

Strategic Operating Plan FY2010



Engineering & Property Management Balanced Scorecard Fiscal Year 2010									
Corporate Objective	KBU Initiative ***Focus Area Initiative	Measure (# -- Incentive Goals)	Prior Year Actual FY09	Lead and/or Lag	Performance Data			Comments/Explanation	
					FY 2010 Target	YTD	Status		
Promote Economic Opportunity	Promote SBE participation in informal contracting.	Manage contracts so that all low bidders meet the established SBO goals or GFES for duration of project.	N/A	Lag	95%				
Strengthen Neighborhoods	Manage City resources to improve quality of life in neighborhoods.	Utilize seasonal mowing and maintenance crews to clear and clean sidewalks in transitioning and challenged neighborhoods.	20 miles of sidewalk	Lead	20 miles of sidewalk			Designed for safety and beautification in challenged neighborhoods. Sidewalk clearing is performed from December to March.	
Provide Transportation Choices	Effectively manage transportation-related projects that enhance the City's transportation network and ensure safety.	Manage transportation related projects so that, for 85% of projects, the targeted duration is 1) less than 1.5 years for small to medium sized projects, and 2) less than 3 years for large projects.	1) 88.1% 2) 95.7%	Lead	85%			The targeted duration is measured from start of property acquisition to end of construction. Includes actual durations for completed projects and forecast durations for ongoing projects.	
Safeguard the Environment	***Protect natural ecosystems and habitats, including the tree canopy.	Maintain a significant and healthy tree canopy.							
		Conduct baseline assessment of the City's tree canopy.	N/A	Lead	June, 2010				
		Meet mitigation requirements through local rather than state-level restoration efforts when streams are negatively impacted by City projects.	N/A	Lag	100% of the time				
	***Support sustainability by making wise decisions regarding growth and development, recognizing the interrelationships between air quality, water resources, land preservation, and energy and resource conservation.	Develop a program recognizing local developers or businesses annually for excellent tree preservation efforts.	N/A	Lead	Dec. 2009				
		Implement Environmental Inventory Strategy to include internal use of existing data map. Determine process, stakeholders and potential implications of designating environmentally sensitive areas.	N/A	Lead	June, 2010				
		Collect data on approved sites that quantify environmental benefits of the Post Construction Controls Ordinance, including natural areas protected, impervious area treated and stream buffers protected.	N/A	Lag	100%				Environmental Data Management System set up and ready for data.
	***Adopt sound environmental practices in City facilities and operations.	Incorporate environmentally responsible elements in the design, construction and operations of City facilities.							
		Maintain energy use practices so that City facilities compare favorably with available benchmark information in the South Atlantic region (measured in thousands of BTUs per square foot).	N/A	Lag	Overall EUI<68				
		Compile and present each fiscal year's Greenhouse Gas Emissions Inventory for local government operations by December of the following fiscal year.	N/A		December, 2010				
		Obtain approval of the City's Greenhouse Gas Emissions Inventory Action Plan.	N/A		September, 2009				Now part of the Energy Efficiency and Conservation Strategy
Adopt a Sustainable Facilities Policy.		N/A		October, 2009					
Holding place for measures dictated by the Sustainable Facilities Policy when approved.									
Deliver Collaborative Solutions	Provide leadership for growth corridor management.	Develop and include updated information on the City's website and Charlottefuture.com to reflect the City's integrated and sustainable land use, development and transportation growth strategy.	N/A	Lead	December, 2009				
		Conduct an annual survey to benchmark existing community awareness of the City's growth strategy.	N/A	Lead	December, 2009				
	***Enhance permit process for Land Development.	Conduct "competitive advantage" analysis of permitting systems and processes.	N/A	Lag	June, 2010				
		Complete the remaining 2 of 12 initiatives listed in Council-approved permitting report.	10 of 12 Met	Lag	June, 2010				
		Establish and communicate policies for three permitting process enhancements. Implement digital plan submittal/review.							
Enhance Customer Service	Improve citizen service and 311 alignment.	Implement adopted citizen service and 311 strategies in business operations, focusing in the following areas: Provide accurate, useful and easily accessible website information. Provide timely and useful information to citizens. Provide exceptional integration with 311.	Achieved	Lead	June, 2010			Implementation will reflect refresher training to occur by August 2009 to include communication, collaboration and support that reflects the City Manager's emphasis. During FY2010, BSC measures will be studied for inclusion in FY11 BSC.	
		Develop and implement a communication strategy that: Enriches citizen service through project communications. Establishes a web presence for every project. Incorporates City branding elements consistently in both employee and citizen communications.	N/A	Lag	June, 2010				
	Improve internal and external customer service.								
Optimize Business Processes	Plan and implement technological solutions that support the business.	Complete the initiation of Phase 1 of the Work and Asset Management project including establishing a governance between E&PM, Mecklenburg County, and CMU and the development of a plan for expansion of the Cityworks server environment to include CMU.	N/A	Lead	June, 2010				
Maintain AAA Rating	Balance bond and pay-as-you-go funding of the Storm Water Capital Program.	Increase pay-as-you-go funding of the Storm Water Capital program.	\$6M	Lead	Increase by \$1 M/ per year				
Deliver Competitive Services	Maximize public resources through benchmarking, competition, privatization and optimization.	# - Ensure that services provided by E&PM are competitive by annually benchmarking selected services with the private sector. Services to benchmark in FY2010 include: Surveying Project Design CMGC Management and Maintenance	N/A	Lead	Benchmark				
Invest in Infrastructure	Improve the safety and appearance of neighborhoods with infrastructure improvements.	Complete neighborhood, transportation, storm water and area plan projects each year.	N/A		24 in 2010			Scheduled for FY2010 - 19 Sidewalk Projects, 1 Connectivity Project (Grier Heights), 3 Storm Water Projects, 1 NIP Project (Belmont/Siegle Avenue)	
		Achieve excellent Capital Investment Program (CIP) outcomes through project management.	Manage projects so that at least 85% meet major milestone and completion dates.	88%	Lag	85%		Targets are set at the end of planning phase.	
	Manage City-owned assets for optimal benefit.	Manage projects so that at least 85% are completed at a cost less than or equal to the approved budget.	96%	Lag	85%			Targets are set at the end of planning phase.	
		Develop a tree management plan to use for setting targets for tree pruning and maintenance.	N/A	Lead					
Achieve Positive Employee Climate	Manage safety program that keeps employees and facilities safe.	# - Correct facility and operational safety hazards within 10 working days.	98%	Lag	90%				
		# - Provide information to employees offering education and motivation for healthy living, using accessible media and updating at least quarterly.	Met	Lag	Quarterly posters				
	Encourage employee wellness.	# - Each division will display and/or present a health/wellness activity three times a year.	Met	Lag					
Recruit and Retain Skilled, Diverse Workforce	Identify work opportunities that enhance employee growth, development and agility.	Provide work opportunities that increase departmental agility, meet organizational goals and promote employee development.	N/A	Lead and/or Lag	Document occurrences				
Promote Learning & Growth	Plan and implement employee development and training.	# - Identify annual division and departmental level training goals. Develop strategies for cost-effective provision/implementation.	N/A	Lead					

ENGINEERING & PROPERTY MANAGEMENT

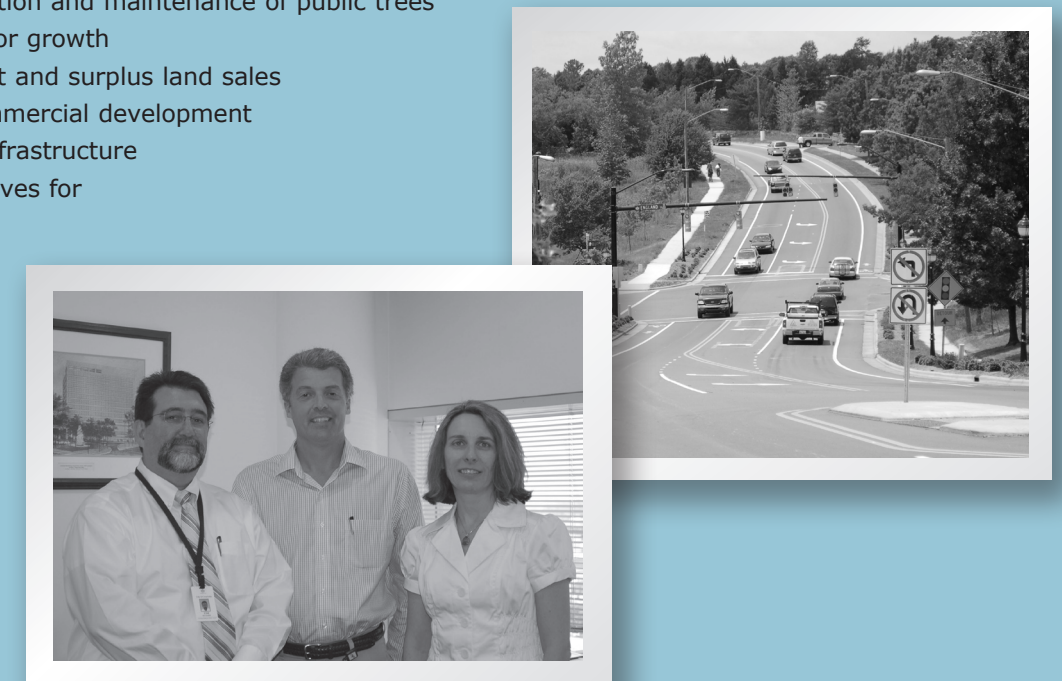
Engineering & Property Management (E&PM) is committed to the City's vision of creating and preserving a "Community of Choice for Living, Working and Leisure." With the experience and adaptability to provide a diverse set of services and to lead collaborative initiatives, E&PM supports Charlotte's plans for sustainable growth.

Services provided by E&PM staff:

- Professional contracting, planning, design, project management, survey services and construction inspection services to achieve the City's capital investment plan goals
- Environmental protection services, including water quality and erosion control oversight, and protection of our tree canopy
- Management and maintenance of public buildings and parking decks
- Beautification through landscaping of public areas and installation and maintenance of public trees
- Economic analysis of land values and uses in areas targeted for growth
- Real Estate acquisition for public purposes, asset management and surplus land sales
- Permitting and regulation of single-family subdivision and commercial development
- Maintenance and improvement of the City's storm drainage infrastructure
- Leadership, facilitation and support of key collaborative initiatives for sustainable growth and citizen service

E&PM Leadership Team:

Jeb Blackwell, City Engineer
 Gina Shell, Deputy Director
 Tim Richards, Deputy City Engineer
 David Meachum, Engineering Services Division Manager
 Dave Weekly, Land Development Division Manager
 Jennifer Smith, Storm Water Services Division Manager
 Mike Nail, Business Services Division Manager
 William Haas, Special Projects Division Manager (Interim)
 John Lojko, Landscape Division Manager (Interim)
 Sue Rutledge, Building Services Division Manager (Interim)
 Jeff Reid, Real Estate Division Manager (Interim)



Staffing & Budget Summary

E&PM Staffing and Budgeting Summary		FY 2009 Budget	FY 2009 Actuals	FY 2010
Funded Staff Positions	General Fund	329.25	329.25	329.25
	Storm Water	86	86	83
	E&PM Total	415.25	415.25	412.25
Operating Budget	General Fund	\$36,491,000	\$34,055,318	\$38,137,000
	Storm Water	\$49,860,895	\$47,295,229	\$51,338,000
	E&PM Total	\$86,351,895	\$81,350,547	\$89,475,000

Mission & Principles

E&PM's mission:

Experienced and engaged employees are the essential ingredients of a strong organization that responds quickly, flexibly and creatively to address community needs.

Our guiding principles:

- Provide collaborative, courteous, accessible, responsive and seamless services.
- Find ways to apply our resources to achieve City Council's priorities.
- Build our competitive edge through learning, innovation and continuous improvement.
- Find the optimum balance of cost, schedule and quality that achieves the City's capital investment and operational goals.
- Create an environment that values the contributions of individuals, recognizes their diverse contributions and encourages them to develop to their full potential.

Citizen now has "peace of mind"

South Charlotte has been one of the region's fastest growing areas. This has placed a burden on the Fire Department to provide coverage to a broader area than intended for its existing stations.

"When I moved to Charlotte in 1999, I was disappointed to find out the closest fire station to our neighborhood was more than four miles away," said Pam James, who lives in the Arboretum area. "I knew that local development and traffic would increase response time for fire trucks. Luckily, plans were already underway for Fire Station 39 when I contacted the Fire Department."

E&PM's Special Project's Division oversaw the planning, design and construction of Fire Station #39. Working with its "client," the Fire Department, E&PM staff led the process for selecting the architect, the construction company and the choice of using sustainable green features such as a solar-powered hot water heater, white membrane roof and insulated concrete forms that reduce heating and cooling losses. The station provides quick and accessible fire response to local residents and businesses while also offering environmentally sustainable components.

"I now have peace-of-mind and confidence that there will be a far quicker response in the event of an emergency in Southeast Charlotte," James added.



This unique publication design saved more than 40% on printing costs compared to prior years.

Strategy: Agile Focus on Big Goals

For Engineering & Property Management, developing our FY2010 strategic focus has been a greater challenge than at any time in the last 20 years. During leadership discussions, it was clear that current economic realities present a future that may range between two widely disparate extremes. We must prepare for the possibility of: 1) continued cutbacks in resources and projects; 2) workload growth, even dramatic growth due to bond and potential Federal stimulus programs; 3) a combination of both. Both the operations and capital budgets were developed and adopted with these two widely divergent futures in mind.

The guiding light in leadership debates was the City Engineer's direction that we should concentrate on developing "agile focus on big goals." To help shape the goals, Divisions were asked "What do you aspire to do for this community and its citizens?" Each answered with descriptions of the great things we can accomplish. From these aspirations three major goals were developed, each supported by Division objectives, and which will not change due to shifts in the economic tide.

E&PM's three "Big Goals" are:

- **Build a Sustainable City** – Our decisions need to support the long-term well-being and livability of this community. What must we do today for a citizen living in Charlotte in 2050 to thank us? To this end we will protect and enhance our environment, provide transportation choices and conserve our resources.
- **Promote and Protect Business Vitality** – Economic development is the lifeblood of Charlotte as a business center. What can we do to increase our impact on Charlotte being a hub for business and prosperity? The quality of our infrastructure projects, development regulation, real estate transactions and contracting for goods and services all can have a positive effect on the business climate in Charlotte.
- **Provide Outstanding Citizen Service** – The link between City Council's Focus Areas and our Corporate Objectives is Comprehensive Citizen Service. How can we better serve our citizens, and help all citizens better understand how to help themselves? In every citizen encounter, our employees will see they are the voice, face and representative of not just a division or work group, but of the entire City organization.

Because of the near-future economic uncertainty, "agile" focus is of utmost importance. We must be ready to shift approaches and resources to respond to shifting challenges and take advantage of opportunities when they advance strategic goals. This will demand adaptability from employees and a change to viewing their value less by fulfillment of job description and more by their worth to the whole of the City organization.

This potentially unsettling change means rethinking employee development. With limited resources for training over the next budget year, we will become more self-dependent, creating in-house training platforms and emphasizing assignments that increase department agility and meet organizational goals, as well as develop employees.

The strategic constant that carries over to the FY2010 SOP is organizational alignment through collaboration, innovation and communication. E&PM staff is recognized for its leadership in collaborative projects. Over the next year we will expand our ability to take on significant roles that help Charlotte realize its vision of being an even greater American city.

Accomplishments

The accomplishments of E&PM staff during the year are testimony to our belief that the mission of E&PM is to build a better community. In ways both concrete and emblematic, through innovation and collaboration, E&PM helps deliver the City's promise of service to our citizens.

- Approximately \$2 million in revenue generated for the City from active land and cell tower leases, as well as \$10.5 million from inventory land sales.
- More than 1,275 Survey Service Requests handled, a 50% increase from previous year.
- Acquired a total of 874 parcels, with a total of 1,541 property rights, for capital improvement projects.
- Worked with design engineers on new Ott Street solid waste facility to accomplish a 30% reduction in energy from current standard energy code.
- CATS' emergency generator is now on Duke Energy Standby Generator (SG) Program; estimated annual savings of \$25,000.
- CMGC energy reduction program: saving 20% over 2003 baseline.
- Change of more than 100 City energy accounts to different ratings to save an estimated \$750,000 each year.
- CMGC/City Hall Recycle Campaign – 182,000 lbs paper; 3,712 lbs cans/bottles; 208 cubic yards cardboard; battery recycle.
- CMGC/City Hall operating expense comparison against Building Owners and Managers Association (BOMA) 3-year Uptown Charlotte average of \$8.90 sq ft: CMGC \$6.66 sq ft; City Hall, \$7.51 sq ft.
- E&PM played a lead role in formalizing the City's Contracts Officers Community of Practice.
- 100% of all identified safety hazards were corrected within the designated time target of 10 working days.
- Business Services developed an inter-departmental training program for CMU-CDOT-E&PM covering multiple topics and disciplines including construction contracting, inspector training, permit compliance, surveying, traffic operations, safety and more.
- Developed an Accident Review Board Process for all serious employee accidents and injuries.
- Land Development championed the creation of a One Stop Permitting Center.
- A joint web site for Land Development, CDOT and Planning will debut in February, providing content continuity and ease of use for customers accessing development information.
- Land Development established a benchmark for commercial plans to be reviewed within 2.5 reviews on average.
- Expedited review program was expanded to increase participation.
- An annual Land Development User's Conference was held in 2008 with the Chamber of Commerce and Commercial Real Estate Development Association.
- In July of 2008, the landmark Post Construction Controls Ordinance (PCCO) went into effect.
- Council approved amendments to the Soil and Erosion Control Ordinance on October 27, 2008.
- The City's first Greenhouse Gas Emissions Inventory for municipal operations was prepared.
- Construction of Fred D. Alexander Boulevard began. It is the City's largest local road construction project funded to date.
- High and medium priority requests for Storm Water Services are at a six-month and one-year backlog, respectively.
- Storm Water Services completed the construction phase of seven flood control or water quality projects in FY09 and will complete three more in FY10.
- Achieved a \$2 million savings in General Fund divisions in FY09.

Developer: Project advocate does "great work"

Helping customers through the complicated plan review and permitting process has been a priority for Land Development this year. One of the Division's "12 Initiatives" is to establish a conflict resolution process for developers and designers. Staffers such as Plan Review Engineer Jack Fulghum, Construction Inspector Shelly Yungfleisch, Urban Forester/Zoning Inspector George Conroy and Erosion Control Coordinator Gina Hodges act as "project advocates," leading customers through plan review and permitting, then assisting them through the construction phase.

Land Development staff worked on the IKEA project being built on City Boulevard in the University City area and worked closely with the developer to forge agreements that allowed the customer to get their Certificate of Occupancy early and prepare their building for the grand opening.

Comments regarding Jack's work: "Thank you for all the help we have gotten from Land Development on the large, complex IKEA project," said David Niekamp, Director of Retail Development for Crescent Resources, LLC. "We as developers seldom take the time to thank the people that review our projects and I wanted to acknowledge Jack's great work. It is these kinds of people that make Charlotte a high class, great city to be in."



Landscape outreach sessions "gave us the tools"

"Until I attended the City's Landscape Outreach session last spring, I didn't know how to start bidding City projects," said Jessica Simpson of Watson Groundworks, Inc. "It was extremely informative and gave us the tools we needed to bid on City projects."

The goal of this informational session was to educate Landscape Contractors on how to become certified to do work with the City and increase the pool of applicants bidding on E&PM's landscape work. The breakfast proved to be a huge success as this past fall, E&PM received an average of 8-11 bidders on each landscaping contract versus the average 1-2 received in past years. E&PM plans to host outreach events like this one each year.

As a result of the 2nd Annual Landscape Contractor's Breakfast and Outreach Session, Watson Groundworks, Inc. is now a qualified applicant bidding on City work. Watson was awarded two landscaping projects this fall including the Old Pineville South - Southern Section and South Tryon Median: I-485 to Shopton Road West.

"We appreciate the City's efforts to educate and in turn help us grow our business," Simpson added.



Award Winner: "We're partners in energy management"

David Miller, Engineering & Property Management's Energy Manager, was named "Green Government Leader of the Year" by the Charlotte Business Journal. David's expertise at energy efficiency led the City of Charlotte to:

- Reduce energy usage in city facilities by 14% since 2003.
- Reduce carbon dioxide emissions by 14,000 tons (saving \$4M) since 1997.
- Reduce city building's EUI (Energy Use Intensity) to its current measure of 64, which is twice as efficient as the average state government building.

David and the energy management plan exemplify the City's two-edged commitment to citizens and the environment. "We're focused on our stewardship of taxpayer dollars as well as our pledge to improve the environment, which makes the Charlotte community a better place to live and work," said City Engineer Jeb Blackwell.

"This is the perfect job for me, improving systems that don't function efficiently," said David. "I'm lucky to work with great people too. We're coworkers first, but also we're partners in energy management."

Congratulations to David and his customers.



Looking at Key Issues

The primary issues for FY2010 are framed by the current economic conditions and our resolve to push forward with projects critical to the City's mission and long-term success as a vital, sustainable community.

CIP Implementation – With the adoption of the FY2010-14 Capital Investment Plan, the focus will be placed on development of municipal infrastructure. The CIP included funding for fire stations, major road building and major building maintenance and renovations. Federal stimulus funding remains uncertain. Two Storm Water projects have been approved, and fire station and energy-related applications are being considered.

Project Management – Our systems and processes for managing projects are being improved, with strong emphasis on technology, data analysis, accounting and cost estimating.

Sustainable Buildings – As demands for sustainable designs grow, the City must plan for increased up front costs for facilities that provide operating and environmental benefits. This is a key sustainability issue, for which E&PM is working with other KBUs developing a policy approach.

Decreased Development Activity – The depressed economy means shortfalls in permitting revenues. Since Land Development is 100% user fee funded, operating budgets are smaller, and a number of permitting staff have been temporarily reassigned to assist with General CIP and Storm Water CIP efforts.

12 Initiatives – For the City Manager and City Council, Land Development developed 12 initiatives to improve permitting processes. Most are complete, but two key ones tied to the Economic Development Focus Area Plan – digital plan submittal and a joint City/County web site – require additional funding.

Tree Canopy Analysis – Suspended due to budget constraints, this "Smart Green Growth" initiative is tied to the Environmental Focus Area Plan and is critical to protecting our tree canopy and reputation as a city of trees. We are working with private groups to accomplish this.

Storm Water Infrastructure – Needs are growing faster than the funding to resolve them. After several drought years, the resurgence of rain has increased the number of citizens reporting storm water issues. In addition, aging infrastructure and annexation impact Storm Water Services' ability to meet demands for projects other than those that are high and medium priority.

Post Construction Controls Ordinance – Enacted last year to help ensure a quality future environment, the emphasis now must be on enforcement and education to prevent dilution of the ordinance's intent.

North and Northeast Corridors – Decisions need to be made on whether to move forward with infrastructure programs to ensure adequate time for Storm Water Services, Engineering Services and Real Estate to plan and respond to CATS' needs.

Savings Goal – E&PM will operate in FY2010 such that we will achieve a budget-year savings of \$1,002,744 in the General Fund divisions.

Growth Management – Working with other KBUs, and those stakeholders outside the City organization, a comprehensive, unified growth strategy needs to be developed.

Tree "ready to fall" - employees jump into action

A violent storm ripped into Charlotte on January 7, leaving damage and debris across a wide swath of the city. Landscaping staff jumped into action.

"Within 10 minutes of my 10:30 pm 911 call, Landscape Management Tree Technician Lewis Hatfield arrived at our property and called in crews to trim branches off the top of the leaning tree that was ready to fall on two houses," said Tonya Gelbach, Dilworth area resident. "I couldn't be happier with the City's response to a dangerous and frightening situation. Everything just came together perfectly."

Upon arriving, Hatfield evaluated the danger, evacuated the family and called in additional resources. In the dark and windy conditions, tree crews cut off a major portion of the top of the 60-inch diameter oak to make it safe dropping the heavy limbs into the front yard without getting as much as a twig on the front porch!

Landscape Management answered 59 emergency calls during that severe wind storm. "We are fortunate to have such dedicated employees who know their business," said City Arborist Don McSween.



Links to Corporate Strategy

Despite the uncertainty of the economy and its effect on resources, E&PM has developed Balance Scorecard objectives that are aligned with City Council goals and that, when achieved, will build value for Charlotte and assist in fulfillment of the City's principal mission.

"Serve The Customer" – With strong linkage to the Environment Focus Area Plan (FAP), the Scorecard sets priorities for protecting natural ecosystems and habitats, supporting sustainability through wise decisions on growth and development, and adopting sound practices for City facilities and operations. The Economic Development FAP is supported by measures for ensuring Small Business Enterprise participation in informal contracting and for conducting "competitive advantage" analysis of permitting processes.

"Run The Business" – With "Provide Excellent Citizen Service" as one of E&PM's top three FY10 goals, we will enhance customer service through better alignment with 311, improving timeliness and usefulness of employee response to citizen inquiries, increasing the accuracy and utility of website information, and easing citizen access to e-process data. Support of the Transportation FAP is shown in the initiative to provide leadership for growth corridor management, with emphasis on promoting the City's sustainable land use, development and transportation strategy.

"Manage Resources" – E&PM will help maintain the City's AAA rating by increasing pay-as-you-go funding for Storm Water capital projects. We will prudently monitor use of resources by benchmarking against the private sector the services of surveying, project design and CMGC management and maintenance. We will enhance the community's neighborhood with infrastructure improvements, as well as manage those CIP projects with costs at or below budget.

"Develop Employees" – While a clear need is recruiting and retaining skilled staff, the budget reality means resources to do this are thin. To counter this, E&PM has identified increased departmental agility as a top priority. This will help in meeting organizational goals while promoting employee development by exposing staff to diverse opportunities. And where lack of resources prevent usual training opportunities, we will develop strategies for in-house provision and implementation.

Communication for road project "very helpful to us"

Since the beginning of construction on the I-277/Caldwell Interchange Project (NASCAR Hall of Fame Road Improvements), City staff has regularly communicated traffic impacts to Uptown property managers. Lane and road closures were also included in correspondence to Carolina Panthers' season ticket holders during the 2008 football season.

"The City of Charlotte has done an excellent job communicating with us," said David Pitsler, Partner and Director of Property Management with Childress Klein. "We truly appreciate the service and it is very helpful to us in serving our building occupants."

Various City departments, North Carolina Department of Transportation representatives, members of the Hall of Fame team and contractor Blythe Development continue to meet weekly to discuss traffic control, safety, utility coordination, public relations, construction progress and impacts.

"The City of Charlotte has done a great job of coordinating with many entities to keep this project on a fast track schedule," said Richard Hancock, Division 10 Deputy Engineer with NCDOT. "When completed in mid 2009, this project will be something that we can all be proud of, as well as a showcase for the entire region."



Homeowner: Storm Water project "did its job"

In August 2008, Charlotte experienced a severe rain storm over a 24 hour period. Charlotte Mecklenburg Storm Water Services (CMSWS) received more than 100 calls over a three day period when a typical storm brings less than 10 calls. Through this emergency response, CMSWS received several "thank you's" from the community, including this one from Madison Park homeowner Elaine Aldridge.

"Since Charlotte Mecklenburg Storm Water Services installed a 32'x9' bottomless culvert in our neighborhood in 2007, we've had no flooding issues, even after this serious rain storm," said Aldridge.

"The creek project did its job! We had 8 inches of rain and did not flood! The creek rose three times: once in the morning and twice between 3 am and 5 am but it did not overflow its banks. Thank you Charlotte Mecklenburg Storm Water Services for all of your hard work and good planning," she said.