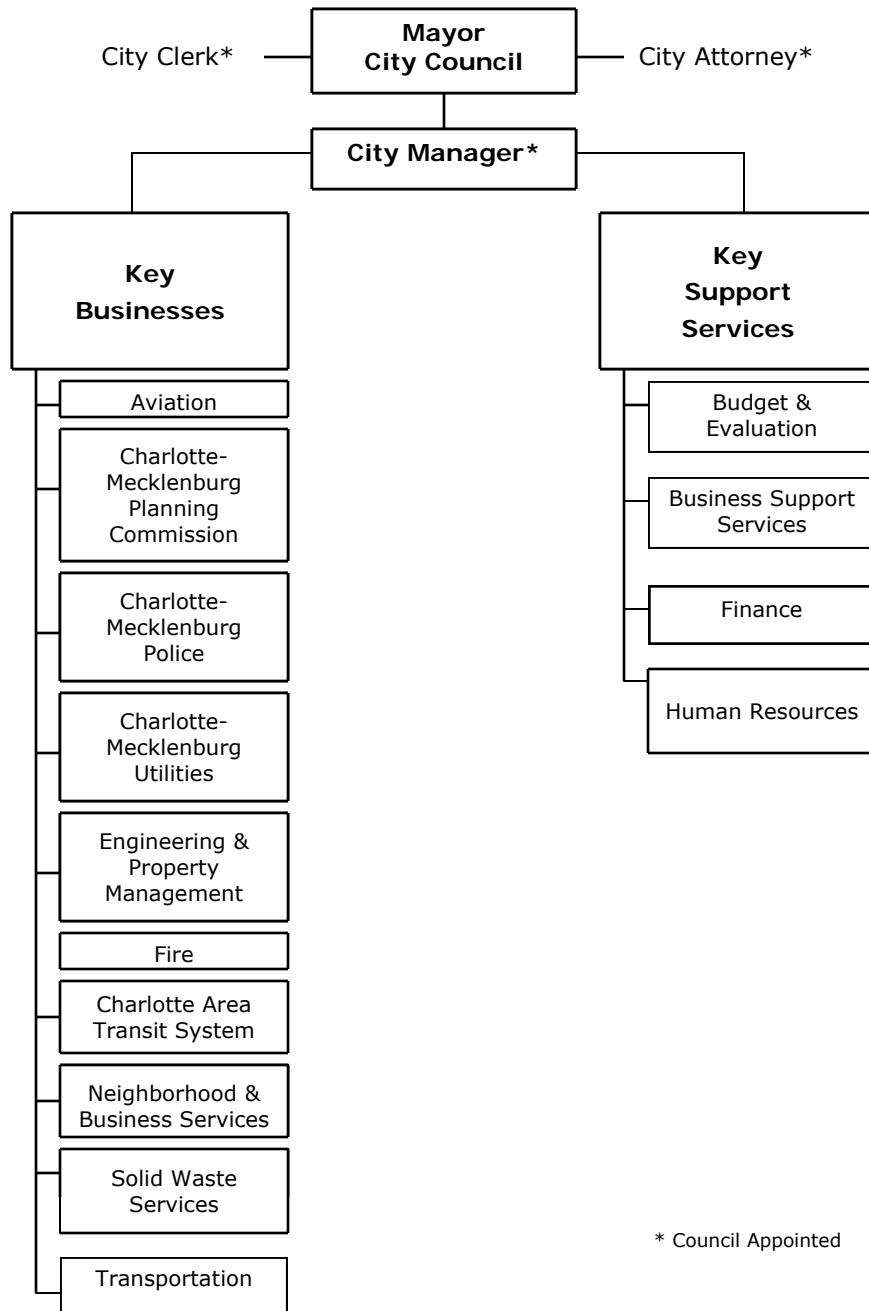
Respectfully,



W. Curtis Walton, Jr.
City Manager

I am proud of the efforts that City Council and staff have made these past three fiscal years to preserve the City's financial strength and reputation. It has certainly been challenging, but the City has made the tough, necessary decisions.

City of Charlotte Organizational Chart



* Council Appointed

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Executive Summary

INTRODUCTION

The total recommended budget for FY12 is \$1.67 billion and FY13 is \$1.71 billion, a slight decline below the FY11 revised budget of \$1.73 billion. The total budget includes both the annual operating budget and the Capital Investment Plan (CIP). The budgets reflect slow growth following a three-year period of economic decline, which the City weathered through budget reductions and its continuation of conservative financial strategies.

- The **operating budgets of \$1.06 billion in FY12 and \$1.08 billion in FY13**, represent a slight decline below the FY11 operating budget of \$1.08 billion. This decline is primarily due to no new Federal Stimulus Grants. The FY12 and FY13 operating budgets include no additional services and no increase to the employee pay plan.
- The **first year of the five-year CIP is \$606.8 million**, compared to the prior year's CIP of \$568.5 million. This 5% increase is attributed to Enterprise CIPs, as the General CIP actually declines.

In FY11 the City underwent a property revaluation, resulting in a total assessed property valuation of \$84.3 billion, up from \$77.7 billion in FY11. North Carolina General Statutes require the calculation of a revenue neutral property tax rate following revaluation. From FY07 through FY11, the City's property tax rate was 45.86¢ per \$100 valuation. The revenue neutral property tax rate of 43.70¢ per \$100 valuation is applied to the FY12 and FY13 budgets. The projected property tax revenue growth in the General Fund from FY11 to FY12 is 4.8% (including annexation), and the growth to FY13 is 1%. Rate calculation details can be found on page 18.

The FY12 and FY13 operating budgets include modest increases in both the Enterprise and General Funds KBUs. Because of small revenue growth, KBUs did not need to undergo another round of budget cuts, as has been required in prior years. This growth in revenue, following a period of economic decline, was used to fund base budget issues, such as fuel, utilities, risk management, and health insurance, in both the General and Enterprise Funds. Also represented in the operating budgets in the net addition of 34 positions in the General Fund and the reduction of 46 positions in the Enterprise Funds. The additional positions are focused in the area of Police and Solid Waste Service, with a few positions added to the City Attorney's Office and BSS-Procurement Services.

The five-year Capital Investment Plan (CIP) totals \$3.29 billion, with very few changes from the current capital program's projections. The FY2012-2016 CIP represents a 27.5% increase over the FY2011-2015 program. The increase in the overall CIP is primarily due to growth in the Enterprise Funds, specifically CATS, Aviation, and Storm Water. The construction of CATS' LYNX Blue Line Extension comprises the largest portion of this increase at \$888.7 million. The General Government CIP is decreasing in most programs as a result of no current funding identified for a 2012 or subsequent bond referendum. Within the General Government CIP there is one new project and four amended projects. The new project is the Fire Investigations Facility renovation, located at the new Fire Headquarter Campus, and funded at \$1.9 million by savings from completed Fire Stations. Amendments to the General Government CIP include the Joint Communications Center, Freedom Drive Widening, Environmental Services, and the Community Development Block Grant (CDBG) Program. One adjustment of special note is that the CDBG projects are reduced by 20% (\$1.04 million) in anticipation of federal budget reductions. To compensate for the CDBG reduction, the City will reduce Neighborhood Revitalization projects and reallocate Innovative Housing funds to maintain support to Housing Development and afterschool programs.

Council Focus Areas

Council's five focus area plans, approved in April 2011, 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 America's safest community."*
- **Housing and Neighborhood Development:** *"Creating and sustaining communities of choice for living, working, and recreation."*
- **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 and energy sustainability, preserving our natural resources while balancing growth with sound fiscal policy."*

Executive Summary

General Fund - An Overview

The General Fund Recommended Budget is \$529.8 million in FY12 and \$539.8 million in FY13, compared to the FY11 Revised Budget of \$513.4 million. The FY12 and FY13 budgets reflect an increase of 3% and 2%, respectively, over the prior year. While economic conditions remain challenging, the slow growth experienced over the past year allows for a focus on addressing a few core operating issues.

General Fund Decreases Overview

To further reduce the General Fund operating budget, staff continues to evaluate and implement operational efficiencies, as well as identify costs that do not align to the City's strategic objectives.

Operational efficiencies through technology and contract services result in budget reductions of over \$0.5 million and the reduction of eight Neighborhood & Business Services unfunded positions.

Transferring the operating costs for Cultural Facilities from the City results in savings of \$361,533 in FY12 and an additional \$331,877 in FY13. As communicated during last year's budget process, FY11 was the final year of City funding for School Crossing Guards, resulting in a budget reduction of \$229,165 in FY12. Also communicated in FY11, a greater portion of costs reflecting the services of 49 School Resource Officer (SRO) positions is transitioned to the Charlotte-Mecklenburg School System (CMS). Although not a budget reduction but a reimbursement, a four-year transition of costs reaches an 80% reimbursement level of City-fund SROs, which more accurately represents service allocation. This transition of costs results in an increased reimbursement from CMS of \$958,426 in FY12 and an additional \$1,033,814 in FY13.

The FY12 budget begins the three-year restoration of the FY11 cut of General Fund contributions to Storm Water. Full funding is planned for FY14. The FY12 and FY13 budgets also affirm the three-year moratorium on the City's Street Light program, which was suspended in FY11 for a cost avoidance of slightly under \$0.25 million.

General Fund Increases Overview

The small percentage increase from FY11 to FY12 and FY13 focuses on the areas of Public Safety and Solid Waste Services, as well as ongoing operating issues driven by market conditions such as procurement, risk management, procurement, capital equipment, fuel, utilities, and employee training.

The increases to the FY12 and FY13 budgets primarily fund Public Safety initiatives in the Police Department, totaling \$3.3 million in the first year. Police's budget includes \$1.4 million for 13 additional Response Area Commanders (RACs). Also, the City will create the rank of Lieutenant. Fifteen officers are added to the Police Department to be assigned to the Charlotte-Douglas International Airport at a cost of \$1.7 million; however, there is no General Fund budgetary impact as the expense will be charged back to Aviation. The remaining adjustments achieve the Police Chief's goal of full staffing, as well as an include additional \$200,000 for Youth Initiatives (Police Activities League and Right Moves for Youth). Although funded externally in FY12 through the continuation of an American Recovery and Reinvestment Act (ARRA) grant, the funding of 50 officers added in FY10 shifts to the General Fund in September of FY13 at a cost of \$2.3 million.

Due to growth in the number of Solid Waste Services customers, as well as standard cart replacement cycles, the FY12 budget includes \$0.3 million for new refuse and recycling carts. Also, five positions are added to Solid Waste Services associated with monitoring and minimizing safety risks, and two positions are added related to the FY11 annexation.

To address workload issues associated with procurement, three positions are added to Business Support Services. One of the positions will be dedicated to Charlotte's Cooperative Purchasing Alliance (CCPA) and funded by vendor administrative fees paid to the City. The remaining two positions will focus on compliance and oversight; 30% of this cost will be funded by Mecklenburg County.

One attorney is added to the City Attorney's Office to address the increase in workload associated with Risk Management issues, as recommended in a recent report from the City's Internal Audit division. This position will be funded by the Risk Fund.

The capital equipment fund increases by \$1.5 million to replace six Fire apparatus and ten Solid Waste collections trucks beyond the normal replacement process. Both Key Business Units experienced increased service demand requiring vehicle replacements.

The sharp and continued rise of fuel costs significantly impacts the operating budgets of all Key Business Units with fleets. The FY12 and FY13 budgets include an increase for fuel of \$1.3 million and \$1.8 million, respectively. Staff will continue to practice fuel conservation as well as seek out additional opportunities to reduce the impact of fuel prices.

Executive Summary

General Fund - An Overview

Similar to the impact of fuel prices on the City's fleet, the cost of utilities (e.g. electricity) at City facilities is also increasing. The FY12 and FY13 budgets include an increase for utilities of \$0.6 million. In keeping with the City's Environment Focus Area, staff continues to make strides in energy conservation at City facilities.

Budget reductions in response to the economic downturn have reduced the City's ability to develop employee skills needed to serve the community. A small increase for training of \$450,000, an average of \$50 per employee, is distributed across all General Fund Key Business Units to support the City's three strategic objectives: 1) recruit and retain a skilled, diverse workforce, 2) achieve positive employee climate, and 3) promote learning and growth.

The General Fund decreases and increases itemized by Council Focus Area follow.

General Fund Decreases by Council Focus Area

Community Safety

\$229,165 from the elimination of City funding for school crossing guards (Police)

Economic Development

None

Transportation

\$125,562 in FY12 and FY13 to freeze two positions in user fee services (CDOT)

\$71,000 in FY12 and FY13 from traffic signal electricity costs due to use of power-saving LED lights in pedestrian signals (CDOT)

Housing and Neighborhood Development

Eight unfunded positions are deleted due to the reorganization of Neighborhood & Business Services (N&BS)

Environment

\$587,332 in FY12 and \$414,231 in FY13 in miscellaneous contract services due to a new multi-family collection service contract (SWS)

General Government

\$361,533 in FY12 and \$693,411 in FY13 from Building Maintenance to transition operating costs to Cultural Facilities (E&PM)

\$117,500 in FY12 and \$114,221 in FY13 by eliminating leased office space expenses due to Real Estate Division moving into CMGC space (E&PM)

\$51,107 in FY12 and FY13 in technology supplies due to standard technology cycles (Finance)

\$10,582 in FY12 and \$8,450 in FY13 due to a reduction in rent due to consolidation of office space (Finance)

\$5,000 in FY12 and FY13 due to a reduction in temporary services that resulted from outsourcing of billing processing (Finance)

General Fund Increases by Council Focus Area

Community Safety

\$2.3 million in FY13 to fund the 50 officers related to the ARRA grant, for which funding will end in September of FY13 (Police)

\$1.7 million in FY12 and FY13 for an additional 15 police officers at Charlotte-Douglas International Airport (100% funded by Aviation) (Police)

\$1.4 million in FY12 and FY13 for 13 additional Response Area Commanders (RACs). Also, the City will create the rank of Lieutenant. (Police)

\$200,000 in FY12 and FY13 for planned youth initiatives (Police)

Executive Summary

General Fund Increases by Council Focus Area

\$120,825 in FY12 for a Battalion Chief position assigned to the Airport (100% funded by Aviation)(Fire)

\$106,910 in FY12 for a Telecommunicator and Fire Inspector in association with Annexation (Fire)

Economic Development

None

Transportation

\$181,087 in FY12 for one-time expenses for equipment and materials associated with the 2011 Annexation (CDOT)

\$9,260 in FY12 and FY13 to implement the 2011 annexation, including \$3,704 for median maintenance and \$5,556 for aerial photography (E&PM)

Housing and Neighborhood Development

None

Environment

\$302,476 in FY12 and FY13 to purchase refuse and recycling carts for replacements and new customers, per Inland Services' contract (SWS)

\$293,474 in FY12 and \$265,450 in FY13 for five positions associated with monitoring and minimizing safety risks (SWS)

\$208,749 in FY12 and \$215,624 in FY13 for two positions associated with the 2011 annexation (SWS)

\$135,951 in FY13 for Energy & Sustainability Manager personnel and operating costs due to expiration of Energy Efficiency and Conservation Block Grant during FY12 (City Manager)

General Government

\$970,000 in FY12 and \$485,000 in FY13 in Radio Services for the maintenance and repair of the digital and analog Public Safety Radio System. This increase is partially funded by external revenues (BSS).

\$173,753 in FY12 and FY13 for temporary attorney supporting CATS (100% funded by CATS)(City Attorney)

\$152,016 in FY12 and FY13 for a Procurement Agent and a Contracts Administration Officer in the Procurement Services Division to address increased workload issues and provide a greater level of compliance and oversight as recommended by an independent review (30% funded by Mecklenburg County) (BSS)

\$150,111 in FY12 and \$200,544 in FY13 for rising professional contract costs in Revenue and Administrative divisions (Finance)

\$100,000 in FY12 and FY13 to assist in developing market studies for Area Plans and other contractual needs (Planning)

\$77,688 in FY12 and \$78,000 in FY13 for a Contracts Administration Officer in Procurement Services dedicated to Charlotte's Cooperative Purchasing Alliance (100% funded by vendor administrative fees)(BSS)

\$75,536 in FY12 and FY13 for an additional Tort Attorney to support Risk Management (100% supported by the Risk Management Fund) (City Attorney)

\$36,000 in FY12 and FY13 in technology supplies/services for Web Trends, Usablenet, Granicus, GovDelivery and PeopleCube (Corp. Comm.)

\$17,772 in FY12 and \$26,220 in FY13 for PeopleSoft maintenance costs (HR)

Executive Summary

Financial Partners and Outside Agencies

There are no new Financial Partners recommended in FY12 or FY13. The funding for a majority of Financial Partners remains flat in FY12 and FY13. The five Financial Partners and Outside Agencies experiencing an increase are Charlotte International Cabinet, Charlotte Regional Partnership (CRP) and Charlotte Regional Visitors Authority (CRVA), Charlotte Center City Partners (CCCP), and University City Partners (UCP). The change in the Municipal Service District tax rate impacts the contract amount with the CRP and University City Partners. Similarly, projected revenues from food and beverage as well as occupancy taxes impact the contract amount with CRVA.

Although the proposed contract with the Charlotte Housing Authority—City Relocation Services contract remains flat, the City's Neighborhood & Business Services Key Business Unit is evaluating this service, with the possibility of restructuring and handling as a contract based on units served rather than a financial partner relationship.

Executive Summary

Employee Compensation

Pay Plan

Employee compensation is the single largest category of expenditure in the City's operating budget. Economic conditions have impacted the ability to fund employee compensation plans in recent years. The FY10 budget included no employee salary adjustments for Broadband or Public Safety Pay Plan (PSPP) employees, and the FY11 budget included a modest increase of 2% Broadband merit, 2% PSPP market, and 2.5% PSPP steps. Due to the stagnant economic conditions and State budget uncertainties, the FY12 and FY13 budgets include no employee salary adjustments for Broadband or PSPP employees.

Thus, the recommended FY12 and FY13 budgets include:

- No Broadband merit adjustments
- No Public Safety Pay Plan market or step adjustments

A one-time lump sum payment from FY11 budget savings is proposed in FY12. Key Business Units have been charged to generate \$7.0 million in General Fund budget savings during FY11. Depending upon the amount of savings, employees would be eligible for up to a 1% salary equivalent lump sum that would not be added to current salaries, therefore not impacting future compensation budgets.

401(k)

In response to economic conditions, employee 401(k) was reduced by 1% for a one year period in FY11. This contribution reduction from 3% to 2% did not apply to sworn law enforcement. The 401(k) contribution for sworn police is 5% as mandated by State law. The FY12 and FY13 budgets restore the contribution to employee 401(k) back to 3%.

Retirement System

The State implemented a required retirement system contribution increase during FY11 (from 4.8% to 6.35% for non-sworn employees and 4.86% to 6.41% for sworn police). The FY12 and FY13 budgets require additional increased contributions. In FY12 the contribution for non-sworn employees and sworn police is 6.88% and 7.04%, respectively. In FY13 the contribution for non-sworn employees and sworn police is 7.40% and 7.57%, respectively. Additional mandated increases are anticipated through FY2015. The Firefighter Retirement System is not impacted by these increases, as the system is administered by the City.

Health Insurance

The FY12 and FY13 health insurance recommendations reflect the Council adopted philosophy of:

- Aggressive cost management for benefits
- Employees expected to fairly share in the cost of benefits
- Moderate level of benefits and pay
- Actively support wellness programs to reduce future costs

At the Council's February 2011 retreat, City staff estimated an 8% increase in group insurance costs. After reviewing several proposals, staff recommended changes to the City's benefits program that resulted in lowering the City's overall projected group insurance increase to 3% in FY12 and 5% in FY13.

The FY12 and FY13 budgets also include a change in the Preferred Provider Organizations (PPO) structure. Employees opting for the PPO B plan (the City's base medical plan) will see no increase in rates. Employees desiring a higher level of coverage have an option to "buy-up" into PPO A coverage at a higher rate. Employee PPO A premium increases range from \$4.33 to \$11.93 per week, depending on the level of coverage. The PPO A plan deductibles and out-of-pocket maximums also increase. The cost sharing for retirees increases in FY12 and FY13 to reflect increased cost consumption.

To reduce future costs to the self-insurance fund, the City continues to emphasize its Wellness Programs, Prescription Drug Management Plans, and Chronic Condition Management strategies. In FY12 the City will implement new contracts for prescription drug coverage, life insurance, and wellness services as a result of rebidding.

For additional detail, please see the attached FY12 and FY13 Pay and Benefits Recommendation section.

Executive Summary

Revenues—General Fund

The FY12 General Fund totals \$529.8 million, including all transfers between funds, an increase of 3.2% over FY11's \$513.4 million. For FY13 the total General Fund is \$539.8 million, an increase of 1.9%.

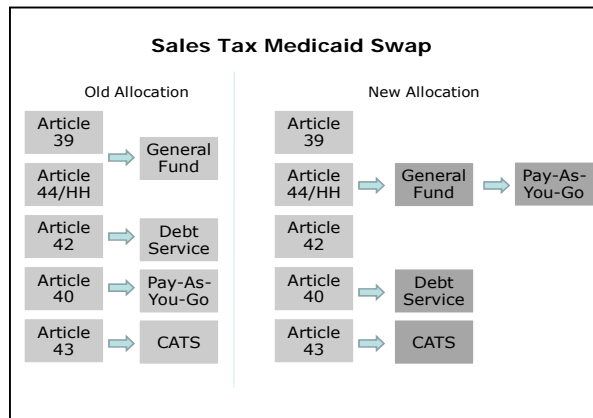
Property Tax

The FY12 and FY13 property tax rate for the General Fund is 36.00¢ per \$100 of property valuation, a decrease of 1.73¢, or 4.6%. The assessed property value increases to \$85.49 billion, or 10.3% over the FY11 adopted budget of \$77.48 billion. Property tax revenues, including current and prior year collections, interest, and other penalties and rebates are projected to total \$302.4 million, or a 4.8% increase in FY12. The annexation scheduled for June 30, 2011 comprises \$1.5 million of this overall growth. Excluding annexation, the increases for FY12 Property tax revenues grew by 4.3%. For FY13 values and revenues are projected to grow 1%, to \$86.34 billion and \$305.4 million, respectively.

<u>Fund</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>Rate Decrease</u>
General Fund	37.73¢	36.00¢	36.00¢	(1.73¢)
Debt Service	6.87¢	6.50¢	6.50¢	(0.37¢)
Pay As You Go Capital	1.26¢	1.20¢	1.20¢	(0.06¢)
Total	45.86¢	43.70¢	43.70¢	(2.16¢)

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%). For the General Fund a growth rate of 3.8% is projected for FY12, producing \$66.8 million. FY13 grows by 3.9%, to \$69.4 million.

<u>State Statute</u>	<u>Distribution Method</u>	<u>Year</u>	<u>Rate</u>	<u>FY12 (\$ millions)</u>	<u>FY13 (\$ millions)</u>
General Fund					
Article 39	Point of distribution	1967	1.0%	\$39.50	\$41.02
Article 42	Point of distribution	1986	0.5%	\$17.75	\$18.43
Article 44	Derived by state	2003	0.5%	\$9.55	\$9.92
Total General Fund			2.0%	\$66.80	\$69.37
Article 40 Debt Service	Per capita	1983	0.5%	\$13.28	\$13.88
Article 43 CATS (countywide)	Point of distribution	1999	0.5%	\$59.05	\$61.70
Total All Funds			3.0%	\$139.13	\$144.95



Executive Summary

Revenues—General Fund cont'd

Utilities Franchise Tax revenues are projected to increase 4.7% over FY11 to \$37.6 million for FY12 and to \$38.1 million for FY13. 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.

Intragovernmental revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, increase to \$26.7 million in FY12 and \$27.7 million in FY13. The services reimbursed to the General Fund include financial, technology, customer service, budgetary, and human resource functions.

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-eight SROs and one supervisor (sergeant) comprise the SRO Unit. Effective for FY12 the reimbursement formula begins adjustment to ultimately attain 100% of 80% of a full year's cost over the next three fiscal years by increasing 10% each year. For FY12 this formula produces revenue of \$3.4 million, or \$0.9 million over FY11's \$2.5 million. For FY13 the reimbursement increases to \$4.4 million.

Mecklenburg County's share for police services to the unincorporated areas of the County decreases by 8.2% in FY12. This decrease results from the impact of all annexations in the previous year by any county municipality, and the results of the 2010 US Census. A population ratio method is used to calculate the County's contribution. The population in the unincorporated areas of the County decreased from 6.48% to 5.78% of CMPD's total service area. For FY12 and FY13 Mecklenburg County will reimburse the City \$11.5 million and \$11.7 million, respectively. CMPD's service area is comprised of 94.2% City of Charlotte and 5.8% unincorporated areas.

Solid waste disposal fee revenue is projected at \$12.3 million in FY12 and \$12.5 million in FY13. The annual rates per single- and multi- family households remain at \$45 and \$27, respectively. The fee recovers the cost of landfill fees, which are projected to increase by \$2 in FY12, to \$28.50 per ton of garbage delivered to the Mecklenburg County landfill. The cost of collecting solid waste, including garbage, yard waste, bulky items, and recyclables, is funded through the City's property tax levy.

Business privilege license revenue is projected to increase 1.2% to \$16.8 million in FY12; FY13 is estimated to grow to \$17.1 million, or an additional 1.8%. No changes in the license rate schedules are recommended.

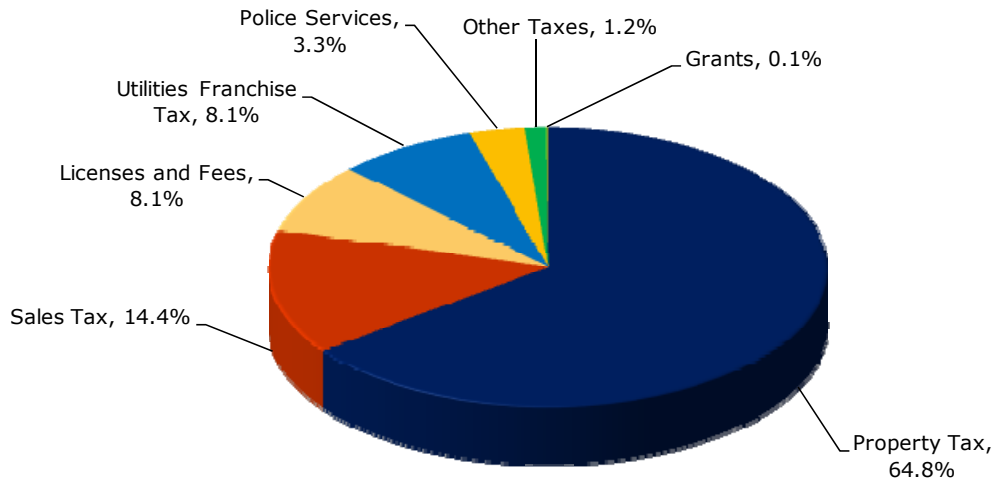
User fee revenues (charges for development review services) are projected to maintain existing collection levels in both FY12 and FY13 at \$6.9 million. Although recent activity has increased in service requests, they are for relatively small projects. The budget for FY12 and FY13 includes regulatory user fee rates to remain at current amounts, until development activity shows greater signs of improvement.

Other Revenues

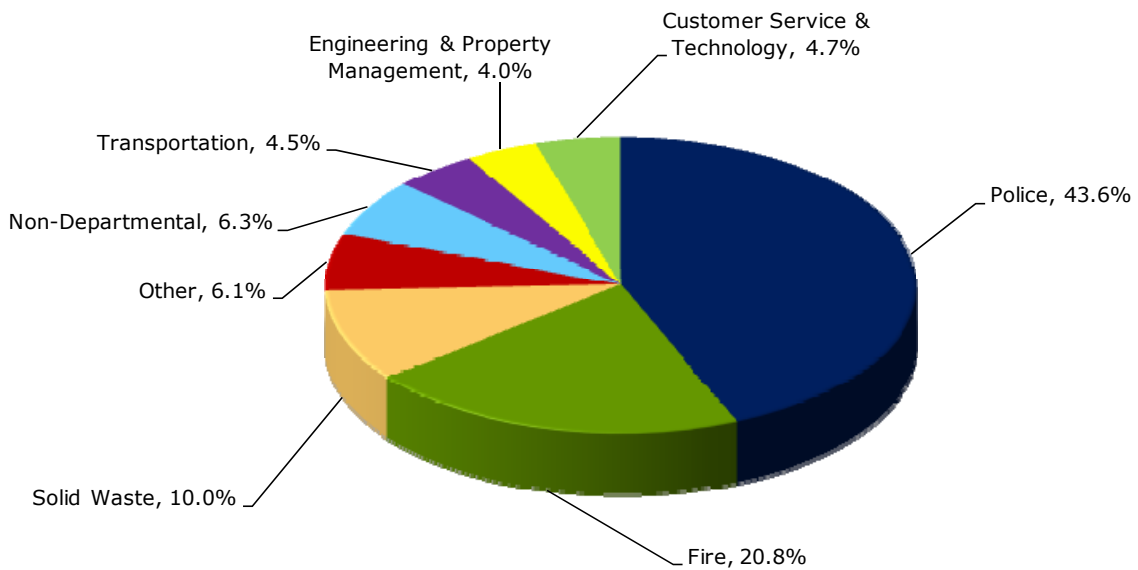
The City's other General Fund revenues, including licenses, permits, grants, parking fees, and animal control charges total \$45.5 million, virtually flat from FY11. In FY13 they increase to \$46.4 million, or 2%.

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

Revenue-Neutral Tax Rate Calculation

The City's tax base due to revaluation is up approximately 8.0%-10.0% depending on appeals loss. North Carolina General Statute 159-11 (e) details the legally required methodology for calculating the revenue-neutral property tax rate as follows:

- **Determine a rate** that would produce revenues equal to those produced for the current fiscal year
- **Increase the rate** by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal
- **Adjust the rate** to account for any annexation, deannexation, merger, or similar events

Applying the statutory requirements currently results in a rate of 43.70 cents which is a decrease of 2.16 cents from the FY11 rate of 45.86 cents. The General Fund Property Tax Revenue estimate is \$302.4 million for FY12. Current appeals estimates are provided by the Tax Assessor and are subject to change as the commercial appeals process is completed.

Calculating the Tax Neutral Rate in Accordance with G.S. 159-11(e) Determine a Rate

	Value	Calculation
FY11 Projected Valuation	\$77.7 billion	
Tax Levy at Current Rate without Revaluation	\$356.5 million	$=(77.5 \text{ b}/100)*.4586$
FY12 Valuation (including revaluation, excluding growth, less estimated appeals loss)	\$84.3 billion	
Revenue Equal to Tax Levy at Current Rate without Revaluation	.4231	$=(356.5 \text{ m}/84.3\text{b})$

Increase by a Growth Factor and Adjust for Annexations

Fiscal Year	Assessed Value ¹ (in billions)	Annexation (in billions)	Value without Annexation (in billions)	Growth Rate ²
2004	\$60.90	\$1.70	\$59.20	
2005	\$62.10		\$62.10	5.03%
2006	\$65.60	\$1.30	\$64.20	3.37%
2007	\$68.20		\$68.20	3.99%
2008	\$72.60	\$0.80	\$71.80	5.30%
2009	\$74.30		\$74.30	2.26%
2010	\$77.20	\$1.50	\$75.70	1.93%
2011*	\$77.70		\$77.70	0.66%
Average Growth Rate Since Last Revaluation				3.22%

* projected

¹ FY04 to FY10 assessed values from City's Comprehensive Annual Financial Report. FY211 projected and FY12 revaluation assessed values provided by Mecklenburg County Tax Assessor. FY12 value excludes growth due to improvements.

² Growth rates based on actual values

Revenue Neutral Tax Rate

	Value	Calculation
Step 1 -Rate	0.4231	
Step 2- Growth Rate	3.22%	
Revenue Neutral Tax Rate	0.437	0.43672382

Tax Rate per Fund

Fund	FY2011	FY2012
General Fund	0.3773	0.360
Debt Service Fund	0.0687	0.065
Pay-As-You-Go Fund	0.0126	0.012
Total Property Tax Rate	0.4586	0.437

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 FY12 and FY13 non-general fund operating budgets total \$599.3 million and \$612.5 million, respectively, with FY12 representing a decrease of 4.9% from FY11. These amounts are net of transfers to any related debt service or capital pay as you go projects.

Charlotte-Mecklenburg Utilities (Utilities) **FY12 \$111.6 million** **FY13 \$115.2 million**

In the FY12 recommended budget, Utilities will implement a new rate structure in which customers will experience changes in both water and sewer volume rates and the fixed charges on both water and sewer. The average monthly total water/sewer bill for residential customers is estimated to be \$56.23 in FY12, an increase of \$4.59 per month. Utilities continues to encourage conservation and responsible use of this resource in its new rate structure as users consuming more than the average level of consumption will be charged a higher water rate.

Charlotte Area Transit System (CATS) **FY12 \$102.9 million** **FY13 \$106.5 million**

The FY12 and FY13 Transit Program builds on programs of past years and is responsive to service and revenue challenges. Operating revenues and expenditures are at pre-recession levels. CATS continues planning and design for future corridor developments. A \$0.25 base fare increase is recommended for implementation in FY13 to support program efforts.

Aviation **FY12 \$84.6 million** **FY13 \$87.8 million**

The aviation industry continues to be unpredictable. Last year the Charlotte-Douglas International Airport served over 38 million passengers – an increase from the previous year's record-breaking 34.7 million. In the upcoming year, passenger levels are projected to grow conservatively. 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 the local economy is recovering at a slower pace, which impacts facilities, services, and staffing.

Storm Water Utility **FY12 \$10.0 million** **FY13 \$10.1 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 recommended 6.5% impervious surface fee rate increase in FY12. For the average City residential storm water customer, the monthly variable rate fee will increase from \$6.63 in FY11 to \$7.06 in FY12.

Municipal Service Districts (MSDs) **FY12 \$3.7 million** **FY13 \$3.8 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	FY12 (\$ million)	FY13 (\$ million)
Debt Service (all programs)	\$231.9	\$235.9
Powell Bill (State street maintenance aid)	\$20.6	\$20.6
Convention Center and Hall of Fame	\$13.4	\$11.9
Tourism	\$1.4	\$1.4
Neighborhood & Business Services Grants	\$7.7	\$7.9
Public Safety 911 Services & Other Grants	\$9.6	\$9.4
Risk Management	\$1.3	\$1.3
Total	\$285.9	\$288.4

Executive Summary-Non-General Fund

Enterprise Funds

Water and Sewer Fund

Revenues

In the FY12 recommended budget, Charlotte Mecklenburg Utilities will implement a new rate structure in which customers will experience changes in both water and sewer volume rates and the fixed charges on both water and sewer. The average monthly total water/sewer bill for residential customers is estimated to be \$56.23 in FY12, an increase of \$4.59 per month. This average bill assumes 5,894 gallons or 8 ccf used each month. Utilities continues to encourage conservation and responsible use of this resource in its new rate structure as users consuming more than the average level of consumption will be charged a higher water rate.

Water and Sewer Rates

Current (FY11)		Recommended (FY12)	
<u>Water Rates</u>		<u>Water Rates</u>	
Fixed Administrative Charge	\$2.40	Fixed - Administrative Charge	\$2.40
		Availability Fee	2.25
Volume Rate		Volume Rate	
Tier 1: 0-4 ccf	1.45	Tier 1: 0-4 ccf	.98
Tier 2: 4-8 ccf	1.64	Tier 2: 4-8 ccf	1.96
Tier 3: 8-16 ccf	2.69	Tier 3: 8-16 ccf	3.41
Tier 4: 16+ ccf	5.32	Tier 4: 16+ ccf	5.32
Non Residential	2.04	Non Residential	2.20
<u>Sewer Rates</u>		<u>Sewer Rates</u>	
Fixed Administrative Charge	2.40	Fixed - Administrative Charge	2.40
		Availability Fee	4.30
Volume Rate*	4.31	Volume Rate*	4.14
* up to 24 ccf for residential customers		* up to 16 ccf for residential customers	

Average Residential Bill

Current (FY11)		Recommended (FY12)	
1 ccf = 748 gallons		1 ccf = 748 gallons	
Average user = 8 ccf / month		Average user = 8 ccf / month	
Water Rates for avg. ccf use:	\$12.36	Water Rates for avg. ccf use:	\$11.76
Fixed Admin Charge:	2.40	Fixed Charge:	4.65
Total Water Cost :	\$14.76	Total Water Cost:	\$16.41
Sewer Rates:	\$34.48	Sewer Rates:	\$33.12
Fixed Admin Charge:	2.40	Fixed Charge:	6.70
Total Sewer Cost:	\$36.88	Total Sewer Cost:	\$39.82
<i>Average User's Monthly Fee:</i>	\$51.64	<i>Average User's Monthly Fee:</i>	\$56.23

An increase in the fixed fee of \$2.25 for water and \$4.30 for sewer is a result of an availability fee added to the fixed charge. This fee supports infrastructure expenditures and is part of the new rate structure. Volumetric charges for both water and sewer for the average 8 ccf customer decreased as a result (water by \$.60 and sewer by \$1.36).

Expenditures

FY12 operating expenses (excluding debt service) increase by 7.52% above the FY11 budget. The \$7.8 million increase in FY12 funds 37 of the 87 positions frozen in prior years (4.9% of Utilities' workforce). Chemical cost and maintenance and repairs will increase \$4.3 million due regulation changes and reinitiating maintenance that had been deferred.

For FY12, contributions from the operating fund to Debt Service and Pay-As-You-Go will increase by 6.1% to \$175 million from \$165 million in FY11.

Executive Summary-Non-General Fund

Charlotte Area Transit Fund (CATS)

The FY12 and FY13 Transit Operating Program and the FY12-FY16 Transit Capital Program were approved by the Metropolitan Transit Commission (MTC) on April 27, 2011. Any changes to their approved budget will be incorporated into the final budget document. In FY12 \$102.9 million was allocated for operating programs and \$106.5 million is allocated for FY13. \$1.29 billion is projected to support capital investments from FY12-FY16.

Revenues

Operating revenues for FY12 are projected to decrease 1% from FY11 budget levels. In FY13, revenues are estimated to increase by 4.9% over FY12 projections. Fund balance supplements revenues at \$8.1 million in FY12 and \$8.6 million in FY13.

The countywide one-half cent sales tax revenue dedicated to CATS is projected to be \$59.0 million for FY12 and \$61.7 million for FY13. This revenue represents approximately 49.5% of CATS' total operating revenues.

Revenues from passenger fares and service reimbursements are projected to increase by 3.8% above the FY11 budgeted \$26.1 million. A \$0.25 increase is proposed on fares beginning in July 2012 and is expected to account for \$2.1 million of the \$28.9 million total fare revenue in FY13.

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 16% of CATS total operating revenue.

Operating assistance in the form of state and federal grants is estimated at \$12.9 million in FY12 and \$13.2 million in FY13. The bulk of that amount continues as a regular source of operating income from the state based on the performance of CATS services.

Expenditures

Net operating expenditures are projected to increase by \$1.0 million in FY12 from the \$101.9 million original FY11 budget to \$102.9 million in FY12. Growth from FY12 to FY13 is estimated to be \$3.6 million. Highlights include:

- \$3.2 million is increased in personal services for full year costs of FY11 pay plan change implementations and the inclusion of pay increased for contract Bus Operations Division employees. FY13 costs increase by \$1.5 million.
- Transferring \$1.9 million more of operating expense to the Capital Program and Grants
- \$530,452 is reduced from rental of land and buildings as a result of relocating staff to the Government Center from Cameron Brown and East Trade Street spaces
- \$877,653 increase in projected fuel costs. FY13 costs increase by an additional \$388,726
- \$496,729 increase in allocated support costs from the General Fund related to support from the Manager's Office, City Attorney, and Finance Department
- \$461,796 is reduced from contingency
- \$346,000 is reduced by continuing to transition Department of Social Services taxicab services for the elderly to fixed route transit. The remaining \$300,000 supporting the program will be reduced effective with FY13.
- \$245,115 is added in FY12 for security camera device and system maintenance. The devices will no longer be under warranty and the costs cannot be capitalized. FY13 costs increase by \$768,922.

Aviation Fund

Revenues

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

Overall, revenue projections for FY12 and FY13 show an increase over the FY11 revised budget, with an estimated increase of \$17.6 million, or 11.3% in FY12. FY13 will increase \$9.2 million, or 5.3% over FY12. Changes in specific operating revenue sources vary, as detailed below:

- \$5.4 million, or 15.9% in FY12 for Concession revenues increase
- \$2.1 million, or 6.1% in FY12 for Parking revenues increase
- \$2.7 million, or 10.3% in FY12 for Terminal revenues increase
- \$134,901 or 1.3% in FY12 for Airfield usage increases

Executive Summary-Non-General Fund

Aviation Fund cont'd

- \$169,833 million, or 0.9% in FY12 Cargo Area and Ground Rent revenues decrease
- \$1.1 million or 4.1% Passenger Facility Charge (PFC) increase

Expenditures

The Airport's FY12 net operating budget is \$84.6 million. The total budget, which includes discretionary and debt support as well as the PFC and CFC is \$173.3 million. This is an increase of \$17.6 million, or 11.3% above FY11 revised budget due to increased 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 in order to maintain a high quality customer service experience and guarantee its financial security using current resources
- 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
- Secure funding for a new Air Traffic Control Tower, which will maximize the use of the expanded airfield
- Enhance cargo operations and development with the establishment of the intermodal railyard facility to meet the demand of potential users
- Maintain bond status as an "A" category airport

Storm Water Fund

Revenues

Revenues are projected to be \$50.9 million in FY12 and \$54.7 million in FY13. These projections reflect increases of \$2.9 million, or 6%, in FY12 and another \$3.7 million, or 7.4%, in FY13.

The projected increase in revenues is driven by a recommended 6.5% impervious surface fee rate increase in FY12 and 6% in FY13, resulting in additional revenue of \$2.8 million. The City of Charlotte's impervious surface rate fee contribution increases \$151,310, or 2.9%, partially reinstating the \$453,929, or 10%, reduction implemented in FY11. The FY11 reduction is scheduled to be fully reinstated in equal increments over three years beginning in FY12. Interest earnings on investments are projected to decrease \$46,855, or 11.5%, in FY12 due to lower rates.

For the average city residential storm water customer, the monthly variable rate fee will increase from \$6.63 in FY11 to \$7.06 in FY12.

An appropriation from fund balance of \$1.6 million is recommended in FY12. The Storm Water Operating Fund balance is \$20.0 million. The FY12 appropriation will reduce fund balance to \$18.4 million. Storm Water maintains a \$15.0 million fund balance to satisfy bond coverage.

Expenditures

Expenditures increase \$482,183, or 0.9%, in FY12 and \$4.3 million, or 8.1%, in FY13. The increase in FY12 is the net result of increasing the Storm Water Capital Investment Plan Pay-As-You-Go contribution by \$2.0 million, or 6.7%, and reducing operating expenditures by \$1.5 million, or 13.2%. The Pay-As-You-Go contribution to the Capital Investment Plan increases another \$2.0 million, or 6.3%, in FY13. The budget continues to reflect the trend toward greater reliance on Pay-As-You-Go versus Revenue Bonds for the capital program.

Executive Summary-Non-General Fund

Municipal Service Districts (MSDs)

FY12 \$ 3.7 million FY13 \$3.8 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.

The impact of the 2011 county-wide revaluation on the valuations of the five districts is reflected below. In all districts, except District 4, valuations increased and produced a reduced revenue-neutral tax rate. However, in District 4 the valuation decreased, so the revenue-neutral calculation of 7.05¢ would be higher than the current rate of 6.68¢. The FY12 and FY13 recommendation due to the economy's impact on the district is to hold the tax rate for District 4 at the FY11 amount.

MUNICIPAL SERVICE DISTRICTS FUND

The FY12 and FY13 budgets include funding for the five MSDs. These special tax 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 1.68 cents, which will generate estimated revenue of \$1,002,953 in FY12 and \$1,012,982 in FY13.

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 2.33 cents, which will generate estimated revenue of \$538,512 in FY12 and \$543,897 in FY13. The recommended tax rate for Center City District 3 is 3.58 cents, which will generate estimated revenue of \$984,163 in FY12 and \$994,005 in FY13. 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 \$551,305 in FY12 and \$556,818 in FY13. 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 for the purpose of supporting economic development efforts in the University City area. The recommended tax rate for District 5 is 2.79 cents, which will generate estimated revenue of \$678,934 in FY12 and \$685,724 in FY13. Services for District 5 are provided through a contract with University City Partners, Inc.

Municipal Service Districts-Property Tax Revenue					
District	FY11 Tax Rate	Recommended FY12 Tax Rate	Recommended FY13 Tax Rate	FY12 Revenues	FY13 Revenues
District 1-Center City	1.74¢	1.68¢	1.68¢	\$1,002,953	\$1,012,982
District 2-Center City	2.39¢	2.33¢	2.33¢	\$538,512	\$543,897
District 3-Center City	3.86¢	3.58¢	3.58¢	\$984,163	\$994,005
District 4-South End	6.68¢	6.68¢	6.68¢	\$551,305	\$556,818
District 5-University City	3.00¢	2.79¢	2.79¢	\$678,934	\$685,724
Total All Districts				\$3,755,867	\$3,793,426

* Revenue neutral tax rate is 7.05¢

Executive Summary-Non-General Fund

Other Operating Funds

Powell Bill Fund

Revenues

The per-gallon tax on gas in North Carolina is 50.90¢, which is comprised of 18.4¢ in federal tax and 32.5¢ in state tax. The state gas tax is adjusted every six months based on the wholesale price of gasoline. 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 Powell Bill revenues are projected to be \$22.2 million in FY12 and \$22.9 million in FY13. These projections reflect a decrease of \$0.6 million, or 2.7%, from FY11 to FY12 and an increase of \$0.7 million, or 3.2%, from FY12 to FY13. Powell Bill (state gas tax) revenues account for \$16.9 million and \$17.6 million of the FY12 and FY13 total revenues, respectively. The FY12 gas tax projection assumes no increase over FY11 actual disbursements. Other FY12 and FY13 revenues include the General Fund contribution to street resurfacing, which will remain unchanged at \$4.3 million, Street Degradation Fee, projected to decrease by \$0.1 million, and Interest on Investments, projected to remain unchanged from FY11 at \$0.4 million.

Fund balance in the Powell Bill Fund totals \$1.9 million, of which \$1.1 million is recommended for appropriation in the FY12 and FY13 budget. Total revenues and fund balance for the FY12 Powell Bill budget are projected to be \$23.0 million, a 3.3% decrease from FY11. The decrease in FY12 is due to lower projected revenue from the state gas tax distributions.

Expenditures

Powell Bill expenditures for FY12 and FY13 total \$23.0 million and \$23.1 million, respectively, reflecting a decrease of \$0.8 million or 3.3% from FY11. The decrease is attributable to lower annexation related street costs in FY12. Major expenditures in FY12 include:

- \$9.1 million for street resurfacing
- \$9.3 million for Street Maintenance labor and construction materials
- \$2.4 million for street resurfacing and maintenance equipment
- \$1.1 million for storm water fees

Executive Summary-Capital Investment Plan

Revenues

The FY2012-FY2016 Capital Investment Plan (CIP) totals \$3,286,820,248, a 27.5% increase from the current capital program. This increase in the overall CIP is due to growth in the CATS, Aviation, and Storm Water enterprise capital programs, primarily in CATS for the construction of the LYNX Blue Line Extension. The General Government CIP is decreasing in most programs as a result of no new bond or Certificates of Participation debt financing programmed in this five-year plan. General Government decreases include: Housing and Neighborhood Development at \$42.8 million, or -27.4%; Transportation at \$83.5 million, or -60.2%; Economic Development at \$19.7 million, or -57.1%; and Facility Investments at \$25.4 million, or -24.5%. The Environment program is increasing \$3.0 million, or 22.2% to support additional environmental work on economic development projects, retired City landfills and other City properties.

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

- General Government totals \$277.8 million, a 37.7% decrease, and is funded by \$114.1 million in bonds and COPS, \$122.0 million in Pay-As-You-Go funding, \$34.9 million in housing grants, and \$6.8 million in other funding.
- Storm Water totals \$252.0 million, a 6.4% increase, and is funded by \$198.0 million in cash and \$54.0 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 \$1.3 billion, a 308.8% increase, and is funded by federal and state grants and the one half-cent sales tax for transit.
- Water and Sewer totals \$489.6 million, a 37.2% decrease, and is funded by \$230.5 million in cash and \$259.1 million in revenue bonds.
- Aviation totals \$981.8 million, a 22.8% increase, and is funded by \$742.1 million in revenue bonds, \$164.9 million in Federal Aviation Administration grants, \$40.5 million in Transportation Security Administration funding, \$20.9 million in cash, and \$13.4 million from State Aviation grants.

The property tax rate dedicated to the Pay-As-You-Go Fund in FY12 is 1.2¢, a decrease of 0.6¢, reflecting the revised revenue-neutral tax rate.

The property tax rate dedicated to general government debt in FY12 is 6.5¢, a decrease of 0.27¢, reflecting the revised revenue-neutral tax rate.

Expenditures

Municipal Debt-Funded

The Preliminary FY12-FY16 general government Capital Investment Plan includes scheduling previously authorized debt-financed projects with the following funding sources:

- \$61.4 million in 2010 Street Bonds
- \$25.0 million in 2010 Neighborhood Improvement Bonds
- \$5.0 million in 2010 Affordable Housing Bonds
- \$2.0 million in Prior Street Bonds
- \$20.7 million in Certificates of Participation for a Joint Communications Center, Eastway and Steele Creek Police Stations, Sweden Road Vehicle Maintenance Shop, a Fire Investigations facility, and Reserve for Economic Development initiatives.

There are no proposed new debt-financed projects planned for the FY12-FY16 capital program.

Executive Summary-Capital Investment Plan

Pay-As-You-Go Funded

The Pay-As-You-Go capital program includes \$50.75 million in FY12 revenues, a \$7.6 million decrease, or -13.0%, from the FY11 CIP. This decrease is the net result of the elimination of FY11 one-time revenues of \$10.8 million in I-277 land sales and a \$1.8 million, (a 33.6% increase) in Vehicle Rental Tax revenues.

Major Pay-As-You-Go Projects for FY12 include:

- \$18.4 million for the City's Maintenance of Effort contribution to Transit
- \$7.0 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$4.7 million for building and roof maintenance
- \$4.3 million for Enterprise Resource Planning
- \$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 \$252.0 million and includes the following major projects:

- \$117.8 million for flood control projects in neighborhood water basins
- \$54.0 million for storm water repairs
- \$34.6 million for stream restoration/mitigation
- \$22.7 million for minor storm water projects
- \$12.9 million for pollution control projects

Charlotte Area Transit System (CATS) totals \$1.3 billion and includes the following major projects:

- \$888.7 million for the LYNX Blue Line Extension
- \$227.2 million for the North Corridor Commuter Rail (Red Line)
- \$85.0 million for bus and special transportation vehicle replacement
- \$29.4 million for preventative maintenance

Water and Sewer totals \$489.6 million and includes the following major projects:

- \$108.5 million for water and sewer line rehabilitation and replacement
- \$51.5 million for water and sewer street main extensions
- \$47.5 million for water line rehabilitation/replacement
- \$25.7 million for the Northeast water transmission main
- \$20.0 million for Briar Creek relief sewer

Aviation totals \$981.8 million and includes the following major projects:

- \$198.0 million for terminal lobby expansion
- \$140.0 million for New Hourly Parking Deck
- \$125.0 million for International Terminal Phase I
- \$75.5 million for the Fourth Parallel Runway
- \$50.0 million for Concourse B expansion
- \$45.0 million for the Inline Baggage System

Executive Summary

City of Charlotte

All Funds

Summary of Expenditures (Net of Transfers¹)

FY2012

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 463,312,768	\$ -	\$ 463,312,768
Aviation	84,625,032	228,388,246	313,013,278
Water and Sewer	111,555,112	117,899,575	229,454,687
Charlotte Area Transit (CATS)	102,870,076	86,625,166	189,495,242
Storm Water Utility	9,978,641	48,600,000	58,578,641
Debt Service	231,925,629		231,925,629
Powell Bill	20,616,932		20,616,932
Convention Center	13,458,803		13,458,803
NASCAR Hall of Fame ²	-		-
Federal Stimulus Grants	-		-
Public Safety and Other Grants	6,969,235		6,969,235
Public Safety 911 Services	2,580,785		2,580,785
Neighborhood & Business Svcs Grants	7,688,836		7,688,836
Municipal Service Districts	3,755,867		3,755,867
Risk Management	1,317,409		1,317,409
Tourism Operating	1,352,643		1,352,643
Pay As You Go	629,504		629,504
General CIP		125,300,863	125,300,863
TOTAL BUDGET	\$ 1,062,637,272	\$ 606,813,850	\$ 1,669,451,122

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY12 by the General Fund's Fire Department, which totals \$4,406,947, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of the fund's expenditures is transfers to debt service, reflected above.

³ The City utilizes internal service funds to manage its two self-funded insurance funds: Risk and Loss, and Workforce Group Insurance. These two funds are supported with charges to each operating fund above and the charges for each are reflected within these operating funds. For FY13, the total budget included in the above Operating Fund is:

Risk and Loss \$17,057,069
Workforce Group Insurance \$54,061,495

City of Charlotte

All Funds

Summary of Expenditures (Net of Transfers¹)

FY2013

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 471,969,772	\$ -	\$ 471,969,772
Aviation	87,780,603	290,604,867	378,385,470
Water and Sewer	115,254,040	102,310,400	217,564,440
Charlotte Area Transit (CATS)	106,479,439	137,060,971	243,540,410
Storm Water Utility	10,116,022	44,900,000	55,016,022
Debt Service	235,915,948		235,915,948
Powell Bill	20,608,751		20,608,751
Convention Center	11,922,574		11,922,574
NASCAR Hall of Fame ²	-		-
Federal Stimulus Grants	-		-
Public Safety and Other Grants	6,969,149		6,969,149
Public Safety 911 Services	2,409,785		2,409,785
Neighborhood & Business Svcs Grants	7,882,637		7,882,637
Municipal Service Districts	3,793,426		3,793,426
Risk Management	1,325,236		1,325,236
Tourism Operating	1,402,749		1,402,749
Pay As You Go	657,303		657,303
General CIP		49,319,950	49,319,950
TOTAL BUDGET	\$ 1,084,487,434	\$ 624,196,188	\$ 1,708,683,622

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY13 by the General Fund's Fire Department, which totals \$4,521,213, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of the fund's expenditures is transfers to debt service, reflected above.

Executive Summary

City of Charlotte

Summary of Position Allocations By Fund

	<u>FY2011</u> <u>Revised</u>	<u>FY2012</u> <u>Budget</u>	<u>FY2013</u> <u>Budget</u>	<u>FTE</u> <u>Change</u> <u>(FY11 to</u> <u>FY12)</u>	<u>Percent</u> <u>Change</u> <u>(FY11 to</u> <u>FY12)</u>
<u>Key or Support Business</u>					
Police	2,225.50	2,253.50	2,253.50	28.00	1.26%
Fire	1,163.00	1,166.00	1,166.00	3.00	0.26%
Solid Waste	283.00	290.00	290.00	7.00	2.47%
Transportation	432.50	432.50	432.50	0.00	0.00%
Engineering and Property Management	330.00	330.00	330.00	0.00	0.00%
Planning	61.00	61.00	61.00	0.00	0.00%
Neighborhood & Business Services	158.00	150.00	150.00	(8.00)	-5.06%
Mayor/Council	9.00	9.00	9.00	0.00	0.00%
City Attorney	27.50	28.50	28.50	1.00	3.64%
City Clerk	6.00	6.00	6.00	0.00	0.00%
City Manager	12.00	12.00	12.00	0.00	0.00%
Office of the Chief Information Officer	18.00	18.00	18.00	0.00	0.00%
Community Relations	10.00	10.00	10.00	0.00	0.00%
Corporate Communications & Marketing	19.00	19.00	19.00	0.00	0.00%
Customer Service - 311 Call Center	141.00	141.00	141.00	0.00	0.00%
Internal Audit	9.00	9.00	9.00	0.00	0.00%
Human Resources	32.75	32.75	32.75	0.00	0.00%
Finance	81.00	81.00	81.00	0.00	0.00%
Business Support Services	246.00	249.00	249.00	3.00	1.22%
Budget and Evaluation	13.00	13.00	13.00	0.00	0.00%
Total General Fund	5,277.25	5,311.25	5,311.25	34.00	0.64%
Charlotte-Mecklenburg Utilities	791.50	745.50	745.50	(46.00)	-5.81%
Aviation	266.00	266.00	266.00	0.00	0.00%
Storm Water	84.00	84.00	84.00	0.00	0.00%
Charlotte Area Transit System	360.75	360.75	360.75	0.00	0.00%
Risk Management	27.00	27.00	27.00	0.00	0.00%
Grant Fund	3.00	3.00	3.00	0.00	0.00%
Total All Funds	6,809.50	6,797.50	6,797.50	(12.00)	-0.18%

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

FUNDS	Revised Budget FY2011	FY2012	FY2013	Percent Change (FY11 to FY12)
General	\$ 445.5	\$ 463.3	\$ 472.0	4.0%
Enterprise				
Water and Sewer	\$ 103.1	\$ 111.6	\$ 115.3	8.2%
Charlotte Area Transit (CATS)	101.9	102.9	106.5	1.0%
Aviation	77.5	84.6	87.8	9.2%
Storm Water Utility	11.5	10.0	10.1	-13.2%
Total Enterprise	\$ 293.9	\$ 309.0	\$ 319.6	5.2%
Debt Service				
Water and Sewer	\$ 96.7	\$ 90.2	\$ 86.9	-6.7%
Municipal	52.5	56.5	57.2	7.6%
Aviation	35.6	41.4	48.1	16.2%
CATS	8.2	7.9	7.6	-4.2%
Convention Center	7.7	7.6	7.1	-1.7%
Tourism	7.4	7.8	7.6	5.2%
Cultural Facilities	6.6	6.6	6.5	0.0%
Storm Water	6.4	6.2	7.4	-2.7%
NASCAR Hall of Fame	7.7	7.6	7.5	-0.5%
Total Debt Service	\$ 229.0	\$ 231.9	\$ 235.9	1.3%
Other Operating				
Federal Stimulus Grants	\$ 48.9	\$ -	\$ -	-100.0%
Powell Bill	21.4	20.6	20.6	-3.6%
Convention Center	10.1	13.5	11.9	33.2%
Public Safety & Other Grants	8.0	7.0	7.0	-12.9%
Neighborhood & Business Svcs Grants	7.7	7.7	7.9	0.2%
Public Safety 911 Services	4.9	2.6	2.4	-47.8%
NASCAR Hall of Fame	-	-	-	
Municipal Service Districts	3.5	3.8	3.8	8.4%
Tourism Operating	1.3	1.4	1.4	3.7%
Risk Management	1.2	1.3	1.3	6.4%
Pay As You Go**	0.5	0.6	0.7	34.0%
Total Other Operating	\$ 107.4	\$ 58.4	\$ 57.0	-45.7%
TOTAL OPERATING BUDGETS	\$ 1,075.7	\$ 1,062.6	\$ 1,084.5	-1.2%

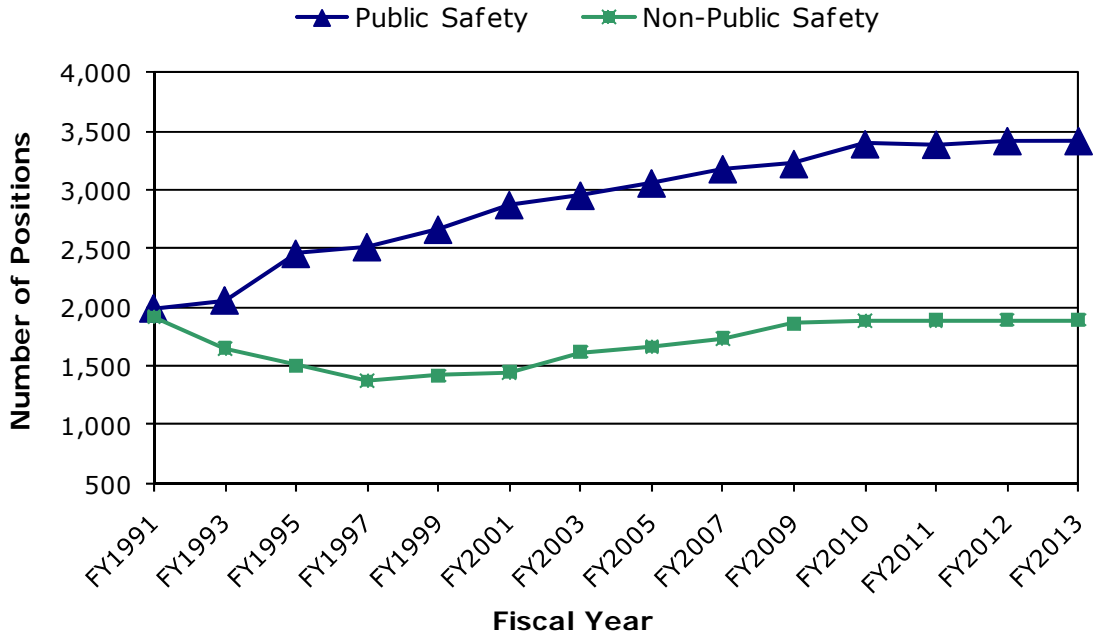
* Rounded, in millions. Any differences are due to rounding.

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

Executive Summary

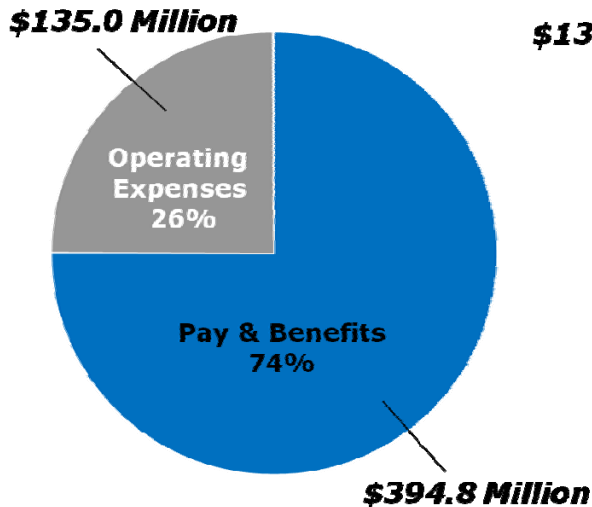
The illustrations provided below highlight the public safety portion of the FY12 General Fund operating budget and related positions. Public Safety comprises 67% of General Fund pay and benefits.

General Fund Positions

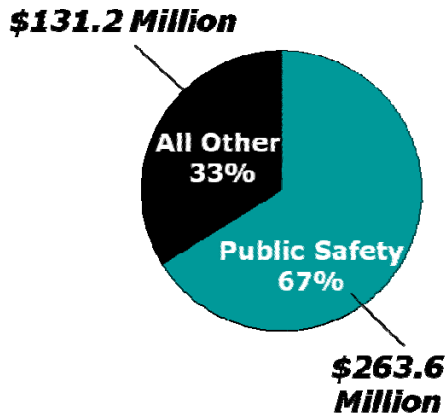


FY2012 Total Operating Budget – General Fund

Total Budget \$529.8m



Pay and Benefits \$394.8m



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 may 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-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.

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

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

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“Charlotte will be America’s safest community.”

Community Safety is a major priority for the City of Charlotte. The cornerstone of the City’s community safety philosophy is based on crime and fire reduction, prevention, collaboration, and the innovative use of technology. The City’s police and fire services are delivered by a skilled and professional work force sensitive to the needs of the community and the citizens they serve.

The Charlotte-Mecklenburg Police Department and the Charlotte Fire Department take a community based approach to reducing crime and promoting fire safety. Police are highly visible in all areas of the city and use data driven deployment of their resources to respond to emerging crime trends and target chronic offenders. The Fire Department aggressively investigates all incidents of arson and targets chronic arson offenders.

Crime and fire prevention are critical components of Charlotte’s community safety strategy. Police officers and fire fighters build active partnerships with citizens and businesses to give everyone a stake in making Charlotte America’s safest community. The Police and Fire Departments are actively engaged in community education and in addressing the conditions that are enablers of crime and accidental fires. Both Police and Fire actively engage community youth with prevention programs that assist them in making positive life choices and help them to become productive citizens.

Charlotte’s Police and Fire Departments collaborate with each other and a variety of partners to leverage resources and address community priorities. Police partner with other federal, state and local law enforcement agencies to deal with crime problems such as gangs and drugs and work with other agencies in the local criminal justice system to take the worst offenders off Charlotte’s streets. The Fire Department collaborates with agencies throughout the region to ensure emergency preparedness for natural and man- made disasters.

The City of Charlotte supports the innovative use of technology in building a safe community. The Charlotte-Mecklenburg Police Department is recognized as a national leader in the use of technology to reduce crime and more efficiently deploy resources. Police and Fire are collaborating on the consolidation of their computer aided dispatch systems to enhance their efficiency in handling emergency calls.

The City’s community safety personnel are the most valuable and visible asset in both the Police and Fire Departments. Both departments strive to recruit and retain workforces that reflect the diversity of the community and inspire confidence through their skill, professionalism and their commitment to public service.

Community Safety

Reduce Crime

CS.1	Focus Area Initiative:	Reduce crime and life/property damage from fires
	FY12 Measure:	Crime rate per 100,000 population for FBI Uniform Crime Report Part One offense categories (Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft, Larceny, and Arson)
	FY12 Target:	6% reduction in crime rate per 100,000 population
	FY10 Target:	7% reduction in FBI Uniform crime rate per 100,000 population
	FY10 Actual:	16.8% reduction in crime rate per 100,000 population
	FY12 Measure:	Number of juvenile offenders on electronic monitoring
	FY12 Target:	40 juvenile offenders
	FY12 Measure:	Percent of cases cleared by arson investigators
	FY12 Target:	36% cleared arson cases
	FY12 Measure:	Percent of incidents where first arriving fire unit on-scene within six minutes or less of phone notification
	FY12 Target:	80%
	FY10 Target:	80%
	FY10 Actual:	80.23%
CS.2	Focus Area Initiative:	Enhance citizen safety through increased crime and fire prevention activities and education
	FY12 Measure:	Survey ratings on citizen satisfaction with safety in their neighborhoods in May 2012
	FY12 Target:	Ratings of seven or above on a ten-point scale on questions related to citizen perception of safety
	FY10 Target:	Ratings of seven or above on a ten-point scale on questions related to police services and citizen perception of safety
	FY10 Actual:	7.5 on overall impression of police; 7.8 on courtesy; 8.1 on professionalism; 7.6 on integrity and honesty; 7.7 on safe in neighborhood
	FY12 Measure:	Number of restructured Leadership Councils in Patrol Divisions
	FY12 Target:	13 Leadership Councils
	FY12 Measure:	Percent of fire code inspections conducted within state mandated frequencies
	FY12 Target:	95% fire code inspections
	FY10 Target:	85% fire code inspections
	FY10 Actual:	88.4% fire code inspections
CS.3	Focus Area Initiative:	Build collaborations with partners that enhance Charlotte's community safety initiatives
	FY12 Measure:	Reduction in national and international gangs operating in Charlotte-Mecklenburg
	FY12 Target:	Work with other state and federal law enforcement agencies to make significant progress in dismantling one gang per year
	FY10 Target:	Work with other state and federal law enforcement agencies to make significant progress in dismantling one gang per year
	FY10 Actual:	Cedar Green Kings dismantled
	FY12 Measure:	Partner with other City agencies in addressing specific neighborhood issues that are enablers of crime
	FY12 Target:	75% of neighborhood issues in six selected patrol divisions successfully addressed
	FY12 Measure:	Number of All Hazards Incident Command System Training Courses offered to partners in Charlotte's UASI region
	FY12 Target:	Five training courses

Community Safety

CS.4 cont'd

CS.4 **Focus Area Initiative:** **Utilize technology to enhance operational effectiveness and customer service**

FY12 Measure: Consolidate the Fire and Police Computer Aided Dispatch (CAD) Systems

FY12 Target: Consolidation complete by June 30, 2012

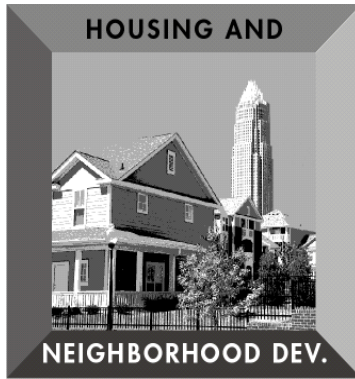
CS.5 **Focus Area Initiative:** **Develop recruitment strategies that attract diverse applicant pools to the Police and Fire Departments**

FY12 Measure: Percentage of women and minorities in police officer applicant pool

FY12 Target: 20% of applicants who are females and minorities

FY12 Measure: Percentage of women and minorities in firefighter applicant pool

FY12 Target: 25% of applicants who are females and minorities



“Creating and sustaining communities of choice for living, working and recreation”

The City of Charlotte’s long-term health, vitality, and distinction as a competitive city is predicated upon its ability to utilize national and local best practices to create and sustain communities of choice for living, working and recreation.

The City’s housing and neighborhood strategy focuses on creating and sustaining communities by creating places where people and businesses are safe, where civic infrastructure supports neighborhood quality of life and business success, where families have access to quality education, jobs, and services and the environment is preserved and strengthened. *(Also see Community Safety, Economic Development, Environment, and Transportation & Planning Focus Area Plans for more housing and neighborhood development initiatives)*

Housing and Neighborhood Development

Invest in Infrastructure

<p>H&ND.1</p> <p>FY12 Measure:</p> <p>FY12 Target:</p> <p>FY13 Target:</p>	<p>Focus Area Initiative:</p> <p>Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure</p> <p>Complete 90% of voter approved bond (Neighborhood Infrastructure and Business Corridor) projects on schedule or as forecasted</p> <p><u>Neighborhood Improvement Projects</u> Belmont Plan – Gateways Lincoln Heights York/Cama NIP</p> <p><u>Neighborhood Improvement Projects</u> Colonial Village/Sedgefield Delta Lake Eastway – Sheffield Enderly Park Farm Pond Finchley Purser/Shamrock Hills Grove Park McCrorey Heights Revolution Park</p> <p><u>Business Corridor Projects</u> Beatties Ford Road Commonwealth/The Plaza</p>
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Promote Economic Development

<p>H&ND.2</p> <p>FY12 Measure:</p> <p>FY12 Target:</p>	<p>Focus Area Initiative:</p> <p>Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas.</p> <p>Achieve a leverage ratio within the corridor of 1:10 for business corridor funds.</p> <p>Three projects</p>
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Strengthen Neighborhoods

<p>H&ND.3</p> <p>FY12 Measure:</p> <p>FY12 Target:</p>	<p>Focus Area Initiative:</p> <p>Develop and recommend policies that will assist with increasing the supply of affordable housing</p> <p>Develop and Revise policies</p> <p>Assisted Multi-Family Housing at Transit Station Locational Policy for Transit Stations, Impact of Regulatory Ordinance on Affordable Housing, and Housing Trust Fund Guidelines</p>
<p>H&ND.4</p> <p>FY12 Measure:</p> <p>FY12 Target:</p> <p>FY12 Target:</p>	<p>Focus Area Initiative:</p> <p>Redesign the QOL study to more accurately reflect the City's neighborhood conditions</p> <p>Completion of the 2012 Quality of Life (QoL)</p> <p>Complete redesign of the report</p> <p>Release the new report using new metrics</p>



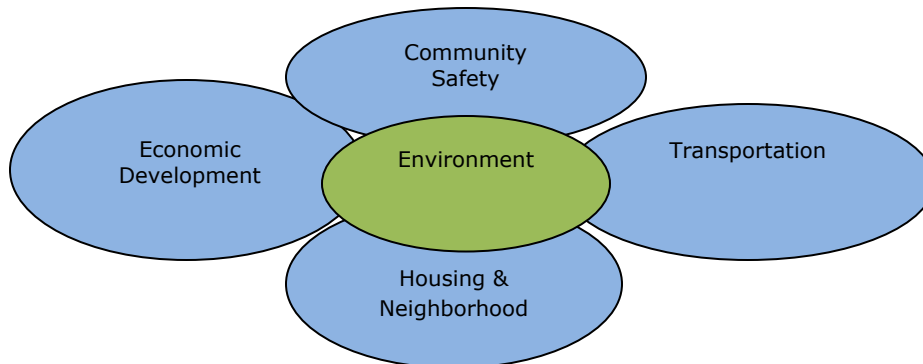
“Charlotte will become a national leader in environmental and energy sustainability, preserving our natural resources while balancing growth with sound fiscal policy.”

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

Charlotte will become a national leader in environmental sustainability by:

- Promoting and participating in the development of an environmentally sustainable community;
- Leading by example by practicing environmental stewardship in City operations and facilities;
- Seeking and supporting collaborative and regional solutions to environmental problems;
- Facilitating the growth of the clean energy industry, including the alternative energy sector.

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 Plan relate directly to Charlotte’s environmental goals. These FAPs include initiatives for growing jobs in the energy sector, land-use planning, and increased use of transit and other transportation choices.

Environment

Safeguard the Environment

ENV.1	Focus Area Initiative:	Promote and participate in the development of a sustainable community
	FY12 Measure:	Increase awareness of the environment as a priority for the community
	FY12 Target:	Explore hosting a sustainability expo/conference and other educational opportunities in conjunction with and funded by other partners
	FY12 Target:	Increase the exposure of the Power2Charlotte, CurbIt recycling campaign, and other educational/outreach efforts in coordination with other partners
	FY12 Target:	Implement the nine Energy Efficiency and Conservation Block Grant projects that are catalyst projects or promote energy investments in revitalization areas, and the Neighborhood Energy Challenge
	FY12 Target:	Collect baseline data on environmental variables in preparation for adding those variables to the biennial Quality of Life study
	FY12 Target:	Increase access to local foods by: initiating a fresh foods text amendment; encouraging the development of community gardens through Neighborhood Matching Grants program, and collaboration with other partners
	FY12 Measure:	Make wise decisions regarding growth and development that are consistent with adopted plans and policies (including the GDP-Environment) and minimize negative environmental impacts of land use and development
	FY12 Target:	95% of rezoning decisions consistent with adopted area plans and/or staff recommendations
	FY12 Target:	80% of approved rezonings incorporate environmentally sensitive site design components (Implementation of GDP-Environment)
	FY12 Measure:	Responsibly manage Charlotte's natural resources including the tree canopy, streams, ponds, and wetlands
	FY12 Target:	Implement the City's Tree Canopy Investment Strategy and measure the effectiveness of the Tree Ordinance and the Tree Planting Programs in meeting the tree canopy goal
	FY12 Target:	Keep 100% of stream mitigation investment local by utilizing City's Stream Mitigation Bank, the first municipally-managed mitigation bank in the nation, rather than the state-managed bank, whenever public project remediation is required
	FY12 Measure:	In support of State of North Carolina and City recycling goals, increase single family and multi-family recycling participation
	FY12 Target:	Achieve a 30% increase in tonnage of recycled materials over FY10 baseline data
ENV.2	Focus Area Initiative:	Lead by example by practicing environmental stewardship in City operations and facilities
	FY12 Measure:	Reduce greenhouse gas emissions from City facilities and operations
	FY12 Target:	Adopt a greenhouse gas action plan by June 2011 and begin implementation in FY2012
	FY12 Target:	Complete seven of the Energy Efficiency and Conservation Block Grant projects designed to improve efficiency of City facilities
	FY12 Measure:	Demonstrate environmental sustainability in the management of the City's vehicle fleet
	FY12 Target:	Achieve 4.3 mpg across CATS Bus Operations fleet vehicles, by continuing acquisition of and maximizing the use of fuel efficient and hybrid vehicles, maintaining and monitoring idling practices, continuing to control vehicle speed through governor settings, use of battery power for vehicle maintenance when feasible, and continued use of ultra low sulfur diesel fuel
	FY12 Target:	Improve the efficiency of the overall City fleet from 2011 levels by purchasing alternative fuel vehicles as funding allows in accordance with the fleet management policy, purchasing smaller vehicles that meet operational requirements, and by seeking grant funding to outfit current vehicles with emissions reducing technology

Environment

ENV.2 cont'd

FY12 Measure:	Demonstrate environmental sustainability in the design, construction, and operation of City facilities
FY12 Target:	Prepare annual report on the implementation of the Policy for Sustainable Facilities, reporting project decisions, common facility metrics, and recommended policy adjustments
FY12 Target:	Per Clean Water Act requirements, develop and begin implementing plans for stormwater best practices for priority field operations by June 2012
FY12 Target:	100% compliance with National Pollutant Discharge Elimination System permit requirement for all five wastewater plants
FY12 Target:	Divert 70% of materials from Charlotte Douglas Airport's waste stream via a new airport recycling center
FY12 Measure:	Implement environmentally-conscious practices in the acquisition and disposition of City resource
FY12 Target:	Conduct first year review of the effectiveness of Environmentally Preferable Purchasing Policy by December 2012 and collect baseline information so that specific improvement target may be set in the future
FY12 Measure:	Identify and advance renewable energy projects leveraging City resources
FY12 Target:	Implement the initial construction of a Combined Heat and Power project at McAlpine Wastewater Management Facility by June 2012
FY12 Target:	Develop and implement a solar energy pilot project on CATS-owned bus canopies by June 2012
FY12 Measure:	Develop and implement plan to communicate City's environmental successes and other instance of the City of Charlotte "leading by example" (for discussion only)
FY12 Target:	Communicate the City's environmental success and other ways the City is "leading by example"

ENV.3

Focus Area Initiative:	Seek and support collaborative and regional solutions to environmental problems
FY12 Measure:	Collaborate and participate in public and private sector partnership's environment and visioning initiatives
FY12 Target:	Collaborate with City's Energy Partners and other agencies to leverage resources and enhance the impact of cooperative projects
FY12 Target:	Identify opportunities to participate in/pursue the development of a coordinated sustainability plan for the community with Charlotte Center City Partners and other partners
FY12 Measure:	Lead and support efforts to improve Charlotte and regional air quality by promoting long-term reduction in ozone causing emissions
FY12 Target:	Implement projects and partnerships with business/management organizations to increase travel by alternative modes to/from/within two mixed-use activity centers by June 2012
FY12 Target:	Continue collaboration and participation with COG's CONNECT Regional Air Quality Work Team, the Regional Air Quality Board and Clean Air Works, the Mecklenburg County Division of Air Quality and the State of NC Division of Air Quality to implement strategies to improve air quality
FY12 Measure:	Continue a leadership role in regional water resources planning
FY12 Target:	Utilities staff to continue participation in regional Water Management Group and be actively involved with committee work

Environment

ENV.4	Focus Area Initiative:	Facilitate the growth of the clean energy industry, including the alternative energy sector
	FY12 Measure:	Work with partners through the Charlotte Regional Partnership's Energy Capital Project to attract and grow the clean energy industry sectors in Charlotte
	FY12 Target:	Develop a clean energy strategy by January 2012 with a particular focus on assisting small businesses
	FY12 Measure:	Improve the regulatory environment by clarifying and enhancing City ordinances that facilitate environmentally and energy sustainable practices
	FY12 Target:	Initiate alternative energy text amendments to better define and provide guidance for environmental land uses by June 2012
	FY12 Measure:	Take a leadership role in changes to policy at the state and federal level
	FY12 Target:	Support energy related legislation that would enhance and solidify Charlotte's emergence as an energy center in the United States



“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. The City of Charlotte takes a proactive approach to land use and transportation planning, and the three major documents that provide the context for the Transportation Focus Area Plan are the *Centers, Corridors and Wedges Growth Framework*, the *Transportation Action Plan* and the *2030 Transit Corridor System Plan*.

The *Centers, Corridors and Wedges Growth Framework (CCW)* establishes a vision for future growth and development for Charlotte by: 1) identifying three geographic types used to categorize land in Charlotte and its “sphere of influence” - Activity Centers, Growth Corridors and Wedges; and 2) outlining the desired characteristics of each of these geographies. Much of Charlotte’s future moderate to higher intensity development (70% of new multi-family and 75% of employment) is targeted within Growth Corridors and in Activity Centers. Lower to medium density residential and services supporting neighborhoods is targeted for the areas between the Growth Corridors, referred to as Wedges. This will help maximize existing infrastructure and services, particularly those related to transportation. While the *Centers, Corridors and Wedges Growth Framework* provides an overall vision for future growth and development, more specific direction, especially for integrating land use and transportation at the neighborhood level, continues to be provided in area plans and other policy documents.

The *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.

The *2030 Transit Corridor System Plan* is another cornerstone of integrating transportation and land use. The LYNX Blue line exceeded opening year ridership projections with over 16,000 trips per weekday. 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.

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 attainment, 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:

In order to enhance multi-modal mobility, environmental quality and long-term sustainability, collaborate with local and regional partners on land use, transportation and air quality strategies and projects.

FY12 Measure:	Annual hours of congestion per traveler, as measured by Texas Transportation Institute, for the Charlotte Urban Area compared to top 25 cities
FY12 Target*:	Percentage change in annual hours of delay per traveler in Charlotte will be less than the five-year average percent change for the top 25 cities in the nation
FY10 Actual	Charlotte's five-year average delay per peak traveler decreased 2.1% while top 25 congested urban areas delay per peak traveler increased .5%
FY12 Measure:	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 baseline
FY12 Target:	Increase the % of population within ¼ mile of parks above 16.9%
FY10 Target:	16.9%
FY10 Actual:	16.0%
FY12 Target:	Increase the % of population within ¼ mile of schools above 13%
FY10 Target:	13%
FY 10 Actual:	12.7%
FY12 Target:	Increase the % of population within ¼ mile of shopping above 45.6%
FY10 Target:	45.6%
FY 10 Actual:	52.2%
FY12 Target:	Increase the % of population within ¼ mile of transit above 63.5%
FY10 Target:	63.5%
FY 10 Actual:	55.1%
FY12 Measure:	Along with MUMPO and the Centralina Council of Governments, the City will work with other jurisdictions in the region to evaluate the Regional Transportation Planning Study to assess its recommendations and to determine how, or if, they should be implemented
FY12 Target:	Complete work by June 2012

Provide Transportation Choices

TRAN 2. 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 five years

FY12 Measure:	Improve the pavement condition survey rating over the previous survey
FY12 Target:	88.0
FY10 Target:	82.0
FY10 Actual:	88.0
FY12 Measure:	Accelerate and Implement the 2030 Transit Corridor System Plan as conditions allow
FY12 Target:	Advance key tasks of the LYNX Red Line (North Corridor) Work Plan by June 30, 2012 (CATS)
FY12 Target:	Complete Project Design and begin Construction of the 1 ½ mile Streetcar Starter Project within 18 months of receipt of the FTA Urban Circulator Grant funds (Engineering) (CATS)
FY12 Target:	Streetcar service within 3½ years of receipt of the FTA Urban Circulator Grant funds (Engineering) (CATS)
FY12 Target:	Complete the Final Environmental Impact Statement for the LYNX BLE by June 30, 2012 (CATS)

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

Transportation

TRAN 2. cont'd

FY12 Measure:	Achieve five of six targets supporting this initiative
FY12 Target:	In light of the current economic environment, restructure current transit service levels to achieve a 3% ridership increase
FY10 Target:	4% increase
FY10 Actual:	6.5% decrease
FY12 Target:	Complete a minimum of ten miles each of new sidewalk and new bikeways annually
FY10 Target:	10 miles of new sidewalk and bikeways
FY10 Actual:	14.6 miles of sidewalk and 22 miles of bikeways completed
FY12 Target:	90% of transportation bond road projects completed or forecast to be completed on schedule
FY10 Target:	90% of bond projects completed on schedule
FY10 Actual:	90% of bond projects completed on schedule
FY12 Target:	Monitor crashes annually and identify, analyze and investigate hazardous locations concentrating on patterns of correctable crashes. In addition, seek to decrease vehicle accidents per mile traveled below prior year
FY10 Target:	Decrease vehicular accidents below previous year
FY10 Actual:	Vehicular accidents per mile (14.6% decrease)
FY12 Target:	Maintain a citywide annual average intersection crash rate less than two crashes per million entering vehicles
FY10 Target:	Maintain a citywide annual average intersection crash rate less than two crashes per million entering vehicles
FY10 Actual:	.82 crashes per million entering vehicles.
FY12 Target:	Track increase in bicycle usage over previous year
FY10 Target:	Not available, this was a new target for FY11
FY10 Actual:	Not available, this was a new target for FY11

Enhance Customer Service

TRAN 3. Focus Area Initiative:

Communicate land use and transportation objectives as outlined in the Transportation Action Plan (TAP)

FY12 Measure:	The City will continue to convey transportation and land use information through a variety of methods
FY12 Target:	Complete and present TAP Annual Report to the City Council by January 2012
FY12 Target:	The City will conduct a bi-annual survey, to benchmark existing community awareness of the City's transportation plans and growth framework by December 2011
FY10 Target:	December 2009
FY10 Actual:	December 2009
FY12 Target:	The City will work with its regional partners to produce a work plan, schedule and initiate the update of the MUMPO 2035 Long Range Transportation Plan by July 2012
FY10 Target:	Update MUMPO 2035 Long Range Transportation Plan by March 2010
FY10 Actual:	The Long Range Transportation Plan was approved by MUMPO and found to be conforming to air quality standards on March 24, 2010

Expand Tax Base & Revenues

TRAN.4 Focus Area Initiative:

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

FY12 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
FY12 Target:	December 2011
FY10 Target:	December 2009
FY10 Actual:	December 2009

Transportation

TRAN.4 cont'd

FY12 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 recommendations to the legislature as needed for implementation
FY12 Target:	December 2011
FY10 Target:	December 2009
FY10 Actual:	December 2009
FY12 Measure:	Monitor federal transportation reauthorization legislation and identify opportunities to increase and steer federal transportation funding directly to urban areas
FY12 Target:	December 2011
FY10 Target:	December 2009
FY10 Actual:	December 2009



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

The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber, Charlotte Regional Visitors Authority and the Charlotte Regional Partnership. Historically, 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 enterprises, 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.

The City’s economic development strategy focuses on supporting small business development, promoting redevelopment in distressed business corridors to support adjacent neighborhoods, creating a more business-friendly government and focusing on community endorsed high-growth industry sectors that support our efforts to attract and retain businesses and jobs. *(Also see Environment, Housing & Neighborhood Development and Transportation & Planning Focus Area Plans for more economic development initiatives.)*

Economic Development

Promote Economic Opportunity

ED.1 Focus Area Initiative:

Help grow small businesses in our community

- FY12 Measure: Implement the Small Business Strategic Plan, which includes the following major objectives:
- Build and strengthen a consortium of business resource partners
 - Develop a web portal with a recognizable brand and ongoing marketing strategy
 - Provide information and resources that meet changing market needs
 - Promote partnerships that enable business owners to find capital
 - Increase opportunities for small businesses to expand sales locally
 - Develop partnerships to support high growth entrepreneurs
- FY12 Target: 100% of initiatives underway; 50% complete
- FY12 Measure: Review the Small Business Opportunities Task Force recommendation on SBE Informal Goal Setting (including its relationship to federal DBE reporting requirements), and combine formal and informal opportunities
- FY12 Target: Meet a combined formal & informal SBE Utilization Goal of 5%

Expand Tax Base & Revenues

ED. 2 Focus Area Initiative:

Continue to focus on job and tax base growth in business corridors

- FY12 Measure: Revise and implement the City's Business Corridor Strategy, including an examination of the five priority corridors (North Tryon, Beatties Ford, Road, Rozzelles Ferry Road, Wilkinson/Morehead and the Eastland area) along with the improvements planned for Independence Boulevard, which will include the following elements:
- Review of accomplishments
 - Review of current geography
 - Prioritization of goals, with a focus on image building for distressed corridors
 - Establishment of roles for the City and its partners
 - Workforce development, including training and employment for youth in adjacent neighborhoods
 - Input from business owners, community leaders and developers
 - Benchmarking of similar programs in peer cities
- FY12 Target: Adopt a new Business Corridor Strategy and implement 50% of recommendations

ED. 3 Focus Area Initiative:

Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience

- FY12 Measure: Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy
- FY12 Target: Elimination of system barriers, conflicts and impediments in the application of regulations
- FY12 Measure: Average number of reviews on all land development permitting submissions
- FY12 Target: Average ≤ 2.5 reviews on all plans submitted for FY12

* Cross reference H&ND Focus Area Initiative 2 regarding leveraging business corridor funds at 1:10 public/private ratio.

Economic Development

ED. 4	Focus Area Initiative:	Work with economic development partners to grow and retain businesses in the community's targeted industry sectors of energy & environment, finance, health care, manufacturing defense, motorsports, tourism, film and international firms
	FY12 Measure:	Design and implement a strategy to introduce local businesses into supplier relationships with large and mid-size businesses
	FY12 Target:	Establish a methodology for measuring the dollar value of goods and services sourced locally rather than from outside the region and make at least 10 business-to-business supplier connections that result in sales of goods and/or services
	FY12 Measure:	Work with tourism partners to develop a plan for growing amateur sports in the Charlotte Region
	FY12 Target:	Develop a new public/private model for adding amateur sports facilities in the Region

Police

<p style="text-align: center;">Summary</p> <p>The Charlotte-Mecklenburg Police Department's primary focus is the reduction of crime at the neighborhood level. The City is divided into 39 response areas. Each response area develops enforcement and prevention strategies to target the crimes and offenders creating the most harm in each area of the city. CMPD seeks to make Charlotte the safest large city in America by engaging the community in effective partnerships that address crime and quality of life concerns.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 10.1% decrease in Part One crimes (homicide, rape, robbery, aggravated assault, burglary, larceny, vehicle theft, arson) in 2010; 13.75% decrease in violent crime; 9.7% decrease in property crime • 2.1% decrease in citizen initiated calls for service in 2010 • 0.7% decrease in 911 calls in 2010 	FY11	FY12	FY13
	Budget	\$193,587,193	\$200,216,720
Positions	2,225.50	2,253.50	2,253.50
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Hired, trained, and deployed 125 new police officers—50 hired with ARRA funds and 75 through City funding approved by City Council • Implemented the use of predictive analytics software, which uses historical data to predict where and when crime will occur • Began partnering with Community Corrections to use electronic monitoring for selected offenders on probation • Continued partnering with federal agencies to dismantle gangs and disrupt their criminal activity 			

SERVICE DELIVERY CHALLENGES

CMPD has experienced significant reductions in crime during the last 12 months with a 10.1% reduction in calendar year 2010. While the department has deployed 125 new officers, it is still challenging 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. CMPD is using social media and Leadership Councils in patrol divisions 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
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	5,693.3	-19.7%
2010	39,824	-10.1%	778,958	5,112.5	-10.2%

*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. CMPD is partnering with the District Attorney's Office to take chronic offenders off the streets and, where applicable, have them prosecuted as habitual felons. CMPD works with the local criminal justice system through the Mecklenburg County Criminal Justice Advisory Group, but significant increases in state funding for the District Attorney, Courts, and Corrections would be necessary for the group to attain all of its goals.

Police

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Field Services/Community Policing/Patrol/Crime Prevention		
Provides police field services to City and unincorporated area of County		
◆ Reduction in Uniform Crime Report (UCR) Part One crime per 100,000 population over previous fiscal year	-5%	-6%
Includes: Patrol Divisions Burglary Special Events Charlotte Area Transit Liaison		
Special Investigations		
Investigates vice, gathers criminal intelligence information, and investigates gangs		
◆ Increase number of arrests of gang members for Part One crimes	≥15%	+15%
Includes: Vice and Narcotics Gang and Firearm Enforcement Division Criminal Intelligence		
Criminal Investigations		
Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect		
◆ Increase homicide clearance rate	≥75%	75%
Includes: Homicide/Missing Persons Robbery/Sexual Assault Auto Theft Fraud Special Victims		
Special Operations & Crime Lab		
Provides tactical support for patrol operations		
◆ Complete DNA lab analysis for priority cases	≥95% in 10 working days	90% 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

	FY11 Target	FY12 Target
Communications		
Provides answering and dispatch services for all 911 calls in the City of Charlotte, Town of Davidson and unincorporated Mecklenburg County; takes non-emergency police reports by phone and internet		
◆ Percentage of 911 calls answered	90% in 10 seconds or less	90% in 10 seconds or less
Includes: Communications		
Community Services		
Provides a variety of services that promote police-citizen interaction		
◆ Increase the number of Leadership Councils in patrol divisions	≥13	≥13
Includes: Volunteer Unit Police Reserves Police Athletic League Cadets/Explorers/Right Moves for Youth False Alarm Reduction Records Crime Reporting Unit		
Police Officer Training and Recruitment		
Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel		
◆ Reduction in preventable on-duty accidents per million miles	≤9.5	≤6.5
Includes: Recruitment Recruit Training In-Service Training Firing Range		
Animal Control		
Enforces animal control ordinances and operates animal shelter		
◆ Reduction in intake of domestic dogs and cats	≤3%	10% increase in number of animals re-homed in field
Includes: Ordinance Enforcement Shelter Operations		

Police

<p><u>Decreases</u> \$229,165 from the school crossing guard program as a result of actions taken in the FY11 budget process</p> <p><u>Increases</u> \$2.3 million in FY13 to fund the 50 officers related to the ARRA grant for which funding will end September of FY13.</p> <p>\$1.4 for in FY12 and FY13 for 13 additional Response Area Commanders (RACs). Also, the City will create the rank of Lieutenant.</p> <p>\$200,000 in FY12 and FY13 for planned youth initiatives</p> <p><u>Other Increases</u> \$1.7 million in FY12 and FY13 to fund an additional 15 officers at Charlotte-Douglas International Airport (100% funded by Aviation)</p>	
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Budget Summary		FY11	FY12	FY13
Field Services/Community Policing/Patrol/Crime Prevention	Budget	\$ 129,804,963	\$ 135,578,529	\$ 140,246,431
	Positions	1,532.00	1,560.00	1,560.00
Special Investigations	Budget	\$ 7,570,699	\$ 8,167,455	\$ 8,258,789
	Positions	80.00	80.00	80.00
Criminal Investigations	Budget	\$ 16,977,173	\$ 16,764,884	\$ 16,947,384
	Positions	171.00	171.00	171.00
Special Operations & Crime Lab	Budget	\$ 10,259,753	\$ 11,187,428	\$ 11,207,613
	Positions	108.00	108.00	108.00
Communications	Budget	\$ 12,014,411	\$ 12,567,317	\$ 12,765,081
	Positions	173.00	173.00	173.00
Community Services	Budget	\$ 5,243,493	\$ 4,822,613	\$ 4,890,980
	Positions	47.00	47.00	47.00
Police Officer Training/Recruiting	Budget	\$ 5,473,064	\$ 4,746,105	\$ 4,811,960
	Positions	31.00	31.00	31.00
Animal Care & Control	Budget	\$ 6,243,637	\$ 6,382,389	\$ 6,462,883
	Positions	83.50	83.50	83.50
Total		\$ 193,587,193	\$ 200,216,720	\$ 205,591,121
Total Positions		2,225.50	2,253.50	2,253.50

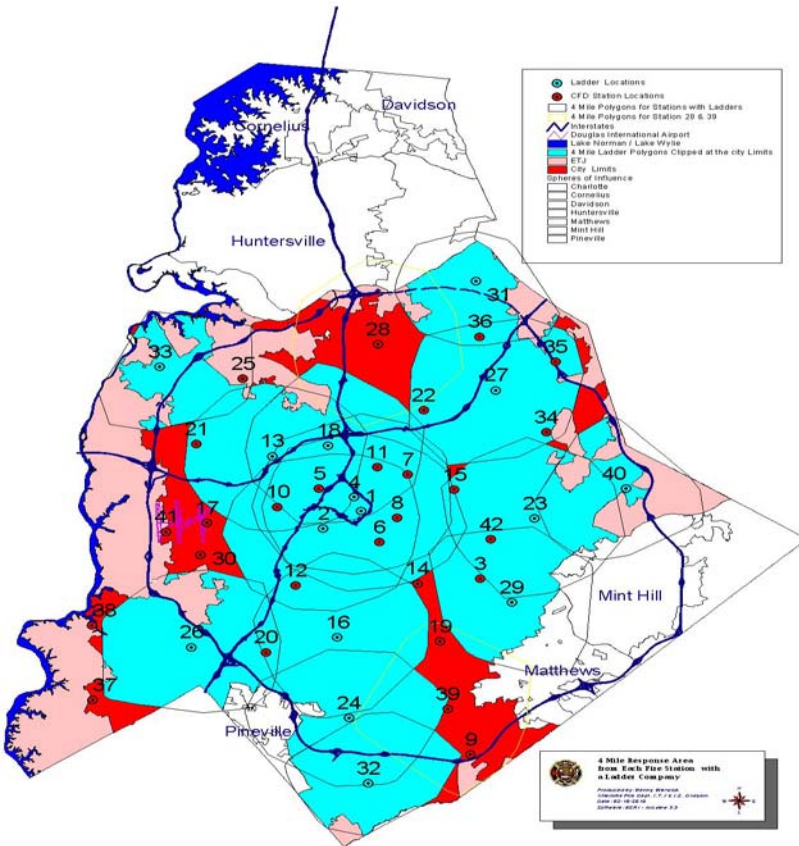
Fire

	FY11	FY12	FY13
Summary 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.			
Vital Statistics			
<ul style="list-style-type: none"> Operates 41 fire stations and protects an area encompassing 299.2 square miles, with a population of 726,284 citizens Responds to over 91,000 incidents each year Operates 41 engines, 15 ladders, two heavy rescues and six blaze units 			
Accomplishments			
<ul style="list-style-type: none"> Achieved re-accreditation status from Commission for Fire Accreditation International (CFAI) Achieved performance target of first arriving truck on-scene within six minutes or less at least 80% of the time Collaborated with CMPD to begin process for co-located communication center Awarded grant to fund station alerting project Revision of business processes within the Fire Prevention Bureau resulted in increased efficiency and citizen focus 			
Budget	\$97,312,698	99,912,867	\$99,947,528
Positions	1,163.00	1,166.00	1,166.00

SERVICE DELIVERY CHALLENGES

Ladder Response Coverage

The response area for a ladder in Charlotte correlates to approximately four 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

	FY11 Target	FY12 Target
Fire Emergency Response		
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, and aircraft cash rescue		
◆ Percent of first alarms to which an effective firefighting force will be on scene within nine minutes	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within six minutes	80%	80%
◆ Percent of women and minorities in firefighter applicant pool	N/A	25%
Emergency Preparedness/Homeland Security		
Coordinate large-scale emergency situations in Charlotte and Mecklenburg County		
◆ Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area	N/A	5
Fire Communications		
Provide 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department		
◆ Percent of time telecommunicators answer calls within 10 seconds	90%	90%
Fire Investigations		
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson		
◆ Percent of arson cases investigations will be cleared	34.0%	36.0%
Fire Code Enforcement		
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings		
◆ Percent of fire code inspections conducted within state-mandated frequencies	85%	95%
Fire Community Education/Involvement		
Provide prevention education as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program		
◆ Percent of Charlotte-Mecklenburg School 3rd grade classrooms that receive fire education programs	80%	80%
Firefighter Training		
Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community		
◆ Percent of active firefighters who will maintain emergency medical technician certification	98%	98%

Fire

<p><u>Decreases</u> None</p>	<p><u>Increases</u> \$120,825 in FY12 for a Battalion Chief position assigned to the Airport (100% funded by Aviation) \$106,910 in FY12 for a Telecommunicator and Fire Inspector in association with Annexation</p>
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Budget Summary		FY11	FY12	FY13
	Budget	\$ 88,233,787	\$ 90,476,105	\$ 90,506,771
Fire Emergency Response	Positions	1,054.50	1,055.50	1,055.50
	Budget	\$ 686,852	\$ 712,313	\$ 713,071
Emergency Preparedness/Homeland Security	Positions	5.25	5.25	5.25
	Budget	\$ 2,790,885	\$ 2,854,539	\$ 2,846,604
Fire Communications	Positions	39.00	40.00	40.00
	Budget	\$ 912,052	\$ 937,174	\$ 940,426
Fire Investigations	Positions	10.25	10.25	10.25
	Budget	\$ 2,689,178	\$ 2,862,510	\$ 2,861,090
Fire Code Enforcement	Positions	36.00	37.00	37.00
	Budget	\$ 484,222	\$ 498,389	\$ 501,029
Fire Community Education/Involvement	Positions	5.25	5.25	5.25
	Budget	\$ 1,515,722	\$ 1,571,837	\$ 1,578,538
Firefighter Training	Positions	12.75	12.75	12.75
Total		\$ 97,312,698	\$ 99,912,867	\$ 99,947,528
Total Positions		1,163.00	1,166.00	1,166.00

Solid Waste Services

<p style="text-align: center;">Summary</p> <p>Solid Waste Services (SWS) strives to excel in quality solid waste management. In FY2011, SWS reorganized its business service model to eliminate collection zones. Instead of zones, City crews now provide weekly collection service citywide for garbage, yard waste, and bulky items. Inland Service Corporation, the private service provider, collects recyclables citywide. Recyclable collection is new and improved with a change from a dual system to a single stream program. This offers added convenience in that separation of recyclables is no longer required before placing the items in the recycling container. In addition to these services, SWS collects dead animals and tires, and sweeps and removes litter from City streets and rights-of-way areas. SWS also participates in neighborhood cleanups and other specialized cleaning programs, including continual maintenance of the Central Business District and support of special events</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Residential collection services to over 200,000 single-family and 100,000 multi-family households, and approximately 4,000 businesses • 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 • Street sweeping and right-of-way cleaning of approximately 1,800 miles of City streets 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 10%;"></th> <th style="width: 25%;">FY11</th> <th style="width: 25%;">FY12</th> <th style="width: 25%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$43,489,339</td> <td style="text-align: right;">\$45,306,461</td> <td style="text-align: right;">\$46,070,158</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">283.00</td> <td style="text-align: right;">290.00</td> <td style="text-align: right;">290.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Improved Charlotte’s Keep America Beautiful litter index rating with a score of 1.62 in FY11 (scale of 1.0 to 4.0; highest rating is 1.0) • Provided residential refuse collection at a cost per ton of \$63; statewide average is \$98 (per NC Benchmarking Project) • Provided recyclables collection at a cost per ton of \$239; statewide average is \$268 (per NC Benchmarking Project) • Collected 2,423 tons of refuse per FTE, compared with 1,409 tons per FTE statewide • Selected by the International Special Events Society-Great Charlotte Chapter, to receive the Events in Excellence Award for the implementation of environmentally friendly practices • Achieved a score of 4.8 on the annual Center City Performance Survey (scale of 1.0 to 5.0; highest rating is 5.0) 		FY11	FY12	FY13	Budget	\$43,489,339	\$45,306,461	\$46,070,158	Positions	283.00	290.00	290.00
	FY11	FY12	FY13										
Budget	\$43,489,339	\$45,306,461	\$46,070,158										
Positions	283.00	290.00	290.00										

SERVICE DELIVERY CHALLENGES

SWS Business Model Reorganization
 The new SWS Business model reorganization ended with a smooth and successful transition. The challenge is to continue improvements to service quality, customer satisfaction, and resource utilization.

Single Stream Recyclables Collection
 The implementation of a Single-Stream Recyclables Collection Program has proven successful in increasing residential recycling participation and setout rates. A key challenge will be management of the rollout container inventory due to container theft or displacement.

Public Education and Awareness
 The major challenge of the Public Service Division is educating citizens about proper access and use of services. Comprehensive strategies are underway to accomplish initiatives in this area. Informing citizens about how to best use these services will help ensure 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 speedway landfill. The additional travel time reduces the useful life of the collection truck, decreases productivity due to travel time during peak traffic periods, and increases fuel consumption costs.

Solid Waste Services

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Solid Waste Collections		
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
Special Services		
Provides street sweeping, right-of-way clean-up, and traffic hazard removal on City and select State streets. Manages the infrastructure and cleanliness of the Central Business District and supports special events. Maintains bus stops and trolley corridor.		
◆ 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
Neighborhood Services		
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%
Community Education		
Communicates information and provides educational materials to the public on solid waste services		
◆ Conduct educational initiatives for 25% of 16 garbage routes identified as needing to improve collection proficiency	4	4

Solid Waste

<p><u>Decreases</u> \$587,332 in FY12 and \$414,231 in FY13 in miscellaneous contract services due to a new multi-family collection service contract</p>	<p><u>Increases</u> \$302,476 in FY12 and FY13 to purchase refuse and recycling carts for replacements and new customers, per Inland Services' contract</p> <p>\$293,474 in FY12 and \$265,450 in FY13 for five positions associated with monitoring and minimizing safety risks</p> <p>\$208,749 in FY12 and \$215,624 in FY13 for two positions associated with the 2011 annexation</p>
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Budget Summary		FY11	FY12	FY13
	Budget	\$ 36,923,795	\$ 38,428,450	\$ 39,146,055
Solid Waste Collections	Positions	203.50	211.50	211.50
	Budget	\$ 5,402,778	\$ 5,665,034	\$ 5,704,662
Special Maintenance Services	Positions	73.25	72.25	72.25
	Budget	\$ 952,718	\$ 961,860,	\$ 965,214
Neighborhood Services	Positions	5.00	5.00	5.00
	Budget	\$ 210,048	\$ 251,117,	\$ 254,227
Community Education	Positions	1.25	1.25	1.25
Total		\$ 43,489,339	\$ 45,306,461	\$ 46,070,158
Total Positions		283.00	290.00	290.00

Transportation

<p style="text-align: center;">Summary</p> <p>The Charlotte Department of Transportation (CDOT) provides for a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life. CDOT serves over 730,000 residents encompassing an area of 303 square miles. Core services include Street Maintenance, Traffic Control, Transportation Planning and Capital Improvement, Land Development Regulations and Right of Way Management, and Transportation Safety and Neighborhood Services.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Maintains 2,400 centerline miles of roadway • Maintains 140,000 traffic control signals • Maintains 700 signalized intersections • Maintains 2,200 linear miles of sidewalks • Installs 9,000 signs and two million feet of new pavement markings each year 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$44,655,114</td> <td style="text-align: right;">\$44,008,651</td> <td style="text-align: right;">\$44,295,298</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">432.50</td> <td style="text-align: right;">432.50</td> <td style="text-align: right;">432.50</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Received the Urban Land Institute Daniel Rose Fellowship for 2010-2011 • Hosted 10th Annual New Partners for Smart Growth: Building Safe, Healthy and Livable Communities on February 3-5, 2011 • Completed implementation of the Urban Street Design Guidelines (USDG) in December 2010 with the adoption of amendments to the Subdivision Ordinance, Zoning Ordinance, and Tree Ordinance 		FY11	FY12	FY13	Budget	\$44,655,114	\$44,008,651	\$44,295,298	Positions	432.50	432.50	432.50
	FY11	FY12	FY13										
Budget	\$44,655,114	\$44,008,651	\$44,295,298										
Positions	432.50	432.50	432.50										

SERVICE DELIVERY CHALLENGES

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. Non-compliance with these new federal requirements could result in the loss of federal funding to the City and increased risk exposure. CDOT estimates the City currently has approximately 140,000 signs that are affected by the new requirements.

Transportation Action Plan (TAP Implementation)

In FY2011, CDOT prepared a 5-year Transportation Action Plan (TAP) update. This update highlights a significant funding gap that will extend completion beyond 2030. This gap is an ongoing issue because additional funding to implement the TAP has yet to be identified, either for maintenance or for new capacity. Compounding the issue is the fact that the City does not have the capacity to issue new Bond Funding in FY2012, and possibly in the foreseeable future.

A typical transportation project takes four-five years from planning to completion. A single bond cycle delay moves that out to six-seven years. Any further delay will require the redesigning of projects already in the pipeline out to nine+ years. New projects would not be up for consideration. The TAP five-year update calls for a \$1 billion reduction strategy making the updated TAP a \$2.5 billion transportation strategy for the next 20 years. That \$1 billion scale back will affect the current thoroughfare plan by reducing 60 miles of new thoroughfares being built, and a reduction of 45 miles in farm to markets roads over the next 20 years.

Transportation

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Street Maintenance		
Provides for road maintenance, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance		
◆ Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	97%	97%
◆ Improve the pavement condition survey rating over the previous survey rating of 82 in 2008	≥82.0	≥82.0
Traffic Control		
Provides for new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance		
◆ Perform preventative maintenance on 100% of traffic signals every two years (met the 100% target in FY2008).	N/A	100%
◆ Respond to all sign and signal emergencies within two hours 90% of the time	90%	90%
Transportation Safety and Neighborhood Services		
Provides for: ParkIt! (parking meters), Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures		
◆ Complete ten miles of new sidewalks annually	10.0	10.0
◆ Complete ten miles of new bikeways annually	10.0	10.0
Land Development Regulations		
Reviews development plans for conformance with City ordinances		
◆ Complete 95% of plan reviews on time annually	95%	95%
Capital Program Planning and Management		
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares		
◆ 90% of transportation bond projects complete or on schedule	90%	90%
◆ 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

<p>Decreases \$125,562 in FY12 and FY13 to freeze two FTE in user fee services</p> <p>\$71,000 in FY12 and FY13 from traffic signal electricity costs due to use of power-saving LED lights in pedestrian signals</p>	<p>Increases \$181,087 in FY12 for one-time expenses for equipment and materials associated with the 2011 annexation</p>
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Budget Summary		FY11	FY12	FY13
	Budget	\$ 29,645,816	\$ 29,515,803	\$ 29,789,611
Street Maintenance	Positions	250.75	250.75	250.75
	Budget	\$ 6,611,115	\$ 6,763,226	\$ 6,636,459
Traffic Control	Positions	109.75	109.75	109.75
	Budget	\$ 2,970,124	\$ 3,157,257	\$ 3,203,454
Transportation Safety and Neighborhood Services	Positions	15.50	15.50	15.50
	Budget	\$ 2,072,070	\$ 2,456,946	\$ 2,508,952
Land Development Regulations	Positions	21.50	21.50	21.50
	Budget	\$ 3,355,989	\$ 2,115,419	\$ 2,156,822
Capital Program Planning and Management	Positions	35.00	35.00	35.00
Total		\$ 44,655,114	\$ 44,008,651	\$ 44,295,298
Total Positions		432.50	432.50	432.50

Transportation Operating Funds	FY11	FY12	FY13
General Fund	\$ 20,830,351	\$ 20,971,938	\$ 21,146,193
Powell Bill Fund	\$ 23,824,763	\$ 23,036,713	\$ 23,149,105
Total	\$ 44,655,114	\$ 44,008,651	\$ 44,295,298

Neighborhood & Business Services

<p style="text-align: center;">Summary</p> <p>Neighborhood & Business Services (N&BS) provides a variety of public services to sustain prosperity, retain jobs, increase the tax base, and maintain and improve the quality of life in Charlotte's neighborhoods. These services include enforcing the City's minimum housing, nuisance and zoning codes, preserving and growing the supply of affordable housing, funding family self-sufficiency initiatives, encouraging entrepreneurship, implementing neighborhood and business district revitalization plans, building the capacity of neighborhood organizations, promoting small business development, providing workforce development programs and attracting investments by companies both large and small.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Performed nearly 52,000 housing and nuisance code inspections • Assisted 615 citizens to become new homeowners • Trained over 1,324 citizens from 267 neighborhoods through the Community University Program • Provided service to 401 businesses through BusinessFirst • Trained 1,297 youth and placed 451 in jobs 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$11,709,680</td> <td style="text-align: right;">\$11,915,587</td> <td style="text-align: right;">\$11,966,831</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">158.00</td> <td style="text-align: right;">150.00</td> <td style="text-align: right;">150.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Completed reorganization of the consolidated key business with the relocation of Economic Development staff to Old City Hall • Implemented the Non-Residential Code Enforcement Program • Developed three new programs for Energy Conservation: Apartments; Commercial Building; and Neighborhood Energy Challenge, funded by the Energy Efficiency and Conservation Block Grant (EECBG) • Experienced construction building permit value of \$335 million in targeted areas • Implemented a new leadership structure for the Ten-Year Plan to End and Prevent Homelessness to address housing issues throughout the City 		FY11	FY12	FY13	Budget	\$11,709,680	\$11,915,587	\$11,966,831	Positions	158.00	150.00	150.00
	FY11	FY12	FY13										
Budget	\$11,709,680	\$11,915,587	\$11,966,831										
Positions	158.00	150.00	150.00										

SERVICE DELIVERY CHALLENGES

Small Business Opportunity (SBO) Program

N&BS is working on several process improvements to assist the City in meeting its informal SBE utilization goals. The City continues to spend significant dollars with small businesses, yet economies of scale are often realized through formal and informal contracts. For the future, N&BS is examining combining formal and informal SBE utilization as one goal for each KBU as well as reallocating SBE utilization targets based on previous achievements.

Housing Strategy

Through the Charlotte-Mecklenburg Coalition for Housing (Coalition), strategic priorities and an affordable housing work plan will be created to reach beyond government for endorsement by the community. The Coalition has established the following committees to accomplish this work: Development, Community Engagement, Advocacy and Research.

Comprehensive Citizen Service Model

Neighborhood & Business Services (N&BS) is taking the lead to create a new comprehensive citizen service model that moves N&BS' work closer to the customer, where measurable success becomes dependent upon the integration of the collective services of N&BS' four service divisions, as well as focused collaboration with other City departments, the County, Charlotte-Mecklenburg Schools, private and non-profit organizations. The group will address systemic changes to move the community closer to real solutions.

Neighborhood & Business Services

Performance Measures

Performance Achievement

	FY11 Target*	FY12 Target
Community and Commerce		
Provides services to neighborhoods and business corridors, including plan implementation, outreach and problem solving, leadership and organization training, infrastructure and financial assistance programs		
◆ Achieve a leverage ratio within the business corridors of 1:10 for business corridor funds to strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas	N/A	1:10
Housing Services		
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies		
◆ Create strategic priorities/work plan beyond government that can be endorsed by the community by implementing the Ten-Year Plan to End and Prevent Homelessness	N/A	June 30, 2012
Code Enforcement		
Conducts housing, property, and zoning inspections to enforce City codes		
◆ Reduce the Appearance and Housing Code Index by 10% by reducing the number of repeat offenders and through education to improve the overall quality of life in the community	N/A	10% reduction

*Note: Neighborhood & Business Services' Performance Measures were redefined for FY12 following the successful FY11 consolidation of Neighborhood Development Key Business and Economic Development Office into Neighborhood & Business Services Key Business

Neighborhood & Business Services

<p><u>Decreases</u> None</p> <p><u>Increases</u> None</p>	<p><u>Other Reductions</u> Eight unfunded positions are deleted due to the completed reorganization of the Neighborhood & Business Services Key Business Unit</p>
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Budget Summary	FY11	FY12	FY13	
Community and Commerce	Budget	\$ 1,990,645	\$ 2,025,650	\$ 2,034,361
	Positions	26.00	25.00	25.00
Housing Services	Budget	\$ 1,873,549	\$ 1,906,494	\$ 1,914,693
	Positions	28.00	24.00	24.00
Neighborhood Code Enforcement	Budget	\$ 6,323,227	\$ 6,434,417	\$ 6,462,089
	Positions	82.00	81.00	81.00
Neighborhood & Business Services Administration	Budget	\$ 819,678	\$ 834,091	\$ 837,678
	Positions	12.00	11.00	11.00
Small Business Development Program	Budget	\$ 702,581	\$ 714,935	\$ 718,010
	Positions	10.00	9.00	9.00
Total		\$ 11,709,680	\$ 11,915,587	\$ 11,966,831
Total Positions		158.00	150.00	150.00

Engineering & Property Management

<p style="text-align: center;">Summary</p> <p>Engineering & Property Management (E&PM) provides an array of services to sustain a vibrant, sustainable, and balanced urban environment. Services include: design, construction, and maintenance of public facilities and grounds; capital project management; private land development regulation; storm water infrastructure design and improvement; real estate acquisition; and management and protection of the environment.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> Maintains over 290 municipal facilities totaling 4.2 million square feet Maintains over 500 miles of road right-of-way Manages over 250 active capital projects Reviews over 750 development plans annually 	FY11	FY12	FY13	
	Budget	\$70,289,204	\$71,325,180	\$75,288,295
	Positions	414.00	414.00	414.00
<p>Accomplishments</p> <ul style="list-style-type: none"> Completed several major infrastructure projects facilitating economic development, including NASCAR Hall of Fame, I-277/ Caldwell Interchange, City Boulevard/IKEA, Fred D. Alexander Boulevard, and the Elizabeth Avenue Business Corridor Introduced digital submittal of development plans, easing the permitting path for developers Completed the Urban Ecosystem Analysis, which will help set goals for maintaining Charlotte's tree canopy Awarded, for the second consecutive year, 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 Resolved over 400 high priority storm water service requests and reduced the backlog of priority repairs 				

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: Freedom Drive, Rea Road, Providence Police Station, and street resurfacing citywide. 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 the City rate structure within five years.

Engineering & Property Management

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Municipal Capital Project Planning, Design, and Construction		
Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscape, economic development programs, and project management services for CATS. Also provides land acquisition and disposition and management of property.		
◆ Complete 90% of small to medium transportation projects within 1.5 years of beginning land acquisition	85%	90%
◆ Complete 90% of large transportation projects within three years of beginning land acquisition	85%	90%
Land Development Regulation, Plan Review, and Inspection		
Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zonings, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district		
◆ Complete all Land Development permitting submissions with an average of 2.5 reviews (new)	<2.5 Reviews	<2.5 Reviews
◆ Establish a methodology for measuring the effectiveness of the tree ordinance in meeting the tree canopy goals (new)	N/A	June 2012
Storm Water Services		
Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction		
◆ Transition storm water capital program from debt financing to Pay-As-You-Go	Increase by \$1.0 million	Increase by \$1.0 million
Municipal Facilities Maintenance		
Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities		
◆ Report annually regarding facility design, construction, and operation, as required by the Policy for Sustainable City Facilities (new)	N/A	June 2012
◆ 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)	Overall EUI <68	Overall EUI <68
Landscape Management		
Provides landscape planning, management, and grounds maintenance of most public rights-of-way, public buildings, city-owned parks and green spaces, medians, islands, and park and ride lots which are under the City's responsibility. Examples of some public facilities include Tryon Street Mall, the Trolley corridor, CATS facilities and rail lines, cultural arts facilities, and CMPD facilities		
◆ 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>Decreases \$361,533 in FY12 and \$693,411 in FY13 from Building Maintenance to transition operating costs to Cultural Facilities</p> <p>\$117,500 in FY12 and \$114,221 in FY13 by eliminating leased office space expenses due to Real Estate Division moving into CMGC space</p>	<p>Increases \$9,260 in FY12 and FY13 to implement the 2011 annexation, including \$3,704 for median maintenance and \$5,556 for aerial photography.</p>
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Budget Summary		FY11	FY12	FY13
Municipal Capital Project Planning, Design and Construction	Budget	\$ 5,956,673	\$ 6,232,077	\$ 6,310,351
	Positions	163.00	168.00	168.00
Land Development Regulation, Plan Review and Inspection	Budget	\$ 3,395,333	\$ 3,544,794	\$ 3,562,009
	Positions	62.00	57.00	57.00
Storm Water Services	Budget	\$ 52,087,809	\$ 52,569,992	\$ 56,836,865
	Positions	84.00	84.00	84.00
Municipal Facilities Maintenance	Budget	\$ 3,500,133	\$ 3,321,502	\$ 2,904,409
	Positions	49.00	49.00	49.00
Landscape Management	Budget	\$ 5,349,256	\$ 5,656,815	\$ 5,674,661
	Positions	56.00	56.00	56.00
Total		\$ 70,289,204	\$ 71,325,180	\$ 75,288,295
Total Positions		414.00	414.00	414.00

Engineering & Property Management Operating Funds	FY11	FY12	FY13
General Fund	\$ 18,201,395	\$ 18,755,188	\$ 18,451,430
Storm Water	\$ 52,087,809	\$ 52,569,992	\$ 56,836,865
Total	\$ 70,289,204	\$ 71,325,180	\$ 75,288,295

Charlotte-Mecklenburg Planning Department

<p style="text-align: center;">Summary</p> <p>The Charlotte-Mecklenburg Planning Department (Planning) is a joint City-County agency providing planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. Planning works with a 14-member appointed Planning Commission and serves as a departmental resource for City and County government. An Interlocal 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"> • Coordinating the zoning, zoning administration, historic district, and subdivision review processes • Guiding growth and enhancing design of the City and County • Revitalizing and enhancing neighborhoods, business areas, and transit corridors • Planning for development of the Center City and other major activity centers <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Reviewed 30 rezoning petitions • Heard 15 Zoning Board of Adjustment cases • Approved 50 Historic District Commission projects • Approved 113 single-family lots • Approved 315 multi-family units 	FY11	FY12	FY13
	Budget	\$5,028,400	\$5,133,032
Positions	61.00	61.00	61.00
<p>Accomplishments</p> <ul style="list-style-type: none"> • City Council's adoption of: <ul style="list-style-type: none"> - Centers, Corridors and Wedges Growth Framework - Plaza-Central Area Plan Amendment - Text amendments to the Zoning, Subdivision, and Tree Ordinances • Draft completed for Steele Creek Area Plan • 100% of rezoning decisions consistent with adopted plans and/or staff recommendation • 93% of the Zoning Board of Adjustment cases for variances and appeals were consistent with the Zoning Administrator's recommendation • Won first place in the Business Intelligence Community Olympiad competition 			

SERVICE DELIVERY CHALLENGES

Comprehensive Citizen Service

The Citywide emphasis on Comprehensive Citizen Service mirrors Planning's approach to major planning initiatives. The area planning and rezoning processes are designed to engage internal partners like Transportation, CATS, Engineering, Neighborhood & Business Services, Utilities, Police, and County Departments, as well as external partners like property owners, developers, and business and neighborhood organizations. Planning's challenge will be to incorporate collaboration not only into the KBU's formal processes but to begin to think of it as a way of doing business. Planning is incorporating a comprehensive citizen service philosophy into everything Planning does.

Planning Policy and Regulatory Alignment

Area Plans apply the Centers, Corridors and Wedges policies, adopted August 2010, as well as the General Development Policies, to specific geographies. Implementation of these Areas Plans depends largely on private sector development built according to Charlotte's regulations. One of Planning's challenges is updating this ordinance so that it reflects desired community characteristics and recently adopted land use and urban design public policy. A more comprehensive update is necessary. This will require a tremendous amount of resources and technical expertise that Planning does not have available in-house and funding is not available. The impact of which will be the inability to fully implement adopted area plans and achieving the highest quality development Planning can in our community.

Efficient and Effective Implementation of Development Services

Over the past several years, a variety of codes and regulations have been amended to address a variety of development issues in the community. Many of the code changes, although done by a variety of individual departments, overlap and work together on a site. Staff must be fully trained on a variety of ordinances not just in the area of their own expertise. Planning's challenge is to ensure that appropriate staff are trained and feel empowered to make individual decisions but also know when to confer and collaborate.

Charlotte-Mecklenburg Planning Department

Performance Measures

Performance Achievement

	FY11 Revised	FY12 Target
Planning Regulatory Functions		
Provides administration of land development regulations, administration and designation of local Historic Districts, review and approval of subdivision and multi-family plans, and coordination of the City's annexation process, which is based on North Carolina statutes		
◆ Rezoning cases	80	100
◆ Single family lot approvals	800	400
◆ Multi-family unit approvals	280	600
Planning Research, Information, and Mapping		
Provides the information, research, and mapping needed to support many functions for both the public and private sectors		
◆ Number of presentations made to various community and business organizations	75	75
Long Range Planning		
Provides comprehensive, long-range transportation planning for all modes of transportation to accomplish land use planning goals, support to the Mecklenburg Union Metropolitan Planning Organization (MUMPO), economic development assistance in the development of plans, policies, and programs in targeted areas, and support to the City and County budget offices in the development of long-range capital needs in terms of adopted plans and policies		
◆ Percent of rezoning decisions consistent with adopted plan	95%	95%
◆ Percent of rezoning decisions consistent with adopted environmentally sensitive site design policies	80%	80%

<u>Decreases</u>	<u>Increases</u>
None	\$100,000 in FY12 and FY13 to assist in developing market studies for Area Plans and other contractual needs

Budget Summary		FY11	FY12	FY13
Planning Regulatory Functions	Budget	\$ 1,788,524	\$ 1,874,281	\$ 1,869,170
	Positions	24.50	24.50	24.50
Planning, Research, Information and Mapping	Budget	\$ 863,348	\$ 910,533	\$ 907,346
	Positions	9.50	9.50	9.50
Long Range Planning	Budget	\$ 2,376,528	\$ 2,348,218	\$ 2,339,997
	Positions	27.00	27.00	27.00
Total		\$ 5,028,400	\$ 5,133,032	\$ 5,116,513
Total Positions		61.00	61.00	61.00

Aviation

<p>Summary</p> <p>Charlotte Douglas International Airport (CLT) is the second largest airport on the Eastern Seaboard. It is served by six major airlines, two foreign flag carriers, and is also home to significant military, cargo, and corporate aviation operations. The Airport services corporate aircraft stored and maintained at one of 15 corporate aviation facilities.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • Passenger traffic at the airport grew from 2.9 million enplanements in 1982 when the current passenger terminal opened, to over 17.8 million domestic and 1.2 million international enplanements in 2010, a record number for CLT and an increase of 10.7% over 2009 • Serving over 38 million passengers in 2010, CLT is one of the top ten busiest airports in the nation, and by far the busiest airport in the Carolinas • The airfields average 509,000 operations annually, with a Level 5 air traffic control facility that tracks over 100 flights per hour • Employs 266 in varying positions, including skilled crafts, technical and general labor, office personnel, law enforcement, administrative and professional classifications. • Approximately 104,000 people pass through the terminal daily • Each day, the passenger airlines operate over 670 flights per day to 134 non-stop destinations in the United States, Canada, Mexico, Europe, South America and the Caribbean • Over 1.7 million square feet of space in passenger terminal; 500,000 square feet of cargo facilities; 26,700 public and employee parking spaces 	FY11	FY12	FY13
	Budget	\$155,678,606	\$173,321,043
Positions	266.00	266.00	266.00
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Maintained and increased bond ratings • Recipient of International Air Transport Association's Eagle Award for 2010 Best Airport • Led the industry in operating cost per passenger to airlines • Added domestic and international air service in declining economy • Approval of Master Development Agreement of Intermodal Facility • Completion of Photovoltaic Rooftop Project; terminal modifications, including checkpoint expansion, ticketing renovation and Concourse E expansion 			

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 economic downturn continues to impact daily operations. While most facets of Airport operations and revenues have experienced growth, several continue to operate below prior year levels, including air cargo, and general and corporate aviation. Despite the decline of these business sectors, CLT remains fortunate to maintain and grow both its passenger and operational numbers. This growth stresses existing capacities and requires expansion to serve current passenger levels as well as projected passenger levels for 2011. The Airport has conservatively forecasted passenger levels for 2011 to grow 1.5%.

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 increased efficiency in operations and 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 projects as well as expansions of the terminal lobby and Concourse E which anticipates to increase capacity and efficiency in passenger travel. Perhaps the most significant endeavor will be the establishment of the intermodal railyard and a new Air Traffic Control Tower, which hinges on local, state and federal approvals, and funding.

Aviation

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Airport Operations		
Provides Law Enforcement, Parking & Ground Transportation, Facilities Operations, and Valet Parking Operation		
◆ Increase food/beverage/retail revenues per passenger by 1%	≥1%	≥1%
◆ Maintain low cost of enplaned passenger to airlines	N/A	≤\$2.00/per passenger
Airport Capital Project Planning, Design, and Construction		
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 2012
◆ Provide ample parking capacity and convenient parking services through the construction of a rental car/hourly parking deck facility	Complete design of consolidated deck facility by December 2010	Begin construction in July 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	Collaborate on the construction of the intermodal facility throughout FY2012
◆ Maintain bond status as an A category airport	A	A
◆ Meet debt service coverage ratio in City's revenue bond order	Generate debt service coverage of 1.25 (125%) or greater	Generate debt service coverage of 1.25 (125%) or greater
◆ Provide airfield facilities to meet demands by achieving Air Traffic Control Tower target dates	N/A	Secure FAA participation and define requirements
Airport Maintenance		
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><u>Decreases</u> None</p>	<p><u>Increases</u> \$9.7 million for increased operating fund contributions to the debt service fund</p> <p>\$1.6 million for increased maintenance costs associated with expanded terminal and airfield facilities</p> <p>\$1.4 million in FY12 and FY13 for expanded deicing operations for the airlines</p> <p>\$120,825 in FY12 for a Battalion Chief position assigned to the Airport (100% funded by Aviation)</p> <p><u>Other Increases</u> \$1.7 million to fund an additional 15 law enforcement officers at Charlotte-Douglas International Airport</p>
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Budget Summary		FY11	FY12	FY13
Airport Operations	Budget	\$ 21,890,730	\$ 26,237,378	\$ 26,558,271
	Positions	128.00	128.00	128.00
Airport Capital Project Planning, Design and Construction	Budget	\$ 21,764,873	\$ 21,819,574	\$ 22,327,686
	Positions	19.00	19.00	19.00
Airport Maintenance	Budget	\$ 33,814,586	\$ 36,568,080	\$ 38,894,647
	Positions	119.00	119.00	119.00
Sub-Total Aviation Services		\$ 77,470,189	\$ 84,625,032	\$ 87,780,604
Discretionary, Debt Support, Passenger Facility Charge, and Customer Facility Charge		\$ 78,208,417	\$ 88,696,011	\$ 97,742,377
Total		\$ 155,678,606	\$ 173,321,043	\$ 182,522,981
Total Positions		266.00	266.00	266.00

Charlotte Area Transit System

Summary	FY11	FY12	FY13	
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 paratransit, and human services transportation.	Budget	\$119,809,332	\$127,303,511	\$133,719,834
	Positions	360.75	360.75	360.75
Vital Statistics	Accomplishments			
<ul style="list-style-type: none"> • 24.4 million riders for FY10 • Over 81,000 passengers on weekdays • CATS fleet totals 323 buses, 180 paratransit and vanpool vans, 20 light rail cars and 3 trolley cars, for a total fleet of 526 vehicles • Rail and Bus Fleet is 100% wheelchair and bicycle accessible. The bus fleet includes seven hybrid buses which use clean, ultra-low sulfur diesel fuel 	<ul style="list-style-type: none"> • Light Rail on-time performance at 99.4% • Prior to FY10, increased ridership for 11 consecutive years with a 106% increase since 1999 • Continue to maintain extremely low preventable accidents for entire system • The Draft Environmental Impact Statement was released for the LYNX Blue Line Extension in August 2010 • Completed 90% of design level plans for the LYNX Red Line 			

SERVICE DELIVERY CHALLENGES

The Key challenge for CATS in FY2012-FY2013 is maintaining core mass transit services in the Charlotte region in an uncertain economy that threatens all of its key sources of income, i.e. Federal, State and Local. Highlights of key issues and challenges are as follows:

Livability

- Maintain core mass transit services in the Charlotte region
- Provide transportation and accessibility, particularly for economically disadvantaged populations
- Sustain ridership and customer satisfaction levels

Sustainability

- Procure buses which reduce greenhouse gas emission and improve energy
- Implement Federal and City sustainable policy goals by environmentally friendly practices in project design, vehicles and facilities

Sales & Use Tax

- Keep policy boards and the community apprised of the impact of the sales tax gap and recovery plans
- Promote MTC Legislative Strategy

Financial Management

- Evaluate opportunities to improve efficiency, productivity and cost effectiveness of CATS programs
- Opportunities for increasing CATS sources of revenue

Planning: 2030 Transit Corridor System Plan

- At MTC direction, develop schedule for revision of 2030 Transit Corridor System Plan
- BLE project submission for rating in FTA New Starts report
- Explore P3 opportunities for advancing the North Corridor
- Participate with NCDOT in the Charlotte Gateway Station project

Partnerships: Federal/State Legislation/Appropriations

- Continued funding for the Northeast Corridor BLE Project and North Corridor Commuter Rail Project
- Promote and advance the MTC's legislative strategy

Charlotte Area Transit System

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Transportation Services		
Provides day-to-day public transportation services across the Charlotte region. Conducts operations planning, vehicle maintenance, route scheduling, facilities security, and management		
◆ Sustain system ridership (including light rail)	Flat	3% increase
◆ Maintain passengers per service hour (bus)	24.0	24.0
◆ Maintain passengers per service hour (rail)	85	95
Transit Development		
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan		
◆ Receive Record of Decision for Northeast LYNX Extension from Federal Transit Administration	N/A	June 30, 2012
◆ Advance Red Line work plan objectives	N/A	June 30, 2012
Marketing and Communications		
Provides customer service, public relations, communications and service marketing. Develops market research and develops sales and promotional activities		
◆ Call Center abandonment rate (10% or less)	8%	8%
◆ % of customer complaint responses within five days	95%	95%
Executive and Administration		
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission. Manages financial planning, federal and state grants administration, budget, finance, procurement, technology, and human resources		
◆ Targeted cost per service hour (excluding rail)	\$93.77	\$89.34
◆ Targeted cost per service hour (rail only)	\$287.68	\$301.30

Charlotte Area Transit System

<p><u>Decreases</u> \$530,452 from rental of land and buildings as a result of relocating staff to the Government Center from Cameron Brown and East Trade Street spaces</p> <p>\$461,796 increased from contingency</p> <p>\$346,000 by continuing to transition Department of Social Services taxicab services for the elderly to fixed route transit. \$646,000 supporting the program will be reduced effective with FY13.</p>	<p><u>Increases</u> \$1.9 million of operating expense previously charged to the Capital Program and Grants</p> <p>\$496,729 in allocated support costs from the General Fund related to support from the Manager's Office, City Attorney, and Finance Department.</p> <p>\$245,115 in FY12 and \$1,014,037 in FY13 for security camera devices and system maintenance</p>
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Budget Summary		FY11	FY12	FY13
Transportation Service	Budget	\$ 101,763,943	\$ 104,876,012	\$ 108,308,594
Transportation Service	Positions	259.75	259.75	259.75
Transit Development	Budget	\$ 3,295,154	\$ 3,014,840	\$ 3,020,331
Transit Development	Positions	24.00	24.00	24.00
Marketing and Communications	Budget	\$ 3,127,090	\$ 3,182,644	\$ 3,208,256
Marketing and Communications	Positions	33.00	33.00	33.00
Executive and Administration	Budget	\$ 9,103,629	\$ 9,086,025	\$ 9,291,039
Executive and Administration	Positions	44.00	44.00	44.00
Less Charges to CIP and Grants	Budget	(\$15,436,722)	(\$17,289,445)	(\$17,348,781)
Sub Total CATS		\$ 101,853,094	\$ 102,870,076	\$106,479,439
Contributions to Capital and Debt Service		\$ 17,956,238	\$ 24,433,435	\$ 27,240,395
Total		\$ 119,809,332	\$ 127,303,511	\$ 133,719,834
Total Positions		360.75	360.75	360.75

Charlotte-Mecklenburg Utilities

<p style="text-align: center;">Summary</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;">Vital Statistics</p> <ul style="list-style-type: none"> • Over 245,000 customer accounts • 8,000 miles of pipeline maintained • Average water consumption per month = 5,236 gallons • Wastewater average pump rates (daily) = 83 million gallons • Water average pump rates (daily) = 123 million gallons 	FY11	FY12	FY13
	Budget	\$268,734,053	\$286,530,921
Positions	791.50	745.50	745.50
<p>Accomplishments</p> <ul style="list-style-type: none"> • ISO 14001 certification maintained by Mallard Creek Wastewater Plant, McDowell Creek Wastewater Plant and the Biosolids Program • Utilities maintained their AAA bond rating as they continue to focus on effective financial management • A field audit of over 9,000 meters was performed as part of the Customer Service Evaluation Project 			

SERVICE DELIVERY CHALLENGES

Customer Service

Many improvements have been fully or partially implemented as a result of efforts to improve customer service, but implementation of many components require the same limited resources and, thus, will require time for ultimate completion.

Regional Water Supply Management

At the end of 2010, the South Carolina vs. North Carolina Water Rights law suit was settled. However, the management of our regional water supply will continue to be a key issue, particularly as unusual bouts of extended drought occur. This will necessitate continued vigilance and partnerships with diverse stakeholders and groups: participation in the Catawba-Wateree Water Management Group; participation in Yadkin River Stakeholders Group; and responding to the state's Water Allocation Study recommendations will be among the required actions.

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, and to perform other maintenance and capital projects that will significantly reduce sewer overflows.

Continuing Financial Challenges

As anticipated, the economic downturn and reduced pattern of usage adopted during the drought and retained by some customers continue to impact Utilities' revenues and operations.

Charlotte-Mecklenburg Utilities

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Environmental Management		
Provides treatment of over 110 million gallons of water for drinking and treatment of over 85 million gallons of wastewater		
◆ Meet or exceed National Pollutant Discharge Elimination System permit requirements	Meet or exceed	Meet or exceed
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%
Field Operations		
Provides maintenance of infrastructure to deliver treated water and collect wastewater through over 8,000 miles of water and sewer mains		
◆ Reduce sanitary sewer overflows per 100 miles of pipe	6.8 per 100	6.8 per 100
◆ Repair water leaks	30 days	Complete 100% of water line repairs within 90 days
Utility System Planning and Engineering		
Provides design and contract administration and support for construction of capital facilities to ensure system infrastructure stability and capacity		
◆ Maintain the schedule established for critical action items in Wastewater Treatment Capacity Study	Maintain Schedule	Maintain Schedule
Customer Service, Meter Reading, and Billing		
Responds to all customer requests related to billing and services, provides meter reading and meter maintenance, and addresses all service connection related requests		
◆ Review and rebuild the customer service survey process	Develop a new customer service survey instrument by end of FY11	Implement new customer service survey instrument by end of FY12
◆ Billing cycle optimization	New	50% complete by June 30, 2012

Charlotte-Mecklenburg Utilities

<p><u>Decreases</u> \$536,673 in FY12 and \$807,641 in FY13 in fees to the Revenue Management company due to its expiring contract. The results and benefits of the study will continue.</p> <p>\$316,222 in FY12 and \$118,439 in FY13 in Sludge Disposal costs as more product is being land applied</p> <p><u>Other Reductions</u> 46 vacant positions were eliminated as part of the financial stability plan in FY12</p>	<p><u>Increases</u> \$2.4 million in FY12 and \$3.4 million in FY13 due to the increase in chemicals for treatment of water and sewer</p> <p>\$1.2 million in FY12 and \$1.2 million in FY13 to unfreeze and fund Utilities Field Operations positions to decrease the amount of time for leak and overflow repairs</p> <p>\$974,604 in FY12 and \$1.1 million in FY13 for maintenance and repair of small tools, fleet and other motorized equipment</p> <p>\$397,456 in FY12 and \$659,209 in FY13 for increased electricity costs associated with pumping</p> <p>\$261,831 in FY12 and \$267,058 in FY13 in Telecommunications in support of customer service field units</p>
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Budget Summary	FY11	FY12	FY13
Environmental Management	Budget \$ 49,252,935	\$ 54,025,246	\$ 56,316,225
Positions	233.70	232.50	232.50
Field Operations	Budget \$ 36,307,507	\$ 38,162,509	\$ 39,194,948
Positions	345.00	346.00	303.00
Utility System Planning and Engineering	Budget \$ 3,149,166	\$ 3,313,182	\$ 3,538,174
Positions	116.00	116.00	100.00
Customer Service, Meter Reading and Billing	Budget \$ 15,043,106	\$ 16,054,176	\$ 16,204,693
Positions	119.25	104.00	110.00
Sub Total	\$ 103,752,714	\$ 111,555,112	\$ 115,254,040
Contribution to Capital and Debt Service	\$ 164,981,339	\$ 174,975,809	\$ 180,114,922
Total	\$ 268,734,053	\$ 286,530,921	\$ 295,368,962
Total Positions	791.50	745.50	745.50

Mayor and City Council

<p style="text-align: center;">Summary</p> <p>The Office of the Mayor and Council provides leadership and strategic vision for the City. The Mayor and Council approve strategic initiatives for the organization to accomplish. Under their policy direction, the organization provides innovative and competitive quality services, encourages the development of a skilled and motivated workforce, embraces quality economic development, and integrates land use and transportation policies. Other responsibilities include:</p> <ul style="list-style-type: none"> • Providing leadership to citizens through involvement with neighborhood organizations and responding to community needs • Enacting local legislation • Adopting budgets • Determining the policies by which the City is governed and administered 		FY11	FY12	FY13				
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">Budget</td> <td style="width: 15%; text-align: right;">\$1,492,353</td> <td style="width: 15%; text-align: right;">\$1,468,139</td> <td style="width: 15%; text-align: right;">\$1,473,788</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">9.00</td> <td style="text-align: right;">9.00</td> <td style="text-align: right;">9.00</td> </tr> </table>	Budget	\$1,492,353	\$1,468,139	\$1,473,788	Positions	9.00	9.00
Budget	\$1,492,353	\$1,468,139	\$1,473,788					
Positions	9.00	9.00	9.00					
<p>Accomplishments</p> <p><u>FY10</u></p> <ul style="list-style-type: none"> • Adopted 51 policy items • Engaged in 35 Council meetings • Engaged in 10 district/town hall meetings <p><u>FY11 (as of March 16, 2011)</u></p> <ul style="list-style-type: none"> • Adopted 22 policy items • Engaged in 25 Council meetings • Engaged in seven district/town hall meetings 								

<p><u>Decreases</u> None</p> <p><u>Increases</u> None</p>	
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Budget Summary		FY11	FY12	FY13
Mayor and Council	Budget	\$ 554,042	\$ 557,373	\$ 559,278
	Positions	0.00	0.00	0.00
Administrative Support	Budget	\$ 938,311	\$ 910,766	\$ 914,510
	Positions	9.00	9.00	9.00
Total		\$ 1,492,353	\$ 1,468,139	\$ 1,473,788
Total Positions		9.00	9.00	9.00

City Attorney

<p style="text-align: center;">Summary</p> <p>The City Attorney's Office provides legal advice, research, and information to the Mayor, City Council, City Manager and City staff. The Office represents the City, its officials and employees in litigation filed by or against them.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Provides over 30,000 hours of legal service (excluding Aviation and Police) • 17 attorneys and 10.5 support staff (3.5 positions being held vacant) • Two additional attorneys in Aviation • Five additional attorneys and two support staff in Police 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$1,883,589</td> <td style="text-align: right;">\$2,197,650</td> <td style="text-align: right;">\$2,020,871</td> </tr> <tr> <td>Positions</td> <td style="text-align: center;">27.50</td> <td style="text-align: center;">28.50</td> <td style="text-align: center;">28.50</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 20px;">Accomplishments</p> <ul style="list-style-type: none"> • Nuisance actions against Club Vox and Mi Casa have resulted in a significant reduction in crime at these two locations • Negotiated the Democratic National Convention contract that met Council criteria for City participation and protection from funding obligations 		FY11	FY12	FY13	Budget	\$1,883,589	\$2,197,650	\$2,020,871	Positions	27.50	28.50	28.50
	FY11	FY12	FY13										
Budget	\$1,883,589	\$2,197,650	\$2,020,871										
Positions	27.50	28.50	28.50										

SERVICE DELIVERY CHALLENGES

Democratic National Convention
 The Democratic National Convention (DNC) will tax staff resources on several levels. In the preparation and planning phase, staff will have significant work to do on 1st Amendment issues surrounding free speech and demonstrations; reviewing and revising ordinances to accommodate mass demonstrations; construction issues and contracts for the renovation and restoration of the Arena; open meetings law and public records law questions related to City/CRVA/Arena/DNC activities and records; contract compliance under the master agreement; Host Committee responsibilities and liabilities; zoning, permitting and code enforcement issues related to the Arena and all other temporary facilities; law enforcement issues impacting municipal operations; and Transit Center, CDOT and CATS issues related to service and shut downs.

Workers' Compensation and Liability Case Load
 Workers' Compensation cases and liability cases are increasing in number, and claimants are less willing to settle at low or reasonable amounts. Some of this may be driven by a bad economy and a glut of young and underemployed attorneys in the market, but the trend is troubling. Staff's investment of time and resources in even the smallest of cases is increasing.

Noise Ordinance Review
 The Noise Ordinance review has taken almost a year to this point, and will continue for at least six more months. The issues have proven to be complicated and contentious, requiring significant staff time for research, drafting and discussions with numerous and competing stakeholders.

Condemnation Case Load
 Over the last 12 months, the number of condemnation cases has almost doubled. In FY10, staff were carrying approximately 99 cases and currently in FY12, staff has 183. Case load is expected to continue to increase.

City Attorney

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Legal Advice and Representation		
Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff		
◆ Ensure that Attorney and paralegals maintain certifications	240 training hours	240 training hours
◆ Publish a newsletter for all City employees with legal topics of interest	4 times each year	4 times each year
Litigation		
Provides litigation services including defense and enforcement of ordinances and policies		
◆ Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$107.40 per hour	\$108.97 per hour
Property Transactions		
Provides negotiation and services for the purchase and sale of the City's real estate assets		
◆ Active condemnation cases	237	240

<p><u>Decreases</u> None</p> <p><u>Increases</u> \$173,753 in FY12 and FY13 for temporary support to CATS (100% funded by CATS)</p> <p>\$75,536 in FY12 and FY13 for an additional Tort Attorney to support Risk Management (100% supported by the Risk Management Fund)</p>	
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Budget Summary		FY11	FY12	FY13
	Budget	\$ 1,883,589	\$ 2,197,650	\$ 2,020,871
City Attorney Services	Positions	27.50	28.50	28.50
Total		\$ 1,883,589	\$ 2,197,650	\$ 2,020,871
Total Positions		27.50	28.50	28.50

City Clerk

<p style="text-align: center;">Summary</p> <p>The City Clerk’s Office records, transcribes, and distributes City Council meeting minutes for workshops, business meetings, zoning meetings, 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 38 volunteer boards and commissions.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Completed 44 total City Council meeting minutes in FY10 • 100% of meeting minutes were completed within 28 days • Provided support for nine Civil Service Board meetings and five hearings, with each hearing lasting a minimum of two business days • Provided staff for two Citizen Review Board meetings • Facilitated appointment of 101 advisory board members • Assisted 365 citizens in signing up to speak at City Council Meetings • Executed and tracked more than 574 attestations and/or notarizations for contracts, deeds, leases or agreements 	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$531,707</td> <td style="text-align: right;">\$533,624</td> <td style="text-align: right;">\$533,624</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">6.00</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;">Accomplishments</p> <ul style="list-style-type: none"> • Exceeded the Clerk’s office goal by posting all Council meeting agendas on the website no later than the Thursday before the Council meeting • Continued the new digital recording process to record in the Charlotte-Mecklenburg Government Center to better accommodate closed sessions • Began work with the OCIO’s Office and Corporate Communications & Marketing to implement an online speaker registration function • Conducted more than 50 records research requests • Submitted and verified 58 legal ads for publication 		FY11	FY12	FY13	Budget	\$531,707	\$533,624	\$533,624	Positions	6.00	6.00	6.00
	FY11	FY12	FY13										
Budget	\$531,707	\$533,624	\$533,624										
Positions	6.00	6.00	6.00										

SERVICE DELIVERY CHALLENGES

Budget Constraints
 Limited funding opportunities make it difficult to initiate new customer service related projects; however, a major priority for the City Clerk’s Office is the creation and implementation of an online speaker sign-up and registration system. Clerk’s Office staff re currently working in collaboration with the OCIO and Corporate Communications to achieve this goal. This additional service to citizens will likely result in increases to our operating budget which presents significant challenges for the Clerk’s Office.

Reduced funding in salaries and wages continues to cause staffing challenges for the Clerk’s Office. This creates issues with staffing and has put records management projects on hold. Once complete, these projects will allow citizens and City staff to easily search records dating back to the late 1800s. The City Clerk’s Office is exploring creative ways to complete these time consuming and intensive projects, such as unpaid internships.

City Clerk

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
City Clerk Services		
Attends and records proceedings of all City Council meetings, administers Council process for 38 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%
◆ Upload stamped RCAs to CNet within four business days of a City Council Meeting	100%	100%
◆ Attest and return documents within three business days of receiving them	95%	95%

<u>Decreases</u> None	
<u>Increases</u> None	

Budget Summary		FY11	FY12	FY13
	Budget	\$ 531,707	\$ 533,624	\$ 533,624
City Clerk Services	Positions	6.00	6.00	6.00
Total		\$ 531,707	\$ 533,624	\$ 533,624

City Manager

<p style="text-align: center;">Summary</p> <p>The Charlotte City Manager’s Office is responsible for carrying out the City Council’s policy decisions, achieving comprehensive citizen service Citywide by providing vision and leadership to the organization, and for overseeing the daily operations of City Government.</p> <p>The City Manager’s Office is composed of six divisions: City Administration, Corporate Communications & Marketing, 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"> • Providing vision and leadership to the organization • Providing general information, problem resolutions, courteous, accessible, responsive, and seamless, intentionally collaborative customer service to our external and internal customers • Achieving results through strategic planning, optimizing business processes, and centralized management of corporate technology projects • Promoting equitable opportunity, understanding, respect, and goodwill among citizens in Charlotte-Mecklenburg area. 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$15,235,368</td> <td style="text-align: right;">\$15,646,893</td> <td style="text-align: right;">\$15,852,221</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">209.00</td> <td style="text-align: right;">209.00</td> <td style="text-align: right;">209.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Connected citizens to City and County services by answering 1.6 million 311 calls for service, even with the reduction of operating hours. CharMeck 311 also provided expanded services with Utility billing and tax assessment call types • Initiated an organizational change effort designed to help maintain service levels in times of limited resources, ease the transition to new systems and processes, and prepare for major projects on the horizon • Managed the implementation of the Energy Efficiency and Conservation Block Grant projects and continued work on enterprise wide greenhouse gas inventory • Established Enterprise Resource Planning (ERP) Executive Steering Team to help govern ERP project. ERP project worked to collect information to be used to create a citywide set of processes and systems in support of resource management functions 		FY11	FY12	FY13	Budget	\$15,235,368	\$15,646,893	\$15,852,221	Positions	209.00	209.00	209.00
	FY11	FY12	FY13										
Budget	\$15,235,368	\$15,646,893	\$15,852,221										
Positions	209.00	209.00	209.00										

<p><u>SERVICE DELIVERY CHALLENGES</u></p> <p><u>City Administration</u> Resource management and service provision will continue to be challenging due to limited revenue as a result of the recent recession, uncertainty of local impact of state legislation, and increasing community needs.</p> <p><u>Community Relations Committee</u> Identifying additional resources to provide appropriate services to an increasingly culturally, ethnically, racially, and linguistically diverse community continues to challenge the Community Relations Committee.</p> <p><u>Corporate Communications & Marketing</u> As budgets and resources across the organization have tightened, Corporate Communications & Marketing has seen an increase in the level of service requests for graphics support, website maintenance, video production, event management, and video relations with no corresponding increase in its own resources.</p> <p><u>CharMeck 311</u> As CharMeck 311 strives to be the “one stop” service number for both City and County services, the incorporation and consolidation of other services will be a challenge without enhanced technology, specifically a robust Citizen Relationship Management system.</p> <p><u>Internal Audit</u> Limited funding with an increasing workload along with the complexity of assigned audits, reduces Internal Audit’s flexibility in staffing, delays audits, and slows the division’s responsiveness.</p> <p><u>Office of the Chief Information Officer</u> Changes as a result of proposed new technology and business processes will have implications for employees and will require significant work with HR/ODL and others to educate the workforce.</p>
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City Manager

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Community Relations Committee		
The CRC Dispute Settlement Program seeks to resolve and prevent personal and community disputes through mediation, conciliation services, and conflict resolution training.		
◆ Number of cases mediated or conciliated, excluding worthless checks	600	600
◆ Percent successfully resolved	90%	90%
City Government Corporate Communications & Marketing		
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
CharMeck 311 Customer Service Call Center		
As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution		
◆ Maintain less than 5% call abandonment rate	<5%	<5%
City Administration		
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><u>Decreases</u> None</p> <p><u>Increases</u> City Administration \$135,951 in FY13 for Energy & Sustainability Manager personnel and operating costs due to expiration of Energy Efficiency and Conservation Block Grant during FY12</p> <p>Corporate Communications & Marketing \$36,000 in FY12 and FY13 in technology supplies/ services for Web Trends, Usablenet, Granicus, GovDelivery and PeopleCube</p>	
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Budget Summary		FY11	FY12	FY13
Community Relations Committee	Budget	\$ 1,312,534	\$ 898,961	\$ 905,215
	Positions	10.00	10.00	10.00
City Government Communications and Information	Budget	\$ 1,887,372	\$ 1,970,399	\$ 1,922,727
	Positions	19.00	19.00	19.00
CharMeck 311 Customer Service Call Center	Budget	\$ 7,125,226	\$ 7,448,375	\$ 7,496,960
	Positions	141.00	141.00	141.00
Internal Audit	Budget	\$ 903,274	\$ 1,045,365	\$ 1,053,643
	Positions	9.00	9.00	9.00
Information Technology Governance	Budget	\$ 2,067,176	\$ 2,347,682	\$ 2,347,259
	Positions	18.00	18.00	18.00
Support for Mayor & Council and Policy Development and Organizational Leadership	Budget	\$ 1,939,786	\$ 1,936,111	\$ 2,126,417
	Positions	12.00	12.00	12.00
Total		\$ 15,235,368	\$ 15,646,893	\$ 15,852,221
Total Positions		209.00	209.00	209.00

Budget and Evaluation

<p>Summary</p> <p>Budget and Evaluation (B&E) is responsible for the development and oversight of the City's strategic operating plan and five-year capital investment plan. In addition, B&E also provides coordination of the Balanced Scorecard for performance management program, policy and management analysis, and coordination of City Council's business agenda.</p> <p>Vital Statistics</p> <ul style="list-style-type: none"> • \$1.08 billion annual City operating budget • \$568.5 million five-year Capital Investment plan • Preparation of 19 City Council meeting agendas (approximately 1,000 agenda items annually) 	FY11	FY12	FY13	
	Budget	\$1,540,884	\$1,557,210	\$1,557,244
	Positions	13.00	13.00	13.00
<p>Accomplishments</p> <ul style="list-style-type: none"> • Presented operating and capital investment plan recommendations that maintain a competitive tax rate and align with Council goals and priorities • Maintained 3rd lowest tax rate of the seven largest North Carolina cities • Continued sharing of the City's Balanced Scorecard experience with other public agencies and publications • Participated in the North Carolina Institute of Government annual benchmarking for results project and continued to compare favorably in the areas of Solid Waste Services and Fire Services 				

Performance Measures	Performance Achievement	
	FY11 Target	FY12 Target
Strategic Planning and Monitoring		
Recommends strategy and resource allocation for achievement of the City's vision and mission		
◆ One of three lowest tax rates of the top seven 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
Invest in Infrastructure		
Manage decision-making process and information that allows for strategic investment in infrastructure		
◆ % of General CIP requested capital projects approved for funding	50%	50%
Develop Competitive Services		
Manager organizational resources that ensure competitive service delivery		
◆ % of City measures at or above School of Government Benchmarking Project averages	75%	78.3%

Budget and Evaluation

<p><u>Decreases</u> None</p> <p><u>Increases</u> None</p>	
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Budget Summary		FY11	FY12	FY13
	Budget	\$ 1,540,884	\$ 1,557,210	\$ 1,557,244
Budget and Evaluation Services	Positions	13.00	13.00	13.00
Total		\$ 1,540,884	\$ 1,557,210	\$ 1,557,244

Business Support Services

<p style="text-align: center;">Summary</p> <p>Business Support Services (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 style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • Completes over 40,000 work orders each year for maintenance and repair of vehicles with a continued decrease in non-scheduled work orders and high preventive maintenance compliance • Services over 12,800 radios for City and County and other local government operations • Service Desk conducted over 16,000 service calls for information technology support in FY11 		FY11	FY12	FY13
	Budget	\$21,498,465	\$23,755,947	\$23,653,022
	Positions	246.00	249.00	249.00
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Radio Communication Services completed negotiations and interlocal agreements with Union County, Gastonia, Belmont and Mount Holly to join the Charlotte-Mecklenburg Radio System. • Information gathered from a study conducted in partnership with UNCC has allowed the implementation of oil and fuel analysis within the City's fleet. This analysis provides information that extends the intervals between oil changes in certain vehicles. • Procurement Services, through a local Alliance, can allow other public agencies nationwide to use certain contracts competitively solicited and awarded by the City. This allows for the elimination of duplicate efforts and assists other agencies in achieving cost effective pricing, while producing revenue for the City from administrative fees paid by the vendor. 				

SERVICE DELIVERY CHALLENGES

Service Infrastructure

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

- 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. EMD customers experience delays in service due to waiting on available bay space. Many of the shop facilities are reaching critical points as far as being able to remain a safe working environment.
- Securing sufficient resources to accommodate the services demands of customers has become particularly acute in the procurement services area where resources are stretched and queue times for requests to be completed are increasing.

Business Support Services

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Network Technology Services		
Provides support for communications (telephone, network, two way radio) for City, County and other customers		
◆ % of time the 800 MHz Public Safety Radio System is available	99.99%	99.99%
Equipment Management Division		
Provides maintenance and repair of vehicles and performs fleet analysis and costing		
◆ Report on number of alternative fuel or hybrid vehicles and number of vehicles outfitted with emissions reducing technology in City fleet (less CATS fixed bus route fleet and Aviation)	Provide Report	Provide Report
◆ Ensure fleet maintenance service quality by minimizing repeat repairs	N/A	.05% or less
Procurement, Contracting and Asset Management		
Provides for acquisition of goods and services for the City and County through competitive bid		
◆ Percent of contract award recommendations to City Council and Board of County Commissioners that are accepted as recommended	98%	98%

Business Support Services

<p><u>Decreases</u> None</p> <p><u>Increases</u> \$970,000 in FY12 and \$485,000 in FY13 in Radio Services for the maintenance and repair of the digital and analog Public Safety Radio System. This increase is partially funded by external revenues</p> <p>\$152,016 in FY12 and FY13 for a Procurement Agent and a Contracts Administration Officer in the Procurement Services Division to address increased workload issues and provide a greater level of compliance and oversight as recommended by an independent review (30% funded by Mecklenburg County)</p> <p>\$77,688 in FY12 and \$78,000 in FY13 for a Contracts Administration Officer in Procurement Services dedicated to Charlotte's Cooperative Purchasing Alliance (100% funded by external revenues)</p>	
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Budget Summary		FY11	FY12	FY13
Information Systems	Budget	\$ 12,771,285	\$ 14,690,755	\$ 14,765,945
	Positions	75.00	75.00	75.00
Network Technology Services	Budget	\$ 4,630,889	\$ 4,952,356	\$ 4,740,136
	Positions	28.00	28.00	28.00
Equipment Management Division	Budget	\$ 2,336,333	\$ 2,006,230	\$ 2,026,369
	Positions	127.00	127.00	127.00
Procurement, Contracting and Asset Management	Budget	\$ 1,759,958	\$ 2,106,606	\$ 2,120,572
	Positions	16.00	19.00	19.00
Total Budget		\$ 21,498,465	\$ 23,755,947	\$ 23,653,022
Total Positions		246.00	249.00	249.00

Finance

<p style="text-align: center;">Summary</p> <p>Finance provides a wide range of financial services supporting city-wide operations. These services include maintaining and preparing the City's official accounting records and reports; preparing and distributing vendor payments; providing debt management services; managing the cash and investments portfolio; servicing 272,379 accounts for Charlotte-Mecklenburg Utilities (CMU) 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;">Vital Statistics</p> <ul style="list-style-type: none"> • \$4.1 billion in outstanding debt managed • Over 71,000 vendor payments submitted annually • \$2.3 billion cash and investment Portfolio managed • \$432,206 collected through the North Carolina Debt Setoff Program • 45.75% of utility customers using electronic methods to pay their utility bills 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY11</th> <th style="width: 20%;">FY12</th> <th style="width: 20%;">FY13</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$12,113,163</td> <td style="text-align: right;">\$12,568,551</td> <td style="text-align: right;">\$12,747,715</td> </tr> <tr> <td>Positions</td> <td style="text-align: center;">108.00</td> <td style="text-align: center;">108.00</td> <td style="text-align: center;">108.00</td> </tr> </tbody> </table> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Implementation of the 40 Point CMU Customer Service Improvement Plan, including the elimination of 6,000 backloged service orders, streamlined meter reading reason codes, making leak service orders viewable in Virtual Charlotte GIS map and increasing the number of automated check reads completed by 62% • Awarded the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the 25th consecutive year by the Government Finance Officers Association • Development and implementation of a citywide E-Business Policy, in collaboration with BSS, OCIO and the City Attorney's Office, to guide all e-business projects across the organization • Development of new Finance Payment Policies to improve internal controls and create user-friendly reports to monitor adherence to the new policies 		FY11	FY12	FY13	Budget	\$12,113,163	\$12,568,551	\$12,747,715	Positions	108.00	108.00	108.00
	FY11	FY12	FY13										
Budget	\$12,113,163	\$12,568,551	\$12,747,715										
Positions	108.00	108.00	108.00										

SERVICE DELIVERY CHALLENGES

Enterprise Resource Planning (ERP) Project
 Finance will continue its active engagement in the process of selecting and implementing a new citywide ERP system. Finance is committed to participating in all phases of the project. The Finance Department has assigned specific staff to the ERP project. With fewer staff available to continue the day-to-day operations of the Key Business Unit, staff will be cross-trained to ensure productivity is not compromised over the course of the ERP project.

Risk Management Loss Fund
 Costs associated with risk loss continue to increase by 25% annually, and these rapidly escalating costs are driven in part by the individual behavior of City employees. In order to reduce human, economic and legal risk, every Key Business Unit needs to emphasize the importance of modifying behavior and organizational practices to reduce losses incurred by the City. The City Manager created the Risk Loss Task Force with the goal of identifying and establishing ways of safely producing services and minimizing loss. This group has made great progress in developing strategies to minimize risk loss across the organization. In FY12, Key Business Units will be charged with fully implementing these concepts in order to reduce risk costs.

Rising Professional Services Contract Costs
 Contract costs for technology and professional services related to the utility management system, bill provider services, collections agency services, remittance processing services and the cashing system continue to rise. Professional services contracts are based on volume and rate increases over the life of the contract. For the past several years there has not been a budget increase in the miscellaneous contractual services account to cover these rising costs.

Finance

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Financial Management		
Provides strategic financial planning, debt and cash management, and revenue and economic forecasting to City Council, the City Manager, and the City's Key Business Units		
◆ Achieving cost savings using variable rate financing to support Capital Investment Plan	\$3.0 million	\$3.0 million
◆ Analyze and review debt refunding opportunities to determine savings opportunities	June 30, 2011	June 30, 2012
General Accounting		
Provides general accounting services, such as preparing cost analysis, federal and state mandated reports, the Comprehensive Annual Financial Report, overseeing and coordinating automated financial systems, obtaining authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, and preparing related reports		
◆ Receive an unqualified opinion on the Comprehensive Annual Financial Report	10/31/10	10/31/11
Revenue Management		
Responsible for the billing, collection, and deposit of all City monies for city-wide services, including animal licenses, transit passes, Neighborhood Development loans, parking violations, and water/sewer and storm water billing and collection services		
◆ Increase the number of customers using e-business service for utility payments	25%	25%
◆ Coordinate completion of the online Self-Assessment Questionnaire	June 30, 2011	June 30, 2012
Risk Management		
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, 2011	June 30, 2012

Finance

<p><u>Decreases</u> \$51,107 in FY12 and FY13 in technology supplies due to standard technology cycles</p> <p>\$10,582 in FY12 and \$8,450 in FY13 due to a reduction in rent due to consolidation of office space</p> <p>\$5,000 in FY12 and FY13 due to a reduction in temporary services that resulted from outsourcing of billing processing</p> <p><u>Increases</u> \$150,111 in FY12 and \$200,544 in FY13 for rising professional contract costs in Revenue and Administrative divisions</p>	
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Budget Summary		FY11	FY12	FY13
Financial Management (Admin., Treasury)	Budget	\$ 1,711,479	\$ 1,749,936	\$ 1,772,112
	Positions	12.00	12.00	12.00
General Accounting	Budget	\$ 2,709,186	\$ 2,814,581	\$ 2,819,141
	Positions	38.25	38.25	38.25
Revenue Management	Budget	\$ 4,806,999	\$ 5,002,942	\$ 5,138,351
	Positions	30.75	30.75	30.75
Risk Management	Budget	\$ 2,835,499	\$ 3,001,092	\$ 3,018,111
	Positions	27.00	27.00	27.00
Total		\$ 12,063,163	\$ 12,568,551	\$12,747,715
Total Positions		108.00	108.00	108.00

Finance Operating Fund	FY11	FY12	FY13
General Fund	\$ 9,227,664	\$ 9,567,459	\$ 9,729,604
Risk Management Fund	\$ 2,835,499	\$ 3,001,092	\$ 3,018,111
Total	\$ 12,063,163	\$ 12,568,551	\$ 12,747,715

Human Resources

<p style="text-align: center;">Summary</p> <p>Human Resources (HR) provides strategies and core 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 design; consulting, management and enrollment; business unit services; training; development; payroll services; and managing the human resources management system.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> Supports over 6,800 employees and over 1,800 retirees annually Comprised of 32.75 FTEs (1 frozen) and five divisions: HR Management Systems, Organizational Development and Learning, Benefits, KBU Services and Compensation 	FY11	FY12	FY13	
	Budget	\$3,792,766	\$3,962,116	\$3,954,603
	Positions	32.75	32.75	32.75
<p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> HR and the Fire Department converted performance appraisals to an e-process. E-performance appraisals negate the need to print paper copies which are manually completed, then scanned into a document management system. Because employees using e-performance appraisals needed access to PeopleSoft, all Fire employees moved to self service. Currently 68% of employees now have self service pay capabilities. Self service was expanded beyond time entry to include the ability to: <ul style="list-style-type: none"> - Change personal data, i.e., address or phone number - Change W-4 and NC-4 withholding designations - Add, change, or stop direct deposit online 				

SERVICE DELIVERY CHALLENGES

Helping the Workforce and Organization Thrive in a New Normal

The City began an organizational culture shift, moving toward a "One Business" philosophy. This path was chosen in order to meet the challenges of today, where there are fewer resources, more demands, citizens' service delivery expectations are influenced by technology advances, and a seamless customer experience is expected.

Human Resources is on point to help lead the organization through the culture change. A culture shift this large will require multiple years, new skill sets, and engagement across the organization.

Cost Containment

The City has worked for years to control health insurance costs through programming, pricing, and wellness initiatives. The challenge is providing financially sustainable benefits programs that can provide a moderate level of income protection to employees against unexpected health, life, and disability risks. This approach aligns with the City Council approved Human Resources Philosophy.

Creating Efficiencies

Human Resources is searching for new organizational efficiencies. In recent years Human Resources helped create efficiencies through expanding self service pay technology. Human Resources' goal is to move the entire organization to self service. Additional efficiencies are being sought using data analysis in order to make the most of current resources.

Human Resources

Performance Measures

Performance Achievement

	FY11 Target	FY12 Target
Compliance, Recruitment, and Retention		
Provide employment related compliance guidance; develop recruiting and retention strategies		
◆ Reduce involuntary turnover rate in the service maintenance job category	N/A	≤8.6%
Employee Benefits Services		
Administers programs in accordance with Council philosophy of providing employees moderate levels of income protection against unexpected health, life, and disability risk		
◆ Percentage of employees enrolling in medical coverage will elect the Wellness Incentive Premium Option	N/A	60%
Employee Training and Organizational Development		
Provides ongoing training and development programs for employees and management to create a skilled workforce		
◆ Develop and implement a change management training plan for City leadership (executives through first line supervisors)	N/A	100%
Human Resources Management Services		
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 6,800 employees	Achieve 99% accuracy rate	Achieve 99% accuracy rate

Human Resources

<p><u>Decreases</u> None</p> <p><u>Increases</u> \$17,772 in FY12 and \$26,220 in FY13 for PeopleSoft maintenance costs</p>	
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Budget Summary		FY11	FY12	FY13
Compliance, Recruitment and Retention	Budget	\$ 1,146,453	\$ 1,204,324	\$ 1,194,917
	Positions	10.25	10.25	10.25
Employee Compensation Services	Budget	\$ 275,997	\$ 289,097	\$ 286,832
	Positions	2.50	2.50	2.50
Employee Benefits Services	Budget	\$ 700,609	\$ 733,861	\$ 728,113
	Positions	6.00	6.00	6.00
Employee Training and Organizational Development	Budget	\$ 817,616	\$ 840,885	\$ 841,862
	Positions	9.00	9.00	9.00
Human Resources Management Services	Budget	\$ 852,091	\$ 893,949	\$ 902,879
	Positions	5.00	5.00	5.00
Total		\$ 3,792,766	\$ 3,962,116	\$ 3,954,603
Total Positions		32.75	32.75	32.75

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Non-Departmental Accounts

The City of Charlotte uses the following "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>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>
FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES			
Arts & Science Council Administered by the Arts and Science Council. Supports cultural and arts agencies in the City.	\$2,883,160	\$2,883,160	\$2,883,160
United Family Services-Victim Assistance Provides funding for Victim Assistance, a United Family Services program that provides counseling and guidance for crime victims and their families	\$327,428	\$327,428	\$327,428
ImaginOn Provides funding for maintenance of Children's Theatre space in ImaginOn. Children's Theatre moved from a City-owned facility to ImaginOn in the Fall of FY06. The City's contribution covers a portion of the building maintenance cost. FY12 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	\$94,554
Charlotte International Cabinet Promotes the development of Charlotte as an international city and supports an international cultural exchange program	\$151,473	\$153,060	\$153,122
Community Building Initiative Serves as community resource providing strategic assistance in addressing race and ethnicity	\$49,000	\$49,000	\$49,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements	\$2,500	\$2,500	\$2,500
City Memberships and Subscriptions Funds the City's participation in the following organizations:	\$531,021	\$543,862	\$549,019
	<u>FY12</u>	<u>FY13</u>	
UNC Chapel Hill School of Government	\$72,260	\$73,760	
NC League of Municipalities	\$76,242	\$76,242	
US Conference of Mayors	\$26,216	\$26,216	
National League of Cities	\$32,000	\$32,000	
NC Metropolitan Coalition	\$16,225	\$16,225	
Charlotte Regional Partnership	\$149,034	\$149,034	
Centralina Council of Governments	\$171,885	\$175,542	
Protocol Services Provides assistance to City officials with regard to visiting dignitaries and international protocol	\$22,000	\$22,000	\$22,000
Total Financial Partners and Other Community Agencies	\$4,250,244	\$4,170,118	\$4,080,783

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>
COUNTY ADMINISTERED			
County Storm Water Provides for the City's payment of its County storm water fees	\$1,726,943	\$1,726,943	1,726,943
Elections Office Provides the City's share of the normal expenses of the County Elections Office, per the cost sharing formula in the City-County Interlocal Agreement. FY12 includes the cost of the 2011 City elections.	\$1,756,902	\$1,808,278	\$1,851,277
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees	\$1,412,900	\$1,507,000	\$1,420,000
Total County Administered	\$4,896,745	\$5,042,221	\$4,998,220
CAPITAL INVESTMENT			
Municipal Equipment Provides a contribution to fund capital outlay via cash and lease/purchase agreements for capital equipment items such as police cars, fire trucks, and solid waste trucks. FY11 includes a one-time transfer of capital reserve to PAYG.	\$17,971,223	\$17,431,980	\$18,470,354
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program	\$1,250,000	\$779,000	\$1,230,000
Street Resurfacing Provides supplemental funding to the Powell Bill for increased level of street resurfacing	\$4,261,000	\$4,261,000	\$4,261,000
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas. FY11 funding decreased by 10%, or \$453,929, and is restored over the next three fiscal years, returning to full funding in FY14.	\$4,085,361	\$4,236,671	\$4,387,981
Capital Support (PAYG Sales Tax) 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.	\$11,650,000	\$12,232,500	\$12,782,963
Total Capital Investment	\$39,217,584	\$38,941,151	\$41,132,298
OTHER ACCOUNTS			
Street Lighting Represents electrical operating costs for the City's street lighting program. Continues three year moratorium begun in FY11 for new street lights in neighborhoods. Includes additional funding from this year's electrical rate increases.	\$8,582,140	\$9,109,500	\$9,572,640
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events.	\$2,987,045	\$3,311,196	\$3,408,923

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>
OTHER ACCOUNTS-CONT'D			
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per state statute.	\$2,321,000	\$2,392,790	\$2,500,465
General Fund Operating Budget Reserve Provides a reserve for other potential budget impacts from the State including the potential loss of the 2011 annexations. The General Fund includes \$540,389 in FY12 and \$369,166 in FY13 for annexation related operating expenses. General Fund revenues from the annexation are projected at \$1.7 million in FY12 and \$1.9 million in FY13. Annexation start-up costs totaling \$507,747 were appropriated (from fund balance) in the FY11 General Fund budget.	\$1,000,000	\$1,000,000	\$1,000,000
Center City 2010 Vision Plan Funds Charlotte Center City Partners' request for \$250,000 over three years (FY09-FY11) for a Plan to provide a development framework and planning recommendations for Center City. FY11 was the final year of funding.	\$62,500	\$0	\$0
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties	\$275,000	\$275,000	\$275,000
Charlotte-Mecklenburg Government Center Parking 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.	\$328,058	\$340,141	\$348,251
Business Investment Grants Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County. The increase in payments results from new payments scheduled to come on line.	\$601,556	\$809,693	\$1,535,599
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions that may be received during the year. Allows implementation of the designated project without bringing relatively small amounts through Council's agenda process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.	\$250,000	\$300,000	\$300,000
Road Use Tax Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.	\$200,000	\$200,000	\$200,000
CIAA Men's Basketball Tournament The City successfully won the rights to host the CIAA Men's Basketball Tournament beginning in FY06. In 2011, the City received approval for a three-year award, through 2014.	\$200,000	\$200,000	\$200,000
City Participation in Regional Grants and Organizations The City partners with organizations such as Mecklenburg-Union Metropolitan Planning Organization (MUMPO) and also provides a match for the Unified Planning Work Program (UPWP) grants for regional transportation planning. Effective FY11, these programs, previously funded within CDOT and Planning, have been transferred to the General Government Grants Fund.	\$0	\$295,316	\$291,181

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>
OTHER ACCOUNTS-CONT'D			
Reserve for Economic Loss Funds payments in lieu of service in newly annexed areas for volunteer fire departments and private solid waste collection firms who lose service area	\$337,828	\$0	\$0
Urban Land Institute Provides appropriations for the Urban Land Institute for conference sponsorship request	\$20,000	\$0	\$0
City Council Discretionary Account Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund. The account balance as of May 9, 2011 was \$123,750.	\$123,750	\$200,000	\$200,000
Charlotte-Mecklenburg Government Center Rent Funds building rent for unoccupied areas	\$55,717	\$13,725	\$13,842
Federal Program Representative 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. Contract amount remains the same as prior year; CATS has increased their percentage share.	\$102,840	\$62,340	\$62,340
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments	\$103,499	\$157,975	\$157,975
Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit	\$38,000	\$38,000	\$38,000
Citizens Review Board Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints	\$25,000	\$20,000	\$20,000
Reserve for Annexation Start-up Provides funding for the initial costs of the City's biennial annexation process. Includes the cost of hiring firefighters and solid waste collection employees for training purposes prior to the annexation effective date, economic loss payments to qualified private solid waste collection firms and volunteer fire departments operating within areas to be annexed by the City, and equipment such as fire and solid waste trucks.	\$255,572	\$150,000	\$300,000
Synthetic Tax Increment Financing Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council	\$1,698,304	\$1,877,798	\$1,977,110
	FY12	FY13	
Cultural Facilities	\$1,359,136	\$1,359,136	
External Agreements	\$518,662	\$617,974	
Total	\$1,877,798	\$1,977,110	
City Burials Funds burials in City-owned cemeteries for indigent citizens	\$3,400	\$3,400	\$3,400
Total Other Accounts	\$19,571,209	\$20,756,874	\$22,404,726
Total Non-Departmental Accounts	\$67,935,782	\$68,910,364	\$72,616,027

General Fund Financial Partners

	FY11 Budget	FY12 Budget	FY13 Budget
Arts & Science Council	\$ 2,883,160	\$ 2,883,160	\$ 2,883,160
Charlotte Regional Partnership	146,053	149,034	149,034
Charlotte International Cabinet	151,473	153,060	153,122
United Family Services-Victim Assistance	327,428	327,428	327,428
Community Building Initiative	49,000	49,000	49,000
Total General Fund Partners	\$ 3,553,315	\$ 3,561,682	\$ 3,561,744
*Dedicated Revenues:			
Charlotte Center City Partners	2,941,260	3,029,498	3,082,367
University City Partners	669,226	678,934	685,724

* 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

	FY11 Budget	FY12 Budget	FY13 Budget
Neighborhood Development:			
Charlotte Housing Authority Relocation Services*	\$ 567,867	\$ 300,000	\$ -
Charlotte-Mecklenburg Housing Partnership, Inc.	1,960,000	1,960,000	1,960,000
Community Link (formerly UJAMMA, Inc.)	210,000	210,000	210,000
United Family Services - Consumer Credit Counseling & Housing Services	240,000	240,000	240,000
Bethlehem Center of Charlotte	199,207	199,207	199,207
Charlotte-Mecklenburg Schools After School Enrichment Program	185,576	185,576	185,576
Charlotte-Mecklenburg Schools Northwest After School Coalition	60,000	60,000	60,000
Greater Enrichment Program	605,854	605,854	605,854
St. Paul Baptist Church-Belmont After School Enrichment	57,735	57,735	57,735
YWCA Central Carolinas After School Enrichment	134,546	134,546	134,546
Crisis Assistance Ministry	380,000	380,000	380,000
Regional HIV/AIDS Consortium (HOPWA)**	714,063	714,063	714,063
YMCA Community Development	48,699	48,699	48,699
Workforce Initiative for Supportive Housing (WISH)	200,000	200,000	200,000
Sub-Total	\$5,563,547	\$5,295,680	\$ 4,995,680
Community Development Corporation			
Lakewood ***	60,000	-	-
Grand Total	\$5,623,547	\$5,295,680	\$4,995,680

*Neighborhood & Business Services is evaluating this service, with the possibility of restructuring the work and moving to a contract for service rather than a Financial Partner.

**Funding level is contingent upon HUD funds received from federal government.

*** Council restored funding with notice that FY11 is the final contract year.

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 FY12 is \$6,167,309,332 and for FY13 is \$6,228,982,425. Budget reflects a rate change from FY11 rate of 1.74¢ to rate of 1.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Revenues			
Property Taxes	\$951,880	\$1,002,953	\$1,012,982
Total Municipal Service District 1 Revenues	\$951,880	\$1,002,953	\$1,012,982
Expenditures			
Contractual Services	\$951,880	\$989,383	\$1,012,982
Reserve for Potential Appeals*		\$13,570	
Total Municipal Service District 1 Expenditures	\$951,880	\$1,002,953	\$1,012,982

District 2 (Center City): Assessed value for FY12 is \$2,387,614,706 and for FY13 is \$2,411,490,853. Budget reflects a rate change from FY11 rate of 2.39¢ to rate of 2.33¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Revenues			
Property Taxes	\$488,882	\$538,512	\$543,897
Total Municipal Service District 2 Revenues	\$488,882	\$538,512	\$543,897
Expenditures			
Contractual Services	\$488,882	\$529,244	\$543,897
Reserve for Potential Appeals*		\$9,268	
Total Municipal Service District 2 Expenditures	\$488,882	\$538,512	\$543,897

*Revaluation appeals in process; outcome unknown until after budget implementation.

Municipal Service Districts

District 3 (Center City): Assessed value for FY12 is \$2,839,937,993 and for FY13 is \$2,868,337,373. Budget reflects a rate change from FY11 rate of 3.86¢ to rate of 3.58¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Revenues			
Property Taxes	\$964,217	\$984,163	\$994,005
Total Municipal Service District 3 Revenues	\$964,217	\$984,163	\$994,005
Expenditures			
Contractual Services	\$940,336	\$959,566	\$968,670
City Services	23,881	\$24,597	\$25,335
Total Municipal Service District 3 Expenditures	\$964,217	\$984,163	\$994,005

District 4 (South End): Assessed value for FY12 is \$852,589,385 and for FY13 is \$861,115,279. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation. For reporting purposes, the revenue-neutral tax rate is 7.05¢.

<u>Budget Summary</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Revenues			
Property Taxes	\$560,162	\$551,305	\$556,818
Total Municipal Service District 4 Revenues	\$560,162	\$551,305	\$556,818
Expenditures			
Contractual Services	\$560,162	\$551,305	\$556,818
Total Municipal Service District 4 Expenditures	\$560,162	\$551,305	\$556,818

District 5 (University City): Assessed value for FY12 is \$2,513,901,506 and for FY13 is \$2,539,040,521. Budget reflects a rate change from FY11 rate of 3.00¢ to rate of 2.79¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Revenues			
Property Taxes	\$669,226	\$678,934	\$685,724
Total Municipal Service District 5 Revenues	\$669,226	\$678,934	\$685,724
Expenditures			
Contractual Services	\$669,226	\$678,934	\$685,724
Total Municipal Service District 5 Expenditures	\$669,226	\$678,934	\$685,724

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

Mid-Town Square (Metropolitan)

Project involved two phases. Phase I included a first floor Home Depot Design Center (vacant) under a 2nd floor Target; 800 space parking deck; and road, intersection, and bridge improvements. Phase II included 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. The 5th City/County payment is due in FY12. Total TIF payments not to exceed \$12.3 million (City \$4.3 million).

	FY12	FY13	FY14	FY15	FY16	5-Yr. Total
<i>Est. % investment completed</i>	80%	80%	100%	100%	100%	
<i>Est. prop. tax increment</i>	521,840	574,024	631,426	694,569	764,026	3,185,885
Est. TIF Payment	469,656	516,622	568,283	625,112	687,623	2,867,296

Elizabeth Ave. Redevelopment

Project includes construction of 250,000 sq. ft. of retail, 340,000 sq. ft. of office space, 810 residential units, and a parking deck with 3,000 spaces. Anticipated total private investment equals \$220,000,000. Total TIF payments not to exceed \$13.0 million. Completion of parking deck and City purchase of public parking spaces triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr. Total
<i>Est. % investment completed</i>	0%	0%	10%	30%	40%	
<i>Est. property tax increment</i>	0	0	96,800	290,400	387,200	774,400
Est. TIF Payment	0	0	87,120	261,360	348,480	696,960

Seaboard/ARK Mgt./NC Music Factory

Project involves construction of the Seaboard Street extension and three development phases. Phase I includes 120 residential units and renovations to the existing NC Music Factory facility. Phase II includes 80,000 sq. ft. of entertainment, 170,000 sq. ft. of office space, 140,000 sq. ft. of retail space, and 480 residential units. Phase III involves renovations to the Silver Hammer Studio, 200,000 sq. ft. of retail space, and 750 residential units. Anticipated total private investment equals \$246,251,000. Total TIF payments not to exceed \$1.7 million. Completion of street, residential, and NC Music Factory elements triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr. Total
<i>Est. % investment completed</i>	0%	0%	25%	50%	80%	
<i>Est. property tax increment</i>	0	0	270,876	541,752	866,804	1,679,432
Est. TIF Payment	0	0	243,788	487,577	780,123	1,511,488

IKEA

Project supports the construction of a connector road between McCullough Drive to City Boulevard providing overall accessibility with North Tryon Street and City Boulevard. Anticipated total private investment equals \$81,399,500. Potential private investment could approach \$170,000,000. Total TIF payments not to exceed \$5.4 million. Completion of the street connector triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr. Total
<i>Est. % investment completed</i>	0%	0%	40%	50%	70%	
<i>Est. prop. tax increment</i>	0	0	329,120	411,400	575,960	1,316,480
Est. TIF Payment	0	0	296,210	370,260	518,364	1,184,834

The Levine Center for the Arts (Cultural Facilities)

Project included 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. There is a guaranteed minimum incremental tax of \$4.6M annually, based on \$360,000,000 in tax base growth. Total City TIF payments paid into City debt fund not to exceed \$41.3M over 25 years.

	FY12	FY13	FY14	FY15	FY16	5-Yr. Total
<i>Est. % investment completed*</i>	N/A	N/A	N/A	N/A	N/A	
<i>Est. property tax increment</i>	1,835,555	1,835,555	1,835,555	1,835,555	1,835,555	9,177,775
*Est. TIF Payment	1,652,000	1,652,000	1,652,000	1,652,000	1,652,000	8,260,000

Synthetic Tax Increment Financing

Carolina Theatre Redevelopment

Project involves the renovation of the existing Carolina Theatre and construction of a 125 unit residential condominium project. Anticipated total private investment equals \$50,000,000. Total TIF payments not to exceed \$4.5 million. Certificate of Occupancy (CO) of residential units triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	0%	50%	60%	
<i>Est. property tax increment</i>	0	0	0	110,000	132,000	242,000
Est. TIF Payment	0	0	0	99,000	118,800	217,800

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. Completion of the Stewart Creek Parkway street triggered payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	100%	100%	100%	100%	100%	
<i>Est. property tax increment</i>	151,000	151,000	151,000	151,000	151,000	755,000
Est. TIF Payment	136,000	136,000	136,000	136,000	136,000	680,000

Pope & Land Coliseum

Project supports mixed-use development of the former Tyvola Road Coliseum land with construction of a connector road from Tyvola Road to Billy Graham Parkway. Anticipated total private investment equals \$645,690,000. Total TIF payments not to exceed \$5.81 million. Completion of connector road triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	0%	25%	40%	
<i>Est. property tax increment</i>	0	0	0	710,259	1,136,414	1,846,673
Est. TIF Payment	0	0	0	319,617	511,386	831,003

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. Certificate of Occupancy (CO) of 188 units and payment of HUD 108 Loan triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	5%	21%	41%	62%	83%	
<i>Est. property tax increment</i>	27,500	109,440	218,881	328,321	437,761	1,121,903
Est. TIF Payment	24,750	98,496	196,993	295,489	393,985	1,009,713

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. Completion of Bryant Park Drive road triggers payment.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	0%	25%	40%	
<i>Est. property tax increment</i>	0	0	0	187,000	299,200	486,200
Est. TIF Payment	0	0	0	168,300	269,280	437,580

Synthetic Tax Increment Financing

First Ward Parking Deck and Park

Project supports redevelopment of eight blocks of land in First Ward into mixed use office, residential, retail, hotel and park space. Project consists of two separate TIFs.

The first TIF is a five-year term that 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 for first TIF.

The second TIF is a ten-year term that begins at completion of the first TIF and supports 1,335 public parking spaces, UNC Charlotte's Uptown 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 for second TIF.

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. % investment completed</i>	0%	0%	0%	10%	20%	
<i>Est. property tax increment</i>	0	0	0	352,000	704,000	1,056,000
Est. TIF Payment	0	0	0	158,401	316,801	475,202

TIF PROJECTS COMBINED TOTAL

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

	FY12	FY13	FY14	FY15	FY16	5-Yr.Total
<i>Est. property tax increment</i>	2,535,895	2,670,019	3,533,658	5,612,256	7,289,920	21,641,748
Est. Total TIF Payment	2,282,406	2,403,118	3,180,393	4,573,115	5,732,841	18,171,873
Est. Total TIF Payment by Fund						
<i>General Fund</i>	1,877,798	1,977,110	2,616,596	3,762,427	4,716,565	14,950,496
<i>Municipal Debt Service</i>	342,361	360,468	477,059	685,967	859,926	2,725,781
<i>Pay-As-You-Go</i>	62,247	65,540	86,738	124,721	156,350	495,596

*TIF payment per fixed amount, not per investment completed

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Summary Schedules

City of Charlotte Summary of Tax Levies City-wide

	FY2011 Budget	FY2011 Projected	FY2012 Budget	FY2013 Budget
City-wide Assessed Valuation				
Assessed Property Value	\$ 77,475,706,457	\$ 77,730,479,706	\$ 85,487,417,611	\$ 86,342,291,787
City-wide Tax Rate Per \$100 Valuation				
Fund				
General	0.3773	0.3773	0.3600	0.3600
Municipal Debt Service	0.0687	0.0687	0.0650	0.0650
Pay-As-You-Go	0.0126	0.0126	0.0120	0.0120
Total City-wide Tax Rate	0.4586	0.4586	0.4370	0.4370
Collection Rate				
All Funds	0.9720	0.9720	0.9680	0.9680
City-wide Tax Levy*				
Fund				
General	\$ 281,730,997	\$ 285,065,341	\$ 295,506,553	\$ 298,461,618
Municipal Debt Service	51,677,404	51,905,616	53,730,599	54,268,486
Pay-As-You-Go	9,488,605	9,519,807	9,929,744	10,029,521
Total City-wide Tax Levy	\$ 342,897,005	\$ 346,490,764	\$ 359,166,896	\$ 362,759,625
<small>* Levy includes estimated rebates</small>				
Municipal Service Districts				
Rates Per \$100 Valuation				
District 1	0.0174	0.0174	0.0168	0.0168
District 2	0.0239	0.0239	0.0233	0.0233
District 3	0.0386	0.0386	0.0358	0.0358
District 4	0.0668	0.0668	0.0668	0.0668
District 5	0.0300	0.0300	0.0279	0.0279
Municipal Service Districts				
Assessed Valuation				
District 1	\$ 5,360,545,300	\$ 5,360,545,300	\$ 6,167,309,332	\$ 6,228,982,425
District 2	1,960,599,834	1,960,599,834	2,387,614,706	2,411,490,853
District 3	246,801,302	246,801,302	2,839,937,993	2,868,337,373
District 4	789,786,307	789,786,307	852,589,385	861,115,279
District 5	2,270,242,638	2,270,242,638	2,513,901,506	2,539,040,521

Summary Schedules

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

<u>Key or Support Business</u>	<u>FY2011 Revised</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>	<u>Change (FY11 to FY12)</u>	<u>Percent Change (FY11 to FY12)</u>
Police	2,225.50	2,253.50	2,253.50	28.00	1.26%
Fire	1,163.00	1,166.00	1,166.00	3.00	0.26%
Solid Waste	283.00	290.00	290.00	7.00	2.47%
Transportation	432.50	432.50	432.50	0.00	0.00%
Engineering and Property Management	414.00	414.00	414.00	0.00	0.00%
Planning	61.00	61.00	61.00	0.00	0.00%
Neighborhood & Business Services	158.00	150.00	150.00	(8.00)	-5.06%
Mayor/Council	9.00	9.00	9.00	0.00	0.00%
City Attorney	27.50	28.50	28.50	1.00	3.64%
City Clerk	6.00	6.00	6.00	0.00	0.00%
City Manager	12.00	12.00	12.00	0.00	0.00%
Office of the Chief Information Officer	18.00	18.00	18.00	0.00	0.00%
Community Relations	10.00	10.00	10.00	0.00	0.00%
Corporate Communications	19.00	19.00	19.00	0.00	0.00%
Customer Service - 311 Call Center	141.00	141.00	141.00	0.00	0.00%
Internal Audit	9.00	9.00	9.00	0.00	0.00%
Human Resources	32.75	32.75	32.75	0.00	0.00%
Finance	108.00	108.00	108.00	0.00	0.00%
Business Support Services	246.00	249.00	249.00	3.00	1.22%
Budget and Evaluation	13.00	13.00	13.00	0.00	0.00%
Charlotte-Mecklenburg Utilities	791.50	745.50	745.50	(46.00)	-5.81%
Aviation	266.00	266.00	266.00	0.00	0.00%
Charlotte Area Transit System	360.75	360.75	360.75	0.00	0.00%
Grant Fund	3.00	3.00	3.00	0.00	0.00%
Total All Funds	6,809.50	6,797.50	6,797.50	(12.00)	-0.18%

Summary Schedules

**City of Charlotte
All Funds
Summary of Expenditures
(Net of Transfers¹)
FY2012**

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 463,312,768	\$ -	\$ 463,312,768
Aviation	84,625,032	228,388,246	313,013,278
Water and Sewer	111,555,112	117,899,575	229,454,687
Charlotte Area Transit (CATS)	102,870,076	86,625,166	189,495,242
Storm Water Utility	9,978,641	48,600,000	58,578,641
Debt Service	231,925,629		231,925,629
Powell Bill	20,616,932		20,616,932
Convention Center	13,458,803		13,458,803
NASCAR Hall of Fame ²	-		-
Federal Stimulus Grants	-		-
Public Safety and Other Grants	6,969,235		6,969,235
Public Safety 911 Services	2,580,785		2,580,785
Neighborhood & Business Svcs Grants	7,688,836		7,688,836
Municipal Service Districts	3,755,867		3,755,867
Risk Management	1,317,409		1,317,409
Tourism Operating	1,352,643		1,352,643
Pay As You Go	629,504		629,504
General CIP		125,300,863	125,300,863
TOTAL BUDGET	\$ 1,062,637,272	\$ 606,813,850	\$ 1,669,451,122

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY12 by the General Fund's Fire Department, which totals \$4,406,947, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of the fund's expenditures is transfers to debt service, reflected above.

³ The City utilizes internal service funds to manage its two self-funded insurance funds: Risk and Loss, and Workforce Group Insurance. These two funds are supported with charges to each operating fund above and the charges for each are reflected within these operating funds. For FY13, the total budget included in the above Operating Fund is:

Risk and Loss \$17,057,069
Workforce Group Insurance \$54,061,495

**City of Charlotte
All Funds
Summary of Expenditures
(Net of Transfers¹)
FY2013**

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 471,969,772	\$ -	\$ 471,969,772
Aviation	87,780,603	290,604,867	378,385,470
Water and Sewer	115,254,040	102,310,400	217,564,440
Charlotte Area Transit (CATS)	106,479,439	137,060,971	243,540,410
Storm Water Utility	10,116,022	44,900,000	55,016,022
Debt Service	235,915,948		235,915,948
Powell Bill	20,608,751		20,608,751
Convention Center	11,922,574		11,922,574
NASCAR Hall of Fame ²	-		-
Federal Stimulus Grants	-		-
Public Safety and Other Grants	6,969,149		6,969,149
Public Safety 911 Services	2,409,785		2,409,785
Neighborhood & Business Svcs Grants	7,882,637		7,882,637
Municipal Service Districts	3,793,426		3,793,426
Risk Management	1,324,236		1,324,236
Tourism Operating	1,402,749		1,402,749
Pay As You Go	657,303		657,303
General CIP		49,319,950	49,319,950
TOTAL BUDGET	\$ 1,084,486,434	\$ 624,196,188	\$ 1,708,682,622

¹ Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY13 by the General Fund's Fire Department, which totals \$4,521,213, is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

² 100% of the fund's expenditures is transfers to debt service, reflected above.

Summary Schedules

General Fund Summary of Expenditures

<u>Key or Support Business</u>	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>	<u>Percent Change (FY11 to FY12)</u>
Police	\$ 193,586,959	\$ 200,216,720	\$ 205,591,121	3.4%
Fire	97,312,698	99,912,867	99,947,528	2.7%
Solid Waste	43,489,339	45,306,461	46,070,158	4.2%
Transportation	20,830,351	20,971,938	21,146,193	0.7%
Engineering & Property Management	18,201,395	18,755,188	18,451,431	3.0%
Neighborhood and Business Services	11,709,680	11,915,587	11,966,831	1.8%
Planning	5,028,400	5,133,032	5,116,513	2.1%
Mayor and Council	1,492,353	1,468,139	1,473,788	-1.6%
City Attorney	2,065,589	2,197,651	2,020,872	6.4%
City Clerk	531,707	533,624	533,624	0.4%
City Manager	15,235,368	15,646,893	15,852,221	2.7%
Business Support Services	21,498,465	23,755,947	23,653,021	10.5%
Finance	9,227,664	9,567,460	9,729,604	3.7%
Human Resources	3,792,766	3,962,116	3,954,603	4.5%
Budget and Evaluation	1,540,884	1,557,210	1,557,244	1.1%
Non-Departmentals	67,845,782	68,910,364	72,616,027	1.6%
Total				
General Fund Expenditures	\$ 513,389,400	\$ 529,811,198	\$ 539,680,779	3.2%

Summary of Positions

<u>Key or Support Business</u>	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>	<u>Percent Change (FY11 to FY12)</u>
Police	2,225.50	2,253.50	2,253.50	1.3%
Fire	1,163.00	1,166.00	1,166.00	0.3%
Solid Waste	283.00	290.00	290.00	2.5%
Transportation	432.50	432.50	432.50	0.0%
Engineering & Property Management	330.00	330.00	330.00	0.0%
Planning	61.00	61.00	61.00	0.0%
Neighborhood and Business Services	158.00	150.00	150.00	-5.1%
Mayor and Council	9.00	9.00	9.00	0.0%
City Attorney	27.50	28.50	28.50	3.6%
City Clerk	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	0.0%
Chief Information Office	18.00	18.00	18.00	0.0%
Community Relations	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	0.0%
Customer Service - CharMeck311 Call Center	141.00	141.00	141.00	0.0%
Internal Audit	9.00	9.00	9.00	0.0%
Business Support Services	246.00	249.00	249.00	1.2%
Finance	81.00	81.00	81.00	0.0%
Human Resources	32.75	32.75	32.75	0.0%
Budget and Evaluation	13.00	13.00	13.00	0.0%
Total				
General Fund Positions	5,277.25	5,311.25	5,311.25	0.6%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (F11 to FY12)
PROPERTY TAX					
5101	Property Tax- Current Year Base	\$ 281,114,397	\$ 295,817,486	\$ 298,775,661	5.2%
5101	Property Tax- Synthetic TIF Properties	1,887,004	2,089,067	2,109,958	10.7%
5102	Prior Year	4,800,000	4,800,000	4,848,000	0.0%
5103	Rebates	(2,400,000)	(2,400,000)	(2,424,000)	0.0%
5111	Penalties	590,000	590,000	595,900	0.0%
5112	Interest	1,500,000	1,500,000	1,515,000	0.0%
5113	Rebates of Listing Penalties	(7,731)	(8,000)	(8,080)	3.5%
Total		\$ 288,613,266	\$ 302,388,553	\$ 305,412,438	4.8%
SALES TAX					
5121	Sales- Article 39 (1.0%)	38,050,000	39,500,000	41,020,750	3.8%
5121	Sales- Article 42 (0.5%)	17,100,000	17,750,000	18,433,375	3.8%
5121	Sales- Article 44/Hold Harmless (0.5%) *	9,200,000	9,550,000	9,917,675	3.8%
Total		\$ 64,350,000	\$ 66,800,000	\$ 69,371,800	3.8%
UTILITIES FRANCHISE TAX					
5430	Utility Franchise	35,900,000	37,600,000	38,100,000	4.7%
Total		\$ 35,900,000	\$ 37,600,000	\$ 38,100,000	4.7%
POLICE SERVICES					
5451	Law Enforcement Services- County	12,495,927	11,467,170	11,720,360	-8.2%
5477	Small Town Service Fees	75,000	100,000	100,000	33.3%
5999	School Resource Officers- School Board	2,496,794	3,397,637	4,431,450	36.1%
Total		\$ 15,067,721	\$ 14,964,807	\$ 16,251,810	-0.7%
TAX REIMBURSEMENTS					
5431	Beer & Wine Tax	3,166,289	3,166,290	3,261,279	0.0%
5436	State Waste Disposal Tax	620,000	620,000	620,000	0.0%
Total		\$ 3,786,289	\$ 3,786,290	\$ 3,881,279	0.0%
SOLID WASTE FEE					
5560	Refuse Disposal Fees	12,472,000	12,290,000	12,500,000	-1.5%
5561	Rebates- Refuse Disposal Fees	(72,000)			-100.0%
Total		\$ 12,400,000	\$ 12,290,000	\$ 12,500,000	-0.9%
BUSINESS PRIVILEGE LICENSES					
5202	Business Privilege Licenses	16,600,000	16,800,000	17,100,000	1.2%
Total		\$ 16,600,000	\$ 16,800,000	\$ 17,100,000	1.2%
OTHER REVENUES					
Licenses and Permits					
5201	Motor Vehicle Licenses	2,525,000	2,525,000	2,600,750	0.0%
5332	Motor Vehicle Licenses- Rebates	(48,000)	(48,000)	(48,000)	0.0%
5204	Animal Licenses- Fertile	240,000	483,000	494,200	101.3%
5209	Animal Licenses- Spay/Neuter	560,000	575,000	581,000	2.7%
5210	Fire Plan Review Fees	1,209,585	1,109,585	1,109,585	-8.3%
5211	Vehicle Licenses- City Billed	15,000	15,000	15,450	0.0%
5212	Fire Permits- New	321,456	321,456	321,456	0.0%
5213	Fire Permits- Renewal	495,459	495,459	495,459	0.0%
5214	Tryon Mall Vendor Fees	2,000	2,000	2,060	0.0%
5215	Security Dog Licenses	750	200	200	-73.3%
5218	Vehicle for Hire Fees and Permits	344,704	344,704	344,704	0.0%
5219	Carrier Franchise Fees	-	52,174	52,174	
5220	Video Programming (Cable Franchise) Fees	8,200,000	8,282,000	8,364,820	1.0%
5240	Grading Permits	1,312,000	1,312,000	1,312,000	0.0%
5246	Sexually Oriented Businesses Licenses	115,310	115,310	115,310	0.0%
5613	Parking and Parade Permits	24,000	24,000	22,000	0.0%
Total		\$ 15,317,264	\$ 15,608,888	\$ 15,783,168	1.9%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (F11 to FY12)
Fines, Forfeits, and Penalties				
5222 Vehicle for Hire Penalties	17,000	32,000	32,000	88.2%
5305 Housing Code Violations	15,000	27,000	27,000	80.0%
5307 Parking Citations	900,000	810,000	810,000	-10.0%
5308 Parking Citation Penalties	11,000	63,000	63,000	472.7%
5309 Security Alarm Fines	625,000	500,000	500,000	-20.0%
5310 Fire Citation Fines	1,100	1,100	1,100	0.0%
5311 Fire Citation Penalties	11,700	11,700	11,700	0.0%
5315 Zoning Enforcement Fines	30,000	40,000	40,000	33.3%
5316 Court Assessment Crime Lab	22,000	187,000	197,000	750.0%
5331 Privilege License Penalties	600,000	475,000	485,000	-20.8%
5335 Animal License Penalties	102,000	59,000	60,000	-42.2%
5337 Animal Citation Penalties	7,200	8,340	8,450	15.8%
5340 Grading Permit Penalties	325,000	325,000	325,000	0.0%
5502 Court Costs- Superior	282,000	275,000	280,000	-2.5%
5661 Court Awards- Fair Housing Settlements	6,000	60	70	-99.0%
5664 Court Awards- Vice & Narcotics	15,000	2,500	2,500	-83.3%
5699 Animal License Late Fees	70,000	90,600	91,620	29.4%
Total	\$ 3,040,000	\$ 2,907,300	\$ 2,934,440	-4.4%
Interlocal Grants and Agreements				
5414 Wireless Communications	2,488,191	2,990,051	2,755,011	20.2%
5438 Fleet Maintenance	1,967,296	1,578,345	1,578,345	-19.8%
5439 Webhosting - County	138,700	138,700	138,700	0.0%
5442 First Responder	503,670	484,500	500,000	-3.8%
5445 Procurement Services	507,471	620,995	692,731	22.4%
5447 Customer Services - 311 Call Center	2,085,750	2,144,328	2,162,267	2.8%
5458 CMGC Occupancy	847,737	700,244	702,889	-17.4%
5459 Recycling Program Proceeds	150,000	96,000	97,000	-36.0%
5460 Corporate Communications Services	12,000	32,000	32,360	166.7%
5461 CMGC Phone Costs- County	651,342	666,695	667,462	2.4%
5476 County Grant Income	30,000	-	-	
Total	\$ 9,382,158	\$ 9,451,858	\$ 9,326,765	0.7%
Federal and State Shared Revenues**				
5470 Federal Grants- CRC	110,000	-	-	-100.0%
5471 State Grants- DOT	1,152,717	-	-	-100.0%
5471 State Grants- CRC	100,000	-	-	-100.0%
5450 ABC Stores Revenue	1,800,000	2,023,000	2,082,000	12.4%
Total	\$ 3,162,717	\$ 2,023,000	\$ 2,082,000	-36.0%
General Government				
5242 Land Development Zoning Fees	360,000	360,000	360,000	0.0%
5519 Utility Right of Way Ordinance Fees	546,000	606,000	607,000	11.0%
5245 County Plan Review	810,945	610,945	610,945	-24.7%
5503 Zoning Petition Filing Fees	618,230	319,705	319,705	-48.3%
5504 Annexation Fees	400	400	400	0.0%
5506 Subdivision Services	662,616	133,080	133,080	-79.9%
5507 Zoning Admin Fees	20,500	20,500	20,200	0.0%
5508 Sale of Maps	30,000	5,000	5,000	-83.3%
5550 Equipment Mgmt Svcs- Fleet	1,600	4,000	4,000	150.0%
5555 Procurement Professional Services	120,000	200,000	200,000	66.7%
5596 Tree Planting***	50,000	-	-	-100.0%
5599 Park It! Program Fees	20,000	20,000	20,000	0.0%
5603 Parking Garage Fees	966,000	942,000	944,500	-2.5%
5610 Parking Meter Revenue	530,000	650,000	650,000	22.6%
5604 Rent Revenue- Misc	738,950	750,000	775,000	1.5%
Total	\$ 5,475,241	\$ 4,621,630	\$ 4,649,830	-15.6%

Summary Schedules

City of Charlotte General Fund Summary of Revenues

		FY2011		FY2012		FY2013		Percent
		Revised		Budget		Budget		Change
		Budget		Budget		Budget		(F11 to
								FY12)
Public Safety								
5478	State Reimb for Services Provided- DOT	\$ 837,000	\$	675,000	\$	675,000		-19.4%
5478	State Reimb for Services Provided- Fire	190,707		190,707		190,707		0.0%
5513	CMPD- Fingerprint Reports	36,000		5,000		5,150		-86.1%
5514	Underbrush and Debris Removal	318,000		780,000		780,000		145.3%
5515	Demolition- Clearing	200,000		270,000		274,500		35.0%
5516	Sale of Animals	92,950		92,950		92,950		0.0%
5518	Utility Street Cuts	1,300,000		1,400,000		1,500,000		7.7%
5529	Spay/Neuter Fees	110,000		140,000		141,000		27.3%
5542	Vehicle Towing and Storage	97,000		187,000		189,910		92.8%
5544	Animal Reclaim Fees	165,249		165,249		165,249		0.0%
5627	Dead Animal Collection	4,500		9,000		9,135		100.0%
Total		\$ 3,351,406	\$	3,914,906	\$	4,023,601		16.8%
Cemeteries								
5530	Sale of Cemetery Lots	140,700		140,700		140,700		0.0%
5532	Grave Digging	299,739		299,739		299,739		0.0%
5533	Duplicate Deeds and Transfer Fees	700		700		700		0.0%
5534	Monument Foundation	49,100		49,100		49,100		0.0%
5535	Perpetual Care	12,300		12,300		12,300		0.0%
Total		\$ 502,539	\$	502,539	\$	502,539		0.0%
Use of Money and Property								
5437	Heavy Equipment Tax	-		130,000		133,900		-
5608	Interest on Liens	55,000		55,000		56,650		0.0%
5614	CRC Events**	25,000		-		-		-100.0%
5624	Damage to City-Owned Equipment	350,000		350,000		360,500		0.0%
5625	Reimbursement for City Car Use	47,000		47,000		48,410		0.0%
5648	Recovery of Losses	295		-		-		-100.0%
5643	Telephone Commissions	40,000		40,000		41,200		0.0%
Total		\$ 517,295	\$	622,000	\$	640,660		20.2%
Sale of Salvage and Land								
5622	Sale of Land	10,000		10,000		-		0.0%
5660	Sale of Salvage	103,000		128,000		25,000		24.3%
5662	Sale of Used Autos- Single Stream proceeds	543,000		-		-		-100.0%
5662	Sale of Used Autos	510,000		860,400		866,990		68.7%
Total		\$ 1,166,000	\$	998,400	\$	891,990		-14.4%
Other								
5000	Miscellaneous Grants and Contributions	250,000		300,000		300,000		20.0%
5668	Contrib/Donations- Homelessness Study	20,000		-		-		-100.0%
5668	Contrib/Donations- MUMPO**	87,677		-		-		-100.0%
5641	Newspaper Rack Revenue	-		14,000		14,000		-
5646	Reimb City Svcs- EPM	22,510		22,750		23,000		1.1%
5646	Reimb City Svcs- EPM (Cultural Facilities)	80,000		80,000		80,000		0.0%
5646	Reimb City Svcs- SWS Spec Svcs	37,000		40,000		40,000		8.1%
5646	Reimb City Svcs- BSS IT	12,700		12,700		12,700		0.0%
5669	Other Revenue	104,601		482,272		480,718		361.1%
5669	Business Continuity Program Rebates	270,000		270,000		270,000		0.0%
Total		\$ 884,488	\$	1,221,722	\$	1,220,418		38.1%
Total Other Revenues		\$ 42,799,108	\$	41,872,243	\$	42,055,411		-2.2%

Summary Schedules

City of Charlotte

General Fund

Summary of Revenues

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (F11 to FY12)	
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
5123	Occupancy Taxes- CRVA	\$ 2,952,045	\$ 3,276,196	\$ 3,373,923	11.0%
5695	Municipal Debt Service- CRVA	35,000	35,000	35,000	0.0%
5695	Convention Center Tax- Towns' Tourism Subsidy	2,321,000	2,392,790	2,500,465	3.1%
5601	Interest on Investments- Debt Svc	1,250,000	779,000	1,230,000	-37.7%
Total		\$ 6,558,045	\$ 6,482,986	\$ 7,139,388	-1.1%
Intragovernmental Revenues					
5421	Cost Allocation- Storm Water	859,509	891,124	917,857	3.7%
5422	Cost Allocation- Water and Sewer	6,808,934	7,206,889	7,934,345	5.8%
5423	Cost Allocation- Aviation	1,771,789	1,974,980	2,034,229	11.5%
5424	Fire Control Services- Aviation	4,631,007	4,406,947	4,521,213	-4.8%
5425	Account Services- Storm Water	396,909	416,755	429,257	5.0%
5425	Account Services- Storm Water	1,517,396	1,741,456	1,741,456	14.8%
5426	Account Services- Utilities	1,280,718	1,344,754	1,280,718	5.0%
5426	Account Services- Utilities	3,208,627	3,208,627	3,208,627	0.0%
5427	Cost Allocation- EMD	323,459	904,012	931,133	179.5%
5427	Cost Allocation- Radio	80,562	352,538	363,114	337.6%
5428	Cost Allocation- CATS	3,216,096	3,792,279	3,906,048	17.9%
5429	Cost Allocation- Risk Management	460,980	427,026	439,837	-7.4%
Total		\$ 24,555,986	\$ 26,667,387	\$ 27,707,834	8.6%
Transfers from Other Funds					
5695	Cemetery Trust	96,000	96,000	96,000	0.0%
5695	PAYG- Criminal Justice Technology Reserves(CMPD)	750,000	-	-	-100.0%
5695	PAYG- Criminal Justice Technology Reserves (ImaginOn)	94,554	-	-	-100.0%
5695	Municipal Debt Service- Treasury reimbursemt	62,932	62,932	64,820	0.0%
Total		\$ 1,003,486	\$ 158,932	\$ 160,820	-84.2%
Appropriated Fund Balance					
4110	Fund Balance- CRC Grants Carryforward**	238,752			
4110	Fund Balance- N&BS Grants Carryforward**	14,000			
4110	Fund Balance- Annexation	502,747			
4110	Fund Balance- Capital Reserve	1,000,000			
Total		\$ 1,755,499	\$ -	\$ -	
Total Transfers and Fund Balance		\$ 33,873,016	\$ 33,309,305	\$ 35,008,042	-1.7%
Total General Fund Revenues		\$ 513,389,400	\$ 529,811,198	\$ 539,680,780	3.2%

* 0.25% pt of delivery + 0.25% per capita

** Effective FY12, all grants are reflected in the General Government Grants Fund

*** Effective FY12, all tree planting revenue is located in PAYG Tree Canopy Program

Summary Schedules

City of Charlotte

Aviation Operating Funds

Summary of Revenues and Expenditures

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
Concessions	\$ 33,656,168	\$ 39,014,602	\$ 39,725,328	15.9%
Parking	34,835,664	36,974,239	37,325,000	6.1%
Terminal	26,188,812	28,901,581	29,170,149	10.4%
Airfield Usage	10,048,800	10,183,701	10,285,539	1.3%
Cargo Area and Ground Rents	18,562,597	18,392,764	18,730,815	-0.9%
Other	3,433,870	8,144,359	8,177,129	137.2%
Interest on Investments	3,507,967	2,017,519	2,017,519	-42.5%
Total Operating Revenues	\$ 130,233,878	\$ 143,628,765	\$ 145,431,480	10.3%
Passenger Facility Charge Fund	\$ 25,444,728	\$ 26,498,503	\$ 29,543,430	4.1%
Customer Facility Charge Fund	\$ -	\$3,193,775	\$7,548,071	0.0%
Total Revenues	\$ 155,678,606	\$ 173,321,043	\$ 182,522,981	11.3%
<u>Operating Expenditures</u>				
Airport Operations	21,890,730	26,237,378	26,558,271	19.9%
Airport Capital Project Planning, Design and Construction	21,764,873	21,819,574	22,327,686	0.3%
Airport Maintenance	33,814,586	36,568,080	38,894,647	8.1%
Total Operating	\$ 77,470,189	\$ 84,625,032	\$ 87,780,604	9.2%
Discretionary and Debt Support (PFC and CFC included)	78,208,417	88,696,011	94,742,377	13.4%
Total Expenditures	\$ 155,678,606	\$ 173,321,043	\$ 182,522,981	11.3%

Summary Schedules

City of Charlotte

Water and Sewer Operating Fund

Summary of Operating Revenues and Expenditures

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
Variable Rate Revenues	\$ 240,179,790	\$ 230,584,316	\$ 249,344,602	-4.0%
Fixed Rate Revenues	13,335,314	43,128,467	44,070,411	223.4%
Specific Service and Capacity Charges	13,257,508	12,002,809	12,100,888	-9.5%
Industrial Waste Surcharge	3,273,092	3,568,483	3,664,830	9.0%
Other	3,076,104	4,029,940	4,142,777	31.0%
Interest on Investments	1,875,724	1,007,000	1,590,000	-46.3%
Total Revenues	\$ 274,997,532	\$ 294,321,015	\$ 314,913,508	7.0%
<u>Operating Expenditures</u>				
Environmental Management	\$ 49,252,935	\$ 54,025,246	\$ 56,316,225	9.7%
Field Operations	36,307,507	38,162,509	39,194,948	5.1%
Utility System Planning & Engineering	3,149,166	3,313,181	3,538,174	5.2%
Customer Service, Meter Reading & Billing	15,043,106	16,054,176	16,204,693	6.7%
Total Operating Expenditures	\$ 103,752,714	\$ 111,555,112	\$ 115,254,040	7.5%
Debt Service/Capital Investment Plan Support	164,981,339	174,975,809	180,114,922	6.1%
Total Expenditures	\$ 268,734,053	\$ 286,530,921	\$ 295,368,962	6.6%
Reserved for Future Years	\$ 6,263,479	\$ 7,790,094	\$ 19,544,546	24.4%

Summary Schedules

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

	FY2011			Change	
	Revised	FY2012	FY2013	FY11 to	
	Budget	Budget	Budget	FY12	
<u>Operating Revenues</u>					
Half-Percent Sales Tax	\$ 59,376,743	\$ 59,045,317	\$ 61,702,356	-0.6%	
Maintenance of Effort - Charlotte	18,400,000	18,400,000	18,400,000	0.0%	
Maintenance of Effort - Mecklenburg	181,866	181,866	181,866	0.0%	
Maintenance of Effort - Huntersville	17,500	17,500	17,500	0.0%	
Operating Assistance	13,384,672	12,945,059	13,197,811	-3.3%	
Fares and Service Reimbursements	25,115,706	26,072,144	28,888,581	3.8%	
Other Miscellaneous Income	500,000	1,052,500	1,064,500	110.5%	
Interest on Investments	3,500,000	1,500,000	1,650,000	-57.1%	
Total Operating Revenues	\$ 120,476,487	\$ 119,214,386	\$ 125,102,614	-1.0%	
Fund Balance		\$ 8,089,125	\$ 8,617,220	0.0%	
Total Revenues and Fund Balance	\$ 120,476,487	\$ 127,303,511	\$ 133,719,834	5.7%	
<u>Operating Expenditures</u>					
Administration and Management	\$ 10,378,428	\$ 9,897,585	\$ 10,017,787	-4.6%	
Bus Operations Division	68,757,208	71,649,344	73,806,858	4.2%	
City Staff Support	3,612,446	3,968,921	4,084,642	9.9%	
County Human Services Transportation	646,000	300,000	-	-53.6%	
Customer Service Division	1,647,927	1,702,544	1,716,230	3.3%	
Light Rail Operations	11,158,196	11,279,114	11,608,901	1.1%	
Operations Support Services	4,545,326	4,229,642	4,318,730	-6.9%	
Special Transportation Services	7,587,178	8,192,888	8,363,373	8.0%	
Transit Center Operations	861,800	1,062,884	1,074,837	23.3%	
Transit Security	5,044,719	5,138,859	6,078,285	1.9%	
Transitway Planning and Design	2,145,361	1,835,170	1,833,939	-14.5%	
Vanpool Division	905,227	902,572	924,637	-0.3%	
Sub-total Operating	\$ 117,289,816	\$ 120,159,521	\$ 123,828,220	2.4%	
Transfers to Eligible Projects in CIP	\$ (15,436,722)	\$ (17,289,445)	\$ (17,348,781)	12.0%	
Net Operating	\$ 101,853,094	\$ 102,870,076	\$ 106,479,439	1.0%	
Debt Service Support	\$ 8,502,659	\$ 8,324,706	\$ 8,322,137	-2.1%	
Capital Program Support	\$ 9,453,579	\$ 16,108,729	\$ 18,918,258	70.4%	
Total Expenditures	\$ 119,809,332	\$ 127,303,511	\$ 133,719,834	6.3%	
Reserved for Future Years	\$667,155	\$0	\$0	-100.0%	

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

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
Impervious Fee- City	\$ 5,222,634	\$ 5,373,944	\$ 5,525,253	2.9%
Impervious Fee- Other	42,430,241	45,188,207	48,803,263	6.5%
Interest on Investments	406,865	360,000	340,000	-11.5%
Other- Miscellaneous				
Total Revenues	\$48,059,740	\$50,922,151	\$54,668,517	6.0%
Fund Balance	\$ 4,028,069	\$ 1,647,841	\$ 2,168,347	-59.1%
Total Revenues and Fund Balance	\$52,087,809	\$52,569,992	\$56,836,864	0.9%
<u>Operating Expenditures</u>				
Operating Budget	\$ 11,493,995	\$ 9,978,641	\$ 10,116,022	-13.2%
Transfer to Storm Water- Capital Project Fund	30,000,000	32,000,000	34,000,000	6.7%
Transfer to Storm Water- Debt Service Fund	10,593,814	10,591,351	12,720,842	0.0%
Total Expenditures	\$52,087,809	\$52,569,992	\$56,836,864	0.9%

Summary Schedules

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

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
Revenues				
Property Tax	\$ 52,211,300	\$ 54,227,588	\$ 54,753,686	3.9%
Property Tax- Synthetic TIF Appreciation	343,592	377,193	397,142	9.8%
Sales Tax	12,186,669	13,282,500	13,880,213	9.0%
Interest on Investments	2,680,000	2,413,000	3,810,000	-10.0%
Interest Transferred from Other Funds				
General	1,250,000	779,000	1,230,000	-37.7%
Other	160,000	152,000	240,000	-5.0%
Contribution from Other Funds				
General Fund-Equip	17,125,223	15,882,124	14,044,231	-7.3%
General Fund-Public Safety Communications	3,432,067	2,182,372	1,685,888	-36.4%
Powell Bill Fund	1,301,000	1,282,508	1,403,081	-1.4%
County Share				
Park and Rec Lease Purchase	688,482	689,006	692,853	0.1%
Proceeds from Sale of Debt	275,000	637,690	417,690	131.9%
Proceeds from Refundings	-	150,000,000	-	
Premium on Sale of Debt	1,500,000	926,247	-	-38.3%
Other	1,164,814	977,198	1,013,724	-16.1%
Total Revenues	\$ 94,318,148	\$ 243,808,426	\$ 93,568,508	158.5%
Expenditures				
Bonds -				
Principal	\$ 27,762,386	\$ 31,762,177	\$ 30,909,854	14.4%
Interest	22,705,784	23,667,799	26,028,682	4.2%
Debt Issue Expense	-	1,563,937	417,690	
Payment to Refunded Bond Escrow Agent	-	150,000,000	-	
Lease Purchase Agreements -				
Principal	20,848,996	23,069,421	22,468,047	10.7%
Interest	5,372,576	6,738,440	7,084,201	25.4%
Bond Anticipation Note Interest	3,482,000	745,592	400,984	-78.6%
Bank Charges and Other	-	600,000	600,000	
Contribution to -				
General Fund	97,932	97,932	99,820	0.0%
Transit Debt Service Fund	1,962	1,911	-	-2.6%
Cultural Facilities Operating Fund	247,476	247,800	247,800	0.1%
Synthetic TIF External Agreements	61,757	94,561	112,668	53.1%
Total Expenditures	\$ 80,580,869	\$ 238,589,570	\$ 88,369,746	196.1%
Reserved for Future Years	\$ 13,737,278	\$ 5,218,856	\$ 5,198,762	-62.0%

Summary Schedules

City of Charlotte Aviation Debt Service Fund Consolidated

Summary of Revenues and Expenditures

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to FY12)
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 46,580,493	\$ 53,309,929	\$ 64,601,295	14.4%
Contribution from Airlines	7,552,750	7,104,025	7,104,025	-5.9%
Proceeds from Sale of Debt	-	27,501,441	-	
Premium from Sale of Debt	-	5,500,288	-	
Interest on Investments	65,000	175,000	160,000	169.2%
Total Revenues	54,198,243	93,590,683	71,865,320	72.7%
Fund Balance	155,000	-	-	-100.0%
Total Revenues and Fund Balance	\$ 54,353,243	\$93,590,683	\$ 71,865,320	72.2%
<u>Expenditures</u>				
Retirement of Debt	\$ 18,480,000	\$ 18,979,305	\$ 23,580,679	-62.9%
Interest on Debt	34,746,791	40,493,197	47,195,189	21.4%
Cost of Bond Sale	-	5,500,288	-	
Fees and Other Charges	906,452	926,452	909,452	-70.2%
Payment to Refunding Escrow Agent	-	-	-	-100.0%
Transfers to Operating Fund	215,729	65,000	175,000	-92.0%
Debt Service Reserve Deposit (new bond deals)	-	27,501,441	-	
Total Expenditures	\$ 54,348,972	\$93,465,683	\$ 71,860,320	-64.9%
Restricted for Future Years	\$ 4,271	\$ 125,000	\$ 5,000	-100.0%

Summary Schedules

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

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
Contribution from Water and Sewer Operating Fund	\$ 136,011,339	\$ 145,820,234	\$ 149,079,522	6.7%
Interest on Investments	830,000	668,000	660,000	-24.3%
Proceeds from Sale of Bonds	20,000	20,000	235,000	0.0%
Proceeds from Refunding	-	-	-	
Premium from Sale of Bonds	120,000	-	-	
Interest Transferred from Other Funds	-	-	-	
Water and Sewer Operating	1,120,000	1,007,000	1,590,000	-11.2%
CIP and Other	860,000	1,007,000	1,590,000	14.6%
Total Revenues	\$ 138,961,339	\$ 148,522,234	\$ 153,154,522	6.4%
Fund Balance	13,654,942	-	-	10061.1%
Total Revenues and Fund Balance	\$ 152,616,281	\$ 148,522,234	\$ 153,154,522	-55.3%
<u>Operating Expenditures</u>				
Bond Retirement	\$ 55,902,620	\$ 58,311,649	\$ 66,246,590	4.1%
Interest on Bonds	85,767,230	81,343,909	78,453,152	-5.4%
Bank Charges	1,881,576	2,038,129	3,093,239	7.7%
Cost of Issuance	20,000	-	215,000	
Refunding Bond Escrow Agent	-	-	-	
Equipment Lease-Purchase Principal	7,052,809	5,156,267	3,428,491	-36.8%
Equipment Lease-Purchase Interest	831,196	556,230	642,525	-49.4%
Bond Anticipation Note Interest	-	-	-	
Small Town Debt Service Principal	845,000	835,000	830,000	-1.2%
Small Town Debt Service Interest	315,850	281,050	245,525	-12.4%
Total Expenditures	\$ 152,616,281	\$ 148,522,234	\$ 153,154,522	-2.8%

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

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
Transfers from Other Funds				
CATS Operating	\$ 8,502,659	\$ 8,324,706	\$ 8,322,137	-2.09%
Municipal Debt Svc Fund	1,962	1,911	-	-2.60%
Proceeds Lease Purchase			10,000,000	
Federal Formula Grant	6,476,826	5,126,332	5,075,686	-20.85%
State Match for Federal Formula	684,921	554,641	549,791	-19.02%
Total Revenues	\$ 15,666,368	\$ 14,007,590	\$ 23,947,614	-10.59%
Fund Balance	-	-	-	
Total Revenues and Fund Balance	\$ 15,666,368	\$ 14,007,590	\$ 23,947,614	-10.59%
<u>Operating Expenditures</u>				
Debt Retirement	\$ 7,431,782	\$ 6,121,820	\$ 6,350,000	-17.63%
Interest on Debt	8,081,368	7,762,283	7,491,942	-3.95%
Fees	153,218	123,487	105,672	-19.40%
Total Expenditures	\$ 15,666,368	\$ 14,007,590	\$ 13,947,614	-10.59%
Net Revenues and Expenditures	\$ -	\$ -	\$ 10,000,000	\$ -

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

	<u>FY2011</u> <u>Revised</u> <u>Budget</u>		<u>FY2012</u> <u>Budget</u>		<u>FY2013</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY11 to</u> <u>FY12)</u>
<u>Revenues</u>						
Contribution from Storm Water Operating Premium on Sale of Debt	\$ 10,593,814	\$	10,591,351	\$	12,720,842 500,000	0.0%
Total Revenues	\$ 10,593,814	\$	10,591,351	\$	13,220,842	0.0%
<u>Expenditures</u>						
Bond Retirement	\$ 4,239,994	\$	4,409,447	\$	5,314,160	4.0%
Interest on Bonds	6,323,820		6,151,904		7,376,682	-2.7%
Cost of Bond Sale	-		-		500,000	
Fees	30,000		30,000		30,000	0.0%
Total Expenditures	\$ 10,593,814	\$	10,591,351	\$	13,220,842	0.0%

Summary Schedules

City of Charlotte

Convention Center Debt Service Fund

Summary of Revenues and Expenditures

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to FY12)
<u>Revenues</u>				
Contribution from Convention Center Tax Fund	\$ 21,937,767	\$ 21,049,149	\$ 15,875,344	-4.1%
Total Revenues	\$ 21,937,767	\$ 21,049,149	\$ 15,875,344	-4.1%
<u>Expenditures</u>				
Bond Retirement	\$ 14,210,000	\$ 13,455,000	\$ 8,825,000	-5.3%
Interest on Bonds	7,622,767	7,489,149	6,945,344	-1.8%
Fees	105,000	105,000	105,000	0.0%
Total Expenditures	\$ 21,937,767	\$ 21,049,149	\$ 15,875,344	-4.1%

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

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to <u>FY12</u>)
<u>Revenues</u>				
Hall of Fame Tax Fund	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%
Total Revenues	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%
<u>Expenditures</u>				
Debt Retirement	\$ 2,025,000	\$ 2,125,000	\$ 2,255,000	-100.0%
Interest on Debt	6,631,692	6,594,069	6,493,663	-0.6%
Bank Charges and Other	1,041,900	1,041,900	1,041,900	0.0%
Total Expenditures	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%

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

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to <u>FY12</u>)
<u>Revenues</u>				
Tourism Operating Fund	\$ 7,344,768	\$ 9,213,313	\$ 9,211,063	25.4%
Total Revenues	\$7,344,768	\$ 9,213,313	\$ 9,211,063	25.4%
<u>Expenditures</u>				
Debt Retirement	\$ -	\$ 2,570,000	\$ 2,690,000	
Interest on Debt	6,602,813	6,602,813	6,480,563	0.0%
Bank Charges and Other	741,955	40,500	40,500	-94.5%
Total Expenditures	\$7,344,768	\$ 9,213,313	\$ 9,211,063	25.4%

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

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to FY12)
<u>Revenues</u>				
Contribution from Other Funds:				
Tourism Operating Fund	\$ 7,204,478	\$ 11,832,719	\$ 11,771,196	64.2%
Contribution from Charlotte Regional Visitors Authority	1,281,677	1,257,978	1,233,821	-1.8%
Interest on Investments	120,000	114,000	180,000	-5.0%
Total Revenues	\$ 8,606,155	\$ 13,204,697	\$ 13,185,017	53.4%
<u>Expenditures</u>				
Debt Retirement	\$ 1,180,000	\$ 5,395,000	\$ 5,570,000	357.2%
Interest on Debt	7,301,155	7,684,697	7,490,017	5.3%
Bank Charges and Other	125,000	125,000	125,000	0.0%
Total Expenditures	\$ 8,606,155	\$ 13,204,697	\$ 13,185,017	53.4%

Summary Schedules

City of Charlotte

Powell Bill Fund

Summary of Revenues and Expenditures

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
State Gas Tax Refund	\$ 17,422,763	\$ 16,905,840	\$ 17,605,840	-3.0%
Transfer from General Fund	4,261,000	4,261,000	4,261,000	0.0%
Interest on Investments	391,000	400,000	400,000	2.3%
Street Degradation Fee	750,000	650,000	650,000	-13.3%
Other				
Total Revenues	\$ 22,824,763	\$ 22,216,840	\$ 22,916,840	-2.7%
Fund Balance	\$ 1,000,000	\$ 819,873	\$ 232,265	-18.0%
Total Revenues and Fund Balance	\$ 23,824,763	\$ 23,036,713	\$ 23,149,105	-3.3%
<u>Operating Expenditures</u>				
Contracted Resurfacing	\$ 7,891,238	\$ 8,086,000	\$ 7,968,080	2.5%
Repairs by City Forces	9,365,843	9,272,225	9,411,917	-1.0%
Equipment Rent/Purchase	1,012,985	1,140,468	1,147,582	12.6%
Street Drainage Maintenance	160,860	157,660	162,390	-2.0%
Traffic Control Improvements	623,786	623,786	623,786	0.0%
Snow Removal	150,000	150,000	150,000	0.0%
Physical Inventory of Streets	12,000	12,000	12,400	0.0%
Pavement Management System	30,000	30,000	31,000	0.0%
Non-System Residential Streets	0	0	0	
Wheel Chair Ramps	150,000	147,000	151,410	-2.0%
Annexation	1,989,778	997,793	950,186	-49.9%
Storm Water Program Fees	1,137,273	1,137,273	1,137,273	0.0%
Contribution to Debt Service				
Equipment Lease Purchase	1,301,000	1,282,508	1,403,081	-1.4%
Total Expenditures	\$ 23,824,763	\$ 23,036,713	\$ 23,149,105	-3.3%

Summary Schedules

City of Charlotte

Convention Center Tax Fund

Summary of Revenues and Expenditures

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to <u>FY12</u>)
<u>Revenues</u>				
Taxes				
Occupancy	\$ 11,047,610	\$ 12,342,503	\$ 12,836,203	11.7%
Prepared Food	18,924,648	21,359,134	22,320,295	12.9%
Total Taxes	\$ 29,972,258	\$ 33,701,637	\$ 35,156,498	12.4%
Interest on Investments	680,000	475,000	750,000	-30.1%
Total Revenues	\$ 30,652,258	\$ 34,176,637	\$ 35,906,498	11.5%
Fund Balance	\$ 4,109,358	\$ 3,130,315	\$ -	-23.8%
Total Revenues and Fund Balance	\$ 34,761,616	\$ 37,306,952	\$ 35,906,498	7.3%
<u>Expenditures</u>				
Promotion and Marketing	4,495,838	4,954,141	5,168,005	10.2%
Business Development	1,739,000	1,791,000	1,845,000	3.0%
Administration	75,000	75,000	75,000	0.0%
Contributions for Convention Center:				
Operating Deficit	4,193,011	6,638,662	4,834,569	58.3%
General Tourism Subsidy	2,321,000	2,799,000	2,925,000	20.6%
Transfers to Other Funds:				
Convention Center Debt Service	21,937,767	21,049,149	15,875,344	-4.1%
Total Expenditures	\$ 34,761,616	\$ 37,306,952	\$ 30,722,918	7.3%
Reserved for Future Years	\$ -	\$ -	\$ 5,183,580	

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

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to FY12)
<u>Revenues</u>				
Occupancy Tax	\$ 7,201,225	\$ 8,158,853	\$ 8,485,207	13.3%
Interest on Investments	320,000	133,000	210,000	-58.4%
Total Revenues	\$ 7,521,225	\$ 8,291,853	\$ 8,695,207	10.2%
Fund Balance	\$ 2,177,367	\$ 1,469,116	\$ 1,095,356	30.7%
Total Revenues and Fund Balance	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%
<u>Operating Expenditures</u>				
Transfer to Debt Service Fund	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%
Total Expenditures	\$ 9,698,592	\$ 9,760,969	\$ 9,790,563	0.6%
Reserved for Future Years	\$ -	\$ -	\$ -	

Summary Schedules
City of Charlotte
Federal Stimulus Grants
Received as of May 9, 2011

KBU	Description	FY2011 Revised Budget
Aviation	Baggage Screening System	\$ 45,431,845
	Diesel Emissions Reduction	80,000
	Alternative Fuel Vehicles	1,000,000
BSS	Broadband (CharMeck Connect)	16,702,490
CATS	N. Davidson Bus Garage Renovation	20,766,306
	Transit Investment for Greenhouse Gas and Energy Reduction (TIGGER)	3,000,000
CDOT	Traffic Signal Improvements	4,800,000
	Shasta Lane Sidewalk	485,000
CMO	Energy Efficiency & Conservation	6,780,100
	Better Buildings	450,000
	Energy Interns	425,359
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)	
	Byrne JAG Formula	3,200,000
	Gang Reentry Intervention	567,985
	Gang Reentry Intervention	851,977
	Gang of One Multidisciplinary Intervention	62,684
	Gang of One Greenville Culinary	339,765
E&PM	Parking Deck Photovoltaic	38,042
N&BS	Job Training and Youth Employment	
	Adults	2,700,000
	Youth and Summer Jobs	1,809,715
	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
Grand Total		\$ 127,598,681

Summary Schedules

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

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
Revenues				
Federal Grants	\$ 6,830,582	\$ 4,618,520	\$ 4,618,520	-47.9%
State Grants	452,422	1,305,500	1,305,500	65.3%
Contributions/Reimbursements	585,000	762,273	762,296	23.3%
Assets Forfeiture	130,010	132,942	132,833	2.2%
MUMPO		150,000	150,000	100.0%
Total Revenues	\$ 7,998,014	\$ 6,969,235	\$ 6,969,149	-14.8%
Expenditures				
Police				
Assets Forfeiture Attorney	\$ 130,010	\$ 132,942	\$ 132,833	2.2%
Gang Related Initiatives	903,912			0.0%
Forensics and Analysis	322,713	92,273	92,296	-249.7%
Police Equipment and Overtime	800,000	300,000	300,000	-166.7%
Fire				
Emergency Management	170,000	170,000	170,000	0.0%
Emergency Response	57,000			0.0%
Homeland Security	133,248	168,500	168,500	20.9%
Medical Response	397,419	301,550	301,550	-31.8%
Urban Area Security Initiative	4,583,712	4,016,970	4,016,970	-14.1%
CDOT				
Unified Planning Work Program		732,000	732,000	100.0%
Transportation Planning Assistance		405,000	405,000	100.0%
Planning				
MUMPO		150,000	150,000	100.0%
Miscellaneous from Donations	500,000	500,000	500,000	0.0%
Total Expenditures	\$ 7,998,014	\$ 6,969,235	\$ 6,969,149	-14.8%

Summary Schedules

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

	<u>FY2011 Revised Budget</u>	<u>FY2012 Budget</u>	<u>FY2013 Budget</u>	<u>Percent Change (FY11 to FY12)</u>
<u>Operating Revenues</u>				
NC 911 Fund Distributions	\$ 4,820,790	\$ 2,409,785	\$ 2,409,785	-50.0%
Interest on Investments	120,000	171,000	-	42.5%
Total Revenues	\$ 4,940,790	\$ 2,580,785	\$ 2,409,785	-47.8%
<u>Operating Expenditures</u>				
Consolidated 911 Services	\$ 3,276,151	\$ 2,409,785	\$ 2,409,785	-26.4%
Reserved for Future Projects	1,664,639	171,000	-	-89.7%
Total Expenditures	\$ 4,940,790	\$ 2,580,785	\$ 2,409,785	-47.8%

Note: FY2012 "Reserved for Future Projects" funding will be used toward Consolidated Emergency Communications

Summary Schedules

City of Charlotte Neighborhood & Business Services - Consolidated Grant Funds Summary of Revenues & Expenditures

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Operating Revenues</u>				
<u>Federal Grants:</u>				
Workforce Investment Act (WIA) Adult	\$ 1,458,581	\$ 1,458,581	\$ 1,458,581	0.0%
WIA Administration	563,261	563,261	563,261	0.0%
WIA Youth	1,642,330	1,642,330	1,642,330	0.0%
WIA Dislocated Worker	1,968,440	1,968,440	1,968,440	0.0%
WIA Incentive	409,756	409,756	409,756	0.0%
Housing Opportunities for People with AIDS (HOPWA) Program	793,382	793,382	793,382	0.0%
Emergency Shelter Program	210,026	210,026	210,026	0.0%
Villages of Hope Haven	165,763	165,763	165,763	0.0%
One NC Grant	1,000,000	-	-	-100.0%
Double Oaks Loan Repayment	464,455	477,297	671,098	2.8%
Total Federal Grants	\$ 8,675,994	\$ 7,688,836	\$ 7,882,637	-11.4%
Total Operating Revenues	\$ 8,675,994	\$ 7,688,836	\$ 7,882,637	-11.4%
<u>Capital Revenues (Federal Grants)</u>				
Community Development Block Grant (CDBG)	5,195,468	4,364,193	4,364,193	-16.0%
Housing Grant (HOME)	2,819,428	2,481,097	2,481,097	-12.0%
Total Federal Capital Grants	\$ 8,014,896	\$ 6,845,290	\$ 6,845,290	-14.6%
Total Operating and Capital Grant Revenues	\$ 16,690,890	\$ 14,534,126	\$ 14,727,927	-12.9%
<u>Operating Expenditures</u>				
Dislocated Worker Contract	1,968,440	1,968,440	1,968,440	0.0%
Education & Training Courses	1,868,337	1,868,337	1,868,337	0.0%
Summer & Year Round Youth Program	1,642,330	1,642,330	1,642,330	0.0%
Contribution to Workforce Development Board & Subgrantee Administration	563,261	563,261	563,261	0.0%
Housing Opportunities for People with AIDS (HOPWA) Program	793,382	793,382	793,382	0.0%
Emergency Shelter Program	210,026	210,026	210,026	0.0%
Villages of Hope Haven	165,763	165,763	165,763	0.0%
One NC Grant	1,000,000	-	-	-100.0%
Double Oaks Loan Repayment	464,455	477,297	671,098	2.8%
Total Operating Expenditures	\$ 8,675,994	\$ 7,688,836	\$ 7,882,637	-11.4%
<u>Capital Expenditures</u>				
Community Development and Housing Programs	8,014,896	6,845,290	6,845,290	-14.6%
Total Capital Expenditures	\$ 8,014,896	\$ 6,845,290	\$ 6,845,290	-17.1%
Total Operating and Capital Grant Expenditures	\$ 16,690,890	\$ 14,534,126	\$ 14,727,927	-12.9%

Summary Schedules

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

	FY2011 Revised <u>Budget</u>	FY2012 <u>Budget</u>	FY2013 <u>Budget</u>	Percent Change (FY11 to <u>FY12</u>)
<u>Operating Revenues</u>				
Property Taxes	\$ 3,634,367	\$ 3,755,867	\$ 3,793,426	3.3%
Total Revenues	\$ 3,634,367	\$ 3,755,867	\$ 3,793,426	3.3%
<u>Operating Expenditures</u>				
Contractual Services	\$ 3,610,486	\$ 3,708,432	\$ 3,768,091	2.7%
Reserve for Potential Appeals	-	22,838	-	
City Services	23,881	24,597	25,335	3.0%
Total Expenditures	\$ 3,634,367	\$ 3,755,867	\$ 3,793,426	3.3%

Summary Schedules

City of Charlotte Risk Management Fund Summary of Revenues and Expenditures

	<u>FY2011</u> <u>Revised</u> <u>Budget</u>	<u>FY2012</u> <u>Budget</u>	<u>FY2013</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY11 to</u> <u>FY12)</u>
<u>Revenues</u>				
City of Charlotte - General Fund	\$ 908,312	\$ 939,539	\$ 945,221	3.3%
City of Charlotte - Other Funds	688,909	744,143	748,654	7.4%
Mecklenburg County	706,810	750,772	754,564	5.9%
Board of Education	490,768	525,937	528,972	6.7%
Other Agencies	40,700	40,700	40,700	0.0%
Total Revenues	\$ 2,835,499	\$ 3,001,091	\$ 3,018,111	5.8%
<u>Expenditures</u>				
Operating Budget	\$ 2,835,499	\$ 3,001,091	\$ 3,018,111	5.5%
Total Expenditures	\$ 2,835,499	\$ 3,001,091	\$ 3,018,111	5.8%

Summary Schedules

City of Charlotte

Tourism Operating Fund *

Summary of Revenues and Expenditures

	FY2011 Revised Budget	FY2012 Budget	FY2013 Budget	Percent Change (FY11 to FY12)
<u>Revenues</u>				
Occupancy Tax	\$ 4,735,475	\$ 5,433,678	\$ 5,651,025	14.7%
Rental Car Tax	2,187,749	2,480,043	2,579,244	13.4%
Interest on Investments	340,000	304,000	480,000	-10.6%
Interest on Investments	240,000	247,000	390,000	2.9%
Contribution from Bobcats	303,876	315,868	328,503	3.9%
Transfers for Vehicle Rental Tax from PAYG	3,802,273	5,079,393	5,282,569	33.6%
Transfers for Synthetic TIF Agreements from:				
General Fund	1,359,136	1,359,136	1,359,136	0.0%
Municipal Debt Service	247,476	247,800	247,800	0.1%
PAYG	45,389	45,389	45,389	0.0%
Contribution from Mecklenburg County	2,948,043	2,948,040	2,948,040	0.0%
Total Revenues	\$ 16,209,417	\$ 18,460,347	\$ 19,311,706	13.9%
Fund Balance	\$ -	\$ 3,938,652	\$ 3,073,950	
Total Revenues and Fund Balance	\$ 16,209,417	\$ 22,398,999	\$ 22,385,656	38.2%
<u>Operating Expenditures</u>				
Contractual Services	\$ 100,000	\$ 100,000	\$ 100,000	0.0%
Contributions:				
Arena Maintenance Reserve	607,439	631,737	657,006	4.0%
Ovens/Cricket Maintenance	597,026	620,907	645,743	4.0%
Tourism Debt Service Fund	7,344,768	11,832,719	11,771,196	61.1%
Cultural Facilities Debt Service Fund	7,204,478	9,213,313	9,211,063	27.9%
Total Expenditures	\$ 15,853,711	\$ 22,398,676	\$ 22,385,008	41.3%
Reserved for Future Years	\$ 355,706	\$ -	\$ -	-100.0%

* Includes merged funds (formerly Cultural Facilities Operating and Tourism Operating Funds)

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Preliminary FY2012-2016 Capital Investment Plan

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

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

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 ensure ongoing operations. This capital program reflects reductions in most components of the focus areas, with exceptions in the enterprise capital programs in CATS, Aviation, and Storm Water.

In FY2007, City Council adopted a 2.67¢ property tax increase to fund three bond referendums (2006, 2008, and 2010). The three referendums funded a total of \$551 million in transportation, neighborhood improvement, and affordable housing bond projects. Currently, there is no proposed funding source for a 2012 or subsequent bond referendum.

HIGHLIGHTS OF THE FY12-16 CIP

The five-year FY12-16 CIP totals \$3,286,820,248 a 27.5% increase from the FY2011-2015 CIP. The increase totals \$709.6 million and is due to increases in CATS (\$971.2 million), Aviation (\$182.0 million), Storm Water (\$15.3 million) and Environmental Services (\$3.0 million). These increases are offset by decreases in Utilities (-\$290.4 million), and General Capital programs for Roads (-\$83.5 million), Housing and Neighborhood Development (-\$42.8 million), Facility Investments (-\$25.4 million), and Economic Development (-\$19.7 million). These reductions in the General Capital program reflect the absence of any new debt-financed projects in the FY12-16 CIP.

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: 6.50¢ of the property tax rate
- Pay-As-You-Go: 1.20¢ of the property tax rate
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance. In FY12, funding of \$18.4 million is reserved for potential State budget actions. If no negative impacts result from the State's adopted budget, I recommend using these reserves to fund "severe" risk corporate technology investments and address increased losses in the Risk Fund.
- Capital Fund balances
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$277.8 million. Funding highlights of the program are as follows:

Housing and Neighborhoods

- \$65.7 million for housing programs
- \$29.0 million for neighborhood improvements
- \$7.5 million for sidewalks
- \$6.0 million for the affordable housing
- \$5.0 million for area plan improvements

Transportation

- \$11.2 million for Farm-to-Market Roads
- \$8.0 million for intersection improvements
- \$9.1 million for Beatties Ford Road widening (Capps Hill Mine to Sunset)
- \$2.0 million for Freedom Drive widening (Edgewood to Lundy)

Preliminary FY2012-2016 Capital Investment Plan

Economic Development

- \$10.0 million for business corridor revitalization strategy
- \$2.3 million for business corridor pedscape infrastructure
- \$2.0 million programmed for reserve for economic development initiatives

Environment

- \$10.5 million for tree removal, replacement, trimming, and cankerworm protection
- \$6.0 million for environmental services

Facility Investments

- \$25.5 million for building and roof maintenance
- \$14.8 million for Enterprise Resource Planning
- \$10.0 million for technology investments
- \$6.0 million for Joint Communications Center

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 \$252.0 million and is fully financed through storm water fees. Major projects include:

- \$117.8 million for flood control projects in neighborhood water basins
- \$54.0 million for storm water repairs
- \$34.6 million for stream restoration/mitigation
- \$22.7 million for minor storm water projects
- \$12.9 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 \$1.3 billion and is fully financed through the one half-cent sales tax and federal and state capital grants. Major projects include:

- \$888.7 million for the LYNX Blue Line Extension
- \$227.2 million for the North Corridor Commuter Rail (Red Line)
- \$85.0 million for bus and special transportation vehicle replacement
- \$29.4 million for preventative maintenance

Water and Sewer

This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. The program totals \$489.6 million and is fully financed from water and sewer fees. Major projects include:

- \$108.5 million for water and sewer line rehabilitation and replacement
- \$51.5 million for water and sewer street main extensions
- \$47.5 million for water line rehabilitation/replacement
- \$25.7 million for the Northeast water transmission main
- \$20.0 million for Briar Creek relief sewer

Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$981.8 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants. Major projects include:

- \$198.0 million for terminal lobby expansion
- \$140.0 million for New Hourly Parking Deck
- \$125.0 million for International Terminal Phase I
- \$75.5 million for Fourth Parallel Runway
- \$50.0 million for Concourse B expansion
- \$45.0 million for the Inline Baggage System

Preliminary FY2012-2016 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 FY2012-2016 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 FY12-16 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

Process Components

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.

- Initial planning for the CIP began in fall 2010, with a review of the CIP process.
- In December, the Mid-Year CIP status report was completed.
- In January, Key Businesses completed and submitted CIP requests for the FY2012-2016 CIP.
- Between February and April 2011, several internal collaborative meetings were held to develop capital program recommendations.

The CIP Staff Review Team, comprised 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.

Preliminary FY2012-2016 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 FY2012-2016 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 \$91.4 million in 2010 Street, Neighborhood, and Housing Bonds, all programmed in FY2012 through FY2014.
 - \$61.4 million in Street Improvement Bonds
 - \$25.0 million in Neighborhood Improvement Bonds
 - \$5.0 million in Affordable Housing Bonds

- The FY12-16 CIP includes \$18.2 million in previously authorized Certificates of Participation (COPs) for financing as follows:
 - \$6.0 million for Joint Communications Center
 - \$4.2 million for Eastway Police Station
 - \$4.2 million for Steele Creek Police Station
 - \$2.4 million for Sweden Road Vehicle Maintenance Shop
 - \$2.0 million for Reserve for Economic Development Initiatives

- The Capital program also includes \$2.0 million in prior bonds and \$1.9 million in prior COPs programmed for Freedom Drive Widening and Fire Investigations facility, respectively.

Preliminary FY2012-2016 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 \$50.7 million in FY12 revenues, a \$7.6 million decrease, or 13.0% from the FY11 CIP. This decrease is the net result of the elimination of FY11 one-time revenues of \$10.8 million in I-277 land sales and a \$1.8 million (33.6%) increase in Vehicle Rental Tax revenues.

Below is a summary of the FY12 Pay-As-You-Go revenues:

- \$25.2 million from Auto and Sales Taxes
- \$9.9 million from PAYG Property Tax
- \$7.5 million from General Capital fund balance
- \$7.0 million from Vehicle Rental Tax
- \$1.2 million from Interest and Other Income

The Pay-As-You-Go Fund property tax rate for FY12 is recommended at 1.20¢, a decrease of 0.06¢ reflecting the revised revenue-neutral tax rate.

Major projects funded by Pay-As-You-Go in FY12:

- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$7.0 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$4.7 million for building and roof maintenance
- \$4.3 million for Enterprise Resource Planning
- \$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 Pay-As-You-Go program revenues and expenditures.

Preliminary FY2012-2016 Capital Investment Plan

Pay-As-You-Go Schedule

<u>PROJECT TITLE</u>	<u>Revised FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
Pay-As-You-Go Revenues							
Property Tax	\$9,425,588	\$9,860,583	\$ 9,959,189	\$ 10,058,781	\$ 10,209,662	\$ 10,362,807	\$50,451,022
Property Tax - Synthetic TIF	63,017	69,161	72,819	96,372	153,062	198,816	\$590,230
PAYG Fund - Interest Income	713,000	722,000	1,140,000	1,140,000	1,140,000	1,140,000	\$5,282,000
Sales Tax	11,650,000	12,232,500	12,782,963	13,294,281	13,826,052	14,379,094	\$66,514,890
Auto Tax	12,750,000	13,014,650	13,014,650	13,112,260	13,210,602	13,309,681	\$65,661,843
Vehicle Rental Tax *	5,211,453	6,961,887	7,240,363	7,529,977	7,831,176	8,144,423	\$37,707,826
Capital Fund Balance	7,353,526	7,516,318	8,483,885	2,323,009	623,308		\$18,946,520
Grant Program Income***	400,000	370,000	370,000	370,000	370,000	370,000	\$1,850,000
Sale of Land (I-277 Ramps)	10,775,000						\$0
Sale of Land (Central Yard)				2,000,000			\$2,000,000
TOTAL REVENUES	\$58,341,584	\$50,747,099	\$53,063,868	\$49,924,680	\$47,363,862	\$47,904,821	\$249,004,331
EXPENDITURES							
Contribution to MTC (MOE) **	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$92,000,000
<u>Vehicle Rental Tax Projects:</u>							
- Contribution to Cultural	3,802,276	5,079,393	5,282,569	5,493,871	5,713,626	5,942,171	\$27,511,630
- County/Towns Share	458,608	612,646	637,152	662,638	689,143	716,709	\$3,318,289
- Road Planning/Design/ROW	950,569	1,269,848	1,320,642	1,373,468	1,428,407	1,485,543	\$6,877,907
Synthetic TIF Projects	56,715	62,247	65,540	86,738	124,721	156,350	\$495,596
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	\$1,000,000
Innovative Housing ***	4,198,108	4,233,108	4,233,108	4,233,108	4,233,108	4,233,108	\$21,165,540
Innovative Housing - Lakewood CDC	60,000						\$0
HOME Grant Match ***	985,308	974,857	974,857	974,857	974,857	974,857	\$4,874,285
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>							
- Reimburse Loan from Debt Service	6,000,000						\$0
- Reimburse State of NC	4,775,000						\$0
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	\$2,750,000
Business Corridor Revitalization	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Environmental Services Program	600,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	\$6,000,000
Tree Trimming and Removal Program	1,400,000	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	700,000	\$3,500,000
Building Maintenance	3,350,000	3,400,000	3,550,000	3,650,000	3,700,000	3,750,000	\$18,050,000
Roof Replacement Program	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,600,000	\$7,400,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	\$1,500,000
Government Plaza Maintenance	600,000	650,000	650,000	700,000	750,000	750,000	\$3,500,000
Consolidated Fire Headquarters	600,000						\$0
Providence Police Station	700,000						\$0
Fire Station Renovations		400,000	400,000	400,000	400,000	400,000	\$2,000,000
CDOT Salt Shed Replacement	750,000						\$0
Louise Ave Equipment Maintenance Sh	195,000	915,000					\$915,000
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)	1,000,000	4,300,000	7,000,000	3,300,000	200,000	0	\$14,800,000
Disparity Study	310,000						\$0
Library Contingency	1,400,000						\$0
TOTAL EXPENDITURES	\$58,341,584	\$50,747,099	\$53,063,868	\$49,924,680	\$47,363,862	\$47,558,738	\$248,658,247

* 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 = \$100,000; HOME = \$270,000)

Preliminary FY2012-2016 Capital Investment Plan

Preliminary Public Art Schedule

<u>Project Title</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
Neighborhood Improvements - Streetscape	\$700,000	\$900,000	\$900,000			\$2,500,000
Area Plan Projects	2,500,000	2,500,000				5,000,000
Pedestrian and Traffic Safety	1,000,000					1,000,000
Business Corridor/Pedscape Infrastructure	2,300,000					2,300,000
Eastway Police Station	3,600,000					3,600,000
Steele Creek Police Station	3,600,000					3,600,000
Fire Investigations Renovation	1,140,000					1,140,000
TOTAL	\$14,840,000	\$3,400,000	\$900,000	\$0	\$0	\$19,140,000

FY12-16 General Art Allocations

Neighborhood Improvements - Streetscape*	7,000	9,000	9,000			25,000
Area Plan Projects	25,000	25,000				50,000
Pedestrian and Traffic Safety	10,000	0				10,000
Business Corridor/Pedscape Infrastructure	23,000					23,000
Eastway Police Station	36,000					36,000
Steele Creek Police Station	36,000					36,000
Fire Investigations Renovation	11,400					11,400
TOTAL	\$148,400	\$34,000	\$9,000	\$0	\$0	\$191,400

REVENUES

Neighborhood Improvement Bonds	7,000	9,000	9,000			25,000
Street Bonds	58,000	25,000				83,000
Certificates of Participation	83,400					83,400
TOTAL	\$148,400	\$34,000	\$9,000	\$0	\$0	\$191,400

Aviation public art funding is calculated at year-end. Aviation public art funding at FY10 year-end was \$36,570.

Preliminary FY2012-2016 Capital Investment Plan

CAPITAL INVESTMENT PLAN OVERVIEW

Housing and Neighborhood Development

Funding is decreasing by \$42.8 million, or -27.4%. This decrease is due primarily to elimination of \$39.0 million in prior year appropriations of 2008 and 2010 bonds for Neighborhood Improvements, Sidewalks, and Affordable Housing, and a \$5.2 million reduction in CDBG funding.

Transportation

Funding is increasing by \$887.7 million, or 195.9%. This increase is the net result of elimination of \$87.2 million in prior year appropriations of 2008 and 2010 street bonds for the Roads Program and a \$971.2 million increase in CATS capital program.

Economic Development

Funding is increasing by \$162.3 million, or 19.5%. This increase is the net result of the elimination of \$17.8 million in prior year appropriations of 2010 bonds and COPs for general economic development programs, and a \$182.0 million increase in the Aviation capital program.

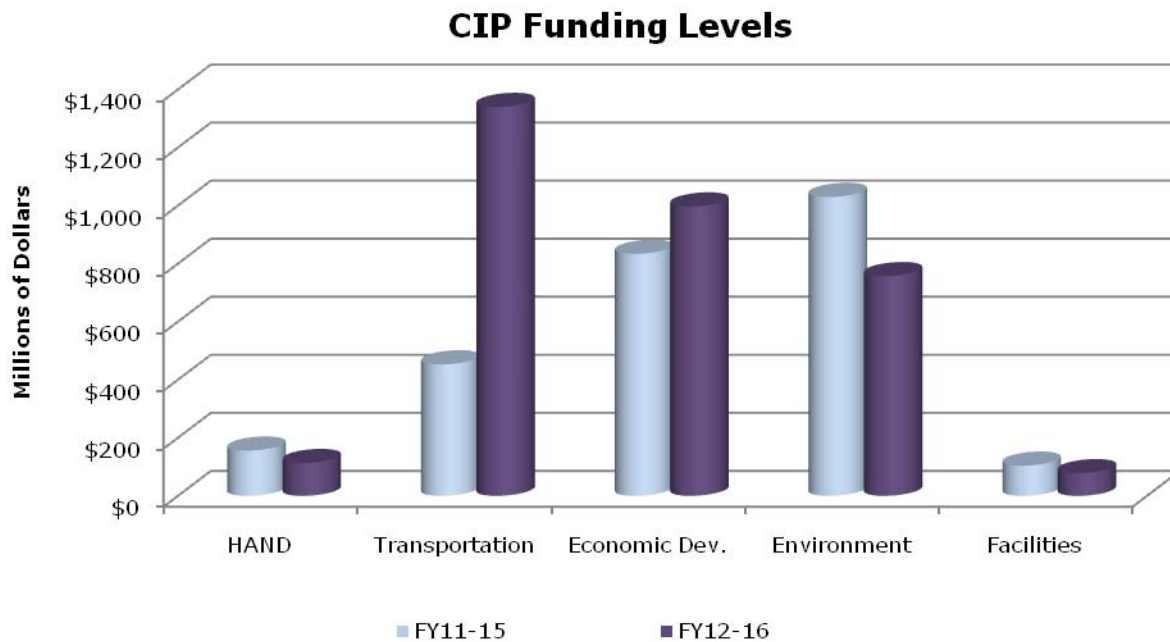
Environment

Funding is decreasing by \$272.2 million, or -26.4%. This change is due to a \$290.4 million reduction in the Water and Sewer capital program, partially offset by a \$15.3 million increase in the Storm Water capital program and \$3.0 million increase in the Environmental Services program.

Facility Investments

The Facility Investments 5-year Program is decreasing \$25.4 million, or -24.5% due primarily to elimination of \$19.8 million in prior year appropriations of COPs for investments in public safety facilities.

The next few pages provide a comparison of the FY11-15 CIP to the Preliminary FY12-16 CIP and a summary for each program area.



Preliminary FY2012-2016 Capital Investment Plan

This section provides comparative information regarding changes for each program area from FY11-15 CIP to Preliminary FY12-16 CIP.

Housing and Neighborhood Development

The Housing Program decreases \$13.86 million, or -16.1%, due primarily to elimination of prior year appropriations of 2010 bonds for affordable housing (\$10.0 million), and a \$5.2 million reduction in CDBG Grant income. The remaining \$5.0 million in 2010 Affordable Housing bonds are programmed for the continuation of the Affordable Housing Program.

The Neighborhood Improvement Program decreases \$29.0 million, or -41.1%, due to elimination of prior year appropriations of 2008 and 2010 bonds (\$29.0 million), including funding for Boulevard Homes Neighborhood Improvement Project, Area Plan Projects, and the Sidewalk Program. The remaining 2010 Neighborhood and Street bonds are programmed for the continuation of the Neighborhood Improvement Program (\$25.0 million), Sidewalk Program (\$7.5 million), Area Plan Projects (\$5.0 million), and the Traffic Calming and Pedestrian Safety Programs (\$3.0 million).

Transportation

The Roads Program is decreasing \$83.5 million, or -60.2%, due to elimination of prior year appropriations of 2008 bonds (\$13.2 million) and 2010 bonds (\$74.0 million). The remaining \$43.6 million in 2010 Street bonds are programmed for the continuation of the Roads Program approved in the FY11-15 CIP. The program has been adjusted with one modification: addition of \$2.0 million to complete the Freedom Drive Widening project.

The Charlotte Area Transit System (CATS) Program is increasing \$971.2 million, or 308.8%. This increase is due to an increase in anticipated grant funding for the LYNX Blue Line Extension and the North Corridor Commuter Rail (Red Line). The program includes \$888.7 million for the LYNX Blue Line Extension and \$227.2 million for construction of the Red Line.

Economic Development

The Economic Development Program is decreasing by \$19.7 million, or -57.1%. This decrease is due to elimination of \$11.8 million in prior year appropriations of 2010 Street Bonds for the North Tryon Redevelopment and Business Corridors/Pedscape Infrastructure, and \$6.0 million in COPs for Reserve for Economic Development Initiatives. The remaining \$2.3 million in 2010 Street bonds are programmed for the continuation of the Business Corridor/Pedscape Infrastructure Program.

Aviation is increasing by \$182.0 million, or 22.8%. The five-year \$982.0 million program includes \$198.0 million for expansion to the Terminal Lobby, \$140.0 million for the a new Hourly Parking Deck, \$125.0 million for the International Terminal construction, \$75.5 million for the Fourth Parallel Runway, \$50.0 million for expansion of Concourse B, and \$45.0 million for an In-Line Baggage System.

Environment

The Environmental Services Program totals \$16.5 million over five years, an increase of \$3.0 million over the FY11-15 program. The increase is due to additional funding provided for ongoing 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, and other EPA-mandated work.

The Storm Water Program is increasing \$15.3 million, or 6.4%. The 5-year \$252.0 million program includes \$117.8 million for flood control projects in neighborhoods, \$54.0 million for storm water repairs on private and public rights-of-way, \$34.6 million for stream restoration and mitigation, \$22.7 million for minor storm water projects, and \$12.9 million for pollution control projects.

The Water and Sewer Program is decreasing \$290.4 million, or -37.2%. Major projects include: \$108.5 million for water and sewer line rehabilitation and \$51.5 million for water and sewer street main extensions.

Facility Investments

The Facility Investments five-year Program totals \$78.1 million. The program is decreasing \$25.4 million, or -24.5%, due primarily to elimination of \$19.8 million in prior year appropriations of COPs for investments in public safety facilities. The Facility Investments program also continues funding at FY11 levels for on-going maintenance and renovation of City facilities and technology investments, including the Enterprise Resource Planning (ERP) Program. One new project is added to renovate an existing facility to house Fire Investigations operations on the site of the new Fire Headquarters facility.

Preliminary FY2012-2016 Capital Investment Plan

AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

This section provides a description of programs and projects that have been amended or are new to the Preliminary FY12-16 Capital Investment Plan.

Amended Projects

Joint Communications Centers - This project provides partial funding for a proposed Joint 911 Communications Center. The new facility will co-locate various communications operations to provide increased operational efficiencies and infrastructure cost savings. Potential occupants include 911 operations for the Charlotte Fire Department and Charlotte-Mecklenburg Police Department, CharMeck 311, a dedicated Emergency Operations Center (EOC), Mecklenburg County Sheriff's Department, Mecklenburg County MEDIC, CDOT's traffic cameras, and the City's Data Center. This will be a complex facility, both in developing an organizational support structure and in the use of technology, and a programming study will be conducted to develop a more refined project scope and cost estimate. In the current FY11-15 CIP, \$6.0 million is programmed for the purchase of land for the Center. In November 2010 City Council approved the allocation of \$4.0 million from the 911 Fund balance to purchase the land and conduct the programming study. The proposed FY12-16 CIP reprograms the \$6.0 million to other costs associated with completing this project. The \$6.0 million will be financed from Certificates of Participation. Remaining project elements will be addressed in a future CIP.

Freedom Drive Widening - This project provides additional funding for the completion of the existing project to widen Freedom Drive from Edgewood Road (at I-85) to Lundy Lane. Original plans called for widening Freedom Drive from I-85 to the City Limits. In 2005 the scope was reduced to 2.6 miles (I-85 to Little Rock Road), and in 2009 was reduced further to 1.75 miles (I-85 to Toddville/Lundy Lane). With the latest reduction in scope, construction cost estimates were reduced in 2009 to ensure the overall project costs stayed within existing funding. In 2011 construction cost estimates had to be increased by approximately \$2.0 million due to changes in asphalt depth requirements by NCDOT, and the unexpected need for additional concrete barriers, sewer replacements, and drainage revisions. This project will be funded with prior Street Bonds from savings in completed road projects.

Environmental Services - This program provides funding to support environmental expenses incurred by the City due to the ownership of property and buildings. The program is driven by federal and state Environmental Protection Agency (EPA) mandated regulations. Projects supported by this funding include the maintenance of former City landfills, underground storage tank permitting, leak-detection and tank upgrade/replacement projects, asbestos-in-buildings surveys/removals, Phase I and II environmental property audits, environmental work to support proposed Economic Development projects, rapid response to discovered environmental contamination, ongoing state/federal EPA reporting obligations, and the remediation of the City's legacy contaminated properties. Projected annual expenditures of \$1.2 million have been supported by remaining balances from 1993 Environmental Bonds, supplemented by \$600,000 per year from the Pay-As-You-Go program. The Environmental Bonds have now been depleted and PAYGO funding is being increased from \$600,000 to \$1.2 million per year to maintain current funding levels.

CDBG Program - The Community Development Block Grant (CDBG) is a federal award to the City of Charlotte. The grant is used to assist in relocating individuals and families displaced through housing code enforcement or other local government action, support acquisition and housing development through rehabilitation and new construction, provide remedial education, and after school daycare to low and moderate income children. For the FY12-16 CIP, the City has reduced its projected CDBG funding by 20% in anticipation of federal budget reductions that will impact this program beginning in the City's fiscal year 2012. This 20% reduction will lower the City's grant revenue by \$1,039,094 per a year, or \$5.2 million over the 5-year capital program. To compensate for this loss of revenue, the City will reduce the amount of funding dedicated to the Neighborhood Revitalization Fund (Housing Rehabilitation Program) and reallocate some of the remaining funds to a new Emergency Temporary Housing Program to replace the current Housing Relocation Program. The PAYGO program will also be affected by these grant reductions as Innovative Housing funds from PAYGO will be used to offset some of the CDBG cuts. These changes will not affect the City's relationship with the Housing Partnership or After School Programs, as the funding for those programs will remain unchanged.

New Projects

Fire Investigations Facility - This project provides funding to renovate a building on the site of the new Fire Headquarters campus to house the Fire Investigation Task Force. The building was acquired in connection with the land purchased for the Headquarters facility. This project continues efforts to consolidate Fire Department operations together near the new Headquarters campus. Fire Investigation is currently located on South Boulevard, in an old fire station. The current facility houses members of the Fire Department, Police Department, federal Bureau of Alcohol, Tobacco and Firearms, and the State Bureau of Investigations. Space is limited at this facility, and it can no longer be effectively modified to accommodate the number of individuals assigned. Renovation of the building will be funded at \$1.9 million and is proposed to be financed from prior Certificates of Participation available from savings from completed fire station construction projects.

Preliminary FY2012-2016 Capital Investment Plan

Program Category	FY2012	FY2013	FY2014	FY2015	FY2016	FY12-16 CIP	%	FY11-15 CIP
HOUSING AND NEIGHBORHOOD DEVELOPMENT								
Housing	\$ 18,333,767	\$ 13,333,767	\$ 13,333,767	\$ 13,333,767	\$ 13,333,767	71,668,837	-16.1%	\$ 85,470,128
Neighborhoods	\$ 19,200,000	12,700,000	9,200,000	200,000	200,000	41,500,000	-41.1%	70,500,000
Total Housing and Neighborhood Development	\$ 37,533,767	\$ 26,033,767	\$ 22,533,767	\$ 13,533,767	\$ 13,533,767	\$ 113,168,837	-27.4%	\$ 155,970,128
TRANSPORTATION								
Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	55,177,907	-60.2%	\$ 138,650,287
Charlotte Area Transit	\$ 86,625,166	137,060,971	245,209,260	355,030,416	461,797,166	1,285,722,979	308.8%	314,537,317
Total Transportation	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886	195.9%	\$ 453,187,604
ECONOMIC DEVELOPMENT								
Economic Development	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	14,795,596	-57.1%	\$ 34,469,805
Aviation	\$ 228,388,246	290,604,867	134,119,266	203,406,875	125,250,000	981,769,254	22.8%	799,809,259
Total Economic Development	\$ 233,250,493	\$ 293,170,407	\$ 136,706,004	\$ 206,031,596	\$ 127,406,350	\$ 996,564,850	19.5%	\$ 834,279,064
ENVIRONMENT								
Environmental Services	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	16,500,000	22.2%	\$ 13,500,000
Storm Water	\$ 48,600,000	44,900,000	57,200,000	41,000,000	60,300,000	252,000,000	6.4%	236,735,000
Water	\$ 67,572,575	52,632,400	39,947,400	32,807,400	66,220,400	259,180,175	-14.2%	301,942,000
Sewer	\$ 50,327,000	49,678,000	59,050,000	33,550,000	37,765,500	230,370,500	-51.8%	478,038,100
Total Environment	\$ 169,799,575	\$ 150,510,400	\$ 159,497,400	\$ 110,657,400	\$ 167,585,900	\$ 758,050,675	-26.4%	\$ 1,030,215,100
FACILITY INVESTMENTS	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000	-24.5%	\$ 103,540,000
TOTAL PROGRAM	\$ 606,813,850	\$ 624,196,188	\$ 577,969,899	\$ 696,431,586	\$ 781,408,726	\$ 3,286,820,248	27.5%	\$ 2,577,191,896
GENERAL GOVERNMENT	\$ 125,300,863	\$ 49,319,950	\$ 42,443,973	\$ 30,636,895	\$ 30,075,660	\$ 277,777,340	-37.7%	\$ 446,130,220

Preliminary FY2012-2016 Capital Investment Plan

<u>Program Category</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
GENERAL GOVERNMENT REVENUES SUMMARY						
BONDS						
Prior Street Bonds	\$2,000,000					\$2,000,000
2010 Street Bonds	57,850,000	3,500,000				61,350,000
2010 Neighborhood Bonds	7,000,000	9,000,000	9,000,000			25,000,000
2010 Affordable Housing Bonds	5,000,000					5,000,000
COPs - Joint Communication Center	6,000,000					6,000,000
COPs - Fire Investigations	1,900,000					1,900,000
COPs - Eastway Police Station	4,200,000					4,200,000
COPs - Steele Creek Police Station	4,200,000					4,200,000
COPs - Sweden Road Shop	2,420,000					2,420,000
COPs - Reserved for ED Initiatives	500,000	500,000	500,000	500,000		2,000,000
Total Bonds	\$ 91,070,000	\$ 13,000,000	\$ 9,500,000	\$ 500,000	\$ -	\$ 114,070,000
TAXES						
Property Tax	\$9,860,583	\$9,959,189	\$10,058,781	\$10,209,662	\$10,362,807	50,451,022
Property Tax - Synthetic TIF	69,161	72,819	96,372	153,062	198,816	590,230
Interest Income	722,000	1,140,000	1,140,000	1,140,000	1,140,000	5,282,000
Sales Tax	7,153,107	7,500,394	7,800,410	8,112,426	8,436,923	39,003,260
Auto Tax	963,891	1,217,861	1,579,599	1,952,635	2,337,395	8,051,380
Capital Fund Balance	7,516,318	8,483,885	2,323,009	623,308		18,946,520
Total Taxes	\$ 26,285,060	\$ 28,374,147	\$ 22,998,171	\$ 22,191,093	\$ 22,475,941	\$ 122,324,412
GRANTS						
Community Dev Block Grant	4,156,374	4,156,374	4,156,374	4,156,374	4,156,374	20,781,872
Community Dev HOME Grant	2,819,428	2,819,428	2,819,428	2,819,428	2,819,428	14,097,140
Total Grants	\$ 6,975,802	\$ 6,975,802	\$ 6,975,802	\$ 6,975,802	\$ 6,975,802	\$ 34,879,012
FUND BALANCES, LOAN REPAYMENTS AND OTHER						
Innovative Housing Income	100,000	100,000	100,000	100,000	100,000	500,000
CDBG Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
HOME Program Income	270,000	270,000	270,000	270,000	270,000	1,350,000
Affordable Housing Income	200,000	200,000	200,000	200,000	200,000	1,000,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
Total Fund Balances, Loan Repayments and Ott	\$ 970,000	\$ 970,000	\$ 2,970,000	\$ 970,000	\$ 970,000	\$ 6,850,000
TOTAL GENERAL GOVERNMENT REVENUES	\$ 125,300,863	\$ 49,319,950	\$ 42,443,973	\$ 30,636,895	\$ 30,421,743	\$ 278,123,424

Preliminary FY2012-2016 Capital Investment Plan

<u>Program Category</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
ENTERPRISE FUNDS REVENUES SUMMARY						
STORM WATER						
Storm Water Revenue Bonds	\$ 10,600,000	\$ 6,900,000	\$ 19,200,000	\$ -	\$ 17,300,000	54,000,000
Storm Water Pay-As-You-Go	32,000,000	34,000,000	34,000,000	37,000,000	39,000,000	176,000,000
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
Total Storm Water	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 33,528,733	\$ 62,208,880	\$ 142,383,417	\$ 157,364,199	\$ 131,048,980	\$ 526,534,209
Contribution from Charlotte Center City Partners	110,936					110,936
Certificates of Participation		19,418,662	39,974,967	56,310,689	64,295,682	180,000,000
NC DOT Transit Grants	28,126,768	27,765,171	42,322,876	72,815,528	66,833,504	237,863,847
Other Revenues Potential P3 Funding			528,000	47,540,000	177,619,000	225,687,000
General Government Participation	8,750,000	8,750,000				17,500,000
CATS Operating Budget Contribution	16,108,729	18,918,258	20,000,000	21,000,000	22,000,000	98,026,987
Total CATS	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
WATER AND SEWER						
Water Revenue Bonds	\$ 38,077,000	\$ 35,928,000	\$ 36,200,000		\$ 22,215,500	\$ 132,420,500
Sewer Revenue Bonds	50,667,000	35,347,000	14,867,000	6,150,000	19,650,000	126,681,000
Water/Sewer Operating Fund	29,155,575	31,035,400	47,930,400	60,207,400	62,120,400	230,449,175
Total Water and Sewer	\$ 117,899,575	\$ 102,310,400	\$ 98,997,400	\$ 66,357,400	\$ 103,985,900	\$ 489,550,675
AVIATION						
Revenue Bonds	\$ 164,436,392	\$ 218,040,017	\$ 115,949,266	\$ 149,544,219	\$ 94,125,000	\$ 742,094,894
FAA Grants and Funding	37,751,854	50,364,850	11,350,000	44,032,656	21,375,000	164,874,360
Excluded Cost Centers	3,700,000	4,200,000	6,150,000	3,100,000	3,750,000	20,900,000
State Funding			670,000	6,730,000	6,000,000	13,400,000
Transportation Security Admin Funding	22,500,000	18,000,000				40,500,000
Total Aviation	\$ 228,388,246	\$ 290,604,867	\$ 134,119,266	\$ 203,406,875	\$ 125,250,000	\$ 981,769,254
TOTAL CIP REVENUES	\$ 606,813,850	\$ 624,196,188	\$ 577,969,899	\$ 696,431,586	\$ 781,754,809	\$ 3,287,166,332

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Housing and Neighborhoods						
<u>Housing</u>						
Affordable Housing	\$ 5,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 6,000,000
Community Dev BLOCK GRANT	4,556,374	4,556,374	4,556,374	4,556,374	4,556,374	22,781,872
Community Dev HOME GRANT	3,794,285	3,794,285	3,794,285	3,794,285	3,794,285	18,971,425
Innovative Housing Program	4,233,108	4,233,108	4,233,108	4,233,108	4,233,108	21,165,540
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
Total Housing	\$ 18,333,767	\$ 13,333,767	\$ 13,333,767	\$ 13,333,767	\$ 13,333,767	\$ 71,668,837
<u>Neighborhoods</u>						
Neighborhood Improvements	\$ 7,000,000	\$ 9,000,000	\$ 9,000,000			\$ 25,000,000
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				5,000,000
Traffic Calming Program	1,000,000	1,000,000				2,000,000
Pedestrian and Traffic Safety Program	1,000,000					1,000,000
Sidewalk Program	7,500,000					7,500,000
Total Neighborhoods	\$ 19,200,000	\$ 12,700,000	\$ 9,200,000	\$ 200,000	\$ 200,000	\$ 41,500,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$ 37,533,767	\$ 26,033,767	\$ 22,533,767	\$ 13,533,767	\$ 13,533,767	\$ 113,168,837
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
2010 Street Bonds	\$ 12,000,000	\$ 3,500,000				\$ 15,500,000
2010 Neighborhood Bonds	7,000,000	9,000,000	9,000,000			25,000,000
2010 Affordable Housing Bonds	5,000,000					5,000,000
Pay-As-You-Go Fund	5,587,965	5,587,965	5,587,965	5,587,965	5,587,965	27,939,825
Community Dev Block Grant	4,156,374	4,156,374	4,156,374	4,156,374	4,156,374	20,781,872
HOME Grant	2,819,428	2,819,428	2,819,428	2,819,428	2,819,428	14,097,140
Innovative Housing Program Income	100,000	100,000	100,000	100,000	100,000	500,000
Community Development Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
HOME Program Income	270,000	270,000	270,000	270,000	270,000	1,350,000
Affordable Housing Bonds Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL REVENUES	\$ 37,533,767	\$ 26,033,767	\$ 22,533,767	\$ 13,533,767	\$ 13,533,767	\$ 113,168,837

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
TRANSPORTATION						
Roads						
Bridge Program	\$ 1,000,000					\$ 1,000,000
Farm-to-Market Road Improvement Program:						
Johnston-Oehler Road Improvements	11,200,000					11,200,000
Minor Roadway Improvement Program	750,000					750,000
Intersection Improvements Program:						
McKee Road/Providence Road	6,000,000					6,000,000
Arrowood Road/Nations Ford Road	2,000,000					2,000,000
Public-Private Participation Program	1,500,000					1,500,000
Thoroughfare and Street Projects:						
Beatties Ford (Capps Hill Mine to Sunset)	9,100,000					9,100,000
Freedom Drive Widening (Edgewood to Lundy)	2,000,000					2,000,000
Center City Transportation Plan	2,000,000					2,000,000
Non-System Residential Streets	1,000,000					1,000,000
State Highway Participation Program	1,500,000					1,500,000
Street Connectivity Program	2,000,000					2,000,000
Traffic Control Devices Upgrade Program	2,000,000					2,000,000
Traffic Flow Enhancement Program (arterial signal system coordination)	2,500,000					2,500,000
Bicycle Program	1,000,000					1,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/ROW	1,269,848	1,320,642	1,373,468	1,428,407	1,485,543	6,877,907
Total Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	\$ 55,177,907
Charlotte Area Transit System						
Buses - Replacement	24,867,082	10,479,186	11,475,397	14,359,802	13,160,843	74,342,310
STS Vans - Replacement	2,070,076	2,048,936	2,108,280	2,171,528	2,236,674	10,635,494
Vanpool Vans - Replacement	408,476	420,730	433,352	446,352	459,743	2,168,653
Transit Centers	99,785	449,704	-	-	-	549,489
Special Transit Services Facility Rehabilitation	1,110,131	1,059,636	-	-	-	2,169,767
Park and Ride Lots	979,735	3,924,555	1,300,000	700,000	3,000,000	9,904,290
Bus Facility Improvements	4,100,501	806,649	702,500	717,500	752,500	7,079,650
Asset Maintenance	650,000	650,000	650,000	650,000	650,000	3,250,000
Marketing/Station Kiosk Advertising	375,500					375,500
Preventive Maintenance (Bus/STS)	6,000,000	6,000,000	3,898,066	3,108,445	3,910,377	22,916,888
Preventive Maintenance (Rail)	1,500,000	1,500,000	500,000	500,000	500,000	4,500,000
Preventive Maintenance (Other Facilities)	1,000,000	1,000,000	-	-	-	2,000,000
Rail and Rail Facilities	4,388,648	2,708,200	2,848,140	3,015,323	1,601,549	14,561,860
Service Vehicles	430,400	234,900	351,600	300,000	159,400	1,476,300
Safety & Security Equipment	1,043,263	983,120	656,570	676,257	775,202	4,134,412
Technology Improvements	2,203,208	1,393,581	773,385	743,490	1,175,027	6,288,691
North Corridor Commuter Rail (Red Line)	896,278	639,337	528,000	47,540,000	177,619,000	227,222,615
LYNX Blue Line Extension (BLE)	33,832,000	102,104,000	218,309,000	279,364,000	255,046,000	888,655,000
Transit Bridge Program	225,000	200,000	250,000	300,000	300,000	1,275,000
Future corridor planning and construction	445,083	458,437	424,970	437,719	450,851	2,217,060
Total Charlotte Area Transit	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
TOTAL TRANSPORTATION	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
TRANSPORTATION REVENUE SUMMARY						
Prior Street Bonds	\$ 2,000,000					\$ 2,000,000
2010 Street Bonds	43,550,000					43,550,000
Pay-As-You-Go Fund	1,819,848	1,870,642	1,923,468	1,978,407	2,035,543	9,627,907
Total Revenue Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	\$ 55,177,907
Federal Transit Grants	33,528,733	62,208,880	142,383,417	157,364,199	131,048,980	526,534,209
Contribution from Charlotte Center City Partners	110,936					110,936
Certificates of Participation		19,418,662	39,974,967	56,310,689	64,295,682	180,000,000
NC DOT Transit Grants	28,126,768	27,765,171	42,322,876	72,815,528	66,833,504	237,863,847
Other Revenues Potential P3 Funding			528,000	47,540,000	177,619,000	225,687,000
General Government Participation	8,750,000	8,750,000				17,500,000
CATS Operating Budget Contribution	16,108,729	18,918,258	20,000,000	21,000,000	22,000,000	98,026,987
Total Revenue Transit	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
TOTAL TRANSPORTATION REVENUES	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886

ECONOMIC DEVELOPMENT

Economic Development

Business Corridors/Pedscape Infrastructure	\$ 2,300,000					\$ 2,300,000
Business Corridor Revitalization Strategy	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Reserved for Economic Initiatives	500,000	500,000	500,000	500,000		2,000,000
Synthetic Tax Increment Financing (property taxes)	62,247	65,540	86,738	124,721	156,350	495,596
Total Economic Development	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	\$ 14,795,596

ECONOMIC DEVELOPMENT REVENUE SUMMARY

2010 Street Bonds	\$ 2,300,000					\$ 2,300,000
Pay-As-You-Go Fund	2,062,247	2,065,540	2,086,738	2,124,721	2,156,350	10,495,596
Certificates of Participation	500,000	500,000	500,000	500,000		2,000,000
Total Revenue General ED	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	\$ 14,795,596

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Aviation						
<u>Airfield Projects</u>						
Fourth Parallel Runway		\$ 5,000,000	\$ 7,000,000	\$ 45,000,000	\$ 18,500,000	\$ 75,500,000
Runway Status Light System	775,000	725,000				1,500,000
Deicing Facility	2,000,000					2,000,000
Rehabilitation Runway 18L	300,000	5,700,000				6,000,000
Rehabilitation Runway 18C-36C	17,864,857					17,864,857
Taxiway 'D' Extension - South		8,000,000				8,000,000
West Boulevard Relocation			670,000	6,730,000	6,000,000	13,400,000
Terminal Ramp Expansion (West)	1,564,025	5,119,800		11,576,875	10,000,000	28,260,700
Storm Drain Rehabilitation - Phase II	2,473,589					2,473,589
Total Airfield Projects	\$ 24,977,471	\$ 24,544,800	\$ 7,670,000	\$ 63,306,875	\$ 34,500,000	\$ 154,999,146
<u>Terminal Complex Projects</u>						
Concourse 'E' Expansion - Phase VIII	5,000,000	13,500,000				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					4,000,000
In-Line Baggage System	25,000,000	20,000,000				45,000,000
East Terminal Expansion	12,517,303					12,517,303
Terminal Building Expansion (West)		2,904,900	7,595,100			10,500,000
Consolidated Fuel Farm Expansion	2,300,000	5,400,000				7,700,000
Terminal Lobby Expansion	8,000,000	70,000,000	75,000,000	45,000,000		198,000,000
New Hourly Parking Deck	65,000,000	75,000,000				140,000,000
Public Parking Surface Lot Expansion	2,234,305					2,234,305
Elevated Commercial Roadway	15,000,000	3,500,000				18,500,000
Passenger Vehicle Lanes	500,000		18,000,000	10,000,000		28,500,000
Rental Car Storage Facility	6,000,000	14,000,000				20,000,000
International Terminal Phase I			5,000,000	60,000,000	60,000,000	125,000,000
Concourse B Expansion			3,000,000	20,000,000	27,000,000	50,000,000
Total Terminal Complex	\$ 151,405,775	\$ 210,359,067	\$ 113,799,266	\$ 135,000,000	\$ 87,000,000	\$ 697,564,108
<u>Miscellaneous Aviation Projects</u>						
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		8,000,000
Employee Parking Expansion						-
Master Plan Update	2,000,000					2,000,000
Vehicle Wash Facility	530,000					530,000
Storm Water Facilities	2,226,000					2,226,000
Airport Entrance Road Connection	15,000,000	5,000,000				20,000,000
Roadway Signage Project	1,050,000	2,100,000				3,150,000
Airport Office Relocation	500,000					500,000
Air Traffic Control Tower	17,225,000	27,775,000				45,000,000
Total Miscellaneous Aviation Projects	\$ 50,531,000	\$ 46,875,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 101,406,000
<u>General Aviation Projects</u>						
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			1,150,000	1,850,000		3,000,000
FBO Ramp Expansion			3,000,000			3,000,000
General Aviation Maintenance Hangar			3,500,000			3,500,000
GADO Site Redevelopment				1,250,000	3,750,000	5,000,000
Total General Aviation Projects	\$ 1,500,000	\$ 1,000,000	\$ 7,650,000	\$ 3,100,000	\$ 3,750,000	\$ 17,000,000
<u>Cargo Development Projects</u>						
Cargo Ramp Expansion (Buildings 6 & 7)	-	3,200,000	3,000,000			\$ 6,200,000
Cargo Buildings #8	200,000	2,400,000				2,600,000
Old Terminal Loop Road	2,000,000					2,000,000
Total Cargo Development	\$ 2,200,000	\$ 5,600,000	\$ 3,000,000	\$ -	\$ -	\$ 10,800,000
TOTAL AVIATION	\$ 230,614,246	\$ 288,378,867	\$ 134,119,266	\$ 203,406,875	\$ 125,250,000	\$ 981,769,254

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
AVIATION REVENUE SUMMARY						
Revenue Bonds	\$ 164,436,392	\$ 218,040,017	\$ 115,949,266	\$ 149,544,219	\$ 94,125,000	\$ 742,094,894
FAA Grants and Funding	37,751,854	50,364,850	11,350,000	44,032,656	21,375,000	164,874,360
Excluded Cost Centers	3,700,000	4,200,000	6,150,000	3,100,000	3,750,000	20,900,000
State Funding			670,000	6,730,000	6,000,000	13,400,000
Transportation Security Admin Funding	22,500,000	18,000,000				40,500,000
Total Revenue Aviation	\$228,388,246	\$290,604,867	\$134,119,266	\$203,406,875	\$125,250,000	\$981,769,254
TOTAL REVENUES	\$233,250,493	\$293,170,407	\$136,706,004	\$206,031,596	\$127,406,350	\$996,564,850

ENVIRONMENT

Environmental Services

Environmental Services Program	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,000,000
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
Total Environmental Services	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 16,500,000

ENVIRONMENTAL SERVICES REVENUE

General Pay-As-You-Go Fund	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
TOTAL REVENUES	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 16,500,000

Storm Water

Storm Water Repairs to Existing Drains	\$ 11,000,000	\$ 10,000,000	\$ 11,000,000	\$ 11,000,000	\$ 11,000,000	\$ 54,000,000
Storm Water Pollution Control	3,800,000	2,100,000	1,900,000	2,500,000	2,600,000	12,900,000
Storm Water Stream Restoration	5,300,000	5,700,000	3,100,000	5,900,000	4,600,000	24,600,000
Minor Storm Water Projects	800,000	1,400,000	1,700,000	4,200,000	5,500,000	13,600,000
Storm Water Flood Control	3,900,000	6,700,000	4,700,000	7,000,000	7,700,000	30,000,000

Area Improvements

Peterson Drive	3,500,000					3,500,000
Gaynor			4,200,000			4,200,000
Sunnyvale					8,800,000	8,800,000
Cherokee/Scotland	4,300,000					4,300,000
Wiseman		4,200,000				4,200,000
Louise	9,000,000					9,000,000
McAlway/Churchill			4,700,000			4,700,000
Robinhood-Dooley		3,300,000				3,300,000
Tillman/Blenheim	2,000,000		2,200,000			4,200,000
Myrtle/Morehead			12,500,000			12,500,000
Brentwood		7,500,000				7,500,000
Lyon Court				4,000,000		4,000,000
Kenilworth/Romany	1,000,000				4,000,000	5,000,000
Hampton Ave Minor CIP *			2,500,000			2,500,000
Hill Street Minor CIP *			2,400,000			2,400,000
Cedars East Minor CIP *			1,800,000			1,800,000
Edgewater/Rosecrest *			500,000		4,000,000	4,500,000
Princeton Minor CIP *				2,400,000		2,400,000
Parkwood *					8,100,000	8,100,000
Post Construction Control Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Stream Mitigation Bank	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Storm Water	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 10,600,000	\$ 6,900,000	\$ 19,200,000	\$ -	\$ 17,300,000	\$ 54,000,000
Storm Water Pay-As-You-Go	32,000,000	34,000,000	34,000,000	37,000,000	39,000,000	176,000,000
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
TOTAL REVENUES	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000
WATER						
Annexation						
2011 Annex. Area Water Mains	\$ 8,500,000					\$ 8,500,000
Maintain Existing Infrastructure						
CBD Water / Sewer Replacement			1,500,000		1,500,000	3,000,000
Elevated Water Storage Tank Rehabilitation	1,267,000	1,267,000	1,267,000	1,267,000		5,068,000
Franklin to Vest - Raw/Finished WM ROW		1,500,000	1,500,000			3,000,000
Valve Rehab and Replacement	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000
Catawba PS to Franklin Raw Water Main		100,000				100,000
Vest Plant Rehab/Upgrades	5,000,000	1,150,000				6,150,000
WTP's and BP Stations Upgrades and Rehab	500,000		500,000	250,000		1,250,000
N Meck WTP Generator		5,500,000				5,500,000
Lee S. Dukes WTP Rehab & Upgrades		3,500,000				3,500,000
WM - Freedom / Tuckaseegee Rd. Replacement					7,200,000	7,200,000
Provide Service to Existing Residence						
Street and Minor Water Main Extensions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
New Service Installation Water		3,500,000	3,500,000	3,500,000		10,500,000
Regulatory Requirements						
Water Treatment Regulatory Improvements	300,000	200,000	100,000			600,000
Support for Other Public Projects and for Utilities Operations						
Water Line Rehabilitation/Replacement	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	47,500,000
Technology Projects	1,100,000	1,100,000	850,000	850,000	850,000	4,750,000
UMS / Advantage Operations and 4.3 Upgrade	2,700,000	150,000	150,000	150,000	150,000	3,300,000
Streetcar Program Utility Improvements Phase I	2,500,000					2,500,000
Admin/Eng Bldg. Upgrades	100,000	100,000				200,000
Water Lines for Street Improv.	7,600,000	3,300,000	1,800,000	1,800,000	800,000	15,300,000
Work and Asset Management	905,575	835,400	780,400	790,400	770,400	4,082,175
AMR Replacement Program	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Meter Management Technology Improvements	500,000					500,000
GIS Facilities Mapping	500,000	500,000	400,000	450,000	200,000	2,050,000

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Support Growth and Development						
Northeast Water Transmission Main					25,700,000	25,700,000
W.T. Harris / Albemarle Rd.					5,800,000	5,800,000
Reedy Creek Road 16" WM	1,300,000					1,300,000
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	3,000,000					3,000,000
WM: Main St. Huntersville from Gilead to Ramah Ch		800,000				800,000
882 Zone Elevated Storage	500,000	2,380,000				2,880,000
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
Total Water	\$ 67,572,575	\$ 52,632,400	\$ 39,947,400	\$ 32,807,400	\$ 66,220,400	\$259,180,175
SEWER						
Annexation						
2011 Annexation Area Sewer Trunks	\$ 11,000,000					\$ 11,000,000
Maintain Existing Infrastructure						
Sanitary Sewer Line Rehabilitation	11,000,000	11,000,000	13,000,000	13,000,000	13,000,000	61,000,000
McAlpine Creek WWMF Dewatering Improveme	1,000,000	1,000,000				2,000,000
McAlpine Creek WWMF Final Clarifier Improver	150,000	750,000				900,000
McAlpine Creek WMF Rehab and Upgrades	2,500,000	2,250,000	2,000,000	1,500,000		8,250,000
Mallard WWTP Rehab and Upgrades	1,200,000	950,000	600,000	250,000		3,000,000
Lift Station Improvements	460,000					460,000
McDowell WWTP Rehab and Upgrades	500,000	1,200,000	400,000			2,100,000
Sugar WWTP Rehab and Upgrades	1,250,000	1,200,000	1,000,000	100,000		3,550,000
Site Work at All WWTPs	1,000,000	1,000,000	1,500,000	1,000,000	500,000	5,000,000
Paw Creek Force Main Replacement		2,250,000				2,250,000
Irwin WWTP Rehab and Upgrades	400,000	200,000	200,000	200,000	200,000	1,200,000
Irwin Creek WWTP Upgrade	2,227,000					2,227,000
Provide Service to Existing Residence						
Street and Minor Sewer Main Extension	6,000,000	6,000,000	6,000,000	6,000,000	-	24,000,000
New Service Installation Sewer		1,500,000	1,500,000	1,500,000		4,500,000

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Regulatory Requirements						
WW System Evaluation		100,000				100,000
Support for Other Public Projects and for Utilities Operations						
McAlpine Creek WWMF Methane to Power		1,873,000				1,873,000
McAlpine Creek WWMF Grease Receiving Station		3,080,000	5,000,000			8,080,000
Sewer Lines in Streets to be Widened	8,750,000	3,600,000	1,850,000	2,600,000	1,850,000	18,650,000
Support Growth and Development						
Steele Creek LS Replacement		3,000,000				3,000,000
McMullen Creek Parallel Sewer & Flow EQ			2,000,000	7,000,000		9,000,000
Ramah Creek Trunk Sewer		5,000,000				5,000,000
Matthews Commons Gravity Sewer		475,000				475,000
Wastewater Master Plan Study	750,000	750,000				1,500,000
Developer Constructed Sewer - Reimbursable	500,000	500,000	500,000			1,500,000
Briar Creek Relief Sewer			20,000,000			20,000,000
Mallard Creek WWTP Clarifier and Flood Protection	1,640,000					1,640,000
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
Clarke's 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				400,000		400,000
Fuda Creek Trunk Sewer					850,000	850,000
Lake Road Trunk Sewer (Matthews)					625,000	625,000
Mountain Island Tributary Extension					510,000	510,000
Coffey / Taggart Creek Outfall		1,000,000				1,000,000
Total Sewer	\$ 50,327,000	\$ 49,678,000	\$ 59,050,000	\$ 33,550,000	\$ 37,765,500	\$ 230,370,500
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	\$ 38,077,000	\$ 35,928,000	\$ 36,200,000		\$ 22,215,500	\$ 132,420,500
Sewer Revenue Bonds	50,667,000	35,347,000	14,867,000	6,150,000	19,650,000	126,681,000
Water / Sewer Operating Fund	29,155,575	31,035,400	47,930,400	60,207,400	62,120,400	230,449,175
TOTAL REVENUES	\$ 117,899,575	\$ 102,310,400	\$ 98,997,400	\$ 66,357,400	\$ 103,985,900	\$ 489,550,675

Preliminary FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
FACILITY INVESTMENTS						
Building Maintenance Program	\$ 3,400,000	\$ 3,550,000	\$ 3,650,000	\$ 3,700,000	\$ 3,750,000	\$ 18,050,000
Roof Replacement Program	1,300,000	1,400,000	1,500,000	1,600,000	1,600,000	7,400,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	650,000	650,000	700,000	750,000	750,000	3,500,000
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Land for Joint Communications Center	6,000,000					6,000,000
Fire Investigations Renovations	1,900,000					1,900,000
Eastway Police Station	4,200,000					4,200,000
Steele Creek Police Station	4,200,000					4,200,000
Sweden Road Equipment Maintenance Shop	2,420,000					2,420,000
Louise Avenue Equipment Maintenance Shop	915,000					915,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Enterprise Resource Planning (ERP)	4,300,000	7,000,000	3,300,000	200,000		14,800,000
TOTAL FACILITY INVESTMENTS	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000
FACILITY INVESTMENTS REVENUE SUMMARY						
COPs - Joint Communications Center	6,000,000					6,000,000
COPs - Fire Investigations	1,900,000					1,900,000
COPs - Eastway Police Station	4,200,000					4,200,000
COPs - Steele Creek Police Station	4,200,000					4,200,000
COPs - Sweden Road Shop	2,420,000					2,420,000
Capital Reserve (ERP)	4,300,000	7,000,000	3,300,000	200,000		14,800,000
Pay-As-You-Go Fund	9,215,000	8,550,000	8,800,000	9,000,000	9,050,000	44,615,000
TOTAL REVENUES	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000

Preliminary FY2012-2016 Capital Investment Plan (Unfunded)

<u>KBU Rank</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
Housing and Neighborhood Development		
2	Area Plan Capital improvements - partially funded (Planning)	\$ 13,500,000
11	Traffic Calming Program - partially funded (CDOT)	6,500,000
2	Pedestrian & Traffic Safety - partially funded (CDOT)	5,000,000
10	Sidewalk Construction Program - partially funded (CDOT)	35,000,000
	Total Housing and Neighborhood Development	\$ 60,000,000
Transportation		
Motorist Capacity and Safety Improvements		
1	Traffic Flow Enhancement Program (coordinated signals) - partially funded	12,000,000
3	Bridge Program - partially funded	6,000,000
4	Traffic Control Devices Upgrade Program - partially funded	10,000,000
5	Railroad Safety Improvement Program	300,000
6	Railroad Grade Crossing Improvements Program	300,000
7	Minor Roadway Improvement Program - partially funded	9,225,000
9	Street Connectivity Program - partially funded	13,000,000
13	State Highway Participation Program - partially funded	7,000,000
14	Public-Private Participation Program - partially funded	7,000,000
15	Street Lighting Program	2,000,000
17	Center City Transportation Implementation Program - partially funded	8,000,000
20	Sidewalk & Curb and Gutter Maintenance Program - partially funded	7,850,000
23	Non-System Residential Street Improvements - partially funded	5,000,000
29	Eastern Circumferential (NC 49 to Back Creek Church)	17,700,000
30	MLK Drive Extension (Graham to Cedar)	17,500,000
31	Sugar Creek Road Grade Separation at NCRR	5,000,000
32	36th Street Grade Separation at NCRR	5,000,000
33	DeWitt Lane/Scaleybark Road Extensions	5,500,000
34	Robinson Church Road FTM Road Upgrade (Harris to Ludell)	12,900,000
35	Harris Blvd/Tryon Street Interchange	5,000,000
36	Tyvola Road FTM Road Upgrade Phase 1 (West to S.Tryon)	11,900,000
37	Johnson & Wales Way.4th Street/Trade Street Improvement	6,400,000
38	Tuckaseegee Road FTM Road Upgrade (Ashley to Wilkinson)	8,300,000
39	Beam Road/Shopton Road Intersection Improvement	3,400,000
40	Ashley Road/Freedom Drive/Tuckaseegee Road Intersection Improvement	6,600,000
41	Yancey Road Extension (Old Pineville Road to South)	5,700,000
42	Shopping Center Drive (IBM Drive to Ikea Blvd)	17,900,000
43	North Tryon Parallel Street (36th St. to Old Concord)	5,500,000
44	Sardis Road North FTM Road Upgrade (Sardis to Monroe)	8,400,000
45	Rocky River Road FTM Road Upgrade (Harris to Grier)	3,500,000
46	Idlewild Road/Monroe Road Intersection Improvements	4,000,000
47	Prosperity Church Road (I-485 to Prosperity Ridge)	11,500,000
48	Parkwood Avenue/Pegram Street Intersection Improvement	7,000,000
49	Tuckaseegee Road FTM Road Upgrade Phase 2 (Ashley to Mulberry Church)	13,100,000
50	Westpark Drive Extension (Tyvola to Archdale)	10,900,000
51	Sugar Creek Road FTM Road Upgrade (Harris to Hucks)	11,600,000
52	The Plaza FTM Road Upgrade (Harris to Plott)	5,300,000
53	Eastway Blvd/Shamrock Drive Intersection Improvement	7,800,000
	Total	\$ 305,075,000

Preliminary FY2012-2016 Capital Investment Plan (Unfunded)

<u>Pedestrian Pathways</u>		
16	Bike/Pedestrian Connectivity Program	2,000,000
22	Safe Routes to Schools Program	4,000,000
	Total	\$ 6,000,000

<u>Bicycle Pathways</u>		
12	Bicycle program - partially funded	5,000,000

<u>Centers, Corridors and Livable Neighborhoods</u>		
18	Air Quality and Congestion Mitigation Program	2,000,000
19	Centers and Corridors Implementation: Centers Program	4,000,000
	Total	\$ 6,000,000

Total Transportation **\$ 322,075,000**

Economic Development

1	Business Corridor/Pedscape Infrastructure - partially funded (Planning)	17,100,000
3	Corridor Infrastructure (Planning)	107,100,000
9	Independence Boulevard Area Plan (N&BS)	12,000,000
	Total Economic Development	\$ 136,200,000

Facility Investments

Police

1	South Division Office	8,600,000
2	Park South Division Office (New 14th Division)	8,600,000
3	University City Division Office	7,800,000
4	Northeast (North) Division Office	7,800,000
5	Westover Division Office	7,700,000
6	Academy Range Training Facility	2,750,000
7	Lake Norman Boathouse	600,000
8	Lake Wylie Boathouse	600,000
9	Lake Wylie - 21' VC Commander Boat	140,700
10	Firearms Range Live Shoothouse	150,000
11	Northwest Division Office (New 15th Division)	8,400,000
12	Old Academy Renovation	2,000,000
13	North Tryon Expansion/Upfit	1,750,000
14	Helicopter Replacements	8,250,000
15	Hickory Grove Division Office	9,122,000
	Total Police	\$ 74,262,700

Fire

1	Co-Located Communication Center/EOC - partially funded	25,900,000
2	Reserve Apparatus Shelters	3,200,000
5	Infill Fire Station - Sunset & I-77	10,200,000
6	Fire Logistics Building	27,500,000
7	Fire Station 30 relocation	7,200,000
8	Fire Training Ground Improvements	7,650,000
9	Opticoms	500,000
10	Annexation Fire Station - Beatties Ford & Miranda	6,400,000
11	Annexation Fire Station - Wilkinson & Sam Wilson	5,100,000
12	Annexation Fire Station - Youngblood & McKee	6,100,000
13	Future Fire Stations	16,350,000
	Total Fire	\$ 116,100,000

Preliminary FY2012-2016 Capital Investment Plan (Unfunded)

<u>Other</u>		
1	Northeast Equipment Maintenance Facility (BSS)	7,750,000
2	Combined Commissioning/Decommissioning & Auction Facility (BSS)	16,900,000
3	EMD Environmental Facilities Upgrade (BSS)	300,000
2	CMGC Space Reconfiguration (Engineering)	17,580,000
11	Government Center Exterior Re-Caulking (Engineering)	6,000,000
12	CMGC Chiller Replacement (Engineering)	1,530,000
13	CMGC Elevator Upgrade (Engineering)	1,155,000
15	City Hall Elevator Replacement (Engineering)	250,000
18	CMGC Plaza Workstation Replacement (Engineering)	3,600,000
21	Cemetery Roads Renovation (Engineering)	2,350,000
	Total Other	\$ 57,415,000
	Total Facility Investments	\$ 247,777,700
	Total FY2012-2016 Unfunded Project Requests	\$ 766,052,700

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.

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Proposed FY12 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	\$35,000	15%	\$5,250	10%	\$3,500	35%	\$12,250	40%	\$14,000
Info Tech Support	\$12,000	25%	\$3,000	20%	\$2,400	15%	\$1,800	40%	\$4,800
Fully Alloc. Cost	\$77,000		\$20,250		\$13,400		\$23,050		\$20,300

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

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

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

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

FY12 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 FY11 budget, City Council approved holding regulatory user fee rates flat from the FY10 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 FY12 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 three years may result in a significant increase to fees in FY13 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.

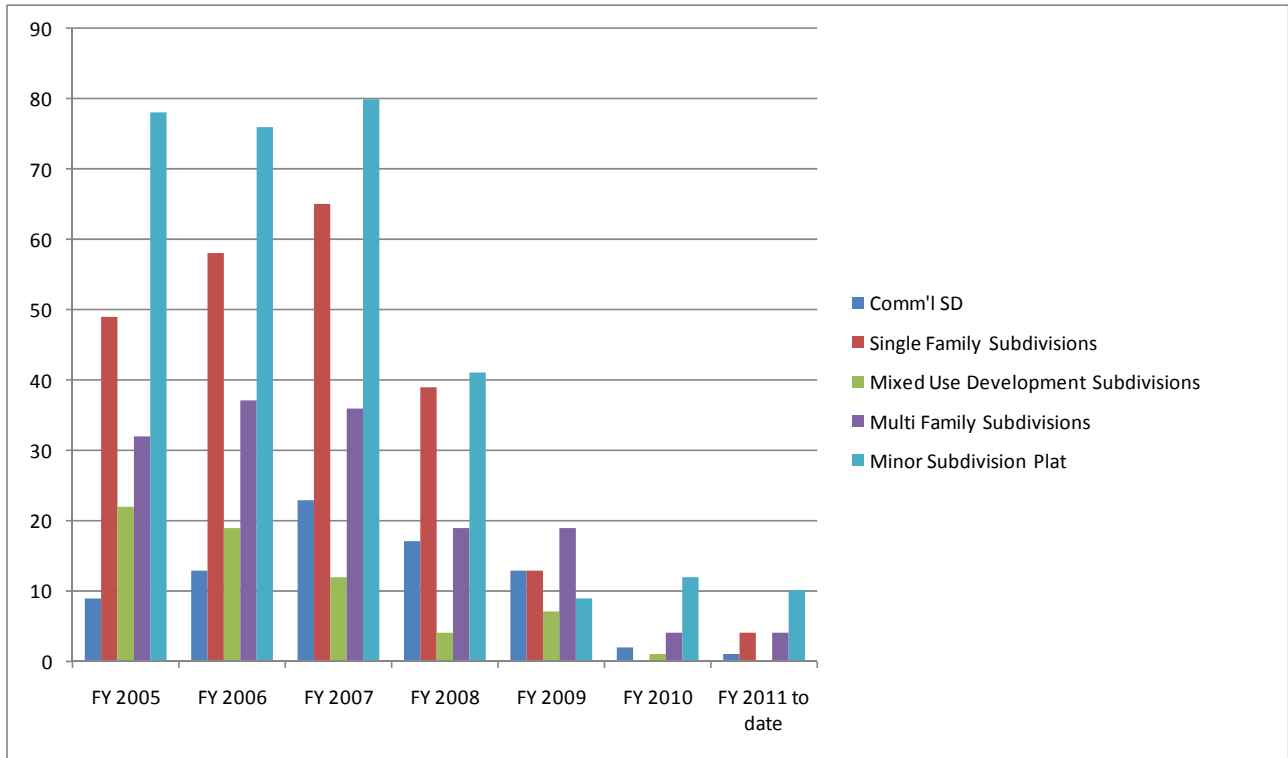
The following pages detail the flat rate proposed for regulatory user fees as well as the recommended rates for non-regulatory user fees.

Proposed FY12 User Fees

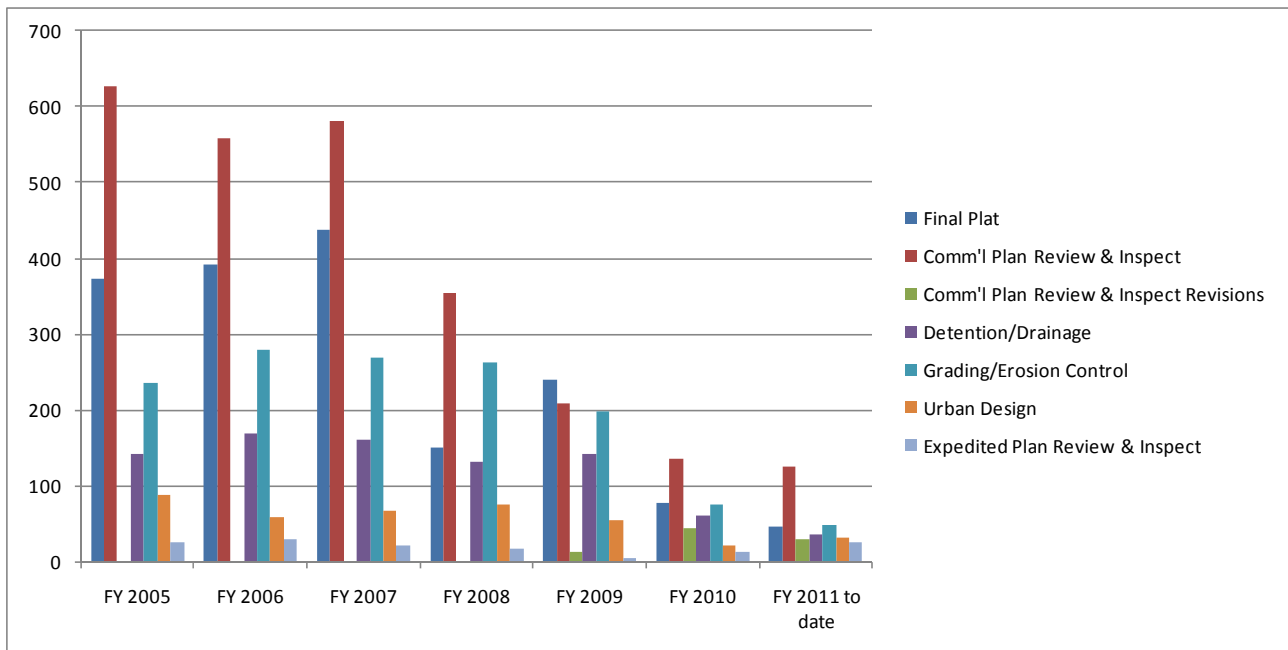
Land Development Services' User Fees Occurrences

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.

Subdivision Development Fees and Permits



Other Land Development Fees and Permits



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 FY12. 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 FY11 and FY12.

Position Categories	E&PM	CDOT	Planning	Fire	N&BS	Total
Initial User Fee Allocation	58.0	13.0	24.0	7.0	12.0	114.0
Transferred to Storm Water	6.0					6.0
Transferred to Capital Projects	12.0	1.5	2.0			15.5
Transferred to Contracted Services	2.25	5.0	12.0			19.25
Redirected to Other Divisions (non-user fee)	1.5					1.5
Frozen	8.0	2.0	3.0	3.0	1.0	17.0
Current User Fee Allocation	28.25	4.5	7.0	4.0	11.0	54.75

Other Regulatory Fees

Fire Department

There are two fee categories in the Fire Department: plans review and permits. Fire's plan review category, as part of land development services, has experienced a downturn related to the economic decline and responded with position decreases. The larger category, fire permits, has not been impacted by the economic decline. There are no new Fire fees proposed for FY12.

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. There are no new regulatory Police fees proposed for FY12.

Non Regulatory User Fees

Airport

Two of the Airport's fees changed slightly. Landing fees decreased \$0.03 per 1,000 pounds load-weight. The fee scale Maintenance and Operations Costs for Aircraft Ramp Parking increase by a range of \$2.00 - \$2.25 per square foot. All other fees remain flat.

E&PM

Several Cemetery fees have increased. At Oaklawn and Pinewood cemeteries opening and closing fees for the Indigent increase from \$200 to \$300. Sale of grave spaces increase by \$300 for sale of spaces in sections 7 and 8 and by \$200 for adult grave spaces. Monument foundation and marker installation fees per square inch increase by \$0.05. At Evergreen sale of grave spaces increase by \$350 for an Adult and by \$100 for an adult double. At both Elmwood and Evergreen the Tent and Chair Setup fee is increased by \$50. Monument foundation and marker installation fees per square inch increase by \$0.05.

The Land Development Bond Administration Services fee, an optional fee, increases from \$370 to \$445. This fee is 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. The Commercial Tree Ordinance Payment in Lieu Fee is set at \$80,100 per acre.

CMPD – Animal Care & Control

Fees remain unchanged from FY11 with the exception of setting prices for parrots, horses, and cows. These animals will be offered at the going market rate.

Charlotte Area Transit

For FY12 CATS is moving forward with contractual provision of advertising services for both exterior and internal vehicle advertisement with guaranteed minimum revenue plus a percentage share of overall revenue. As such, rates will be established by the advertising contractors rather than Mayor and Council.

Proposed FY12 User Fees

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 FY12. For the average City residential storm water customer, the monthly variable rate fee will increase from \$6.63 in FY11 to \$7.06 in FY12.

Charlotte Mecklenburg Utilities

In the FY12 recommended budget, Utilities will implement a new rate structure in which customers will experience changes in both water and sewer volume rates and the fixed charges on both water and sewer. The average monthly total water/sewer bill for residential customers is estimated to be \$56.23 in FY12, an increase of \$4.59 per month. This average bill assumes 5,894 gallons or 8 ccf used each month. Utilities continues to encourage conservation and responsible use of this resource in its new rate structure as users consuming more than the average level of consumption will be charged a higher water rate.

An increase in the fixed fee of \$2.25 for water and \$4.30 for sewer is a result of an availability fee added to the fixed charge. This fee supports infrastructure expenditures and is part of the new rate structure. Volumetric charges for both water and sewer for the average 8 ccf customer decreased as a result (water by \$.60 and sewer by \$1.36).

Other non-regulatory user fees held constant:

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

The FY12 Proposed Regulatory and Non-Regulatory User Fee schedule is attached. The effective date of these fees is July 1, 2011.

Proposed FY12 User Fees

REGULATORY USER FEES

Engineering & Property Management

FY12 Projected User Fees

Regulatory Fees	Basis	FY11	FY12
Commercial Plan Review & Inspection ¹	Per project	\$1,210	\$1,210
Commercial Tree Ordinance Review & Inspection	Per project + per tree planted	\$1,565 + \$10	\$1,565 + \$10
Grading / Erosion Control Permit ²	Per project + per tree planted	\$4,190 + \$150	\$4,190 + \$150
Commercial Tree Preservation	Per project	\$1,230	\$1,230
Detention / Drainage Plan Review & Inspection ²	Per project + denuded acre	\$2,240 + \$100	\$2,240 + \$100
Urban Design Plan Review & Inspection ³	Per project	\$3,295	\$3,295
Plat Review & Inspection	Per plat	\$1,100	\$1,100
Major Residential Subdivision Review & Inspection ⁴	Per project + per acre	\$3,670 + \$100	\$3,670 + \$100
Major Commercial Subdivision Review & Inspection ^{4,5}	Per project + denuded acre	\$3,495 + \$50	\$3,495 + \$50
Residential Tree Ordinance (Single-Family Subdivision) and Residential Tree Preservation	Per project + acre	\$1,620 + \$15	\$1,620 + \$15
Minor Residential Subdivision (without streets)	Per project	\$1,355	\$1,355
Rezoning Staff Review & Inspection	Per project	\$240	\$240
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	\$1,020	\$1,020
Minor Administrative Review	Per project	\$400	\$400
Commercial Zoning Plan Review & Inspection	Based on construction costs	\$85-\$805	\$85-\$805
Expedited Plan Review	Per project	\$1,605	\$1,605

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 additional 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

FY12 Projected User Fees

Regulatory Fees	FY11	FY12
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 Commission

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

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

Planning Commission FY12 Projected User Fees

Regulatory Fees	FY11	FY12
Rezoning: By Right		
Single Family	\$800	\$800
Multi Family	\$1,200	\$1,200
Other	\$2,000	\$2,000
Rezoning: Conditional		
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
Subdivision Review:		
Single Family (Streets)	\$1,225	\$1,225
Non-Residential	\$975	\$975
Plan Revisions	\$1,100	\$1,100
Variances & Appeals	\$2,500	\$2,500
Final Plats:		
Regular	\$275	\$275
Revisions	\$225	\$225
Condo	\$200	\$200
Planned Multi-Family Review	\$1,675	\$1,675
Urban Plan Review*	\$1,350	\$1,350
Zoning Administration:		
Appeals - Residential	\$150	\$150
Appeals - Non Residential	\$350	\$350
Variances - Residential	\$555	\$555
Variances - Non Residential	\$1,380	\$1,380
Administrative Deviation - Residential	\$150	\$150
Administrative Deviation - Non Residential	\$350	\$350

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

Proposed FY12 User Fees

Fire Department FY12 Projected User Fees

Regulatory Fees	FY11	FY12
A. Fire Code Permits		
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. Fire Code Permit		
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

Proposed FY12 User Fees

Fire Fees Continued

Regulatory Fees	FY11	FY12
C. Fire Code Permits		
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
D. Fire Code Permits		
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 FY12 User Fees

Fire Fees Continued

Regulatory Fees	FY11	FY12
E. Plans Review		
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	\$210

Proposed FY12 User Fees

Charlotte-Mecklenburg Police Department FY12 Projected User Fees

Regulatory Fees	FY11	FY12
Adult Businesses		
Application Fee	\$2,225	\$2,225
License Fee	\$800	\$800
Background Check Fee	\$30	\$30
Building Design Change Fee	\$1,090	\$1,090
Passenger Vehicle for Hire Fees		
<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) ¹	\$100	\$100
<u>Driver/Chauffeur Fees:</u>		
Application Fee	\$80	\$80
New Driver/Chauffeur Fee ²	\$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
Dance Hall License Fees		
Application/Renewal Fee	\$2,320	\$2,320
License Fee	\$820	\$820
Background Check Fee	\$35	\$35
Building Design Change Fee	\$1,095	\$1,095
Carnival Permit Fee	\$865	\$865

¹penalty; not a regulatory fee

²fee amount regulated by State statute

Proposed FY12 User Fees

Neighborhood Development

FY12 Projected User Fees

Regulatory Fees	FY11	FY12
Zoning Administration		
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

FY12 Projected User Fees

Regulatory Fees	FY11	FY12
Zoning Advertisements*	\$120	\$120

*Collected by Planning Commission

Proposed FY12 User Fees

NON-REGULATORY USER FEES

Charlotte Douglas International Airport FY12 Projected User Fees

Non-Regulatory Fees	FY11	FY12	Basis
Commuter Facility Charge	\$0.65	\$0.65	Per available seat
International Facility Use (FIS)	\$5.00	\$5.00	Per deplaned passenger
International Gate Use (City Gates) :			
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	N/A	Per enplaned passenger
Parking Cards (combined lots)	\$245.00	\$245.00	Per card
Airport ID Cards	\$10.00	\$10.00	Per card
Parking Fees:			
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	

Proposed FY12 User Fees

Aviation fees continued

Non-Regulatory Fees	Basis	FY11	FY12
Other Ground Transportation Operators:			
Taxi Permits	Per permit per quarter	\$312.50	\$312.50
Off Airport Rent-A-Cars	% of gross revenue	10%	10%
Off Airport Parking	% of gross revenue	10%	10%
Hotel/Motel Courtesy Vans	Annually/per vehicle	\$400.00	\$400.00
Commercial Courier Vehicles	Per trip through lane	\$1.00	\$1.00
Contract Vans or Limos	Per trip through lane	\$1.00	\$1.00
Frequent Parking Cards	Per month	\$100	\$100
Land Rent	Per acre	\$3,500-\$9,583	\$3,500-\$9,584
Landing Fees	Per 1,000 lbs lwt.	\$0.45	\$0.42
Aircraft Ramp Parking Fees:			
Per operation 0 to 30,000 lbs	Aircraft 0 to 30,000 lbs	\$25.00	\$25.00
≥30,000 lbs for 0-3 hours	0 to 30,000 lbs, 0-3 hrs	\$50.00	\$50.00
> 30,000 lbs for 3-24 hours	>30,000 lbs, 3-24 hrs	\$100.00	\$100.00
Terminal Area Rentals	Per square foot	\$5.21-\$52.13	\$5.21-\$52.14
Cargo Facility Rentals	Per square foot	\$3.00-\$12.00	\$3.00-\$12.01
Maintenance & Operations Costs	Per square foot	\$7.75-\$10.00	\$10.00 -\$12.00
City Hanger Rentals:			
60' x 60'	Per month	\$840.00	\$840.00
T-Hangers	Per month	\$300.00	\$300.00
Shadeports	Per month	\$155.00	\$155.00
Rent-A-Car Concessions	Minimum Annually	10.00%	10.00%
Cargo Ground Handling Fees	% of Gross Revenue	8.00%	8.00%

Proposed FY12 User Fees

City Clerk

FY12 Projected User Fees

Non-Regulatory Fees	FY11	FY12
Voluntary Annexation Petition	\$400	\$400

Engineering & Property Management FY12 Projected Cemetery Fees

Non-Regulatory Fees: Oaklawn, North Pinewood, West Pinewood, 9th St Pinewood	FY11	FY12
<u>Opening & Closing Fees:</u>		
Adult		
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	\$300
cost	\$250	\$250
Infant/Child (up to 3 feet)		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Sunday and Holidays	\$563	\$563
Indigent (Catholic Social Svc-Weekdays)	\$100	\$100
Cremations (burial) (In-ground)		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Sunday & Holidays	\$563	\$563
Second Right of Interment (new fee)	\$200	\$200
Disinterment		
Adult	\$1,088	\$1,088
Infant/Child (Up to 3 feet)	\$300	\$300
Reinterment		
Adult	\$725	\$725
Infant/Child (Up to 3 feet)	\$300	\$300
<u>Sale of Grave Spaces</u>		
Sale of Grave Sections 7 & 8 only	\$400	\$700
Sale of Grave Adult	\$500	\$700
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	\$0.65
Marker Installation (per sq. inch)	\$0.55	\$0.60
Transfer Burial Rights	\$100	\$100

Proposed FY12 User Fees

Non-Regulatory Fees: Elmwood and Evergreen Cemeteries	FY11	FY12
Charges for Opening and Closing		
Grave Spaces/Niche		
Adult		
Weekdays	\$725	\$725
Weekdays after 3:30 p.m. & Saturday	\$1,088	\$1,088
Sunday & Holidays	\$1,360	\$1,360
cost	\$250	\$250
Infant/Child (up to 3 feet)		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Sunday and Holidays	\$563	\$563
Cremations (burial)		
Weekdays	\$300	\$300
Weekdays after 3:30 p.m. & Saturday	\$450	\$450
Second Right of Interment (new fee)	\$200	\$200
Sunday & Holidays	\$563	\$563
Disinterment		
Adult	\$1,088	\$1,088
Infant/Child (Up to 3 feet)	\$300	\$300
Re-interment		
Adult	\$725	\$725
Infant/Child (Up to 3 feet)	\$300	\$300
Sale of Grave Space Adult/single	\$550	\$900
Sale of Grave Space Adult/double	\$800	\$900
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
Amenities		
Date (Evergreen only)	\$150	\$150
Tent & Chair Setup (Evergreen only)	\$150	\$200
Flower Vase Installation	\$50	\$50
Sale and Installation of City Vase	\$90	\$90
Monument Foundation Construction (per sq. in.)	\$0.60	\$0.65
Marker Installation (per sq. in)	\$0.55	\$0.60
Transfer Burial Rights	\$100	\$100

Proposed FY12 User Fees

Engineering & Property Management

FY12 Projected Parking Fees

Non-Regulatory Fees	FY11	FY112
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
After Hours/Weekends		
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.	\$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

FY12 Projected Land Development Fees

Non-Regulatory Fees	FY11	FY12
Bond Administration Service	\$370/per surety posted, extension, reduction, renewal, replacement, or release	\$445/per surety posted, extension, reduction, renewal, replacement, or release
Tree Ordinance Payment in Lieu Fee		\$80,100 per acre

Proposed FY12 User Fees

Charlotte-Mecklenburg Police Department FY12 Projected Animal Care & Control Fees

Non-Regulatory Fees	FY11	FY12
Animal Control Adoption Fees:		
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	\$0	\$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)	\$500	\$0
Gray Cockatiel	\$25	\$25
Lutino Cockatiel	\$50	\$50
Peach Faced Lovebird	\$25	\$25
Other Lovebird	\$50	\$50
Horse/Cow - (auction starting price)	\$50	\$0
Goats	\$15	\$15
Animal Spay/Neuter Fees:		
Canine Spay/Neuter	\$55.00	\$55.00
Feline Spay	\$45.00	\$45.00
Feline Neuter	\$35.00	\$35.00
Rabbit Spay	\$30.00	\$30.00
Rabbit Neuter	\$25.00	\$25.00
Animal Reclaim/Boarding/Rabies Shot/Microchip:		
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 FY12 User Fees

Solid Waste Services FY12 Projected User Fees

Non-Regulatory Fees	FY11	FY12 Fee
Veterinary Dead Animal Collections	\$3 per animal or \$15 minimum pickup charge	\$3 per animal or \$15 minimum pickup charge
Annual Solid Waste Disposal		
Mobile Homes (Bus.)	\$45	\$45
Mobile Homes (Ind.)	\$45	\$45
Residential	\$45	\$45
Manufactured	\$45	\$45
Mobile Home	\$45	\$45
M/F Business Residential	\$27	\$27
M/F Individual Residential	\$27	\$27
M/F Others	\$27	\$27

Charlotte Department of Transportation FY12 Projected User Fees

Non-Regulatory Fees	FY11	FY12
Parking Permits:		
Parking Permits (4 th Ward, 3 rd 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 FY12 User Fees
Engineering & Property Management
FY12 Projected Storm Water Rates

Storm Water Rates	FY11	FY12
Single Family		
Tier I - <2,000 sq ft of impervious area	\$4.50/mo	\$4.79/mo
Tier II - ≥2,000 sq ft of impervious area	\$6.63/mo	\$7.06/mo
Commercial		
Per acre of impervious area	\$110.50/mo	\$117.68/mo

Current (FY11)	Recommended (FY12)
<u>Water Rates</u>	
Fixed Administrative Charge \$2.40	Fixed - Administrative Charge \$2.40 Availability Fee 2.25
Volume Rate	
Tier 1: 0-4 ccf 1.45	Tier 1: 0-4 ccf .98
Tier 2: 4-8 ccf 1.64	Tier 2: 4-8 ccf 1.96
Tier 3: 8-16 ccf 2.69	Tier 3: 8-16 ccf 3.41
Tier 4: 16+ ccf 5.32	Tier 4: 16+ ccf 5.32
Non Residential 2.04	Non Residential 2.20
<u>Sewer Rates</u>	
Fixed Administrative Charge 2.40	Fixed - Administrative Charge 2.40 Availability Fee 4.30
Volume Rate* 4.31	Volume Rate* 4.14
<i>* up to 24 ccf for residential customers</i>	<i>* up to 16 ccf for residential customers</i>

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Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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 property 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 operating departments

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 departments

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.

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