



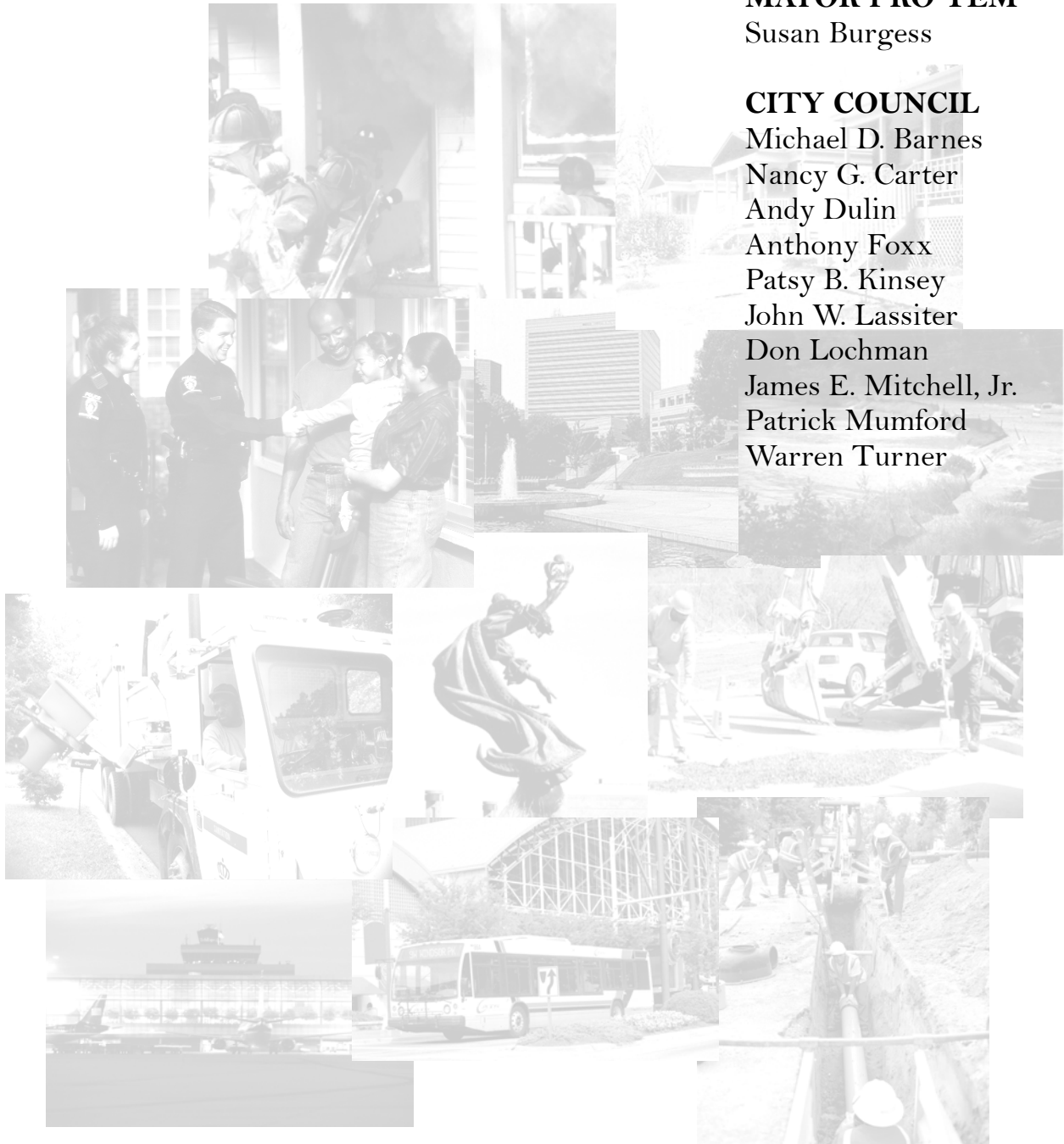
# FY2008 & FY2009 Strategic Operating Plan Summary



**MAYOR**  
Patrick L. McCrory

**MAYOR PRO TEM**  
Susan Burgess

**CITY COUNCIL**  
Michael D. Barnes  
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# Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY08 & FY09 Strategic Operating Plan (SOP)** and the **FY08-12 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.

## FY08 & FY09 Strategic Operating Plan

This document is a detailed record of the spending plan proposed by the City Manager and adopted by the Mayor and City Council for FY08 & FY09. It contains the following elements:

Budget Process (Page iii)	<b>Budget Process:</b> Process by which the Strategic Operating Plan and the Capital Investment Plan are developed.
Executive Summary (Pages 1 - 32)	<b>Executive Summary:</b> An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, and fund summaries.
Corporate Strategy & Council Priorities (Pages 33 - 52)	<b>Corporate Strategy:</b> The City's corporate strategy, City Council priorities (Community Safety, Neighborhoods, and Economic Development) and strategic focus areas.
Operating Budgets (including summary schedules) (Pages 53 - 174)	<p><b>General Fund Operations Budgets:</b> The budgets and performance achievements of Key Business Units that are funded by the City's property and sales taxes. These are Police, Fire, Solid Waste, Transportation, Neighborhood Development, Engineering and Property Management, and Planning.</p> <p><b>Enterprise Operations Budgets:</b> The budgets and performance achievements of Key Business Units which are enterprise operations with a dedicated funding source. These are Aviation, Charlotte Area Transit System, and Charlotte-Mecklenburg Utilities.</p> <p><b>Support Businesses Budgets:</b> The budgets and performance achievements of Support Business Units which are funded by the City's property and sales taxes. These are Mayor and City Council, City Attorney, City Clerk, City Manager, Budget and Evaluation, Business Support Services, Finance, and Human Resources.</p>
Capital Investment Plan (Pages 175 - 217)	<b>Capital Investment Plan:</b> A five year plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities.

# Reader's Guide

## Operating Budgets: A Closer Look

The operating budgets for Key Business Units and Support Business Units provide the core content of this document. These begin on page 55 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 revised FY07 and the adopted FY08 & FY09.
- Accomplishments
- Service delivery challenges
- Performance measures and achievements
- Budget summary by inventory of services
- Budget decreases and increases
- Unfunded requests (if applicable)

City Attorney			
Summary	FY07	FY08	FY09
The City Attorney's Office provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff. The Office represents the City, its officials, and employees in litigation filed by or against them.	Budget \$1,941,563	\$1,821,945	\$1,801,197
	Positions 26.50	26.50	26.50
<b>Accomplishments</b> <ul style="list-style-type: none"> <li>• Worked with Utilities to secure acceptable terms for the Comprehensive Relicensing Agreement in the Duke relicensing proceeding before the Federal Energy Regulatory Commission.</li> <li>• Successfully argued in US District Court in cases of alleged racial discrimination against the City. Upon appeal, the US Court of Appeals affirmed the dismissal of the case.</li> <li>• In support of the Wachovia Arts project, obtained legislative authority for the vehicle rental tax. Subsequently drafted and negotiated associated agreements with Mecklenburg County and towns.</li> <li>• Revised the Airport Concession Disadvantaged Business Enterprise Program and updated the methodologies, met with stakeholders, and implemented the new requirements to comply with the FAA's New Final Rule.</li> </ul>			
<b>Vital Statistics</b> <ul style="list-style-type: none"> <li>• Annually provides over 25,000 hours of legal service (excluding Aviation and Police staff)</li> <li>• Staff of 16 attorneys and 11 support staff in City Attorney's Office</li> <li>• Staff of 2 attorneys in Aviation</li> <li>• Staff of 5 attorneys and 2 support staff in Police</li> </ul>			
<b>SERVICE DELIVERY CHALLENGES</b>			
<u>Space Needs and Staff Management</u> Staff are dispersed at four separate locations: CMGC, Cameron Brown, Police Headquarters, and at the Airport. Space needs are becoming critical. Staff members located in other buildings spend considerable time commuting back and forth to meetings. This also hinders the attorneys because the face-to-face discussion they find extremely helpful when reviewing changes in the law, current litigation, and other legal problems is limited. Although some attorneys will always be out posted (Police and Aviation) others would benefit from a location with the rest of the office. Additionally, the lack of conference room space for mediations is increasingly noticeable because of increased condemnation actions that result in growing frequency of mediations requiring meeting space.			
<u>Tort Defense</u> The City Attorney's Office continues to see an increase in caseload and expects the caseload to increase considerably with the opening and operation of the light rail system.			
<u>Research</u> Summer interns are used to assist attorneys with research tasks. The volume of research needs exceeds that which can reasonably be accomplished by the interns.			

City Attorney																							
Performance Measures	Performance Achievement																						
	FY06 Actual	FY07 Target	FY08 Target	FY09 Target																			
<b>Legal Advice and Representation</b> Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff																							
<ul style="list-style-type: none"> <li>• Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project</li> </ul>	n/a	n/a	January 2008	n/a																			
<ul style="list-style-type: none"> <li>• Ensure that Attorney staff maintain certifications</li> </ul>	180 training hours	192 training hours	224 training hours	224 training hours																			
<ul style="list-style-type: none"> <li>• Publish a new newsletter for all City employees with legal topics of interest</li> </ul>	5 publications were issued	4 times each year	4 times each year	4 times each year																			
<b>Litigation</b> Provides litigation services including defense and enforcement of ordinances and policies																							
<ul style="list-style-type: none"> <li>• Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel</li> </ul>	\$89.83 per hour	\$97.42 per hour	\$104.39 per hour	\$105.23 per hour																			
<b>Property Transactions</b> Provides negotiation and services for the purchase and sale of the City's real estate assets																							
<ul style="list-style-type: none"> <li>• Active condemnation cases</li> </ul>	123	120	120	120																			
<table border="1"> <thead> <tr> <th colspan="2">Budget Summary</th> <th>FY07</th> <th>FY08</th> <th>FY09</th> </tr> </thead> <tbody> <tr> <td rowspan="2">City Attorney Services</td> <td>Budget</td> <td>\$ 1,941,563</td> <td>\$ 1,821,945</td> <td>\$ 1,801,197</td> </tr> <tr> <td>Positions</td> <td>26.50</td> <td>26.50</td> <td>26.50</td> </tr> <tr> <td colspan="2"><b>Total</b></td> <td><b>\$ 1,941,563</b></td> <td><b>\$ 1,821,945</b></td> <td><b>\$ 1,801,197</b></td> </tr> </tbody> </table>					Budget Summary		FY07	FY08	FY09	City Attorney Services	Budget	\$ 1,941,563	\$ 1,821,945	\$ 1,801,197	Positions	26.50	26.50	26.50	<b>Total</b>		<b>\$ 1,941,563</b>	<b>\$ 1,821,945</b>	<b>\$ 1,801,197</b>
Budget Summary		FY07	FY08	FY09																			
City Attorney Services	Budget	\$ 1,941,563	\$ 1,821,945	\$ 1,801,197																			
	Positions	26.50	26.50	26.50																			
<b>Total</b>		<b>\$ 1,941,563</b>	<b>\$ 1,821,945</b>	<b>\$ 1,801,197</b>																			
<b>Decreases</b> None	\$13,809 is added for employee reimbursable training expense.																						
<b>Increases</b> \$65,000 is added as a one time expenditure for an employee retirement payout.	<b>Unfunded</b> Unfunded requests totaling \$194,063 in FY08 and \$XXXX in FY09 were requested by the City Attorney's Office. Please see the appendix on page XXX for details of these requests.																						
\$16,320 is added for smart phone service.																							

# Budget Process

PHASE I - BUDGET POLICY DEVELOPMENT

## November 2006

### Council Budget Committee

- Budget reporting and Enterprise Funds
- Capital Needs & Alternative Revenues
- Alternative Revenue process
- Budget calendar and process
- Legislative Authority

### Restructuring Government Committee

- Budget Committee charge
- Enterprise Fund Reporting

## February 2007

### Mayor and Council Annual Retreat

- Revenues
  - Economic Outlook
  - Property Tax
  - Sales Tax
  - Debt Capacity
  - Financial Policy
- General Operating Budget
  - General Fund Summary
  - Review FY07 Budget
  - FY08 & FY09 Budget issues
- General Capital Investment Plan
  - CIP Process
  - 2006 Bond Referendum
  - General Fund outlook

### Council Budget Committee

- CATS Budget
- Risk Management Fund

## January 2007

### Restructuring Government Committee

- Budget Process

## March 2007

### Mayor and Council Budget Retreat

- CATS Operating and Capital Budget review
- Sales Tax Update
- Risk Management Fund
- Financial Partners

### Council Budget Committee

- Utilities Budget
- Employee Pay & Benefits

## April 2007

### Council Budget Committee

- Draft Capital Investment Plan

### Mayor and Council Budget Retreat

- Draft Capital Investment Plan
- Employee Pay & Benefits
- Utilities Budget
- Storm Water Budget
- General Fund update
- Budget reduction suggestions

## May 2007

Budget Presentation by City Manager

Public Hearing on Budget

Mayor and Council Budget Retreat

Budget Adjustment Meeting

## June 2007

Budget Straw Votes Meeting

Budget Adoption

PHASE II - BUDGET  
DELIBERATIONS AND ADOPTION



# Manager's Transmittal

July 1, 2007

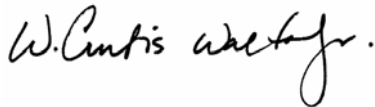
To the honorable Mayor Patrick McCrory and Charlotte City Council:

This document reflects the detailed information included in the 2008 and 2009 Appropriations and Tax Levy Ordinance and 2008 and 2009 Budget Plan, each approved by City Council on June 11, 2007/

The total budget for FY08 is \$1,607,746,860 of which \$986,086,699 is appropriated for operating expenses and \$621,660,161 is appropriated for capital improvement projects. The total budget for FY09 is \$1,649,773,168 of which \$1,024,342,241 is appropriated for operating expenses and \$625,430,927 is appropriated for capital improvement projects.

The final five-year Capital Investment Plan is presented as a companion document. A summary of the Capital Investment Plan is included in this document.

Respectfully,

A handwritten signature in cursive script that reads "W. Curtis Walton, Jr." followed by a period.

W. Curtis Walton, Jr.  
City Manager

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# Introduction

June 11, 2007  
Resolution Book 40, Page 662

## **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE ADOPTING THE BUDGET PLAN FOR FISCAL YEARS 2008 and 2009.**

---

WHEREAS, the City of Charlotte recognizes the importance of developing long-range financial planning; and

WHEREAS, the City of Charlotte develops and analyzes the issues, policies, and financial assumptions which impact the Operating Budget of the City; and

WHEREAS, the City of Charlotte has developed a two-year Operating Budget Plan which includes a tax rate of 45.86¢ per \$100 of assessed valuation for FY08 and estimates the same rate for FY09; total budgets of \$1.61 billion for FY08 and \$1.65 billion for FY09; and authorized positions totaling 6,552.50 in FY08 and 6,578.00 in FY09.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Charlotte, in its regular session duly assembled, that it does hereby adopt the Operating Budget Plan for fiscal year 2008 and 2009.

This 11th day of June 2007

### **CERTIFICATION**

I, Brenda R. Freeze, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 11<sup>th</sup> day of June, 2007, the reference having been made in Minute Book 125, and recorded in full in Resolution Book 40, Page 662.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 18<sup>th</sup> day of June, 2007.



Brenda R. Freeze, CMC, City Clerk

# Introduction

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# Introduction

June 11, 2007  
Resolution Book 40, Page 663

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE  
AMENDING THE FIVE-YEAR CAPITAL INVESTMENT PLAN FOR FISCAL YEARS  
2008 to 2012.**

---

WHEREAS, the City of Charlotte recognizes the importance of developing long range capital investment planning to maintain the growth and vitality of the community; and

WHEREAS, the City of Charlotte continuously develops and reviews the policy, financial and planning assumptions and impacts of capital investment projects for the City, and

WHEREAS, the City of Charlotte has a five-year Capital Investment Plan based on policy assumptions, so stated in the FY2008-2012 Capital Investment Plan that balance the potential physical development planning with long-range financial capacity; and

WHEREAS, the Capital Investment Plan is amended from time to time to reflect changes in capital planning of the community and that an opportunity to implement cultural facilities has occurred,

NOW THEREFORE BE RESOLVED, by the City Council of the City of Charlotte, in its regular session duly assembled, that it does hereby adopt the Capital Investment Plan for fiscal years 2008 to 2012.

## CERTIFICATION

I, Brenda R. Freeze, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 11<sup>th</sup> day of June, 2007, the reference having been made in Minute Book 125, and recorded in full in Resolution Book 40, Page 663.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this the 18<sup>th</sup> day of June, 2007.



Brenda R. Freeze, CMC, City Clerk

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# Introduction

## Summary of Changes to FY2008 & FY2009 Manager's Recommended Budget

<u>Additions</u>	<u>FY2008</u>	<u>FY2009</u>
Workforce Initiative for Supportive Housing	\$200,000	\$200,000
YWCA Central Carolinas After School Enrichment	\$15,000	\$15,000
<u>Reductions</u>		
Advantage Carolina	(\$193,750)	n/a
Answer Guy	(\$21,000)	(\$21,000)
The above reductions were moved to Capital Reserve.		
<u>Capital Program Reductions</u>		
Craighead Land Purchase (capital)	(\$3,400,000)	n/a

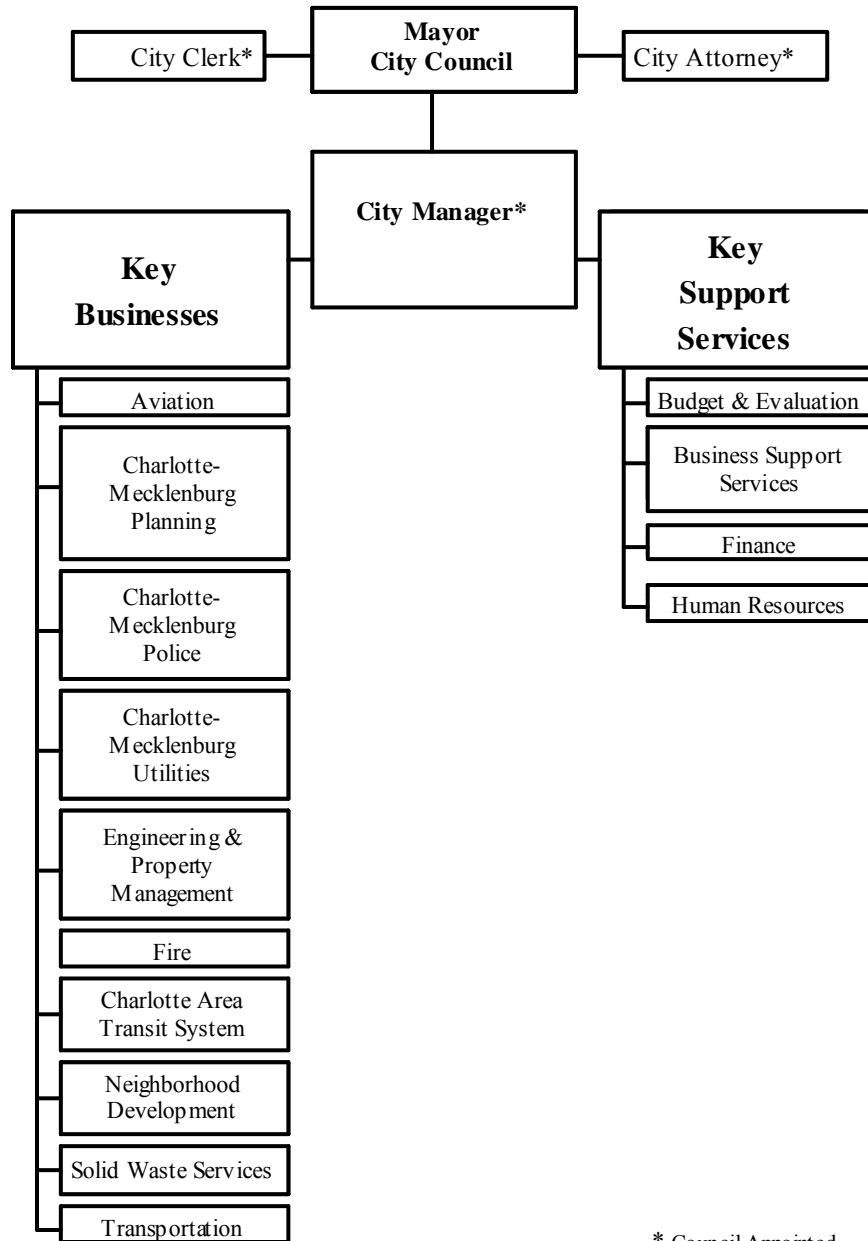
The above reduction in the Capital Program was moved to unprogrammed Capital, to be allocated by Council at a later date.

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# Organizational Chart

## City of Charlotte



\* Council Appointed

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# Executive Summary

## INTRODUCTION

The City's adopted budget for FY08 totals \$1.61 billion, an increase of 19.0% from FY07's revised budget of \$1.37 billion. The City's adopted budget for FY09 totals \$1.65 billion, an increase of 2.6% from FY08. The City's combined operating funds total \$985.2 million in FY08, an increase of \$75.0 million, or 8.2% over FY07's total of \$911.1 million. The City's combined operating funds total \$1,024.3 million in FY09, an increase of \$38.3 million, or 3.9% over FY08. The Capital Investment Plan (CIP) increases 34.2%, from \$463.3 million in FY07 to \$621.7 million in FY08. The FY09 CIP is \$625.4 million. A complete review of the CIP follows the operating budget section of this document.

This year's budget reflects a continued commitment to implementing the improvements funded in the FY07 budget improvements that affect the daily lives of our citizens and visitors. The adopted budget represents an on-going commitment to managing costs balanced with a concern for maintaining service delivery standards.

The creation of this budget was a team effort. Throughout the budget process, staff discussed priorities and recommendations for improvement with the City Council. These discussions are reflected in the adopted budget. The FY08 and FY09 adopted budget is a plan that strategically invests in our community.

The budget for FY08 and FY09 contains no property tax rate increase.

### Council Focus Areas



Each year at the annual Council Retreat, the Mayor and City Council identify Focus Areas to serve as the framework for allocating funds and resources. In addition to the Focus Areas, Council also identifies key priorities for the upcoming year. The Council Priorities for FY08 are Community Safety, Transit/Transportation, and Housing and Neighborhood Development. Focus Areas are Community Safety, Economic Development, the Environment, Housing and Neighborhood Development, and Transportation. The FY08 & FY09 budget reflects a continued commitment to these priorities and focus areas.

Maintaining a vibrant city requires a strong emphasis on providing a safe community, strengthening neighborhoods, supporting economic development, and protecting the environment. It also requires a continued emphasis on mobility, supported by road improvements and street resurfacing.

The FY07 budget emphasized making strategic investments by placing more attention on replenishing certain areas that have not kept pace with service demands due to past economic downturns. After five consecutive years of budget reductions, the FY07 budget provided strategic investments in key community services. Implementation of the strategic investments made in the FY07 budget continues in the FY08 and FY09 strategic operating plan and is directly linked to the Council's focus areas of **Community Safety, Transportation, and Housing and Neighborhood Development**. The operating and capital budget adopted for FY08 and FY09 provides strategic investments to help address these needs based on the Council's Focus Areas.

# Executive Summary

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

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

**Economic Development**      *“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. This requires investment in public services, facilities, and infrastructure, along with a commitment to existing businesses, small business enterprise and entrepreneurship. Additionally, opportunities for significant economic growth can be obtained by redeveloping areas along the transit corridors and targeted business corridors. Charlotte’s job growth continues to remain strong due to targeted business retention and expansion measures.

**Environment**      *“Charlotte will safeguard the environment, balancing health, sound fiscal policy, and growth.”*

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

**Housing and Neighborhood Development**      *“Creating great neighborhoods in which to live, work, and play”*

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

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

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

# Executive Summary

## General Fund Operating Budget Development - Key Expenditures

### Continued Implementation of FY07 Strategic Investments

#### Community Safety

##### Police

The FY07 Adopted Budget included 70 additional sworn positions (see detail below) and 3 civilian positions. Implementing these additional positions will be completed by the end of FY08.

- 27 Police Officers
- 12 Detectives
- 16 Community Coordinators – Jan. 1st
- 15 Police Officers – Jan 1st (added by Council during amendments)

The Charlotte-Mecklenburg Police Department (CMPD) continues to train and equip the additional 70 sworn police officer positions approved in the FY07 budget as part of the property tax increase. A recruit class of 40 began in September 2006 and graduated in March 2007. These officers have been assigned to Patrol Divisions under the direction of training officers until June 2007. Additional recruit classes will begin in May and September of calendar year 2007. The detective positions were filled over a six month time period in a gradual manner so as not to create staffing problems in patrol.

In addition to completing the implementation process for these positions during FY08, the adopted budget includes additional operating dollars to fund operations at the 13th Police Patrol District in the University area. This new Police Patrol District was created during FY07 after a City-wide staffing and response time analysis. The FY08 adopted budget also provides funding for 8 sworn officers to provide service to the transit system.

##### Fire - Arboretum Fire Station

The addition of the infill fire station in the Arboretum community, for which construction was approved in the FY07 Adopted Budget, will improve response times and increase coverage in a growing area of the City. Completion of the station is scheduled for January 2009. The adopted FY08 and FY09 budget includes funding in FY09 for an 18-person fire company to staff and equip the new Arboretum fire station at a cost of \$1.1 million.

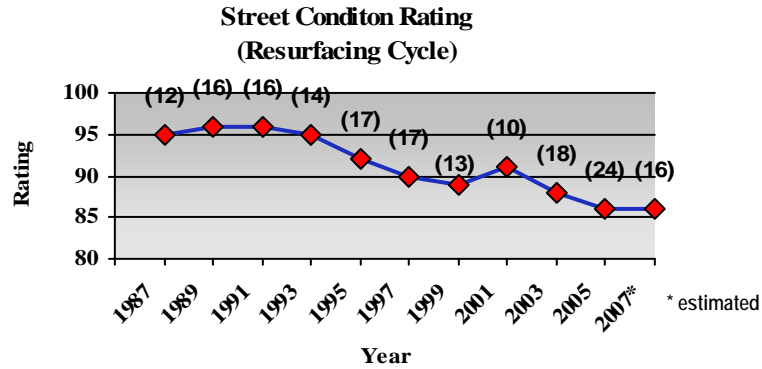
#### Housing and Neighborhoods

Funding for implementation of programs related to housing and neighborhoods is discussed in detail in the Capital Infrastructure section of this summary. The FY08 and FY09 adopted budget includes funding for increased nuisance abatement costs that have resulted from increased productivity in code enforcement activities. In addition, early in FY07, Council approved a program to proactively address issues in declining neighborhoods outside of the City's revitalization neighborhoods. The program provided three Neighborhood Liaisons in the 12 Neighborhood Statistical Areas identified for the program. Staff was hired and placed in close proximity to the neighborhoods served and have conducted analysis of CMPD calls for service, housing, and nuisance violations to identify targeted neighborhoods. Implementation will continue into FY08 as we monitor various aspects of the program including the resolution of "complex problem-solving" cases (such as addressing issues at apartment complexes such as crime, high unemployment rates, and code violations), conducting neighborhood training and assessments, and assessing the effectiveness of neighborhood organizations.

# Executive Summary

## Street Resurfacing

In the FY07 Adopted Budget, Council approved \$4,261,000 in additional funding for street resurfacing. The resurfacing budget totals \$10.2 million, including funding from Powell Bill revenue. The additional funding brought the estimated FY07 resurfacing cycle from 28-31 years down to 16 years. The FY08 & FY09 budget includes funding for 14 and 15 year cycles respectively.



## Fuel

Since the sharp rise in fuel prices began in 2005, cost increases have been addressed by reduced spending in other areas of the operating budget. Additional funding was provided in the FY07 budget for the larger Key Business Units such as Police, Fire, and Solid Waste Services, with operations more dependent upon vehicles to conduct business. Funding needs for fuel across the organization have continued to grow and totals \$7.2 million in the FY08 budget.

**History of Fuel Costs**  
(\$ in millions)

KBU/Division	FY06 Actual	FY07 Budget	FY07 Estimated	FY08 Adopted
Police	2.8	2.5	3.1	3.1
Solid Waste Services	1.9	1.8	2.4	2.3
Street Maintenance	0.8	0.7	0.8	0.8
Fire	0.7	0.7	0.7	0.8
All Other	0.2	0.2	0.2	0.2
<b>Total</b>	<b>6.4</b>	<b>5.9</b>	<b>7.2</b>	<b>7.2</b>

## Pay Plan

Based on the annual review of market competitiveness as determined through a survey of the pay and benefits practices of other public and private sector employers, market survey data indicated a 3.7% merit and market increase in the Broadbanding and Public Safety Pay Plans respectively. Employee pay is a majority of the funding for the General Fund. The FY08 adopted budget contains the following pay plan for FY08 and FY09:

- In the Broadbanding Pay Plan, the adopted budget includes a 3.7% merit increase budget for all business units.
- In the Public Safety Pay Plan, the adopted budget includes a 3.7% market increase budget. The adopted budget also includes a 5.0% movement through steps.

# Executive Summary

## Capital Infrastructure

### 2006 Bond Project Status

On November 7, 2006 the voters approved \$120.2 million in bonds for Housing, Neighborhood Improvements, and Street Improvements. These bonds will fund capital projects for the remainder of this fiscal year, as well as FY08 and a portion of FY09.

	<u>2006 Bonds</u>	<u>Appropriation through 6/30/07</u>
Housing	\$ 10.0 million	\$ 5.0 million
Neighborhoods	\$ 25.0 million	\$ 6.3 million
Streets	<u>\$ 85.2 million</u>	<u>\$20.2 million</u>
Total	\$120.2 million	\$31.5 million

The remaining 2006 bond funds will be programmed in the FY08-12 Capital Investment Plan, along with planned referenda in November of 2008 and 2010.

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

The adopted funding in the FY08-12 Plan for capital infrastructure provides for the following outcomes, directly linked to Council's Focus Areas:

### Neighborhoods and Housing

- Revitalization of 20 neighborhoods
- Construction and rehabilitation of 500 affordable housing units annually
- Construction of 40 miles of sidewalks
- Implementation of projects from 18 small area plans

### Transportation

- Improvement of five farm-to-market roads
- Improvement of two major intersections
- \$114.8 million for seven major road projects:
  - Beatties Ford Road (Capps Hill Mine to Sunset)
  - Statesville Road Widening (Starita to Keith)
  - Idlewild Road Widening (Piney Grove to Drifter)
  - Rea Road (Colony to NC51)
  - Fred D. Alexander (NC27 to NC16)
  - Auten Road Extension (Chesapeake to Plumstead)
  - Brevard/Caldwell
- \$7.0 million for road pre-construction planning
- Completion of the south corridor light rail and planning for future corridors

### Economic Development

- Development of 10 pedestrian/Community ED Strategy business corridors
- Implementation of five developer agreements – synthetic tax increment financing

### Environment

- Storm Water capital program (\$153.2 million)
- Water and Sewer capital program (\$1.1 billion)
- Environmental Program (\$3.0 million) to address underground tanks, landfills, environmental assessments, and other projects

# Executive Summary

## Revenues - General Fund

### Property Tax

The FY08 and FY09 adopted property tax rate for the General Fund remains the same at 36.98¢ per \$100 of property valuation. Property tax revenues including current and prior year collections, interest, and other penalties and rebates are projected to total \$259.4 million (3.5% over FY07) in FY08 and \$268.6 million (3.5% over FY08) in FY09.

<u>Fund</u>	<u>FY06</u>	<u>Adopted FY07</u>	<u>FY08</u>	<u>FY09</u>
General Operations	35.70¢	36.98¢	36.98¢	36.98¢
Debt Payments	4.70¢	7.37¢	7.37¢	7.37¢
Pay As You Go Capital	1.60¢	1.51¢	1.51¢	1.51¢
Total	42.00¢	45.86¢	45.86¢	45.86¢

**Sales tax** revenues are comprised of the proceeds from two rates: the long-standing 1% County rate and the additional ½% rate made effective January 1, 2003.

#### County 1%

For FY08 the estimated revenue is \$45.1 million, an increase of \$5.4 million, or 13.5% over FY07. For FY09 the estimated revenue is \$47.6 million, an increase of \$2.5 million, or 5.5% over FY08.

#### County ½%

Revenues are projected to total \$16.3 million for FY08 and \$17.2 million for FY09, representing increases of 15.7% and 5.5% over the previous years.

**Utilities franchise tax** revenues are projected to increase 2% to \$30.7 million for FY08. FY09 projected revenues are \$31.3 million, or 2% over FY08.

**Intragovernmental** revenues, including reimbursements from the City's four enterprise operations for overhead expenses incurred on their behalf in the General Fund, increase to \$18.3 million in FY08, an increase of 0.1% over FY07. For FY09, the reimbursements increase to \$18.8 million, an increase of 2.9% over FY08.

### Police Services

School Resource Officers-Mecklenburg County also reimburses the City for half of the 45 school resource officers (SRO) and one supervisor (sergeant). The additional officers provide an enhanced level of security services to the schools than those allocated by CMPD for the standard SRO program. Revenues totaling approximately \$2.3 million for FY08 are projected. This amount is an increase of 4% from the FY07 estimate. Revenues totaling approximately \$2.4 million for FY09 are projected.

Mecklenburg County-All of the recommendations of the Future of Policing Committee were adopted by Council including the recommendation to cap the County's payments to the City for police services in the unincorporated areas at the current level through FY08. This action amended the cost sharing portion of the Police Consolidation Interlocal Agreement and caps Mecklenburg County's payments at the FY04 level of \$12,548,543. The population ratio method will continue to be used to calculate the County's contribution. This may result in the contribution being lowered if annexations during the life of the agreement effect the County's maximum share.

**Solid waste disposal fee** revenue is projected to increase to \$11.47 million in FY08, an increase of 7.5% from FY07. The solid waste disposal fee revenue is estimated at \$12.27 million for FY09, an 6.9% increase over FY08.

**Business privilege license** revenue is projected to increase to \$15.80 million in FY08, an increase of 14.9% from FY07. For FY09, this revenue is projected to be \$17.85 million, a 13.0% increase over FY08.

### Other Revenues

The City's other General Fund revenues, including user fees, licenses, permits, grants, parking fees, and animal control charges total \$54.7 million, or 11.7% of the gross General Fund revenues in FY08. For FY09, other revenues total \$57.5 million, an 11.8% increase over FY08.



# Executive Summary

## Budget Highlights-All Funds

The City's total operating budget for FY08 is \$986.1 million, an increase of 8.2% over the FY07 budget. The City's total operating budget for FY09 is \$1,024.3 million, an increase of 3.9% over the FY08 budget. This includes the General and all Enterprise Funds.

The City's debt service expenses represent a major driver in the operating budget totals above. For FY08, these expenses are \$210.4 million, an increase of 27.7% over FY07. For FY09, debt service expenses are \$226.9 million.

Exclusive of debt service, which supports the City's capital investment programs, the total operating budget growth from FY07 to FY08 is \$47.3 million, a 6.5% increase. The growth from FY08 to FY09 is \$21.8 million, a 2.8% increase.

The total assessed property value for FY08 is estimated at \$70,576,208,513, an increase of approximately \$3.3 billion, or 4.9% over the FY07 budget estimate. Approximately \$684.5 million of the increase is from the areas to be annexed by the City effective June 30, 2007.

**Executive Summary**  
**City of Charlotte**  
**All Funds**  
**Summary of Expenditures**  
**(Net of Transfers<sup>1</sup>)**  
**FY 2008**

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 417,913,050	\$ -	\$ 417,913,050
Water and Sewer	94,208,405	244,485,000	338,693,405
Charlotte Area Transit (CATS)	103,674,288	50,458,049	154,132,337
Aviation	81,158,586	160,229,103	241,387,689
Storm Water Utility	12,593,297	18,500,000	31,093,297
Debt Service	210,440,667		210,440,667
Powell Bill	22,801,270		22,801,270
Convention Center	16,234,600		16,234,600
NASCAR Hall of Fame	3,000,000		3,000,000
Cultural Facilities	-		-
Neighborhood Development Grants	4,956,548		4,956,548
Public Safety Grants	10,394,000		10,394,000
Public Safety 911 Services	4,800,000		4,800,000
Municipal Service Districts	2,088,637		2,088,637
Risk Management	1,037,815		1,037,815
Tourism Operating	150,000		150,000
Pay As You Go	635,536		635,536
General CIP		147,988,009	147,988,009
<b>TOTAL BUDGET</b>	<b>\$ 986,086,699</b>	<b>\$ 621,660,161</b>	<b>\$ 1,607,746,860</b>

**FY 2009**

<u>FUND / ACTIVITY</u>	<u>OPERATING</u>	<u>CAPITAL</u>	<u>TOTAL</u>
General	\$ 434,206,757	\$ -	\$ 434,206,757
Water and Sewer	98,200,836	218,045,000	316,245,836
Charlotte Area Transit (CATS)	110,665,567	93,836,647	204,502,214
Aviation	89,063,199	182,786,357	271,849,556
Storm Water Utility	12,445,923	19,800,000	32,245,923
Debt Service	226,851,203		226,851,203
Powell Bill	23,019,051		23,019,051
Convention Center	14,944,600		14,944,600
NASCAR Hall of Fame	-		-
Cultural Facilities	825,980		825,980
Neighborhood Development Grants	5,009,874		5,009,874
Public Safety Grants	247,500		247,500
Public Safety 911 Services	4,800,000		4,800,000
Municipal Service Districts	2,174,385		2,174,385
Risk Management	1,082,734		1,082,734
Tourism Operating	150,000		150,000
Pay As You Go	654,632		654,632
General CIP		110,962,923	110,962,923
<b>TOTAL BUDGET</b>	<b>\$ 1,024,342,241</b>	<b>\$ 625,430,927</b>	<b>\$ 1,649,773,168</b>

<sup>1</sup> Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY08 by the General Fund's Fire Department, which totals \$2,670,803, 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.

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

<b>FUNDS</b>	<b>Revised FY2006</b>	<b>Revised FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>Percent Change (FY07 to FY08)</b>
<b>General</b>	\$ 374.1	\$ 399.4	\$ 417.9	\$ 434.2	4.6%
<b>Enterprise</b>					
Water and Sewer	\$ 86.7	\$ 91.1	\$ 94.2	\$ 98.2	3.5%
Charlotte Area Transit (CATS)	81.7	89.3	103.7	110.7	16.1%
Aviation	69.3	74.1	81.2	89.1	9.5%
Storm Water Utility	16.1	13.9	12.6	12.4	-9.7%
<b>Total Enterprise</b>	<b>\$ 253.8</b>	<b>\$ 268.4</b>	<b>\$ 291.6</b>	<b>\$ 310.4</b>	<b>8.7%</b>
<b>Debt Service</b>					
Water and Sewer	63.1	68.7	82.1	77.4	19.5%
Municipal	41.7	42.0	51.5	57.0	22.7%
Aviation	35.9	29.7	34.1	39.4	14.8%
Convention Center	12.0	12.3	12.2	13.7	-1.1%
Storm Water	5.1	7.0	6.9	7.3	-1.5%
CATS	14.3	12.7	11.9	11.9	-5.8%
Tourism	9.3	9.3	8.9	8.9	-3.7%
Cultural Facilities		0.6	1.6	5.4	176.5%
NASCAR Hall of Fame		0.5	1.2	5.7	135.1%
<b>Total Debt Service</b>	<b>\$ 181.4</b>	<b>\$ 182.8</b>	<b>\$ 210.4</b>	<b>\$ 226.9</b>	<b>15.1%</b>
<b>Other Operating</b>					
Powell Bill	17.8	22.7	22.8	23.0	0.6%
Neighborhood Development Grants	12.2	10.9	5.0	5.0	-54.3%
Convention Center	12.9	12.5	16.2	14.9	30.2%
Public Safety Grants	12.8	0.7	10.4	0.2	1359.0%
Public Safety 911 Services	4.1	4.8	4.8	4.8	0.0%
NASCAR Hall of Fame	-	2.0	3.0	-	50.0%
Safe Light	1.5	1.0	-	-	-100.0%
Safe Speed	1.3	2.7	-	-	-100.0%
Municipal Service Districts	1.9	2.0	2.1	2.2	4.7%
Risk Management	0.9	1.1	1.0	1.1	-4.7%
Cultural Facilities	-	-	-	0.8	
Tourism Operating	0.1	0.2	0.2	0.2	0.0%
Pay As You Go**	-	-	0.6	0.7	
<b>Total Other Operating</b>	<b>\$ 65.5</b>	<b>\$ 60.5</b>	<b>\$ 66.1</b>	<b>\$ 52.9</b>	<b>9.2%</b>
<b>TOTAL OPERATING BUDGETS</b>	<b>\$ 874.7</b>	<b>\$ 911.1</b>	<b>\$ 986.1</b>	<b>\$ 1,024.3</b>	<b>8.2%</b>

\* Rounded, in millions

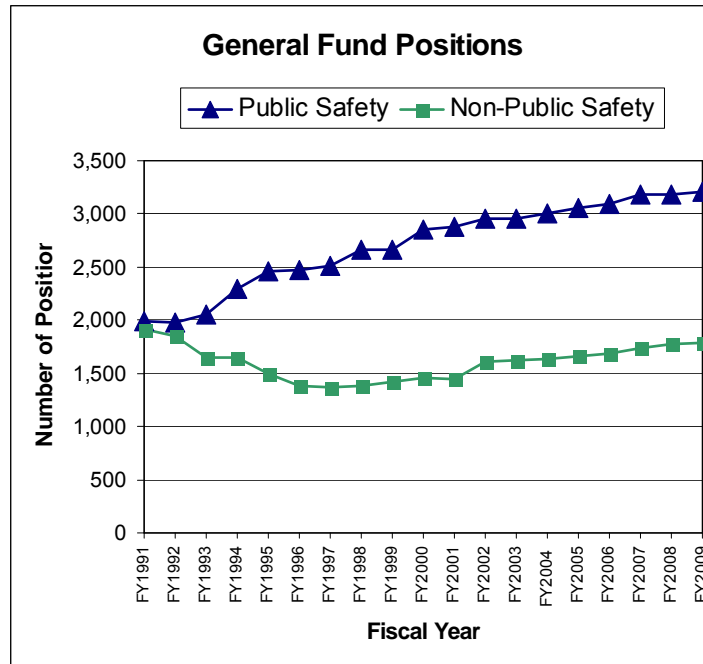
\*\* Synthetic TIF agreements funded by PAYG

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

<u>Key or Support Business</u>	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
Police	2,012.50	2,096.50	2,105.50	2,105.50	0.4%
Fire	1,082.00	1,083.00	1,083.00	1,101.00	0.0%
Solid Waste	239.00	276.00	290.00	290.00	5.1%
Transportation	437.25	437.25	439.25	439.25	0.5%
Engineering and Property Management	301.00	306.00	314.00	314.00	2.6%
Planning	61.00	63.00	63.00	63.00	0.0%
Neighborhood Development	129.00	129.00	129.00	129.00	0.0%
Mayor/Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	24.50	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	94.00	94.00	100.00	100.00	6.4%
Economic Development	25.00	25.00	25.00	25.00	0.0%
Internal Audit	9.50	9.50	10.00	10.00	5.3%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	78.00	78.00	79.00	79.00	1.3%
Business Support Services	187.50	191.50	202.50	210.00	5.7%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
<b>Total General Fund</b>	<b>4,779.75</b>	<b>4,914.75</b>	<b>4,966.25</b>	<b>4,991.75</b>	<b>1.0%</b>
Charlotte-Mecklenburg Utilities	802.50	818.50	819.50	819.50	0.1%
Aviation	268.00	268.00	268.00	268.00	0.0%
Storm Water	92.00	85.00	80.00	80.00	-5.9%
Charlotte Area Transit System	289.75	380.75	392.75	392.75	3.2%
Risk Management	25.00	25.00	26.00	26.00	4.0%
<b>Total All Funds</b>	<b>6,257.00</b>	<b>6,492.00</b>	<b>6,552.50</b>	<b>6,578.00</b>	<b>0.9%</b>

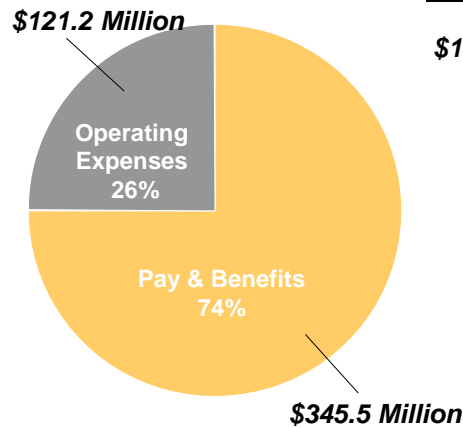
# Executive Summary

The illustrations provided below highlight the public safety portion of the FY08 General Fund operating budget and related positions. Public Safety comprises a significant portion of General Fund resources.

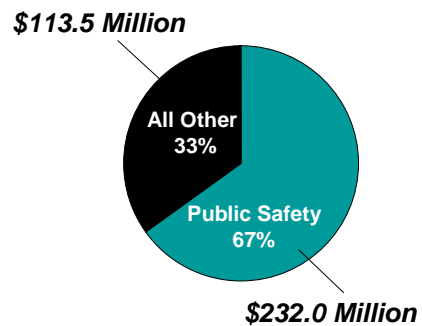


## FY2008 Total Operating Budget - General Fund

### Total Budget \$466.7m



### Pay and Benefits \$345.5m



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# Executive Summary

## General Fund Decreases by Council Focus Area

### Community Safety

\$712,500 is decreased in one-time vehicle purchase expenses associated with the FY07 addition of 70 sworn positions.

### Economic Development

None

### Transportation

\$472,329 is eliminated in FY08 from one-time costs in FY07 for equipment and materials associated with the second year of the 2005 Annexation

### Housing and Neighborhood Development

None

### General Government

\$389,912 is reduced from Finance's Revenue Division in FY08 for elimination of funding for Utility Management System (UMS) and Cashiering System upgrades completed in FY07.

Excluding operating expense growth in fuel and fleet maintenance, Key Business Units were held to no growth in their discretionary operating budgets.

## General Fund Increases by Council Focus Area

### Community Safety

\$790,552 in FY08 adds funding for 8 positions to provide Police service for Charlotte Area Transit System.

\$344,000 is added in FY08 for scheduled major helicopter maintenance.

\$289,750 in FY08 is added for operating of the new University City Division including the addition of 1 Investigative Technician position for division support. The University City Division was added January 13, 2007 with redistricting. Addition of the Investigative Technician position is consistent with staffing for all other divisions.

\$282,204 is added in FY08 and increased to \$576,768 in FY09 for the Partners In Out-of-School Time (POST) "Middle School Matters" program. This program will serve 300 children in FY08 and 600 children in FY09. Areas of focus will include skills development in math, technology, reading, teamwork, social, and ethical conduct. Participants will be 6th through 8th graders. Mecklenburg County is also being asked to contribute funding. The funding will be managed by the Foundation for the Carolinas.

\$162,987 in FY08 for firefighter educational reimbursement.

\$1,130,144 in FY09 to add 18 positions for an engine company at the Arboretum Fire Station. The target date for station opening is January 2009. The funding provides for early hire and 21 weeks of training for recruits.

### Economic Development

\$133,714 is added in FY08 and \$139,063 in FY09 to fund a currently frozen Assistant Planning Director position. This position will work in conjunction with the Director assisting in the decision making process on key planning issues and policies, staffing, and management decisions particularly as it relates to land development.

\$89,234 is added in FY08 and \$92,175 in FY09 to fund a currently frozen Economic Development Specialist/Corridor Business Recruiter position to implement the Business Corridor Strategic Plan and coordinate recruitment efforts needed for redevelopment plans. This frozen position was transferred from the Small Business Office to Business Corridors.

# Executive Summary

\$70,063 is added in FY08 and \$72,865 in FY09 to fund a currently frozen Principal Planner position. This position will support the rezoning process. Due to the increasing number of rezoning cases and the regulatory oversight demands on Planning, this position will help relieve the workload of current staff and ultimately result in a higher level of customer service.

\$64,570 in FY08 and \$66,770 in FY09 to fund a currently frozen Economic Development Specialist/Corridor Business Expeditor position to implement the Business Corridor Strategic Plan and coordinate efforts to expedite development.

## Transportation

\$320,557 in FY08 and \$70,747 in FY09 is added for equipment and materials associated with the first and second years of the 2007 Annexation.

## Housing and Neighborhood Development

\$455,865 in FY08 and \$474,341 in FY09 is added in Solid Waste Services for 8 Sanitation Equipment Operator positions and 3 Laborer positions in the South Zone due to an increase in number of household units and service delivery changes.

\$415,577 in FY08 and \$454,420 in FY09 is added in Solid Waste Services for 1 position (funded in FY07), equipment, and supplies associated with the first and second years of the 2007 annexation.

\$246,095 is added in FY08 and \$246,779 in FY09 to cover increased nuisance abatement costs (grass, weeds, and junk removal) as a result of prior year staffing increases for code enforcement inspections and facility security expense.

\$150,000 in FY08 and FY09 for 3 current administrative positions responsible for monitoring housing units and ensuring ongoing compliance of other City programs. This funding for current positions is the result of reductions to CDBG federal grant funding.

\$8,073 in FY08 and \$9,834 in FY09 to convert 1 temporary North Zone Sanitation Equipment Operator position to a permanent full-time position.

## General Government

\$1.4 million in FY08 is added to cover rising fuel costs in Police, Fire, Solid Waste Services, and Transportation Street Maintenance Division.

\$841,105 in FY08 is added for increased vehicle maintenance and repair costs in Police, Fire, Solid Waste Services, Transportation and Engineering & Property Management.

\$175,530 is added in FY08 and \$236,597 in FY09 to fund Phase II of the CharMeck 311 Call Center. This increase represents 6 Customer Service Representatives for implementation of the County's Business Tax Office and Land Use & Environmental Services Agency. 26% of cost will be funded by Mecklenburg County according to the existing City/County joint programs agreement.

\$23,855 is added in FY08 and FY09 to the Mayor and City Council Office to cover increased printing and for national City association dues.

\$20,000 is added in FY08 for the new City Manager transition expenses such as furniture, office refurbishing, and technology.

11 positions in FY08 and 7.5 positions in FY09 are added to the Equipment Maintenance Division 100% offset by savings in temporary help, overtime, and sublet work.



# Executive Summary-Non-General Fund

## Non-General Fund Operating Expenditures Summary

Although the General Fund supports the City's basic services such as Police, Fire, and Solid Waste Services, the City maintains other funds that also perform operating functions. The FY08 non-general fund operating budgets total \$568.2 million, an increase of 11.0% from FY07. The FY09 non-general fund operating budgets total \$590.1 million. These amounts are net of transfers to any related debt service or capital pay as you go projects.

**Charlotte- Mecklenburg Utilities (Utilities)**                      **FY08      \$94.2 million      FY09      \$98.2 million**

Utilities has completed the implementation of their combined water and sewer Field Operations Divisions. These new divisions are geographically divided into four sections or zones where cross-trained work groups service both water and sewer portions of the system. Customer service enhancements including increased technology use will further decrease call abandonment rates and customer wait time. Utilities county-wide customers will see an increase of 6.25% in FY08 in residential rates to continue fund growth in response to customer demand and to continue funding capital investments in infrastructure. The average monthly water/sewer bill for residential customers will increase \$3.18 from \$50.47 to \$53.65.

**Charlotte Area Transit System (CATS)**                      **FY08      \$103.7 million      FY09      \$110.7 million**

The FY08 and FY09 Transit Program focuses on implementation of North Carolina's first light rail service in Charlotte and moves forward with the implementation of the 2030 Transit Corridor System Plan approved by the Metropolitan Transit Commission (MTC) in November 2006. Operation of South Corridor Light Rail Transit service is projected to commence November 2007. CATS revenue service hours are projected to increase in FY08 to 1,026,266 or 6.6% over FY07 estimates. Projected growth in revenue hours from FY08 to FY09 is estimated to be 4.3%.

**Aviation**    **FY08      \$81.2 million      FY09      \$89.1 million**

As FY08 and FY09 approach, the Airport is in the most stable environment seen in some time. The Airport's major tenant, US Airways, has successfully emerged from bankruptcy and is becoming a much different airline in terms of philosophy and operating styles, after the merger with America West. Passenger traffic at the Airport grew from 13.1 million domestic and 942,425 international enplanements in 2005, to over 13.8 million domestic and 991,149 international enplanements in 2006.

**Storm Water Utility**    **FY08      \$12.6 million      FY09      \$12.4 million**

Charlotte property owners will see an increase of 7.0% in FY08 rates to support growth in the City's storm water capital improvement programs. The monthly storm water fee will increase by 36¢ from \$5.15 to \$5.51 in FY08. Even as the infrastructure investment grows, the operating budget for FY08 is reduced by 10.7% from FY07 through position reductions.

**Municipal Service Districts (MSDs)**    **FY08      \$2.1 million      FY09      \$2.2 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)	FY08 (\$ million)	FY09 (\$ million)
Debt Service (all programs)	\$210.4	\$226.9
Powell Bill (State street maintenance aid)	\$22.8	\$23.0
Convention Center and Hall of Fame	\$19.2	\$14.9
Tourism, Cultural Facilities & Econ. Dev.	\$0.8	\$1.6
Neighborhood Development Grants	\$5.0	\$5.0
Public Safety 911 Services & Grants	\$15.2	\$5.0
Risk Management	\$1.0	\$1.1
<b>Total</b>	<b>\$274.4</b>	<b>\$277.5</b>

# Executive Summary-Non-General Fund

## Enterprise Funds

### Water and Sewer Fund

#### Water and Sewer Rates

Utilities county-wide customers will receive an increase of 6.25% in FY08 in residential rates. This increase is needed to continue to fund system growth in response to increased customer demand and to continue funding capital investments in infrastructure.

The average monthly water/sewer bill for residential customers is anticipated to be approximately \$53.65 in FY08, up from \$50.47 in FY07. This average bill assumes 8,228 gallons used each month (11ccf). Users consuming more than the average are charged a higher "conservation" rate to encourage responsible use of this resource.

#### Expenditures

FY08 operating expenses (excluding debt service) will increase by 3.5% over the FY07 budget level. The \$3.2 million additional in FY08 includes increased funding in various areas most notable being chemicals for water treatment, fees for laboratory testing, and power for pumping.

For FY08, contributions to Debt Service and Capital Investment Plan (CIP) will increase 38.4% to \$158.5 million from the \$114.5 million level in FY07.

### Charlotte Area Transit Fund (CATS)

The FY08 and FY09 Transit Operating Program and the FY08-FY12 Transit Capital Program were approved by the Metropolitan Transit Commission in April 2007. In FY08 a total of \$103.7 million is allocated for operating programs and \$694.1 million in support of capital programs for FY08-12.

#### Revenues

Operating revenues are projected to increase 13.8% to \$126.4 million in FY08 above current FY07 estimates. An increase to \$132.9 million or 5.1% is projected in FY09 above FY08 estimates.

The countywide one half-cent sales tax revenue dedicated to CATS is projected to be \$73.0 million for FY08, a 16.5% increase over the FY07 budget. Growth from FY08 to FY09 is also projected at 5.5% yielding \$77.0 million. This revenue represents approximately 58% of CATS total revenues.

Revenues from passenger fares and service reimbursements are projected to increase by 19.7% to \$17.2 million in FY08. A fare increase, from \$1.20 (local) to \$1.30, and \$1.65 (express) to \$1.75, is planned for implementation in July 2007 and is expected to generate approximately \$1.0 million in additional revenue in FY08. Fare revenue from the new light rail service is projected at \$1.2 million in FY08 and \$2.0 million in FY09.

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

Operating assistance in the forms of state and federal grants is estimated at \$14.5 million in FY08. The bulk of that amount continues as a regular source of operating income from the state and is based on the performance of CATS services.

#### Expenditures

Expenditures for the operating program are projected to increase a net of \$14.4 million to \$103.7 million in FY08. \$6 million is increased in Bus Operations and Maintenance for pay and benefits, fuel, parts, and expanded bus and feeder service to light rail stations. \$5.3 million is increased in Light Rail operations for full year operating costs including \$2.6 million in pay and benefits, \$2 million in insurance, and \$0.7 million for electricity. Approximately \$1.0 million is increased for operational and facility maintenance support from Police, Engineering and Property Management, Internal Audit, and Solid Waste Services. The balance of the change results from increased resources for Revenue operations, grant related reporting and accounting, pass sales, and an additional service dispatcher for Special Transportation.

Growth in expenditures from FY08 to FY09 is projected to total approximately \$7 million. \$2.0 million is increased in Bus Operations for pay and benefits; \$1.0 million is increased in Light Rail operations for insurance; \$1.7 million is increased in Bus

## Executive Summary-Non-General Fund

Operations for additional bus route and feeder service expansions. Debt service costs are anticipated to rise 0.4% to \$17.7 million in FY08. Growth from FY08 to FY09 is expected to be 1.7% to a level of \$17.9 million.

### 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 FY08 and FY09 show an increase over the FY07 revised budget, with an estimated increase of \$26.2 million, or 19.2%, in FY08, and \$11.7 million, or 7.2%, in FY09. Operating revenues increase primarily due to growth in parking revenues and the Airport's new fixed base operator, Wilson Air Center. Changes in specific operating revenue sources vary, as detailed below:

Concession revenues increase above FY07 by \$4.3 million or 16.4%, in FY08, and \$0.6 million, or 2.0%, in FY09.

Parking revenues increase \$9.3 million, or 38.8% in FY08, and \$1.4 million, or 4.2% in FY09.

Cargo Area and Ground Rent revenues increase \$0.5 million, or 2.0% in FY08, and \$3.8 million, or 15.7% in FY09.

Terminal revenues increase \$4.2 million, or 18.4% in FY08, and \$1.3 million, or 4.8% in FY09.

Passenger Facility Charge revenue increases by \$8.5 million, or 52% in FY08, and \$1.8 million, or 7.2%, in FY09.

### Storm Water Fund

#### Revenues

Revenues are projected to increase by \$3.3 million, or 9.5% from FY07 to FY08 and \$2.9 million from FY08 to FY09.

The budget includes a 7.0% impervious surface fee rate increase in FY08 and another 7.0% increase in FY09.

For the average city residential storm water customer, the monthly variable rate fee will increase 36¢ from \$5.15 to \$5.51 in FY08 and 39¢ in FY09 to \$5.90.

#### Expenditures

Fund expenditures increase \$2.3 million or 6.2% in FY08 and \$2.1 million in FY09. The increase in FY08 expenses is due to a \$3.0 million increase (21.4%) in the FY08 Storm Water Capital Investment Plan Pay-As-You-Go contribution, with a further increase of \$1.0 million in FY09. Debt Service contributions also increases by \$665,750 or 6.9% in FY08 and \$1,272,750 in FY09. The budget continues to reflect the trend toward greater reliance on Pay-As-You-Go versus Revenue Bonds for the capital program.

The increases above are partially offset by an operating budget decrease of \$1.4 million or (9.7%) from FY07 to FY08 and the FY09 budget reflects a further drop in operating expenses of \$147,374 compared to FY08. These reductions are being implemented to increase Pay-As-You-Go contributions to the capital program. Reductions in FY08 include:

\$482,597 reduction in street maintenance-related repair expenses.

\$418,158 reduction to eliminate five vacant staff positions.

# Executive Summary-Non-General Fund

## Other Operating Funds

### Powell Bill Fund

#### Revenues

The per-gallon tax on gas in North Carolina is 48.3¢, which is comprised of 18.4¢ in federal tax and 29.9¢ in state tax. The state gas tax is usually adjusted every six months based on the wholesale price of gasoline. However, no increases occurred in the current year due to a freeze placed on the variable portion of the gas tax for FY07 by the Governor. The state distributes a portion of the gas tax revenues to municipalities based on a formula incorporating per capita and road mileage to pay for road maintenance. This funding source was named the "Powell Bill" after the State Senator who introduced the legislation that started this revenue source for local government road use improvements.

Total revenues for the FY08 Powell Bill budget are projected to be \$24.7 million, an 1.4% increase over FY07. Powell Bill (state gas tax) revenues account for \$18.4 million of the FY08 total revenues, and reflect an 1.4% increase over FY07 actual disbursements, but a -0.9% decrease from the FY07 budget.

The Utility Degradation Fee will be imposed on all utilities that cut into Charlotte streets for repair and installations of utility infrastructure. Utility streets cuts weaken and degrade pavement strength. Funds collected through the fee will be applied to the City's street resurfacing program to ensure appropriate pavement strength throughout City streets. The overall increase in FY08 revenues is due to new revenues from the new Street Degradation Fee and the use of fund balance. Other FY08 revenues include the General Fund contribution to street resurfacing, which will remain unchanged from FY07 at \$4.3 million, and Interest on Investments, which is projected to increase 17% from \$500,000 in FY07 to \$585,000.

FY09 budgeted revenues total \$25.2 million, 1.9% above FY08. FY09 increases result from a full year collection of revenues from the Street Degradation Fee and a projected 1% increase in state gas tax revenues. The General Fund contribution to street resurfacing will remain \$4.3 million.

The Powell Bill Fund fund balance totals \$3.3 million, of which \$2.3 million is recommended for appropriation in the FY08 and FY09 budgets.

#### Expenditures

Powell Bill expenditures are recommended to increase \$0.3 million or 1.4% in FY08 and \$0.5 million or 1.9% in FY09, primarily for street resurfacing. Major expenditures in FY08 and FY09 include:

- \$12.7 million in FY08 and \$12.4 million in FY09 for street resurfacing
- \$7.8 million in FY08 and \$8.0 million in FY09 for Street Maintenance labor and construction materials
- \$1.9 million in FY08 and \$2.1 million in FY09 street resurfacing and maintenance equipment
- \$1.1 million in FY08 and FY09 for street surface area related storm water fees

Increased expenditures for street resurfacing, and the resulting shorter resurfacing cycles for FY08 and FY09, are the result of the elimination of one-time expenses in the prior year for annexation, additional revenue from the Street Degradation Fee, and the allocation of available fund balance.

### SafeLight Fund

The *SafeLight* program has been suspended. No revenues or expenditures are projected for FY08 or FY09.

### SafeSpeed Fund

The *SafeSpeed* program has been suspended. No revenues or expenditures are projected for FY08 or FY09.

## Executive Summary-Non-General Fund

### Municipal Service Districts Fund

The FY08 and FY09 budgets include funding for five Municipal Service Districts (MSDs). Municipal Service Districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

Municipal Service Districts-Property Tax Revenue		
District	Adopted FY08 Tax Rate	FY08 Revenues
District 1-Center City	1.74¢	\$775,761
District 2-Center City	1.24¢	\$205,849
District 3-Center City	2.71¢	\$560,622
District 4-South End	6.68¢	\$357,182
District-5-University City	3.00¢	\$189,223

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 adopted tax rate for the district is 1.74 cents, which will generate estimated revenue of \$775,761 in FY08 and \$806,792 in FY09.

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 adopted tax rate for Center City district 2 is 1.24 cents, which will generate estimated revenue of \$205,849 in FY08 and \$216,142 in FY09. The adopted tax rate for Center City district 3 is 2.71 cents, which will generate estimated revenue of \$560,622 in FY08 and \$588,653 in FY09. 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 adopted tax rate for District 4 is 6.68 cents, which will generate estimated revenue of \$357,182 in FY08 and \$367,898 in FY09. Services for District 4 are provided through a contract with Charlotte Center City Partners, Inc.

District 5 (University City MSD) was created by City Council in May 2003 and became effective on July 1, 2003. This newest MSD supports economic development efforts in the rapidly-growing University City area. The adopted tax rate for District 5 is 3.00 cents, which will generate estimated revenue of \$189,223 in FY08 and \$194,900 in FY09. Services for District 5 are provided through a contract with University City Partners, Inc.

# Executive Summary–Capital Investment Plan

## Revenues

The FY08-12 Capital Investment Plan (CIP) totals \$3.2 billion, a 13.6% increase over the current five-year capital program. This increase is due to a \$530.5 million expansion in the Water and Sewer capital program to address facility growth and maintenance needs, partially offset by a decrease of \$160.5 million in CATS due to prior year funding for the South Corridor.

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

- General Government totals \$591.4 million (a 8.0% increase ) and is funded by \$423.6 million in bonds, of which \$131.2 million is authorized and \$292.4 million is proposed, \$118.6 million in Pay-As-You-Go funding, \$37.0 million in housing grants, and \$12.2 million in other funding, such as grant-related program income.
- Storm Water totals \$153.2 million (a 1.7% decrease) and is funded by \$95.0 million in current operating revenues and reserves and \$58.2 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 System totals \$694.1 million (a 18.8% decrease) and is funded by federal and state grants and the one half-cent sales tax for transit. The program is self-funded.
- Water and Sewer totals \$1.1 billion (a 95.3% increase) and is funded by \$155.3 million in current operating revenues and reserves and \$932.1 million in revenue bonds. The program is self-funded.
- Aviation totals \$630.2 million (a 5.0% decrease) and is funded by \$191.4 million in Federal Aviation Administration grants, \$57.3 million in current operating revenues and reserves, \$4.7 million from State Aviation grants, and \$376.8 million from revenue bonds issued through the City and debt serviced through long-term leases with the airlines. The program is self-funded.

The property tax rate dedicated to Pay-As-You-Go is recommended at 1.51¢, no change from the current year.

The property tax rate dedicated to general government debt is 7.37¢, no change from the current year.

## Expenditures

### Pay-As-You-Go-Funded

The FY08 CIP includes \$56.7 million in revenues, a \$20.4 million increase (56.0%) over the current FY07 CIP. This increase is due to inclusion of Capital Reserve funding of \$14.5 million, a full year funding of the Vehicle Rental Tax of \$7.2 million, and Pay-As-You-Go Fund Balance of \$800,000.

Major Pay-As-You-Go projects include:

- \$18.4.0 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$7.2 million for Cultural Facilities, Road Preconstruction, and contributions to the County and Towns as required by the agreement with the County and Towns
- \$6.1 million to relocate the light equipment facility from central yard to Craighead Road
- \$4.7 million for Innovative Housing
- \$4.5 million for Brevard-Caldwell matched with \$5.5 million in prior street bonds for a total cost of \$10.0 million
- \$3.4 million for purchase of an additional 26 acres on Craighead Road (\$1.0 million is included in the light equipment facility to purchase 10 acres at the Craighead site)
- \$1.2 million in supplemental funding for the Arboretum Fire Station

# Executive Summary-Capital Investment Plan

## Municipal Debt-Funded

The FY08-12 general government Capital Investment Plan includes authorized debt-financed projects with the following funding sources from existing capacity:

- \$14.1 million in prior Street Bonds
- \$64.5 million in 2006 Street Bonds
- \$18.7 million in 2006 Neighborhood Improvement Bonds
- \$5.0 million in 2006 Housing Bonds
- \$28.9 million in Certificates of Participation (COPS)

Future debt-financed projects planned for inclusion in the 2008 and 2010 referenda (listed on page 168).

- \$222.4 million in Street Improvement Bonds
- \$50.0 million in Neighborhood Improvement Bonds
- \$20.0 million in Housing Bonds

## Enterprise-Funded

Storm Water totals \$153.2 million and includes the following major projects:

- \$79.7 million for flood control projects in neighborhood water basins
- \$27.2 million for storm water channel restoration
- \$26.7 million for storm water repairs
- \$8.1 million for storm water stream restoration

Charlotte Area Transit System (CATS) totals \$694.1 million and includes the following major projects:

- \$498.9 million for future transitway planning and development
- \$61.8 million for bus replacement and expansion
- \$28.9 million for a multimodal station
- \$20.1 million for park and ride lots

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

- \$197.0 million for a new wastewater treatment plant along Long Creek
- \$118.0 million for northeast water transmission main
- \$90.3 million for Sugar Creek wastewater treatment plant expansion
- \$86.0 million for McAlpine and Briar Creek relief sewers

Aviation totals \$630.2 million and includes the following major projects:

- \$207.1 million for the Third Parallel Runway
- \$56.4 million for Concourse E Improvements
- \$55.9 million for Master Plan land acquisition and the Noise Compatibility Plan
- \$50.5 million for new parking facilities

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# City Strategy

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

## Vision

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

## Mission

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

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

## OVERVIEW OF CHARLOTTE'S FOCUS AREAS

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

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

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

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

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

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# 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.

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## 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.

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## 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 and creating new infrastructure, including streets, technology, equipment, and facilities. Ensure capital and land use investments are consistent with Smart Growth principles.

# Corporate Objectives

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

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



“Charlotte will be the safest large city in America through citizen and local government partnerships.”

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The City of Charlotte actively engages its citizens in proactive partnerships to build a safe community. A safe community is one in which:

- Aggressive enforcement and prevention measures are being used to address crime and its underlying causes
- Citizens and businesses are actively engaged in short and long term prevention initiatives
- Police and Fire are actively involved in local and regional homeland security efforts; and
- Enforcement and education programs help reduce loss of life, preventable injuries and property damage resulting from traffic collisions and fires.

The City’s community safety strategy is focused on targeted enforcement and prevention activities. The Police Department’s enforcement efforts are data driven and focus resources on specific suspects and areas where identifiable crime patterns can be impacted by the presence of police. Prevention programs are designed to make residents and businesses less vulnerable to crime and engage citizens as active crime prevention partners. Many of the prevention and intervention programs target young people who are involved in gangs and/or drug related activity; program success requires active community engagement and will have a long term impact on the city’s crime rate.

Building a safe community encompasses much more than crime prevention and reduction. It requires the city to take an active role in building regional partnerships that will result in a high level of preparedness for any homeland security or natural disaster emergencies. It is also dependant on Police and Fire using both enforcement and education efforts to reduce loss of life, preventable injuries, and property damage resulting from traffic collisions and fires.

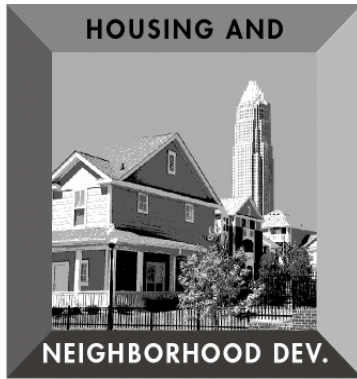
Many of the City’s community safety efforts are neighborhood based with police divisions and fire stations located in the areas they serve. Each neighborhood has a police response area team that is familiar with its issues and works with residents to develop long term solutions to problems. Community safety issues are addressed through a holistic approach that partners City key businesses, other public and private service providers, and the citizens of Charlotte-Mecklenburg.

The ultimate goal of these problem solving partnerships is a community where citizens feel safe throughout the city, have confidence in public safety personnel, and are actively involved in insuring their own safety.

# Community Safety

## Reduce Crime

CS.1	Focus Area Initiative:	Decrease crime throughout the city through enforcement and prevention strategies that target specific crime categories or offenders
	▶ Measure:	Crime rate per 100,000 population for Part One offense categories
	Target:	5% reduction in robbery rate per 100,000 population
	Prior Year:	FY2006 - 7.1% increase
CS.2	Focus Area Initiative:	Reduce the incidence of property crime through education and enforcement efforts
	▶ Measure:	Crime rate per 100,000 population for Part One property crime offense categories
	Target:	3% reduction in property crime rate per 100,000 population
	Prior Year:	FY2006 - 2% reduction
CS.3	Focus Area Initiative:	Enhance citizen perception of safety through engagement with police and the dissemination of improved and more consistent information
	▶ Measure:	Ratings on citizen satisfaction survey in November 2007
	Target:	Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
	Prior Year:	FY2006 - 70% rated 7 or above
CS.4	Focus Area Initiative:	Effectively utilize the National Incident Management System, the National Response Plan and Catastrophic Planning Tools to manage natural and manmade disasters and major incidents in Charlotte and surrounding counties
	▶ Measure:	Development of a regional preparedness program that encompasses interoperable communications, information sharing through a regional all hazards "fusion center" to gather and disseminate intelligence information, continuity of operations, and joint training exercises
	Target:	Development of program by July 2008
	Prior Year:	Not applicable
CS.5	Focus Area Initiative:	Reduce the incidence of vehicle crashes at 13 targeted high accident intersections
	▶ Measure:	Number of vehicle crashes
	Target:	5% reduction at each of the 13 targeted locations
	Prior Year:	No data, new measure
CS.6	Focus Area Initiative:	Educate and prepare children to prevent injuries and fires and teach them how to respond appropriately when they do occur
	▶ Measure:	Percent of fire and life safety education programs requested and delivered to elementary school students in Charlotte-Mecklenburg Schools
	Target:	95% of requested programs delivered
	Prior Year:	No data, new measure



“Creating great neighborhoods in which to live, work, and play.”

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The City of Charlotte’s long-term health, vitality, and distinction as a leading city is predicated upon its ability to develop and sustain its neighborhoods. Social changes, crime and disorder, physical deterioration, and economic divestments create challenges for the City’s residential, commercial and industrial neighborhoods. The City’s housing and neighborhood strategy focuses on quality of life measures, expanding affordable housing, effective code enforcement, infrastructure investments, and successful neighborhood revitalization initiatives. The City will be responsive to addressing the needs of all neighborhoods, but will develop unique approaches and solutions to address each of the City’s challenged, transitioning, and stable neighborhoods. *(Also see Community Safety, Economic Development and Transportation Focus Area Plans for more housing and neighborhood development strategies.)*



# Housing and Neighborhood Development

## Strengthen Neighborhoods

H&ND.1	<p>Focus Area Initiative: Reduce the number of challenged neighborhoods</p> <p>▶ Measure: Number of fragile neighborhood statistical area (NSAs)</p> <p>Target: FY2008 - 22 FY2009 - n/a</p> <p>Prior Year: FY2006 - 24 FY2007 - n/a</p>															
H&ND.2	<p>Focus Area Initiative: Expand the supply of affordable housing</p> <p>▶ Measure: Number of completed affordable housing units</p> <p>Target: FY2008 - 800 FY2009 - 600</p> <p>Prior Year: FY2006 - 1,187 FY2007 - 1,100</p>															
H&ND.3	<p>Focus Area Initiative: Eliminate sub-standard housing and neighborhood nuisances</p> <p>▶ Measure: Number of housing units, nuisance complaints, and zoning citations brought into compliance.</p> <p>Target: FY2008 - Housing - 2%*    Nuisance - 36,000    Zoning - 5,500 FY2009 - Housing - 2%    Nuisance - 37,000    Zoning - 5,750</p> <p>Prior Year: FY2006 - Housing -2,569,    Nuisance - 37,204    Zoning - n/a FY2007 - Housing - 2,500    Nuisance - 35,600    Zoning - 5,250</p> <p>*(not to exceed 2% of total City housing stock)</p>															
H&ND.4	<p>Focus Area Initiative: Neighborhoods that have graduated from the revitalization plan process</p> <p>▶ Measure: Number of revitalization neighborhoods completed (8 neighborhoods have revitalization plans)</p> <p>Target: FY2008 - 1 FY2009 - 1</p> <p>Prior Year: FY2006 - 1 FY2007 - None</p>															
H&ND.5	<p>Focus Area Initiative: Educate and engage residents in maintaining model neighborhood standards</p> <p>▶ Measure: Percent of neighborhood organizations implementing successful problem solving initiatives</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Number</u></th> <th style="text-align: center;"><u>Success Ratio</u></th> </tr> </thead> <tbody> <tr> <td>Target:</td> <td>FY2008 - 360</td> <td>80%</td> </tr> <tr> <td></td> <td>FY2009 - 360</td> <td>80%</td> </tr> <tr> <td>Prior Year:</td> <td>FY2006 - 110</td> <td>99%</td> </tr> <tr> <td></td> <td>FY2007 - 310</td> <td>80%</td> </tr> </tbody> </table>		<u>Number</u>	<u>Success Ratio</u>	Target:	FY2008 - 360	80%		FY2009 - 360	80%	Prior Year:	FY2006 - 110	99%		FY2007 - 310	80%
	<u>Number</u>	<u>Success Ratio</u>														
Target:	FY2008 - 360	80%														
	FY2009 - 360	80%														
Prior Year:	FY2006 - 110	99%														
	FY2007 - 310	80%														

# Housing and Neighborhood Development

## Invest in Infrastructure

H&ND.6	Focus Area Initiative:	Invest in comprehensive neighborhood infrastructure
▶	Measure:	City neighborhood infrastructure investments vs. infrastructure needs (revise measure in FY2008)
	Target:	FY2008 - \$12.5 million/\$651 million FY2009 - \$15.0 million/\$651 million
	Prior Year:	FY2006 - \$8.8 million/\$548 million FY2007 - \$12.5 million/\$651 million



“Charlotte will be the premier city in the country for integrating land use and transportation choices.”

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Safe, convenient, efficient, and sustainable transportation choices are critical to a viable community. To that end, City Council identified Transportation as a priority. The City of Charlotte takes a proactive approach to transportation planning and management. Success is measured through five key strategic initiatives intended to capture the context of the transportation priority and focus area and the action steps necessary to achieve the City’s overall goal of becoming the premier city in the country for integrating land use and transportation choices.

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

Now that the TAP is adopted, the City is moving forward on additional key strategic initiatives, such as:

- implementation and refinement of the Centers and Corridors strategy
- development and dissemination of public educational materials describing the Centers and Corridors strategy and enhanced communication with the public regarding the City’s overall comprehensive transportation strategy
- development and dissemination of the TAP annual status report
- implementation of the 2006 transportation bond projects
- ensuring land use and transportation decisions are moving toward the overall goal of maintaining the City’s livability and long-term growth

Another cornerstone of integrating transportation and land use is continued investment in and implementation of Mass Transit. The recent MTC adoption of the **2030 Corridor System Plan** reaffirms our commitment toward Rapid Transit expansion. The system plan establishes a prioritized implementation schedule for the remaining corridors, expands investments in local and express bus service, and increases opportunities for regional partnerships.

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. The City is committed to identifying and prioritizing transportation strategies that ensure the City’s long-term viability and to seeking ways to secure adequate funding to implement the Transportation Action Plan, including taking steps to improve the equitable share formula used for state funding for planning, constructing, and maintaining multi-modal transportation facilities.

# Transportation

## Develop Collaborative Solutions

TRAN.1	Focus Area Initiative:	Continue implementation of Centers and Corridors strategy
	▶ Measure:	% of residential and office developments located within Centers and Corridors
	Target:	Minimum of 40% of the new housing unit permits and 70% of the new multi-family unit permits in the city located within the centers and corridors
	▶ Measure:	Evaluate the effect of the SCLRP and SCIP investments on real property values within the South Corridor to guide investment in future corridors.
	Target:	Percent increase in property values in the corridor exceed the average property value increase within the City and County.
	▶ Measure	Implement the 2030 Corridor System Plan by evaluating the economic, land use and transportation benefits of the North Tryon Street vs. NC Railroad alignment of the Northeast Light Rail Line. Deliver a final report documenting the analysis and recommendations.
	Target:	Implement the final report's economic development, land use, transportation and rapid transit recommendations.
	▶ Measure:	Council approval of refined boundaries of Centers, Corridors, and Wedges
	Target:	December 2007
TRAN.2	Focus Area Initiative:	Collaborate with local and regional partners on land use, transportation, and air quality to enhance environmental quality and promote long-term regional sustainability
	▶ Measure:	Reduce vehicle miles traveled (VMT) per capita and vehicle emissions per capita in Mecklenburg County
	Target:	Per capita VMT and vehicle emissions per capita below previous year
	Prior Year:	Per capita VMT 5.08% above previous year
	▶ Measure:	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 Baseline.
	Target:	Increase the % of population within ¼ mile of parks above 16.9%
	Prior Year:	16.1%
	Target:	Increase the % of population within ¼ mile of schools above 13%
	Prior Year:	11.8%
	Target:	Increase the % of population within ¼ mile of shopping above 45.6%
	Prior Year:	51.4%
	Target:	Increase the % of population within ¼ mile of transit above 63.5%
	Prior Year:	61.2%
TRAN.3	Focus Area Initiative:	Prioritize, design, construct, and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices, and meet land use objectives
	▶ Measure:	Maintain an average pavement condition survey rating of 90 out of 100
	Target:	Survey rating-90
	Prior Year:	Survey rating-86.6

# Transportation

## TRAN.3 (cont.)

- ▶ Measure: Open the South Corridor Light Rail Line and integrate bus and rail service.  
Target: Complete Light Rail by November 30, 2007 and Bus-Rail Integration no later than December 15, 2007.
- ▶ Measure: Complete Preliminary Engineering on the Northeast Corridor and receive FTA permission to enter Final Design.  
Target: June 30, 2009
- ▶ Measure: Achieve 5 of 6 targets supporting this initiative  
Target: 1. 4% increase in transit ridership  
Prior Year: 7.8% increase  
Target: 2. Complete a minimum of 10 miles each of new sidewalk and new bikeways annually  
Prior Year: 32.2 miles of sidewalk and 13 miles of bikeways completed  
Target: 3. 90% of transportation bond projects completed or forecast to be completed on schedule  
Target: 4. Decrease in vehicular accidents per mile traveled and decrease in pedestrian and bicycle accidents per capita.  
Prior Year: Vehicular accidents (14% decrease), pedestrian (5% increase) and bicycle (20% decrease)  
Target: 5. Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles.  
Prior Year: 1.3 crashes per million  
Target: 6. Increase in bike rack usage on transit vehicles  
Prior year: 65,999 recorded usages

## Enhance Customer Service

- TRAN.4 Focus Area Initiative: Communicate land use and transportation objectives as outlined in the Transportation Action Plan
- ▶ Measure: Complete and present annual Transportation Action Plan Status Report to City Council  
Target: November 2007

## Expand Tax Base & Revenues

- TRAN.5 Focus Area Initiative: Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services
- ▶ Measure: Complete multi-year legislative agenda to fund the Transportation Action Plan by seeking additional revenue sources and by ensuring that Charlotte receives increased funding for planning, constructing, operating, and maintaining multi-modal transportation facilities and services  
Target: December 2007



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

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The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment. The Economic Development Focus Area seeks to maintain, increase and enhance the quality and number of jobs available within Charlotte. This requires investment in public services, facilities and infrastructure, along with a commitment to existing businesses, small business enterprise and entrepreneurship. Public and private commitment and cooperation are necessary for effective economic development.

There are opportunities for significant economic growth by redeveloping areas along the transit corridors and targeted business corridors. Charlotte’s job growth continues to remain strong due to targeted business retention and expansion measures, a renewed effort with small business enterprises and entrepreneurship, and focus on customer service in the business development permitting process. Also, an increased emphasis on partnerships with the hospitality and tourism industry enhances Charlotte’s success. Increasingly, Charlotte’s prosperity is tied to the economic health of the region, and regional solutions will be required to address employment, education, and environmental issues that affect Charlotte’s long term economic sustainability. Ultimately through these initiatives, Charlotte will be recognized as one of the most prosperous and livable cities in America.



# Economic Development

ED.4	Focus Area Initiative:	Promote infill development/redevelopment in the Center City, distressed business districts and neighborhoods, and transit stations
	▶ Measure:	Building Permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations
	Target:	\$350 million
	Prior Year:	FY2006 - \$403,130,909 FY2005 - \$321,885,295 FY2004 - \$300,751,265 FY2003 - \$280,649,339

## Develop Collaborative Solutions

ED.5	Focus Area Initiative:	Work with internal and external partners to grow Charlotte's hospitality industry
	▶ Measure:	Hospitality tax revenues
	Target:	7% increase over 2005
	Prior Year:	FY2006 - 19% FY2005 - 7.8% FY2004 - 7% FY2003 - 2.2%
	▶ Measure:	Convention Center utilization
	Target:	54%
	Prior Year:	FY2006 - 46% FY2005 - 39% FY2004 - 52% FY2003 - 48%
ED.6	Focus Area Initiative:	Permitting Process Improvements (new)
	▶ Measure:	Improve Efficiency of Plan Review
	Target:	Conduct User Focus Groups, Spring 2007 Implement Process Improvements, Summer 2007 Conduct Industry Survey every two years starting in 2008
	Prior Year:	n/a, new measure
ED.7	Focus Area Initiative:	Area Plans Review
	▶ Measure:	Conduct an inventory of area plans for Council review
	Target:	Complete and present inventory to Council by Fall 2007
	Prior Year:	n/a, new measure





“Charlotte will safeguard the environment, balancing health, sound fiscal policy, and growth.”

The City of Charlotte recognizes that environmental stewardship is fundamentally important to our quality of life and to a strong economy, both now and in the future. Protecting and improving the environment is a necessary element of the City’s mission to enhance the quality of life for our citizens. The actions associated with the other City Council Focus Areas – Community Safety, Housing and Neighborhood Development, Economic Development, and Transportation - are supported and enhanced by stewardship of our natural resources and the environment.

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

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

The City of Charlotte recognizes that conscientious environmental stewardship and concern for the public interest may require more than meeting mandates and minimum standards. The City will evaluate environmental conditions and opportunities in order to determine what approach is best for our community’s optimal environmental sustainability. The choices will include (1) determining that regulatory *compliance* is sufficient, (2) being *proactive* and initiating positive action, especially to avoid more costly remedial action later, (3) taking a *leadership* role and modeling best practices.

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

# Environment

## Safeguard the Environment

ENV.1	Focus Area Initiative:	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
	▶ Measure:	Continue implementing Centers and Corridors Strategy
	Target:	Encourage minimum of 40% of new housing unit permits, 70% of new multi-family unit permits, 75% of new office development square footage, and 75% of new employment located within the centers and corridors this Fiscal Year
	▶ Measure:	Adopt General Development Policies Phase II - Environment
	Target:	Adopt policies by December 2007
	▶ Measure:	Adopt Post Construction Controls Ordinance
	Target:	Adopt ordinance by December 2007
ENV.2	Focus Area Initiative:	Protect natural ecosystems and habitats, including the tree canopy
	▶ Measure:	Identify and protect environmentally sensitive areas
	Target:	Develop a strategy by December 2007, to conduct a future inventory of physical features necessary to identify environmentally sensitive areas
	▶ Measure:	Maintain a significant and healthy tree canopy
	Target:	Conduct a baseline assessment of City's tree canopy
	Target:	Adopt revised Tree Ordinance by December 2007
	▶ Measure:	Protect stream corridors, ponds, and wetlands through public acquisition of additional conservation easements and enhancing existing buffers
	Target:	Conduct a baseline analysis of land protected for environmental purposes, either through easements or other conservation practices
	▶ Measure:	Maintain permit compliance with treated wastewater
	Target:	100% compliance with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants
	Prior Year:	FY2006 - 8 violations
ENV.3	Focus Area Initiative:	Lead by example, adopting sound environmental practices in City facilities and operations
	▶ Measure:	Implement strategies to reduce City fleet emissions
	Target:	Increase percentages of City fleet using alternative fuel or emission efficient technologies
	Prior Year:	31 hybrids (1%); 60 E85 ethanol vehicles (2% on-road fleet) (excludes CATS)
	Target:	Retrofit by December 2007, with emission reduction equipment 25% of Charlotte Area Transit System's fixed route bus fleet
	Target:	Reduce idling by 5% from FY2007 baseline data in Charlotte Area Transit System's fixed route bus fleet

# Environment

## ENV.3 (cont.)

- ▶ Measure: Incorporate environmentally responsible elements in the design, construction, and operations of City facilities
- Target: Collaborate with all Key Businesses to develop a baseline energy consumption model by June 2008
- Target: Establish baseline for City-wide purchasing of environmentally-friendly products
- Target: Document current waste minimization practices and recycling programs in all City facilities by June 2008
- Target: Achieve the City's first Leadership in Energy and Environmental Design (LEED) certification at the Utilities Environmental Services Facility from the U.S. Green Building Council
- Target: Design and construct energy efficient facilities and retrofit existing facilities using sustainable design criteria, American Society of Heating Refrigerating and Air Conditioning Engineers (ASHRAE), and EPA/ Energy Star Standards, as appropriate

## Develop Collaborative Solutions

- ENV.4 Focus Area Initiative: Collaborate with local and regional public and private partners to enhance environmental quality and long-term sustainability
- ▶ Measure: Continue collaboration and actively participate in public and private sector partnership's environmental and visioning initiatives
  - Target: Continue collaboration and participation with Sustainable Environment for Quality of Life, Centralina Council of Governments, Regional Visioning Council, and other partners' current initiatives
  - Measure: Increase single family recycling from 45% to 65%
  - Target: Implement single-stream recycling program by July 2009
  - Measure: Collaborate with NCDENR and public and private partners in the non-attainment area to accelerate the trend toward meeting the current 8-hour ozone air quality standard by 2010
  - Target: Gain approval, through collaboration with NCDENR, of Statewide State Implementation Plan (SIP) by January 2008
  - Target: Work with regional partners to develop options for air quality initiatives by May 2008, in addition to those required by the SIP and adopt Charlotte specific air quality initiatives by May 2008

## Promote Learning & Growth

- ENV.5 Focus Area Initiative: Increase City employees' awareness of the environment as a priority for the community and the organization
- ▶ Measure: Implement a communication strategy for the environment focus area
  - Target: Develop by December 2007, a communication strategy and begin communicating the City's environmental principles, initiatives and programs to City employees

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# General Fund Departmental Charges

## GENERAL FUND DEPARTMENTAL CHARGES

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

### Example of Departmental Charge - BSS Radio Communications

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

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

	FY08
Key Business Unit (KBU)	KBU 155 Budget
Aviation	\$ 50,770
CATS	415,340
CDOT	153,420
CMUD	211,508
Engineering	15,723
Fire	327,579
Police	1,821,543
Solid Waste	102,880
<b>Total 155 Charges</b>	<b>\$ 3,098,763</b>

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

# General Fund Departmental Charges

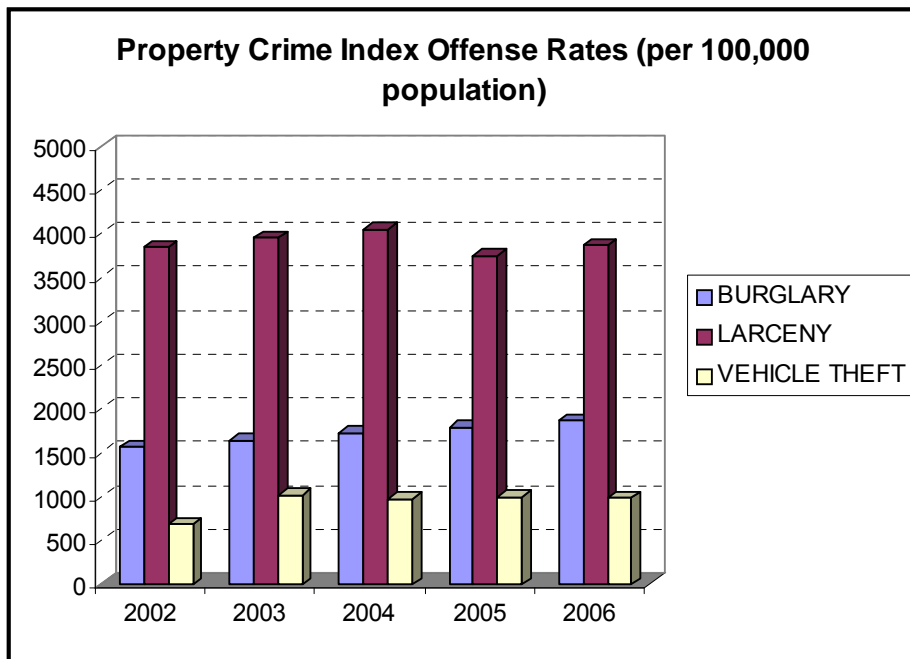
General Fund Departmental Charges				
Key Business Unit/Division	Total Operating Budget	FY08 Departmental Charges	Net Operating Budget	Description of Departmental Charge
City Attorney	\$ 2,976,139	\$ (1,154,194)	\$ 1,821,945	Charges to CATS and Engineering (Real Estate and CIP) for legal services
Budget and Evaluation	1,489,515	(48,729)	1,440,786	Charges to CIP for 50% of costs of CIP Budget Analyst
<b>Business Support Services</b>				
Equipment Management	9,650,271	(9,649,271)	1,000	Charges to KBUs for vehicle maintenance costs
Information Technology	10,703,640	(747,587)	9,956,053	Charges to 911 Fund for IT support of Fire's 911 system and to CIP Technology
Telecommunications	1,375,414	(581,693)	793,721	Charges to KBUs for telephone Centrex costs
Wired Communications	1,079,967	(121,792)	958,175	Charges to 311 Customer Services and CIP technology projects
<b>Radio Communications</b>	<b>4,483,356</b>	<b>(3,098,763)</b>	<b>1,384,593</b>	<b>Charges to KBUs for radio maintenance and infrastructure cost</b>
<b>Transportation</b>				
Street Maintenance	15,447,205	(8,847,430)	6,599,775	Charges to Powell Bill and Storm Water
Planning and Design	2,579,700	(1,374,368)	1,205,332	Charges to CIP, CATS, and state planning grants
Engineering and Operations	4,056,755	(1,239,513)	2,817,242	Charges to CIP, state municipal agreements, CATS, and Powell Bill
Administration	2,865,926	(141,661)	2,724,265	Charges to Powell Bill and CATS
Traffic Control	4,220,764	(499,836)	3,720,928	Charges to state municipal agreements, Powell Bill, and CIP
<b>Engineering and Property Management</b>				
Landscape Management	6,491,590	(1,121,136)	5,370,454	Charges to KBUs for landscape maintenance services at City facilities
Building Maintenance	3,393,052	(3,005,528)	387,524	Charges to KBUs for building maintenance services at City facilities
CMGC Property Management	3,115,668	(2,571,804)	543,864	Charges to KBUs for building rent at Char-Meck Government Center
City Hall Property Management	316,519	(316,519)	0	Charges to KBUs for building rent at Old City Hall
CMGC Mail Services	560,883	(560,883)	0	Charges to KBUs for postage
Capital Projects Management	11,349,918	(6,560,961)	4,788,957	Charges to CIP and CATS
Real Estate	1,858,528	(718,972)	1,139,556	Charges to CIP, CATS, Storm Water, and CMU
Public Service and Land Development	3,803,257	(50,000)	3,753,257	Charges to Storm Water
<b>Finance</b>				
Accounting	2,335,721	(172,760)	2,162,961	Charges to Procurement Services and CATS for financial system support
Revenue	3,734,384	(56,159)	3,678,225	Charges to KBUs for revenue collections for transit fares, surplus auctions, and community development loans.
<b>Fire</b>				
Administration	4,438,403	(247,954)	4,190,449	Charges to 911 Fund for 3 positions supporting Fire's 911 system
Training	1,352,441	(64,288)	1,288,153	Charges to Police Department for Training Academy costs
<b>Human Resources</b>				
Personnel Administration	1,990,205	(55,585)	1,934,620	Charges to support Health Insurance fund
Training	870,284	(216,791)	653,493	Charges to KBUs for cost of training classes
HRMS	1,037,177	(198,000)	839,177	Charges to CIP technology projects
<b>City Manager</b>				
Corporate Communications	1,893,995	(106,926)	1,787,069	Charges to CIP for 1 employee and to KBUs for cost of communications media
Economic Development	2,560,270	(98,003)	2,462,267	Charges to CATS for Transit Station Coordinator and MYEP Carowinds bus
Internal Audit	1,027,997	(178,779)	849,218	Charges to CATS for 2 employees
<b>Planning</b>				
General Planning Service	5,183,387	(392,171)	4,791,216	Charges to CATS for five employees
Zoning Plans Review	286,792	(116,991)	169,801	Charges to Neighborhood Development and Engineering
MUMPO Support Services	238,498	(100,000)	138,498	Charges to CDOT for MUMPO support
<b>Police</b>				
Police Attorney	736,245	(106,350)	629,895	Charges to Asset Forfeiture fund for Asst DA salary & benefits
Training	2,399,650	(159,298)	2,240,352	Charges to Fire Department for Training Academy costs
Property and Evidence Management	3,369,576	(116,659)	3,252,917	Charges to Engineering Building Services for CMGC Officer
Intelligence	125,500	(125,500)	0	Charges to federal government for reimbursement of costs
Transit Authority Liaison	1,218,421	(1,218,421)	0	Charges to CATS for 2 Sergeants and 10 Police Officers
Airport Law Enforcement	98,446	(98,446)	0	Charges to Aviation for Police Captain leading the Airport Police
<b>Neighborhood Development</b>				
Administration	1,209,742	(421,058)	788,684	Charges to federal grants for support costs
Financial Services	517,124	(153,548)	363,576	Charges to Innovative Housing for Financial Services support
Housing Services/Code Enforcement	4,020,651	(60,000)	3,960,651	Charges to In Rem Repair for Code Enforcement costs
Neighborhood Services	1,707,841	(37,500)	1,670,341	Charges to CMPD, Solid Waste and Planning for cost of Quality of Life Study
Housing Services	1,958,559	(1,873,708)	84,851	Charges to the CDBG grant for Housing Services support costs
<b>Solid Waste</b>				
Special Services	4,234,684	(149,508)	4,085,176	Charges to CATS for bus shelter maintenance on State roads
	<b>\$ 136,129,376</b>	<b>\$ (48,935,043)</b>	<b>\$ 87,343,841</b>	

# Police

	FY07	FY08	FY09
<b>Summary</b> The Charlotte-Mecklenburg Police Department (CMPD) delivers services using the community problem oriented policing philosophy. A critical part of the CMPD mission is the prevention of crime. CMPD seeks to make Charlotte the safest large city in America by engaging the community in strong problem solving partnerships that address crime and quality of life concerns.			
<b>Vital Statistics</b>			
<ul style="list-style-type: none"> <li>1.4% increase in crime rate per 100,000 population in 2006</li> <li>2.1% increase in citizen-initiated calls for service</li> <li>9% increase in 911 calls</li> </ul>			
<b>Accomplishments</b>			
<ul style="list-style-type: none"> <li>Implemented redistricting including the addition of a new police district in the University City area</li> <li>Developed a strategic communications plan and organized patrol division meetings with citizens</li> <li>Maintained a 70% approval rating on citizen survey of police services</li> <li>Formed the Street Crimes Task Force to target robberies and vehicle thefts</li> </ul>			
Budget	\$163,448,846	\$174,241,771	\$182,113,311
Positions	2,096.50	2,105.50	2,105.50

## SERVICE DELIVERY CHALLENGES

The Charlotte Mecklenburg Police Department faces significant challenges in its delivery of police services and finding new ways to engage citizens as problem solving partners. Growth in the community with regard to increased population diversity, increased occurrence of special events requiring Police presence, and continued growth in the Center City and the suburban areas of the county increased the demand for police services. Additional police officers added in the last two budget cycles have helped police meet critical enforcement and prevention needs; however the department still faces staffing challenges in areas such as Crime Lab and Communications which provide critical support to officers in the field. Staff is faced with increasing caseloads related to evidence analysis and a significant increase (9%) in the volume of 911 calls. Police effectiveness continues to be impacted by significant loss of grant funding for police needs unrelated to homeland security and by lack of new funds for professional development of employees and implementation of new program initiatives.



# Police

Performance Measures	Performance Achievement			
	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Community Policing/Crime Prevention</b>				
Provides police services to neighborhoods and businesses				
◆ Reduction in Uniform Crime Report (UCR) Part One crime per 100,000 population over previous fiscal year	-1.2%	-5%	-5%	TBD
<b>Patrol Support Services</b>				
Includes: International Relations Unit Charlotte Area Transit Liaison School Resource Officers Burglary				
◆ Reduction in UCR burglary rates per 100,000 population	-3.9%	-5%	-5%	TBD
<b>Special Investigation</b>				
Includes: Vice and Narcotics Intelligence				
◆ Establish regional intelligence Fusion Center for homeland security and other emergencies. Prepare business plan and establish development team. New measure for 08 and 09.	n/a	n/a	June 2008	TBD
<b>Criminal Investigations</b>				
Includes: Homicide/Missing Persons Robbery/Sexual Assault Court/District Attorney Liaison Units Property Crimes				
◆ Reduction in UCR vehicle theft rates per 100,000 population	-1.5%	-5%	-5%	TBD
<b>Special Operations</b>				
Includes: Crime Scene Search Canine Unit Aviation and Civil Emergency Unit SWAT Team and Alert Team Coordinator Passenger Vehicle for Hire Highway Interdiction/Traffic Safety				
◆ Reduce traffic collisions at one targeted high accident location in each of the 13 patrol districts. New measure for 08 and 09.	n/a	n/a	-5%	-5%



# Police

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Communications</b>				
Provides answering point and dispatch service for all 911 calls in the City of Charlotte, Town of Davidson and unincorporated Mecklenburg County. Provides support to officers in the field by taking non-emergency police reports.				
◆ Percentage of 911 calls answered in 30 seconds	98.6%	85%	85%	85%
<b>Community Services</b>				
Special Events Records School Crossing Guards Alarm Ordinance Enforcement Police Athletic League DARE Cadet/Explorers/Right Moves for Youth Police Reserves Volunteers				
◆ Increase number of volunteers whose assignments match skills and preferences. New measure for 08 and 09.	n/a	n/a	+5%	TBD
<b>Crime Lab</b>				
Analyzes forensic evidence in criminal investigations				
◆ Lab analysis of evidence in 90% of all cases will be conducted within 45 business days from the receipt of evidence in the lab	n/a	n/a	90% in 45 days	90% in 45 days
<b>Police Officer Training</b>				
Firing Range Recruit Training In-Service Training				
◆ Reduction in preventable on-duty accidents (number of preventable accidents per million miles driven)	6.99	≤9.5 per million	≤9.5 per million	≤9.5 per million
<b>Animal Control</b>				
Ordinance Enforcement Shelter Operations				
◆ Increase in number of dogs and cats spayed/neutered at CMPD's free community clinics. New measure in 08 and 09.	n/a	n/a	+10%	TBD

\*A number of FY09 targets will not be set until closer to the start of the fiscal year. Crime trends are extremely volatile so the department will need to review its experience closer to July 1, 2008.

# Police

<b>Budget Summary</b>		<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
Community Policing/Crime Prevention	Budget	\$ 96,905,851	\$ 105,234,399	\$ 110,667,908
	Positions	1,236.00	1,236.00	1,236.00
Patrol Support Service	Budget	\$ 7,227,069	\$ 7,914,116	\$ 8,399,703
	Positions	115.50	124.50	124.50
Special Investigation	Budget	\$ 7,425,275	\$ 8,168,288	\$ 8,513,364
	Positions	94.00	94.00	94.00
Criminal Investigations	Budget	\$ 13,298,070	\$ 14,562,448	\$ 15,103,249
	Positions	168.50	168.50	168.50
Special Operations	Budget	\$ 7,638,103	\$ 8,931,694	\$ 8,868,507
	Positions	100.25	100.25	100.25
Communications	Budget	\$ 11,718,799	\$ 10,687,265	\$ 10,997,183
	Positions	161.00	161.00	161.00
Community Services	Budget	\$ 4,965,071	\$ 5,074,611	\$ 5,493,316
	Positions	53.50	53.50	53.50
Crime Lab	Budget	\$ 1,978,389	\$ 2,096,901	\$ 2,162,969
	Positions	20.25	20.25	20.25
Police Officer Training	Budget	\$ 6,710,903	\$ 5,656,487	\$ 5,827,325
	Positions	64.00	64.00	64.00
Animal Control	Budget	\$ 5,581,314	\$ 5,915,563	\$ 6,079,788
	Positions	83.50	83.50	83.50
<b>Total</b>		<b>\$ 163,448,846</b>	<b>\$ 174,241,771</b>	<b>\$ 182,113,311</b>
<b>Total Positions</b>		<b>2,096.50</b>	<b>2,105.50</b>	<b>2,105.50</b>

# Police

## Decreases

\$712,500 is decreased in one-time vehicle purchase expenses associated with the FY07 addition of 70 sworn positions.

## Increases

\$790,552 is added in FY08 for one Sergeant and seven Police Officers to support Charlotte Area Transit (CATS) operations. This will bring the total policing staff dedicated to CATS to two Sergeants and ten Police Officers. All costs are reimbursed by CATS.

\$650,000 is added in FY08 for fuel expenses as a result of projected cost increases and full year costs associated with adding officers in FY07.

\$344,000 is added in FY08 for scheduled major helicopter maintenance.

\$289,750 is added for operating the new University City Division including the addition of one Investigative Technician position for division support. The University City Division was added January 13, 2007 with redistricting. Addition of the Investigative Technician position is consistent with staffing for all other divisions.

\$282,204 is added in FY08 and increased to \$576,768 in FY09 for the Partners In Out-of-School Time (POST) "Middle School Matters" program. This program will serve 300 children in FY08 and 600 children in FY09. Areas of focus will include skills development in math, technology, reading, teamwork, social and ethical conduct. Participants will be 6th through 8th graders. Mecklenburg County is also being asked to contribute funding. The funding will be managed by the Foundation for the Carolinas.

\$233,989 in FY08 and \$290,138 in FY09 is added for increased vehicle maintenance costs.

## Unfunded

Unfunded requests totaling \$5,180,680 in FY08 and \$6,785,513 in FY09 were requested by Police. Please see the appendix on page 127 for details on these requests.

# Fire

Summary		FY07	FY08	FY09
Charlotte Fire Department provides response to and mitigation of fires, medical emergencies, hazardous materials incidents, aircraft emergencies, high angle and confined space rescues, and other emergencies as they arise.		\$81,569,126	\$85,387,498	\$90,636,079
<p><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>Provides primary fire services to a population of more than 650,000</li> <li>Maintains 37 fire stations covering 280.5 square miles</li> <li>Operates 38 engine companies, 14 ladder companies, and two heavy rescue companies</li> <li>Responds to over 78,000 incidents each year</li> </ul>		1,083.00	1,083.00	1,101.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>Awarded re-accredited status by the Commission on Fire Accreditation International in August 2005</li> <li>Received over \$8.2 million in Homeland Security grants</li> <li>Led regional effort to provide radio interoperability for large scale emergencies. A Tactical Interoperability Communications Plan was approved by the Department of Homeland Security in Fall 2006.</li> <li>Awarded Chief Fire Officer certification to four of five command staff and five battalion chiefs.</li> </ul>				

## SERVICE DELIVERY CHALLENGES

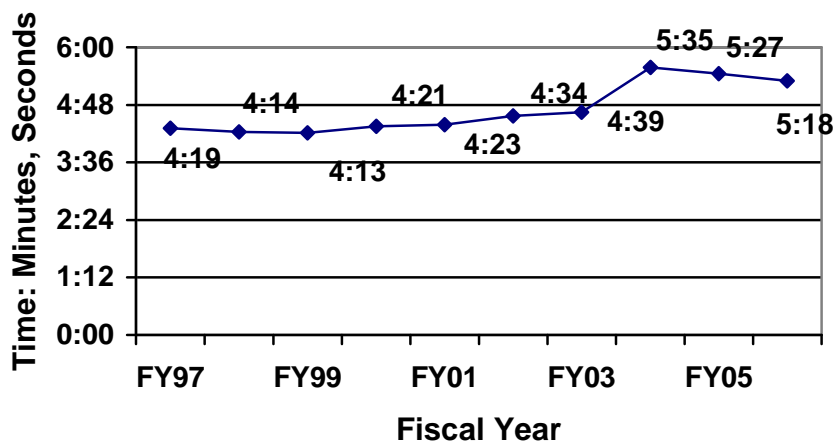
### Infill Fire Station at Providence Road and Pineville-Matthews Road (Arboretum Area)

Strong growth in southeast Charlotte challenges fire response times in this area. Fire companies from existing stations cannot meet response standards to the Arboretum and the surrounding area. An infill fire station is needed to provide services commensurate with other areas in the city.

### Fire Response Times

Fire continues to struggle with timely response to emergencies, primarily due to the current location of fire stations and traffic issues. Meeting acceptable response time goals will continue to be a challenge.

### Average Fire Response Time



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

# Fire

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Fire Emergency Response</b>				
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, and aircraft crash rescue				
◆ Percent of alarms to which fire companies will be en route within 75 seconds of dispatch	55.34%	80%	80%	80%
◆ Percent of alarms to which first-due fire companies will be on scene within 4 minutes	67.3%	80%	80%	80%
◆ Percent turnover for African American/minority firefighters	2%	<1%	<1%	<1%
<b>Fire Investigations</b>				
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson				
◆ Percent of arson cases investigators will clear	34%	34%	34%	34%
<b>Fire Code Enforcement</b>				
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings				
◆ Percent of fire code inspections conducted within state-mandated frequencies	92.36%	85%	85%	85%
<b>Fire Communications</b>				
Provides services to citizens calling 911 for the Fire Department's emergency services				
◆ Percent of telecommunicators answering phone within 3 rings or 12 seconds	99.2%	90%	90%	90%
◆ Percent of alarms dispatched within 45 seconds of answering phone	87.56%	80%	90%	90%

# Fire

<p><b>Decreases</b> None</p> <p><b>Increases</b> \$177,819 in FY08 and \$237,095 in FY09 for increased vehicle maintenance costs.</p> <p>\$162,987 in FY08 for firefighter educational reimbursement.</p> <p>\$100,368 in FY08 for fuel.</p> <p>\$1,130,144 in FY09 to add 18 positions for an engine company at the Arboretum Fire Station. The target date for station opening is January 2009 and the funding provides for early hire and 21 weeks of training for recruits.</p>	<p><b>Unfunded</b> Unfunded requests totaling \$4,616,011 in FY08 and \$6,214,780 in FY09 were requested by Fire. Please see the appendix on page 127 for details on these requests.</p>
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Budget Summary		FY07	FY08	FY09
Fire Emergency Response	Budget	\$ 73,886,413	\$ 77,203,833	\$ 82,180,039
	Positions	980.00	980.00	998.00
Emergency Preparedness/Homeland Security	Budget	\$ 605,264	\$ 629,259	\$ 646,855
	Positions	5.00	5.00	5.00
Fire Communications	Budget	\$ 2,239,921	\$ 2,524,286	\$ 2,602,837
	Positions	37.00	37.00	37.00
Fire Investigations	Budget	\$ 747,745	\$ 792,271	\$ 820,212
	Positions	10.00	10.00	10.00
Fire Code Enforcement	Budget	\$ 2,314,592	\$ 2,411,604	\$ 2,500,354
	Positions	34.00	34.00	34.00
Fire Community Education/Involvement	Budget	\$ 397,355	\$ 421,689	\$ 436,485
	Positions	4.00	4.00	4.00
Firefighter Training	Budget	\$ 1,377,837	\$ 1,404,556	\$ 1,449,296
	Positions	13.00	13.00	13.00
<b>Total</b>		<b>\$ 81,569,126</b>	<b>\$ 85,387,498</b>	<b>\$ 90,636,079</b>
<b>Total Positions</b>		<b>1,083.00</b>	<b>1,083.00</b>	<b>1,101.00</b>

# Solid Waste

<p style="text-align: center;"><b>Summary</b></p> <p>Solid Waste Services (SWS) strives to excel in quality solid waste management. The City is divided into four collection zones: East, West, North, and South. In FY08 and FY09, SWS crews will continue to provide weekly collection of garbage, recyclables, yard waste, and bulky items in the East, North, and South zones under the City's managed competition guidelines. The West zone and multi-family garbage area is serviced through a contract. In all collection zones, SWS collects dead animals and tires, and sweeps and picks up litter from City streets and rights-of-way. SWS also participates in neighborhood cleanups and other specialized cleaning programs including maintenance of the Central Business District and support of special events.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Residential collection services to 200,000 single-family and 93,000 multi-family households, 4,000 businesses, and 700 public trash receptacles</li> <li>• In FY06, collected approximately 280,589 tons of refuse, 33,035 tons of recyclables, 48,694 tons of yard waste and 13,061 tons of bulky items</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 10%;"></th> <th style="width: 20%;">FY07</th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$40,183,126</td> <td style="text-align: right;">\$42,079,299</td> <td style="text-align: right;">\$43,145,274</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">276.00</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;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Provided residential refuse at a cost per ton of \$51; statewide average of \$89</li> <li>• Provided recyclables collection at a cost per ton of \$191; statewide average of \$231</li> <li>• Collected 2,709 tons of refuse per FTE, compared with 1,365 tons per FTE statewide</li> <li>• Lowered complaints per every 1,000-collection points by 44% under the statewide average.</li> <li>• Increased the number of community awareness presentations provided by SWS by over 200%.</li> <li>• Collaborated with Mecklenburg County to develop a revised 10-year Solid Waste Management Plan that includes initiatives designed to reduce per capita waste disposal.</li> </ul>		FY07	FY08	FY09	Budget	\$40,183,126	\$42,079,299	\$43,145,274	Positions	276.00	290.00	290.00
	FY07	FY08	FY09										
Budget	\$40,183,126	\$42,079,299	\$43,145,274										
Positions	276.00	290.00	290.00										

## SERVICE DELIVERY CHALLENGES

### Fleet Expenses

The high cost to maintain a SWS fleet coupled with the escalating fuel and lubricants costs continue to challenge allocated resources and SWS's ability to operate within managed competition guidelines.

### Rapid Growth

The rapid growth of the City, especially from infilling, makes maintaining a comprehensive database of new residential addresses challenging. Address verification of all residential units is essential to the managed competition business model because units are balanced against operating expenses.

### Retention and Recruitment

Competitive pay for field employees is needed to help reduce turnover. Frequently, drivers leave after receiving training and experience to work in the private sector. Frequent turnover decreases productivity and increases collection cost.

### Right-of-Way Cleaning

The FY06 elimination of City-funded cleaning along State roads and the accompanying reduction of workers and equipment, challenges SWS in minimizing the negative impact on our reputation as a clean city. The Keep America Beautiful Litter Index Rating for 2006 showed a substantial deterioration in assessment scores in all City districts.

### Center City Growth

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

### Public Education and Awareness

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

# Solid Waste

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Solid Waste Collections</b>				
Provides the following services: Single Family (weekly collection of garbage, recycling, yard waste, and bulky items) Multi-Family (weekly collection of garbage and recycling to multi-family complexes of 30 or more units) Special (weekly collection of public trash receptacles and small business garbage)				
◆ Maintain or reduce annual accident rate below FY06 benchmark	51	<51	≤56	≤56
◆ Increase the number of route address verifications annually to reach goal of 63	48	63	63	63
◆ Reduce average missed collection service calls to 29.2 per every 10,000 units serviced	24.6	22.1	29.2	29.2
◆ Provide customer service training to at least 95% of all SWS employees annually	95%	95%	95%	95%
<b>Special Maintenance Services</b>				
Provides cleaning and maintenance services in the Tryon Street Mall and Vintage Trolley line. Provides street sweeping, right-of-way clean-up, and traffic hazard removal on City and select State streets. Provides support for special events in the Central Business District.				
◆ Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is highest)	2.0	≤2.0	≤2.0	≤2.0
<b>Neighborhood Services</b>				
Provides cleaning services and unscheduled bulky item pick-up in challenged and transitioning neighborhoods				
◆ Develop neighborhood partnerships in 33% of 12 targeted neighborhoods to increase bulky item scheduling	4	4	4	4
<b>Community Education</b>				
Communicates information and provides educational materials to the public on solid waste services				
◆ Conduct educational initiatives for 25% of 16 garbage routes identified as needing to improve collection proficiency	n/a	n/a	4	4



# Solid Waste

<p><b>Decreases</b> None</p> <p><b>Increases</b> \$455,865 in FY08 and \$474,341 in FY09 to add eight new Sanitation Equipment Operator positions and three new Laborer positions in the South Zone due to an increase in the number of household units and service delivery changes.</p> <p>\$415,577 in FY08 and \$454,420 in FY09 is added for 1 position (funded in FY07), equipment, and supplies associated with the first and second years of the 2007 annexation.</p> <p>\$400,000 in FY08 for fuel, partially funding SWS's projections.</p> <p>\$264,917 in FY08 and \$421,126 in FY09 for increased vehicle maintenance costs.</p> <p>\$149,508 in FY08 and \$158,000 in FY09 to add two Equipment Operator II positions to clean collect trash from bus stops, which are fully funded by CATS.</p> <p>\$8,073 in FY08 and \$9,834 in FY09 to convert one temporary North Zone Sanitation Equipment Operator to a permanent full-time position</p> <p><b>Unfunded</b> Unfunded requests totaling \$436,960 in FY08 and \$1,019,727 in FY09 were requested by Solid Waste. Please see the appendix on page 127 for details on these requests.</p>	
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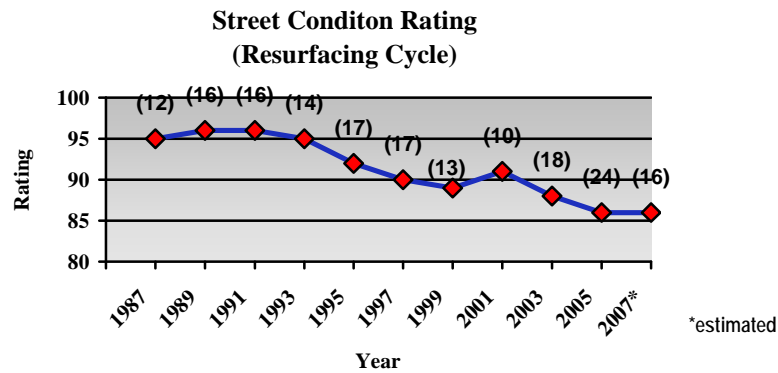
Budget Summary		FY07	FY08	FY09
Solid Waste Collections	Budget	\$ 34,244,136	\$ 35,912,432	\$ 36,815,460
	Positions	196.50	208.50	208.50
Special Maintenance Services	Budget	\$ 4,909,161	\$ 5,103,635	\$ 5,234,460
	Positions	74.75	76.75	76.75
Neighborhood Services	Budget	\$ 866,410	\$ 886,123	\$ 912,701
	Positions	3.75	3.75	3.75
Community Education	Budget	\$ 163,419	\$ 177,109	\$ 182,653
	Positions	1.00	1.00	1.00
<b>Total</b>		<b>\$ 40,183,126</b>	<b>\$ 42,079,299</b>	<b>\$ 43,145,274</b>
<b>Total Positions</b>		<b>276.00</b>	<b>290.00</b>	<b>290.00</b>

# Transportation

Summary		FY07	FY08	FY09	
<p>The Charlotte Department of Transportation (CDOT) provides for a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life. CDOT maintains streets, signalized intersections, road signs, pavement markings, curb and gutters, and sidewalks. CDOT works with neighborhoods, developers, special event organizers, and utility companies to coordinate the effective use of the public right-of-way. CDOT coordinates local and regional transportation planning efforts.</p> <p><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Maintains 2,300 centerline miles of roadway</li> <li>• Maintains 675 signalized intersections</li> <li>• Maintains 1,563 miles of sidewalks</li> <li>• Installs 2 million feet of new pavement markings each year</li> </ul>		Budget	\$46,630,494	\$46,201,017	\$47,345,073
		Positions	437.25	439.25	439.25
<b>Accomplishments</b>					
<ul style="list-style-type: none"> <li>• Led an organization-wide effort culminating in City Council's May 2006 adoption of the Transportation Action Plan (TAP)</li> <li>• Completed the Center City Transportation Plan, a blueprint for center city land use, transit, roadway, and parking policies</li> <li>• Completed Urban Street Design Guidelines</li> <li>• Supported development efforts in and around the transit corridors</li> </ul>					

## SERVICE DELIVERY CHALLENGES

- Keeping pace with growth by addressing Transportation Action Plan (TAP) funding issues
- Ensuring the City's Centers and Corridors growth management strategy is implemented
- Ensuring the adoption of the Urban Street Design Guidelines (USDG). Success of the TAP relies heavily on implementation of the USDG.
- Street System Repairs continue to be one of the City's greatest maintenance needs. Although great strides have been made, the pavement resurfacing program continues to lack the funding necessary to maintain a recommended 12-year resurfacing cycle.
- CDOT continues to struggle with maintaining and repairing traffic signal communication equipment and damaged signal loop detectors.
- Utility Right-of-Way Management is an emerging issue that is under process evaluation for safe and efficient use of the City's rights-of-way.



# Transportation

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Street Maintenance</b>				
Provides for road maintenance, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance				
◆ Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	97%	97%	97%	97%
◆ Achieve a rating of 90 or more on the pavement conditions survey	n/a	90.0	90.0	90.0
<b>Traffic Control</b>				
Provides for new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance				
◆ Perform preventative maintenance on 100% of traffic signals every two years	n/a	100%	n/a	100%
◆ Respond to all sign and signal emergencies within 2 hours 90% of the time	95%	90%	90%	90%
<b>Transportation Safety and Neighborhood Services</b>				
Provides for: ParkIt! (parking meters), Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures				
◆ Decrease annually pedestrian and bicycle accidents per capita	Ped=+5% Bike=-20%	Decrease	Decrease	Decrease
<b>Land Development Regulations</b>				
Reviews development plans for conformance with City ordinances				
◆ 100% conformance of development plans to General Development Policy	100%	100%	100%	100%
<b>Capital Program Planning and Management</b>				
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares				
◆ Complete Transportation Action Plan by January 2006	May 2006	n/a	100%	n/a
◆ Reduce vehicle miles traveled (VMT) per capita in Charlotte and the region	36.6	Less than FY06	Less than FY07	Less than FY08

# Transportation

**Decreases**

\$472,329 is eliminated in FY08 from one-time costs in FY07 for equipment and materials associated with the second year of the 2005 Annexation

**Increases**

\$320,557 in FY08 and \$70,747 in FY09 is added for equipment and materials associated with the first and second years of the 2007 Annexation

\$173,626 in FY08 and \$173,203 in FY09 for two new positions to support capital projects (100% of the cost will be funded through the Capital Investment Plan)

\$115,389 in FY08 and \$150,963 in FY09 for increased vehicle maintenance costs

\$54,070 in FY08 for fuel cost for Street Maintenance division.

**Unfunded**

Unfunded requests totaling \$6,431,725 in FY08 and \$6,259,009 in FY09 were requested by Transportation. Please see the appendix on page 128 for details on these requests.

Budget Summary		FY07	FY08	FY09
Street Maintenance	Budget	\$ 31,474,633	\$ 32,016,977	\$ 32,965,377
	Positions	264.25	264.25	264.25
Traffic Control	Budget	\$ 7,037,045	\$ 7,001,294	\$ 6,989,679
	Positions	104.00	105.00	105.00
Transportation Safety and Neighborhood Svcs	Budget	\$ 3,535,789	\$ 2,508,755	\$ 2,553,287
	Positions	15.25	15.25	15.25
Land Development Regulations	Budget	\$ 1,677,124	\$ 1,719,534	\$ 1,775,947
	Positions	19.75	19.75	19.75
Capital Program Planning and Management	Budget	\$ 2,905,904	\$ 2,954,457	\$ 3,060,783
	Positions	34.00	35.00	35.00
<b>Total</b>		<b>\$ 46,630,494</b>	<b>\$ 46,201,017</b>	<b>\$ 47,345,073</b>
<b>Total Positions</b>		<b>437.25</b>	<b>439.25</b>	<b>439.25</b>
General Fund	Budget	\$ 21,201,356	\$ 21,479,818	\$ 22,147,582
Powell Bill	Budget	\$ 24,384,326	\$ 24,721,199	\$ 25,197,491
SafeLight	Budget	\$ 1,044,812	\$ -	\$ -
<b>Total Funds</b>		<b>\$ 46,630,494</b>	<b>\$ 46,201,017</b>	<b>\$ 47,345,073</b>

# Neighborhood Development

<p style="text-align: center;"><b>Summary</b></p> <p>Neighborhood Development provides a number of public services to help maintain and improve the quality of life in Charlotte's neighborhoods. These services include enforcing the City's minimum housing, nuisance and zoning codes, preserving and growing the supply of affordable housing, funding family self-sufficiency initiatives, implementing neighborhood revitalization plans, helping solve complex neighborhood problems, building the capacity of neighborhood organizations, and funding local workforce development initiatives.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Performed nearly 40,000 housing and nuisance code inspections</li> <li>• Completed 1,187 new or renovated housing units</li> <li>• Trained 1,018 citizens through the Community University Program</li> <li>• Assisted 431 citizens to become new home owners</li> <li>• Received 90% on customer satisfaction survey</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY07</th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$7,541,554</td> <td style="text-align: right;">\$8,007,059</td> <td style="text-align: right;">\$8,288,998</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">129.00</td> <td style="text-align: right;">129.00</td> <td style="text-align: right;">129.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Received national and international recognitions for the City's Neighborhood Quality of Life Study</li> <li>• Successfully launched the Neighborhood Liaison Program</li> <li>• Consolidated housing code and community improvement enforcement functions</li> <li>• Set records for affordable housing production</li> <li>• Achieved first voter approved housing bond referendum</li> </ul>		FY07	FY08	FY09	Budget	\$7,541,554	\$8,007,059	\$8,288,998	Positions	129.00	129.00	129.00
	FY07	FY08	FY09										
Budget	\$7,541,554	\$8,007,059	\$8,288,998										
Positions	129.00	129.00	129.00										

## SERVICE DELIVERY CHALLENGES

### Reduction in Federal Revenue

Uncertainty surrounds the Community Development Block Grant (CDBG) due to the fact that the U. S. Department of Housing and Urban Development has recommended a change in the distribution for CDBG. Additionally, the program was recommended for a twenty-seven (27%) percent cut in FY08. This would represent approximately a \$1.45 million decrease in funding, which would decrease \$286,160 from the housing operating budget. Any reductions impact both the capital and operating budgets.

### Citizens' Expectations and Demands for Services

Citizen's expectation have created service delivery challenges. Expectations continue to grow for the delivery of code enforcement, housing, and neighborhood services in the City. Neighborhoods demand more pro-active code enforcement. Nuisance abatement costs for junk removal and grass mowing continue to grow. The number of contractor abatements is projected to double this fiscal year. The increased costs of disposal fees and gasoline have resulted in a need for additional resources for next year's operating budget.

### Neighborhood Revitalization Areas

Neighborhood Revitalizations Plans, the Quality of Life Study, and Model Neighborhood Standards generate extreme pressure for the City to achieve the neighborhood success indicators. Finding alternative resources to accomplish Neighborhood Development's mission is critical to their continued success. Achieving neighborhood success indicators require a combination of strategic investments, resource allocation, and capacity building initiatives. This requires the City to continue to focus on neighborhoods and make resource and investment decisions to support neighborhood development. Finding alternative resources to accomplish Neighborhood Development's mission is critical to their continued success.

# Neighborhood Development

Performance Measures	Performance Achievement			
	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Neighborhood Services</b>				
Provides the following services:				
Neighborhood Plan Implementation				
Neighborhood Outreach & Problem Solving				
Capacity Building				
Community Youth Initiatives				
Neighborhood Centers Management & Special Projects				
◆ Percent of capacity building successes	99%	80%	80%	80%
◆ Number of citizens trained	1,018	1,000	1,100	1,200
<b>Housing Services</b>				
Provides the following services:				
Relocation				
Housing Financing				
Housing Rehabilitation/Lead Paint Abatement				
Housing Development				
Housing Support Services				
◆ New & renovated housing units completed with City funds	1,187	1,000	700	600
◆ Homeowners created with City funds	431	300	300	300
<b>Neighborhood Code Enforcement</b>				
Provides Housing Code, Nuisance Abatement, Graffiti Program, and Zoning Inspections services				
◆ Housing Code Compliances	2,569	2,600	2,700	2,700
◆ Nuisance Code Compliances	37,204	38,000	38,500	38,500
◆ Zoning Code Compliances	n/a	5,500	5,500	5,500

Budget Summary		FY07	FY08	FY09
Neighborhood Services	Budget	\$ 2,061,810	\$ 2,068,978	\$ 2,145,218
	Positions	22.00	22.00	22.00
Housing Services	Budget	\$ 297,365	\$ 288,065	\$ 302,649
	Positions	32.00	32.00	32.00
Neighborhood Code Enforcement	Budget	\$ 5,182,378	\$ 5,650,016	\$ 5,841,131
	Positions	75.00	75.00	75.00
<b>Total</b>		<b>\$ 7,541,554</b>	<b>\$ 8,007,059</b>	<b>\$ 8,288,998</b>
<b>Total Positions</b>		<b>129.00</b>	<b>129.00</b>	<b>129.00</b>

# Neighborhood Development

**Decreases**

None

**Increases**

\$246,095 is added in FY08 and \$246,779 in FY09 to cover increased miscellaneous contractual services costs, specifically nuisance abatement (grass, weeds, and junk removal) due to increased code enforcement productivity from prior year staffing increases and security expense.

\$150,000 in FY08 and FY09 for 3 current administrative positions responsible for monitoring housing units and ensuring ongoing compliance of other City programs. This funding for current positions is the result of reductions to CDBG federal grant funding.

**Unfunded**

Unfunded requests totaling \$1,767,215 in FY08 and \$1,146,389 in FY09 were requested by Neighborhood Development. Please see the appendix on page 129 for details on these requests.

# Engineering & Property Management

<p style="text-align: center;"><b>Summary</b></p> <p>Engineering &amp; Property Management (E&amp;PM) provides an array of services to sustain a vibrant, sustainable, and balanced urban environment. Services provided include: design, construction, and maintenance of public facilities and grounds, capital project management, private land development regulation, storm water infrastructure design and improvement, and real estate acquisition and management.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Maintain over 290 municipal facilities</li> <li>• Maintain over 500 miles of road right-of-way</li> <li>• Manage over 250 active capital projects</li> <li>• Review over 2,100 development plans and conduct over 5,000 inspections annually</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 15%;"></th> <th style="width: 20%;">FY07</th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$56,222,574</td> <td style="text-align: right;">\$59,567,755</td> <td style="text-align: right;">\$62,513,764</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">391.00</td> <td style="text-align: right;">394.00</td> <td style="text-align: right;">394.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Structured the sale of the Tyvola Road Coliseum for \$23.5 million, or 32% over opening bid</li> <li>• Reduced time in addressing storm water maintenance requests from up to 3 years to 6 months</li> <li>• Achieved AAA credit rating on storm water bonds, up from AA+ last year, resulting in \$90,000 in annual interest savings</li> <li>• Participated on a community team that successfully brought the NASCAR Hall of Fame to Charlotte</li> <li>• Reduced energy consumption at the Government Center by 5.7%</li> <li>• Installed the City's first public building "green roof" at Discovery Place</li> </ul>		FY07	FY08	FY09	Budget	\$56,222,574	\$59,567,755	\$62,513,764	Positions	391.00	394.00	394.00
	FY07	FY08	FY09										
Budget	\$56,222,574	\$59,567,755	\$62,513,764										
Positions	391.00	394.00	394.00										

## SERVICE DELIVERY CHALLENGES

### Growth Strategy and Capital Project Implementation

Management of the urban growth strategy and oversight of major projects such as the NASCAR Hall of Fame, Arts and Cultural Facilities, and 2006 bond projects will require additional resources. These resources are needed in the following areas:

- leadership
- maintenance of CATS facilities (100% reimbursed)
- capital project managers (100% reimbursed)
- maintenance of landscape and right-of-ways
- maintenance and removal of street trees

### Workforce Planning and Development

Implement strategies to retain and develop employees in key areas including project management, environmental management, data analysis, and skilled trades. Institute flexibility to enable high-potential employees to better respond to challenges and opportunities, preparing them to succeed as organizational leaders.

### Communication and Collaboration

Achievement of seamless services aligned with organizational strategies is an on-going theme facilitated by internal and external communication and collaboration. Engineering has re-structured and created linkages to facilitate on-going improvements in service delivery.

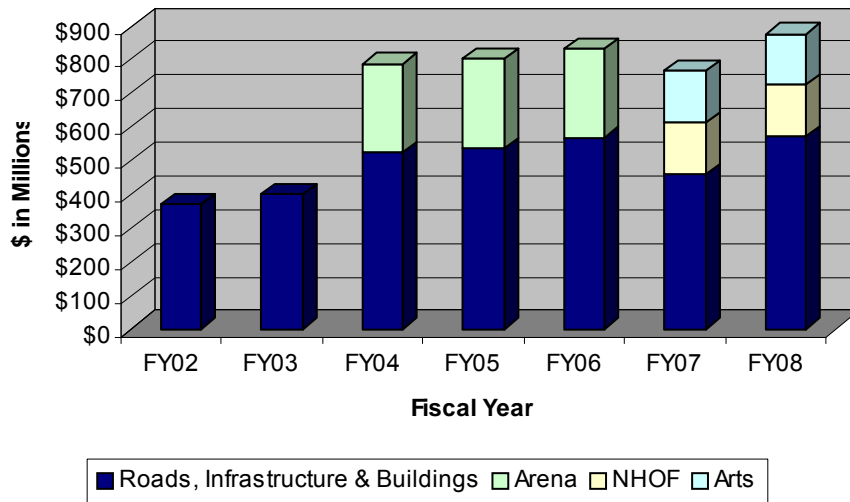


# Engineering & Property Management

Performance Measures	Performance Achievement			
	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Municipal Capital Project Planning, Design, and Construction</b>				
Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environmental protection, transportation, sidewalk, streetscape, economic development programs, and project management services for CATS. Also provides land acquisition and disposition and management of property.				
◆ Complete small transportation projects within 1.5 years of land acquisition	1.5 years	1.5 years	1.5 years	1.5 years
◆ Complete large transportation projects within 3 years of land acquisition	3 years	3 years	3 years	3 years
<b>Land Development Regulation, Plan Review, and Inspection</b>				
Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional rezonings, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district				
◆ Adopt a revised Tree Ordinance by December 2007	n/a	n/a	December 2007	n/a
<b>Storm Water Services</b>				
Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction				
◆ Increase Pay-As-You-Go funding for storm water capital projects	11.8 m	14.0 m	17.0 m	18.0 m
<b>Municipal Facilities Maintenance</b>				
Provides maintenance for Charlotte-Mecklenburg Government Center (CMGC), Old City Hall, and other facilities				
◆ Maintain CMGC operation cost below Building Owners and Managers Association past three year average (\$6.55 per square foot)	n/a	<100%	<100%	<100%
<b>Landscape Management</b>				
Provides landscape planning, management and grounds maintenance of most public right-of-way, public buildings, city-owned parks and green spaces, medians, islands, and park and ride lots which are under the City's responsibility. Examples of some public facilities include Tryon Street mall, the Trolley corridor, CATS facilities and rail lines, cultural arts facilities, and CMPD facilities				
◆ Maintain status of Charlotte as "Tree City USA" based on per capita expenditures of \$2.00 annually	\$5.18	\$2.00	\$2.00	\$2.00

# Engineering & Property Management

## Capital Investment Plan Dollars Managed



Budget Summary		FY07	FY08	FY09
Municipal Capital Project Planning, Design & Construction	Budget	\$ 5,332,427	\$ 5,928,513	\$ 6,373,088
	Positions	152.00	158.00	158.00
Land Development Regulation, Plan Review and Inspection	Budget	\$ 4,134,472	\$ 4,348,155	\$ 4,501,435
	Positions	55.00	55.00	55.00
Storm Water Services	Budget	\$ 37,626,664	\$ 39,941,048	\$ 42,066,423
	Positions	85.00	80.00	80.00
Municipal Facilities Maintenance	Budget	\$ 3,094,589	\$ 3,218,954	\$ 3,279,621
	Positions	47.00	48.00	48.00
Landscape Management	Budget	\$ 6,034,422	\$ 6,131,085	\$ 6,293,197
	Positions	52.00	53.00	53.00
<b>Total</b>		<b>\$ 56,222,574</b>	<b>\$ 59,567,755</b>	<b>\$ 62,513,764</b>
<b>Total Positions</b>		<b>391.00</b>	<b>394.00</b>	<b>394.00</b>
General Fund	Budget	\$ 18,595,910	\$ 19,626,707	\$ 20,447,341
Storm Water Fund	Budget	\$ 37,626,664	\$ 39,941,048	\$ 42,066,423
<b>Total Funds</b>		<b>\$ 56,222,574</b>	<b>\$ 59,567,755</b>	<b>\$ 62,513,764</b>

# Engineering & Property Management

## Decreases

\$418,158 in FY08 to eliminate 5 vacant positions in storm water to increase the contribution to the capital program.

\$363,347 in FY08 operating expense decreases in storm water to increase the contribution to the capital program.

## Increases

\$450,384 in FY08 to add 5 engineering positions to implement the neighborhood and road capital programs (100% reimbursed through the capital program).

\$324,156 in FY08 in contractual services to provide landscape management for the South Corridor (100% reimbursed through CATS).

\$260,479 in FY08 to add 1 position and contractual services to provide building maintenance services for the CATS rail maintenance facility (100% reimbursed through CATS).

\$105,973 to add 1 position for transit corridor capital program implementation (100% reimbursed through the capital program).

\$74,479 in FY08 to add 1 position for in-house landscape design services capacity to implement capital projects (100% reimbursed through the capital program).

\$48,991 in FY08 and \$55,547 in FY09 for increased vehicle maintenance costs.

\$25,000 in FY08 to implement the 2007 annexation including \$20,000 for median maintenance and \$5,000 for aerial photography.

It is anticipated that further resources will be needed to implement capital projects associated with the 2006, 2008 and 2010 bond projects.

## Unfunded

Unfunded requests totaling \$2,495,681 in FY08 and \$2,667,196 in FY09 were requested by Engineering & Property Management. Please see the appendix on page 129 for details on these requests.

# Charlotte-Mecklenburg Planning

<p style="text-align: center;"><b>Summary</b></p> <p>The Charlotte-Mecklenburg Planning Commission (Planning) is a joint City-County agency providing services for the City of Charlotte and the unincorporated areas of Mecklenburg County. This Key Business Unit reports to a 14-member appointed Planning Commission and serves as a departmental resource for City and County government. An Inter-local Cooperative Agreement between the City and County details the conditions and procedures under which the Commission operates.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Guide growth and design of the City, County, and region</li> <li>• Revitalize and enhance neighborhoods, business areas, and corridors</li> <li>• Focus on planning and development of the Center City and other major centers</li> </ul>	<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: 20%;">FY07</th> <th style="width: 20%;">FY08</th> <th style="width: 20%;">FY09</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td style="text-align: right;">\$4,761,410</td> <td style="text-align: right;">\$5,247,082</td> <td style="text-align: right;">\$5,422,539</td> </tr> <tr> <td>Positions</td> <td style="text-align: right;">63.00</td> <td style="text-align: right;">63.00</td> <td style="text-align: right;">63.00</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Successfully transferred the Zoning Administration function from Mecklenburg County to the City of Charlotte.</li> <li>• Increased the amount of Transit Oriented Development zoning and higher density housing approved supporting transit.</li> <li>• Developed Phase II draft of General Development Policies to protect the environment.</li> <li>• Completed four area plans: Dilworth, Rocky River, West End, and Lakewood.</li> </ul>		FY07	FY08	FY09	Budget	\$4,761,410	\$5,247,082	\$5,422,539	Positions	63.00	63.00	63.00
	FY07	FY08	FY09										
Budget	\$4,761,410	\$5,247,082	\$5,422,539										
Positions	63.00	63.00	63.00										

## SERVICE DELIVERY CHALLENGES

### Staff Investment and Retention

Having an experienced, innovative, and enthusiastic staff is imperative for Planning to effectively operate and meet the growing and changing needs, demands, and expectations of the community and elected officials. Yet, Planning is continuously challenged to build the expertise and capacity of staff to better handle the increasing day-to-day demands of the department and to identify and employ retention and recruitment strategies for talented experienced staff to reduce attrition, protect the investment in staff development, and attract new talent.

### Community Engagement and Education

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

# Charlotte-Mecklenburg Planning

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Planning Regulatory Functions</b>				
Provides administration of land development regulations, administration and designation of local Historic Districts, review and approval of sub-division and multi-family plans, and coordination of the City's annexation process, which is based on North Carolina statutes.				
◆ Rezoning cases	129	140	140	140
◆ Single family lot approvals	3,391	3,500	3,500	3,500
◆ Multi-family unit approvals	3,347	3,500	3,500	3,500
<b>Planning Research, Information, and Mapping</b>				
Provides the information, research, and mapping needed to support many functions for both the public and private sectors				
◆ Number of presentations made to various community and business organizations	129	75	75	75
<b>Long Range Planning</b>				
Provides comprehensive, long-range transportation planning for all modes of transportation to accomplish land use planning goals, support to the Mecklenburg Union Metropolitan Planning Organization (MUMPO), economic development assistance in the development of plans, policies, and programs in targeted areas, and support to the City and County budget offices in the development of long-range capital needs in terms of adopted plans and policies.				
◆ Percent of rezoning decisions consistent with adopted plan	95%	90%	90%	90%

Budget Summary		FY07	FY08	FY09
Planning Regulatory Functions	Budget	\$ 1,697,360	\$ 1,850,557	\$ 1,912,166
	Positions	22.00	22.00	22.00
Planning, Research, Information, and Mapping	Budget	\$ 824,640	\$ 910,331	\$ 940,658
	Positions	10.50	10.50	10.50
Long Range Planning	Budget	\$ 2,239,410	\$ 2,486,194	\$ 2,569,715
	Positions	30.50	30.50	30.50
<b>Total</b>		<b>\$ 4,761,410</b>	<b>\$ 5,247,082</b>	<b>\$ 5,422,539</b>
<b>Total Positions</b>		<b>63.00</b>	<b>63.00</b>	<b>63.00</b>

# Charlotte-Mecklenburg Planning

## Decreases

None

## Increases

\$133,714 is added in FY08 and \$139,063 in FY09 to fund a currently frozen Assistant Planning Director position. This position will work in conjunction with the Director assisting in the decision making process on key planning issues and policies, staffing and management decisions, particularly as it relates to land development.

\$70,063 is added in FY08 and \$72,865 in FY09 to fund a previously frozen Principal Planner position. This position will support the rezoning process. Due to the increasing number of rezoning cases and the regulatory oversight demands on Planning, this position will help relieve the workload of current staff and ultimately result in a higher level of customer service.

## Unfunded

Unfunded requests totaling \$251,455 in FY08 and \$287,534 in FY09 were requested by Charlotte-Mecklenburg Planning. Please see the appendix on page 130 for details on these requests.

# Aviation

	FY07	FY08	FY09						
<p style="text-align: center;"><b>Summary</b></p> <p>Charlotte Douglas International Airport is the largest airport between Philadelphia and Atlanta. It is served by all six major airlines, two foreign flag carriers, 14 regional carriers, and two low fare airlines. The Airport serves as a corporate aviation base to 15 corporations and operates a thriving fixed base operation (FBO).</p> <p>The Airport serves as the largest passenger hub for US Airways. Passenger traffic at the Airport grew from 2.9 million enplanements in 1982 when the current passenger terminal opened, to over 13.8 million domestic and 991,149 international enplanements in 2006. By virtue of the Airport and the passenger airlines that serve it, citizens of the Charlotte Region have access to one-stop service to most anywhere in the United States.</p> <p>Aviation Department staff are dedicated to continue the Airport operation on a financially self-sustaining basis in a manner that makes it the best aviation facility possible for its users and the people of this region, and also continue to be one of the vital cogs in the economic engine for the region.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Enterprise fund; uses no local tax dollars</li> <li>• Employs 268 employees in varying positions including skilled crafts, technical and general labor, office personnel, law enforcement, administrative and professional classifications</li> <li>• Each day the Passenger airlines operate over 600 flights per day to 127 non-stop destinations in the United States, Canada, Mexico, Europe, and the Caribbean</li> </ul>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: none;">Budget</td> <td style="text-align: right;">\$119,960,252</td> <td style="text-align: right;">\$137,301,124</td> <td style="text-align: right;">\$147,189,637</td> </tr> <tr> <td style="border: none;">Positions</td> <td style="text-align: right;">268.00</td> <td style="text-align: right;">268.00</td> <td style="text-align: right;">268.00</td> </tr> </table> <p style="text-align: center;"><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Maintained and expanded the hub operation despite multiple airline bankruptcy proceedings</li> <li>• Maintained financial stability in the wake of multiple bankruptcies involving multiple tenants</li> <li>• Expanded public parking facilities, including a state of the art deck</li> <li>• Led the industry in operating cost per passenger to airlines</li> <li>• Increased bond ratings in the midst of a pending airline merger</li> </ul>	Budget	\$119,960,252	\$137,301,124	\$147,189,637	Positions	268.00	268.00	268.00
Budget	\$119,960,252	\$137,301,124	\$147,189,637						
Positions	268.00	268.00	268.00						

## SERVICE DELIVERY CHALLENGES

Perhaps the greatest challenge for the coming year is the construction of an additional runway. The impact of the runway coupled with the creation of a rail yard, will secure CLT's position as a leader in the industry.

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

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

# Aviation

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Airport Operations</b>				
Provides Law Enforcement, Parking & Ground Transportation, Facilities Operations, and Valet Parking Operation				
◆ Remain in top 15% of U.S. airports in customer satisfaction	Yes	Yes	Yes	Yes
◆ No General Fund revenues appropriated to Airport	\$0	\$0	\$0	\$0
<b>Airport Capital Project Planning, Design, and Construction</b>				
Provides Planning, Engineering and Construction, Community Programs, and Environmental Compliance				
◆ Provide parking capacity to accommodate all parking customers during peak demand (additional spaces)	3,000	3,000	Begin new deck by Jan 2008	n/a
◆ Sufficient capacity to accommodate all air cargo tenants	Yes	Yes	Yes	Yes
◆ Maintain bond status as an airport in the A Category	A	A	A	A
<b>Airport Maintenance</b>				
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance				
◆ Maintain Part 139 Certification annually with zero defects	0	0	0	0
◆ OSHA injuries less than 5% of workforce	3%	<5%	<5%	<5%

Budget Summary		FY07	FY08	FY09
Airport Operations	Budget	\$ 18,547,369	\$ 20,115,779	\$ 21,014,948
	Positions	130.00	130.00	130.00
Airport Capital Project Planning, Design and Construction	Budget	\$ 27,770,380	\$ 29,719,501	\$ 34,774,407
	Positions	19.00	19.00	19.00
Airport Maintenance	Budget	\$ 27,795,063	\$ 31,323,305	\$ 33,273,844
	Positions	119.00	119.00	119.00
Sub-Total Aviation Services		\$ 74,112,811	\$ 81,158,586	\$ 89,063,199
Discretionary and Debt Support		\$ 45,847,441	\$ 56,142,538	\$ 58,126,438
Total Aviation		\$ 119,960,252	\$ 137,301,124	\$ 147,189,637
Total Positions		268.00	268.00	268.00



# Aviation

**Decreases**  
None

**Increases**  
None

**Unfunded**  
None

# Charlotte Area Transit System

Summary		FY07	FY08	FY09
<p>Charlotte Area Transit System (CATS) provides public transit services to the Charlotte-Mecklenburg community. CATS is the largest transit system in the Carolinas. Service is provided via local, express, neighborhood, activity center and regional bus services, vanpool, ADA paratransit, and human services transportation.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 20.0 million riders annually</li> <li>• 64,000 passengers daily</li> <li>• CATS bus fleet now totals 324 buses with an additional fleet of 180 paratransit and vanpool vans for a total vehicle fleet of 505 vehicles</li> <li>• Fleet is 100% wheelchair and bicycle accessible</li> </ul>	<p>Budget</p> <p>Positions</p>	<p>\$111,049,236</p> <p>380.75</p>	<p>\$131,382,570</p> <p>392.75</p>	<p>\$139,443,281</p> <p>392.75</p>
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Increased ridership for eight consecutive years with a 50.0% increase since 1998</li> <li>• Replaced 3,800 bus stop signs and installed 226 bus shelters and 69 benches</li> <li>• Achieved accident rate per 100,000 miles reduced by 38% from 2000 to 2006</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### Sustaining Growth in Transit Ridership

CATS will seek to sustain growth in ridership through:

- Improving customer satisfaction with key service attributes and products
- Addressing top deterrents to using CATS for non-customers
- Continued improvements in bus maintenance
- Continue improvement in basic customer services/products

### 2030 Transit Corridor System Plan Implementation

Plan advancements targeted are:

- Complete construction of the LYNX Blue Line
- Advance the next corridors into preliminary engineering
- Implement feeder bus services for the LYNX Blue Line
- Implement the Countywide Transportation Services Plan

### Financial Management

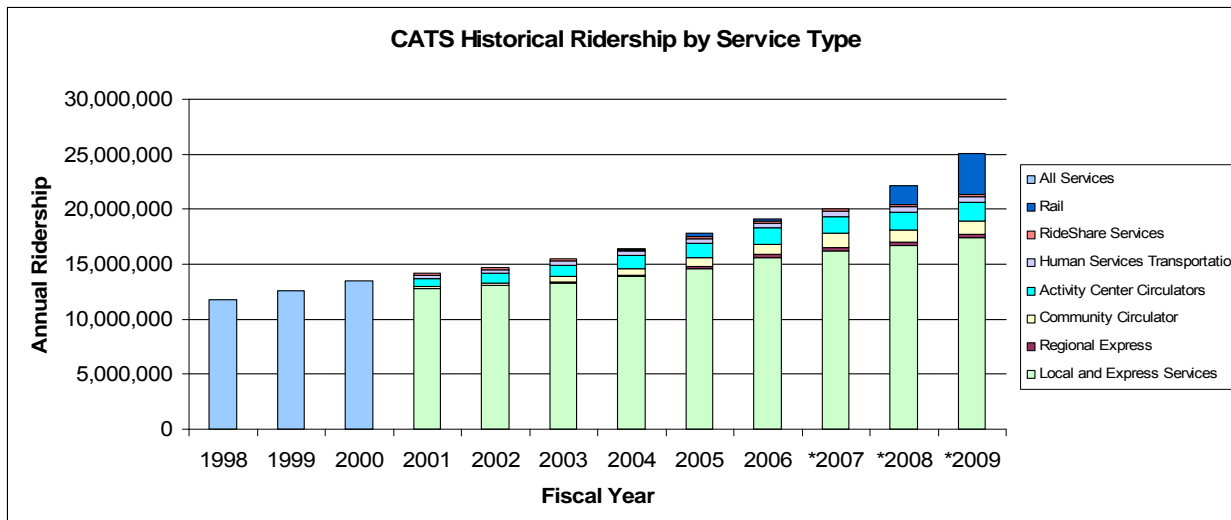
CATS will enhance financial management by:

- Implement a fare increase in July 2007
- Implement a revenue organization to effectively manage all CATS' revenue
- Gain Federal and State funding for transit programs in accordance with the 2030 Transit Corridor System Plan

# Charlotte Area Transit System

Performance Measures	Performance Achievement			
	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Transportation Services</b>				
Provides day-to-day public transportation services across the Charlotte region. Conducts operations planning, vehicle maintenance, route scheduling, facilities security, and management.				
◆ Increase system ridership (including light rail)	7.8%	5%	5%	3.7%
◆ Reduce emission of air pollutants within the CATS fleet	n/a	n/a	5% reduction from FY07 idling baseline	3%
◆ Increase passengers per service hour (Bus)	23.4	24.2	23.8	24.1
<b>Transit Development</b>				
Provides for planning and development long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan.				
◆ Open Lynx Blue line by revenue operations date	n/a	n/a	11/26/2007	n/a
◆ Obtain FTA approval for beginning preliminary engineering for the Northeast Corridor	n/a	n/a	8/31/2007	n/a
<b>Marketing and Communications</b>				
Provides customer service, public relations, communications, and service marketing. Develops market research and develops sales and promotional activities.				
◆ Call Center abandonment rate	16%	10% or less	10% or less	10% or less
◆ % of customer complaint responses within 5 days	89%	94%	95%	95%
<b>Executive and Administration</b>				
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission. Manages financial planning, federal and state grants administration, budget, finance, procurement, technology, and human resources.				
◆ MTC approval of the North Corridor Financial Plan	n/a	n/a	7/25/2007	n/a
◆ Net Debt Coverage Ratio	2.02%	1.20%	1.15% or less	1.15% or less
◆ Targeted cost per service hour	\$78.20	\$88.86	\$97.62	\$100.10

# Charlotte Area Transit System



Budget Summary		FY07	FY08	FY09
Transportation Service	Budget	\$78,621,740	\$95,199,758	\$101,867,968
	Positions	257.75	258.75	258.75
Transit Development	Budget	\$415,705	\$0	\$0
	Positions	43.00	43.00	43.00
Marketing and Communications	Budget	\$3,914,329	\$3,652,692	\$3,804,032
	Positions	36.00	37.00	37.00
Executive and Administration	Budget	\$6,309,049	\$4,821,838	\$4,993,566
	Positions	44.00	54.00	54.00
<b>Sub Total CATS</b>		<b>\$ 89,260,823</b>	<b>\$ 103,674,288</b>	<b>\$ 110,665,566</b>
Contributions to Capital and Debt Service		\$21,788,413	\$27,708,282	\$28,777,715
<b>Total CATS</b>		<b>\$ 111,049,236</b>	<b>\$ 131,382,570</b>	<b>\$ 139,443,281</b>
<b>Total Positions</b>		<b>380.75</b>	<b>392.75</b>	<b>392.75</b>

# Charlotte Area Transit System

<p><b>Decreases</b> None</p> <p><b>Increases</b> Approximately \$5,300,000 is added to current level resources in FY08 to support Light Rail Transit operations. FY07 appropriations originally anticipated commencement of service in April 2007. FY08 anticipates a November 26, 2007 commencement date.</p> <p>Approximately \$3,000,000 is increased in Bus Operations Division current level operations to support pay and benefits, increased fuel cost, and increased parts costs and usage.</p> <p>Approximately \$2,000,000 is increased in current level expenditures as a result of charging fewer expenses to the capital program.</p> <p>\$1,644,406 is added in FY08 for Bus Operations for route expansions and the development of feeder bus services in support of light rail. FY09 continued route expansions and full year costs of FY08 service additions are projected to be \$3,316,820.</p> <p>\$174,896 is added in FY08 for a Revenue Manager and Accountant to support the new Revenue operation within CATS. This new staff is supplemented by the transfer of six Revenue Counters from the Bus Operations Division and associated existing resources of \$201,317. Light Rail operations introduce Ticket Vending Machines (TVM) to Revenue responsibilities. Revenue collections from bus fare box, TVMs, and pass sales locations are projected to total FY09 continuing costs for this operation are projected to be \$386,004.</p> <p>\$143,156 is added in FY08 for two Accountants to supplement existing staff resources for Federal and State grant related invoice processing and routine reporting and also to support budget development.</p> <p>\$128,550 is added in FY08 for contractual services provided in the Bus Operations Maintenance Division for fare box collection services.</p> <p>\$48,211 is added in FY08 for a Schedule and Pass Fulfillment Specialist. CATS has over 80 locations spread across Mecklenburg County and in surrounding counties that have CATS services. Each location needs to have schedules replenished on a continuing basis. The addition of this position replaces current use of temporary employee services. FY09 continuing costs for this operation are projected to be \$47,404.</p> <p>\$41,298 is added in FY08 for a Service Dispatcher to support Special Transportation Service operations bringing the total</p>	<p>allocation of service dispatchers to nine. Dispatch coverage is needed up to 21 hours per day, 365 days per year. Continuing FY09 costs total \$42,878.</p> <p><b>Unfunded</b> None</p>
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# Charlotte-Mecklenburg Utilities

<p style="text-align: center;"><b>Summary</b></p> <p>Charlotte-Mecklenburg Utilities (Utilities) is the largest public utility providing water and sewer services in the state of North Carolina. Utilities is committed to providing a safe sufficient drinking water supply while conserving natural resources and protecting the environment.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Provide service to a population of more than 750,000</li> <li>• Pump an average of 112 million gallons of water daily</li> <li>• Treat an average of 81 million gallons of wastewater daily</li> <li>• Maintain over 6,900 miles of pipeline</li> <li>• Manage over 180 active capital investment projects valued at \$1.7 billion</li> </ul>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	Budget	\$205,586,943	\$252,737,905
Positions	818.50	819.50	819.50
<b>Accomplishments</b>			
<ul style="list-style-type: none"> <li>• Implemented Courtesy Notify and Field Services Suite applications</li> <li>• Completed the Work and Asset Management Study</li> <li>• Converted disinfection process from chlorine to ultra violet at Sugar Creek Wastewater Treatment Plant</li> <li>• Met and exceeded safe drinking water act requirements</li> <li>• Received the Sustained Professional Purchasing Award for 2006 in the Contracts Administration division</li> <li>• Maintained schedules related to Capital Improvement Projects</li> </ul>			

## SERVICE DELIVERY CHALLENGES

### Field Operations

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

### Customer Service

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

### Capital Investment Plan Implementation

The State of North Carolina is increasing regulatory requirements, on secondary and cumulative impacts of large capital investment projects. As a result, large scale projects take longer and are more expensive to complete. Additionally, due to many projects occurring at the extremities of the system, projects cost more, while projects involving construction in developed areas cause more inconvenience within service area.

### Environmental Management

Increasing regulatory requirements, stricter treatment plant permit standards, and increasing costs associated with lab testing, chemicals, and power for utilities are of concern in the coming year. In addition, land application of biosolids (a by-product of the wastewater treatment process) and use of reclaimed water continues to be challenging due to public perceptions and stigma associated with the use of these products.

# Charlotte-Mecklenburg Utilities

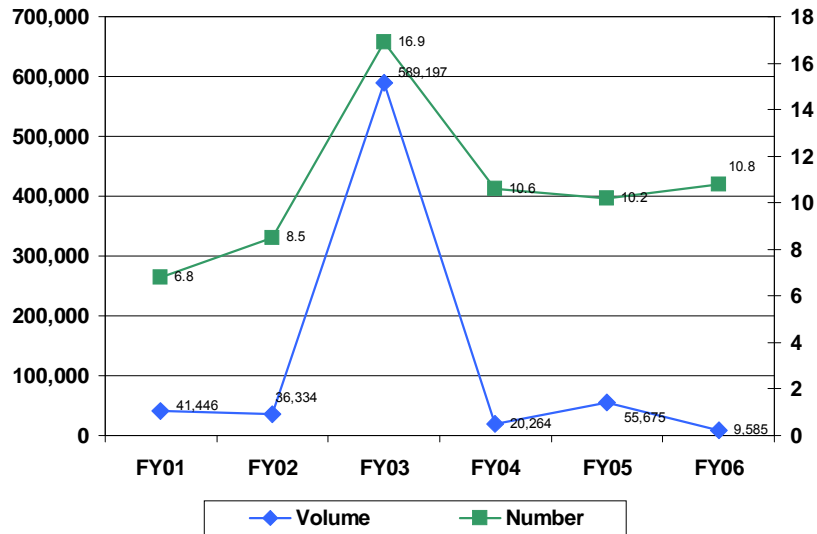
## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Environmental Management</b>				
Provides treatment of over 104 million gallons of water for drinking and treatment of over 80 million gallons of wastewater each day				
◆ Meet or exceed NPDES (National Pollutant Discharge Elimination System) permit requirements	Not met	100%	100%	100%
◆ Meet or exceed Safe Drinking Water Act requirements	100%	100%	100%	100%
<b>Field Operations</b>				
Provides maintenance of facilities to deliver treated water and collect wastewater through over 6,500 miles of water and sewer mains				
◆ Reduce the five-year mean of sanitary sewer overflows per 100 miles of pipe	10.99 per 100	9.5 per 100	10.0 per 100	TBD
◆ Repair water leaks within 4 weeks	97.7%	100%	96%	96%
<b>Utility System Planning and Engineering</b>				
Provides design and contract administration and support for construction of capital facilities to ensure system infrastructure stability and capacity				
◆ Implement critical action items in Wastewater Treatment Capacity Study (new measure/target)	n/a	n/a	Maintain Schedule	Maintain Schedule
<b>Customer Service, Meter Reading, and Billing</b>				
Responds to all customer requests related to billing and services, provides meter reading and maintenance and addresses all service connection related requests				
◆ Reduce number of calls to billing center (new measure/target)	n/a	n/a	5%	TBD

# Charlotte-Mecklenburg Utilities

## Sanitary Sewer Overflow Data Per 100 Miles of Pipe



Budget Summary		FY07	FY08	FY09
Environmental Management	Budget	\$42,768,199	\$44,226,222	\$46,072,951
	Positions	234.50	236.00	236.00
Field Operations	Budget	\$32,184,450	\$34,045,919	\$35,504,751
	Positions	333.00	333.50	333.50
Utility System Planning and Engineering	Budget	\$2,154,486	\$2,373,388	\$2,521,265
	Positions	120.50	121.00	121.00
Customer Service, Meter Reading and Billing	Budget	\$13,955,109	\$13,562,876	\$14,101,869
	Positions	130.50	129.00	129.00
Sub Total		\$ 91,062,244	\$ 94,208,405	\$ 98,200,836
Contribution to Capital and Debt Service		\$ 114,519,699	\$ 158,529,500	\$ 147,669,300
Total Charlotte-Mecklenburg Utilities		\$ 205,581,943	\$ 252,737,905	\$ 245,870,136
Total Positions		818.50	819.50	819.50



# Charlotte-Mecklenburg Utilities

## Decreases

\$420,679 reduced in overtime due to more efficient planning of work in the Field Operations work zones. The zones are performing proactive maintenance vs. reactive maintenance.

\$969,125 is reduced for sludge disposal due to biosolids quality allowing for more land application, thus saving higher landfill costs.

## Increases

\$1,619,611 is added for maintenance and repair of various equipment, vehicles, and buildings.

\$798,265 is added to utilities for pumping of increased water and wastewater processing.

\$676,250 is added for increase cost of chemicals for water treatment due to regulatory requirements that require a greater amount of chemicals during pre-treatment.

\$326,801 is added for lab testing fees. Increased regulatory requirements are raising the service level requiring collection and testing of additional samples.

\$331,489 is added for tools and expanded equipment.

\$169,462 is added to special departmental supplies for particle counters, streaming current detectors, safety team items, EPA materials and manuals, equipment filters in labs, and security equipment.

\$43,911 is added in FY08 and \$48,610 in FY09 for a Customer/Revenue Service Assistant to assist customer service staff with managing the workload. This position is funded by Mecklenburg County Storm Water.

## Unfunded

None

# Mayor and City Council

Summary		FY07	FY08	FY09
<p>The Office of the Mayor and Council provides leadership and strategic vision for the City. The Mayor and Council approves strategic initiatives for the organization to accomplish. Under their policy direction, the organization provides innovative and competitive quality services, encourages the development of a skilled and motivated workforce, creates a desirable city, embraces quality economic development, and integrates land use and transportation policies.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Provides leadership to the community through involvement with community organizations and responding to community needs</li> <li>• Enacts local legislation</li> <li>• Adopts budgets</li> <li>• Determines the policies by which the City is governed and administered</li> </ul>	Budget	\$1,059,273	\$1,113,531	\$1,135,336
	Positions	7.00	7.00	7.00
<b>Accomplishments</b>				
<u>FY06</u>				
<ul style="list-style-type: none"> <li>• Adopted 57 policy items</li> <li>• Engaged in 37 Council meetings</li> <li>• Engaged in 10 district meetings</li> </ul>				
<u>FY07 (as of March 5, 2007)</u>				
<ul style="list-style-type: none"> <li>• Adopted 72 policy items</li> <li>• Engaged in 49 Council meetings</li> <li>• Engaged in 4 district meetings</li> </ul>				

Budget Summary		FY07	FY08	FY09
Mayor and Council	Budget	\$ 550,822	\$ 579,036	\$ 590,375
	Positions	0.00	0.00	0.00
Administrative Support	Budget	\$ 402,524	\$ 423,142	\$ 431,428
	Positions	7.00	7.00	7.00
Memberships	Budget	\$ 105,927	\$ 111,353	\$ 113,534
	Positions	0.00	0.00	0.00
<b>Total</b>		<b>\$ 1,059,273</b>	<b>\$ 1,113,531</b>	<b>\$ 1,135,336</b>
<b>Total Positions</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<p><b>Decreases</b></p> <p>None</p> <p><b>Increases</b></p> <p>\$23,855 is added in FY08 and FY09 to cover increased printing and dues costs.</p>	<p><b>Unfunded</b></p> <p>Unfunded requests totaling \$1,000 in FY08 and FY09 were requested by the Mayor and City Council Office. Please see the appendix on page 130 for details of these requests.</p>
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# City Attorney

Summary		FY07	FY08	FY09
<p>The City Attorney's Office provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff. The Office represents the City, its officials, and employees in litigation filed by or against them.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Annually provides over 25,000 hours of legal service (excluding Aviation and Police staff)</li> <li>• Staff of 16 attorneys and 11 support staff in City Attorney's Office</li> <li>• Staff of 2 attorneys in Aviation</li> <li>• Staff of 5 attorneys and 2 support staff in Police</li> </ul>	<p>Budget</p> <p>Positions</p>	<p>\$1,941,563</p> <p>26.50</p>	<p>\$1,821,945</p> <p>26.50</p>	<p>\$1,801,197</p> <p>26.50</p>
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Worked with Utilities to secure acceptable terms for the Comprehensive Relicensing Agreement in the Duke relicensing proceeding before the Federal Energy Regulatory Commission.</li> <li>• Successfully argued in US District Court in cases of alleged racial discrimination against the City. Upon appeal, the US Court of Appeals affirmed the dismissal of the case.</li> <li>• Obtained, in support of the Wachovia Arts project, legislative authority for the vehicle rental tax. Subsequently drafted and negotiated associated agreements with Mecklenburg County and towns.</li> <li>• Revised the Airport Concession Disadvantaged Business Enterprise Program and updated the methodologies, met with stakeholders, and implemented the new requirements to comply with the FAA's New Final Rule.</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### Space Needs and Staff Management

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

### Tort Defense

The City Attorney's Office continues to see an increase in caseload and expects the caseload to increase considerably with the opening and operation of the light rail system.

### Research

Summer interns are used to assist attorneys with research tasks. The volume of research needs exceeds that which can reasonably be accomplished by the interns.

# City Attorney

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Legal Advice and Representation</b>				
Provides legal advice, research, and information to the Mayor, City Council, City Manager, and City staff				
◆ Assist CATS in identifying and cataloging all errors and omissions in the design of the South Corridor Light Rail Project	n/a	n/a	January 2008	n/a
◆ Ensure that Attorney staff maintain certifications	180 training hours	192 training hours	224 training hours	224 training hours
◆ Publish a newsletter for all City employees with legal topics of interest	5 publications were issued	4 times each year	4 times each year	4 times each year
<b>Litigation</b>				
Provides litigation services including defense and enforcement of ordinances and policies				
◆ Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$89.83 per hour	\$97.42 per hour	\$104.39 per hour	\$105.23 per hour
<b>Property Transactions</b>				
Provides negotiation and services for the purchase and sale of the City's real estate assets				
◆ Active condemnation cases	123	120	120	120

Budget Summary		FY07	FY08	FY09
City Attorney Services	Budget	\$ 1,941,563	\$ 1,821,945	\$ 1,801,197
	Positions	26.50	26.50	26.50
<b>Total</b>		<b>\$ 1,941,563</b>	<b>\$ 1,821,945</b>	<b>\$ 1,801,197</b>

<p><b>Decreases</b> None</p> <p><b>Increases</b> \$65,000 is added as a one time expenditure for an employee retirement payout.  \$16,320 is added for smart phone service.</p>	<p>\$13,809 is added for employee reimbursable training expense.</p> <p><b>Unfunded</b> Unfunded requests totaling \$61,198 in FY08 and \$194,063 in FY09 were requested by the City Attorney's Office. Please see the appendix on page 130 for details of these requests.</p>
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# City Clerk

Summary		FY07	FY08	FY09
<p>The City Clerk records, transcribes, and distributes verbatim City Council Meeting minutes for 10 workshops, 20 business meetings, 11 zoning meetings, all Council budget retreats and special meetings; coordinates citizen speakers for persons wishing to address City Council; assembles Council Business Agendas; and receives zoning protest petitions. The City Clerk is the keeper of minutes dating back to 1816. The office staff maintains City Council minutes from 1988 to the present and City Council Meeting agendas from 1998 to present on the City's website.</p> <p>The City Clerk also maintains the City Charter, City Code, and all other Council records; provides information and research of official city records to City Council, City staff and citizens; provides staffing and minutes to the Citizens Review Board and Civil Service Board; administers appointment processes and attendance records for 38 volunteer boards and commissions.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• 46 City Council meeting minutes were completed in FY06</li> <li>• 12 Civil Service Board meetings and 6 days of hearings were held</li> <li>• 6 Citizens Review Board meetings were held</li> </ul>	<p>Budget</p> <p>Positions</p>	<p>\$511,401</p> <p>6.00</p>	<p>\$532,689</p> <p>6.00</p>	<p>\$547,361</p> <p>6.00</p>
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Hired Customer Service Clerk, Boards &amp; Commissions Clerk &amp; Records Management Clerk hired</li> <li>• Provided web access to Council business agendas and attachments</li> <li>• Continued to add agendas, minutes and contracts information to Image Silo for research purposes</li> <li>• Held a team-building and staff retreat day</li> <li>• Maintained the City Clerk web page with 302 subscribers for the City Council agendas and 242 for City Council minutes</li> <li>• Held an appreciation luncheon for IKON, Building Services and Janitorial staff that provide service and support to the Clerk's Office</li> <li>• Coordinated the Annual Holiday Program for Elementary Schools and others to provide entertainment in the Lobby of CMGC</li> </ul>				

## SERVICE DELIVERY CHALLENGES

There are six full time employees in the City Clerk's Office. In January 2007 an employee retired. The Clerk's Office continues to be challenged to recruit and retain skilled employees.

Budget Summary		FY07	FY08	FY09
City Clerk Services	Budget	\$ 511,401	\$ 532,689	\$ 547,361
	Positions	6.00	6.00	6.00
<b>Total</b>		<b>\$ 511,401</b>	<b>\$ 532,689</b>	<b>\$ 547,361</b>

# City Clerk

**Performance Measures**

**Performance Achievement**

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<p><b>City Clerk Services</b>            Attends and records proceedings of all City Council meetings, administers Council process for 37 boards, commissions and committees; responds to requests from City Council, citizens, and staff; prepares and submits requests for legal advertising for the City. Also organizes, attends, and records Civil Service and Citizen Review Board meetings.</p>				
<p>◆ Complete Council business meeting minutes within 28 business days 98% of the time</p>	100%	98%	98%	98%

<p><b>Decreases</b> None</p> <p><b>Increases</b> \$5,000 is added in FY08 for increased operating expenses for advertising.</p>	<p><b>Unfunded</b> The City Clerk's Office requested \$2,100 in FY08 and FY09 in unfunded requests. Please see the appendix on page 131 for more information.</p>
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# City Manager

Summary		FY07	FY08	FY09
<p>The Charlotte City Manager's Office is responsible for carrying out the City Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the daily operations of City government.</p> <p>The City Manager's Office is composed of six divisions: City Administration, Community Relations Committee (CRC), Corporate Communications, CharMeck 311 Customer Service Call Center (311), Economic Development Office (EDO), and Internal Audit.</p>	<p>Budget</p>	\$11,763,021	\$13,303,813	\$13,687,445
<p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Provides vision and leadership to the organization</li> <li>• Promotes equitable opportunity, understanding, respect, and goodwill among citizens in Charlotte-Mecklenburg area</li> <li>• Provides general information, problem resolutions, courteous, accessible, responsive, and seamless customer service to our external and internal customers</li> <li>• Provides leadership and structure to the City's overall economic development objectives</li> </ul>	<p>Positions</p>	169.50	176.00	176.00
<p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Participated in 250 community projects to facilitate general dialogue and community action around issues of community harmony, diversity, conflict resolution, discrimination, and reconciliation</li> <li>• Received numerous local, regional, and national awards for publications and campaigns</li> <li>• Launched online streaming of Cable-16 Government Channel programming including City Council meetings</li> <li>• Scored greater than 92% citizen satisfaction rate for the CharMeck 311 Customer Service Call Center, "One Stop" customer service point, enabling citizens to contact customer service representatives 24 hours per day, 7 days per week to obtain information about many services by dialing 311</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### Service Barriers

The need for additional bilingual staff and volunteers in addition to providing appropriate services to an increasingly culturally, ethnically, racially, and linguistically diverse community continues to challenge the Community Relations Committee (CRC).

### Emergency Preparedness

In times of emergency, the need to go live and provide updates of reliable and timely information in foreign languages to the public continues to challenge Corporate Communications.

### CharMeck 311 Customer Service Call Center

311 faces many challenges as the division grows and services broaden to expand service delivery to the citizens of Charlotte and Mecklenburg County. Striving to become the benchmark for Government Customer Contact Centers worldwide by delivering efficient, accurate, and professional services to internal partners and external customers, 311's specific challenges include providing satisfactory services to the citizens of Charlotte and Mecklenburg County, reducing attrition, and securing adequate staffing to assist in meeting and maintaining goals and metrics, accommodating the growth in call volume, and maintaining acceptable service levels.

### Small Business Development

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

# City Manager

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Mediation/Conciliation Services</b>				
Seeks to resolve and prevent personal and community disputes through mediation, conciliation services, and conflict resolution training through the CRC Dispute Settlement Program.				
◆ Number of cases mediated or conciliated, excluding worthless checks and percent successfully resolved	864 94%	800 95%	825 95%	850 95%
<b>City Government Corporate Communications and Information</b>				
Provides internal and external corporate communications services and partners with Key Businesses to develop and implement strategies/tactics in support of specific projects, issues, and services.				
◆ Client satisfaction survey rating on 7.0 scale on year-end survey	6.3	6.2	6.2	6.2
<b>CharMeck 311 Customer Service Call Center and Information</b>				
Services an average of 4,600 calls and approximately 250 in-person contacts per day regarding City and County Services.				
◆ Maintain less than 10% call abandonment rate	4.7%	<10%	<10%	<10%
<b>Economic Development / Small Business Development</b>				
Provides registration and certification services to small businesses, minority-owned and/or women-owned businesses, support to City Key Businesses in establishing yearly goals for Small Business Enterprise (SBE) utilization, and monitoring and reporting services to ensure compliance with the program.				
◆ Percentage of informal contracting dollars awarded to SBEs	14.13%	10%	10%	10%



# City Manager

Budget Summary		FY07	FY08	FY09
Community Relations Committee	Budget	\$ 1,636,452	\$ 1,301,617	\$ 1,273,720
	Positions	10.00	10.00	10.00
Government Communications and Information	Budget	\$ 1,683,409	\$ 1,740,844	\$ 1,830,166
	Positions	19.00	19.00	19.00
CharMeck 311 Customer Service Call Center	Budget	\$ 4,557,374	\$ 4,898,976	\$ 5,137,252
	Positions	94.00	100.00	100.00
Small Business Development Program	Budget	\$ 613,109	\$ 699,210	\$ 724,295
	Positions	11.00	11.00	11.00
Economic Development Office	Budget	\$ 1,606,877	\$ 1,763,057	\$ 1,806,964
	Positions	14.00	14.00	14.00
Internal Audit	Budget	\$ 759,890	\$ 849,218	\$ 878,470
	Positions	9.50	10.00	10.00
Support for Mayor & Council and Policy Development and Organizational Leadership	Budget	\$ 1,905,910	\$ 2,050,892	\$ 2,036,578
	Positions	12.00	12.00	12.00
<b>Total</b>		<b>\$ 12,763,021</b>	<b>\$ 13,303,813</b>	<b>\$ 13,687,445</b>
<b>Total Positions</b>		<b>169.50</b>	<b>176.00</b>	<b>176.00</b>

# City Manager

## Decreases

None

## Increases

### City Manager's Office

\$20,000 in FY08 is added for the new City Manager transition expenses such as furniture, office refurbishing, and technology.

### CharMeck 311 Customer Service Center

\$175,530 is added in FY08 and \$236,597 in FY09 to fund Phase II of the CharMeck 311 Call Center. This increase represents 6 Customer Service Representatives for implementation of the County's Business Tax and LUESA departments, and will be 26% funded by Mecklenburg County.

### Economic Development

\$89,234 is added in FY08 and \$92,175 in FY09 to fund a currently frozen position. This Economic Development Specialist/Corridor Business Recruiter position will implement the Business Corridor Strategic Plan and coordinate recruitment efforts needed for redevelopment plans. This frozen position was transferred from the Small Business Office to Business Corridors.

\$64,570 is added in FY08 and \$66,770 in FY09 to fund a currently frozen position. This Economic Development Specialist/Corridor Business Expeditor position will implement the Business Corridor Strategic Plan and coordinate efforts to expedite redevelopment.

### Internal Audit

\$51,257 is added in FY08 and \$52,939 in FY09 to fund ½ of an Accountant III position. This position will be 100% funded by CATS and will focus on auditing the South Rail Line construction projects and operational audits.

### Unfunded

Unfunded requests totaling \$1,280,571 in FY08 and \$1,303,422 in FY09 were requested by the City Manager's Office. Please see the appendix on page 131 for details of these requests.

# Budget and Evaluation

Summary		FY07	FY08	FY09	
<p>Budget and Evaluation (B&amp;E) is responsible for the development and oversight of the City's strategic operating plan and five-year capital investment plan. In addition, B&amp;E also provides coordination of the Balanced Scorecard for performance management program, policy and management analysis, coordination of City Council's business agenda, and the implementation of the organization's performance management process.</p>	Budget	\$1,406,208	\$1,440,786	\$1,490,402	
<b>Vital Statistics</b>	Positions	13.00	13.00	13.00	
<ul style="list-style-type: none"> <li>• Annual City operating budget of \$906.0 million</li> <li>• Five-year Capital Investment plan of \$2.8 billion</li> <li>• Preparation of 20 City Council meeting agendas (1,000 items annually)</li> </ul>	<b>Accomplishments</b>				
	<ul style="list-style-type: none"> <li>• Presented operating and capital investment plan recommendations that maintain a competitive tax rate and align with Council goals and priorities.</li> <li>• Maintained second lowest tax rate of the seven largest North Carolina cities</li> <li>• Continued sharing of the City's Balanced Scorecard experience by participating with other public agencies and publications including the Balanced Scorecard Collaborative</li> <li>• Participated in the North Carolina Institute of Government annual benchmarking for results project and continued to compare favorably in the areas of Solid Waste Services and Fire Services.</li> </ul>				
<b>Performance Measures</b>		<b>Performance Achievement</b>			
		FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Strategic Planning and Monitoring</b>					
Recommends strategy and resource allocation for achievement of the City's vision and mission					
◆ 1 of 3 lowest tax rates of the top 7 NC cities	2nd lowest	1 of 3 lowest	1 of 3 lowest	1 of 3 lowest	
◆ 20% or less of revenues comprised of property tax	22.4%	20%	20%	20%	
◆ Approved funding of requested capital needs	40%	50%	50%	50%	
<b>Program Evaluation and Policy Analysis</b>					
Conducts or coordinates special studies and projects for the organization.					
◆ Conduct survey to measure effectiveness in facilitation, problem solving, and process/project management	n/a	7.0	7.0	7.0	
<b>Council Business Agenda Coordination</b>					
Coordinates the process for City Council's 20 annual business meeting agendas to ensure accurate information is presented to Council for decision-making. An average of 1,000 agenda items are addressed annually.					
◆ Survey of Mayor and Council (10 point scale)	8.10	7.5	7.5	7.5	

# Budget and Evaluation

Budget Summary		FY07	FY08	FY09
Budget and Evaluation Services	Budget	\$ 1,406,208	\$ 1,440,786	\$ 1,490,402
	Positions	13.00	13.00	13.00
<b>Total</b>		<b>\$ 1,406,208</b>	<b>\$ 1,440,786</b>	<b>\$ 1,490,402</b>

<p>Decreases None</p> <p>Increases None</p>	<p>Unfunded None</p>
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# Business Support Services

Summary		FY07	FY08	FY09
<p>Through the use of information technology infrastructure planning and management, fleet management and vehicle maintenance, radio and network communications, procurement of goods and services, asset recovery and disposal, cable franchise oversight services, and competition expertise, Business Support Services (BSS) offers corporate shared services with an emphasis on mobility, technology and procurement.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Service Desk conducts over 16,000 service calls for information technology support each year</li> <li>• Completes 35,000 work orders each year for maintenance and repair of vehicles with a reduction of 3,740 non-scheduled work orders</li> <li>• Services over 5,300 radios for City and County operations</li> <li>• Cost avoidance of \$507,000 through the use of the Procurement Card</li> </ul>	<p>Budget</p> <p>Positions</p>	<p>\$15,330,960</p> <p>191.50</p>	<p>\$16,238,042</p> <p>202.50</p>	<p>\$16,680,525</p> <p>210.00</p>
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Office of Strategic Technology Planning initiated an Addressing Standard &amp; Process project.</li> <li>• Procurement Services Division has once again been selected by the US Communities Government Purchasing Alliance as the Lead Public Agency to solicit proposals from qualified companies to enter into Master Agreements on a National level.</li> <li>• Network Technology Services Division collaborated with the Charlotte Fire Department to develop cost effective wireless solution hotspots that will support forty-five City departments.</li> <li>• Radio Network Services is anticipating completing agreements to manage the public safety communications infrastructure in two additional counties within the region.</li> <li>• Information Technology division implemented a new CNet intranet for the City based on the Microsoft Sharepoint system.</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### Recruitment and retention

Locating and hiring qualified staff has continued to be a challenge in all units within BSS. Particularly in the Fleet Maintenance Division, the availability of licensed and qualified staff for the equipment that is maintained has become scarce due to the high market demand for their services in the private sector. This demand has created a bidders war for these skilled individuals and because our entry level pay is significantly lower than what can be attained in the private sector. Also, in the Procurement Services Division finding procurement and contract professionals with the appropriate skill set, training, and expertise has proven to be challenging.

### Network Technology Services (Radio Network Services)

Radio Network Services is impacted by the required rebanding of the 800mhz frequencies used for both the Public Safety Voice System and the data system. This FCC required project is underway and estimates are that this effort will require in excess of 2,000 man hours over the next 12 to 14 months.

### Information Technology

The challenges facing Information Technology Services Division include the optimization of continually expanding City services by using advances in technology while maintaining high reliability and availability of all computing services without increasing resources.

# Business Support Services

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Information Technology</b>				
Provides support for computer applications, hardware, software, servers, data storage, and networking services				
◆ Percent of IT Help Desk calls inside CMGC and Old City Hall serviced within 2 business hours	94%	85%	85%	85%
◆ Percent of IT Help Desk calls outside CMGC and Old City Hall serviced within 4 business hours	93%	90%	90%	90%
◆ Helpdesk Customer Satisfaction Rating	n/a	4.8	4.8	4.8
<b>Equipment Management</b>				
Provides maintenance and repair of vehicles and performs fleet analysis and costing				
◆ Overall fleet availability	96.5%	95%	95%	95%
<b>Procurement Services</b>				
Provides for acquisition of goods and services for the City and County through competitive bid				
◆ Percent of contract award recommendations accepted by elected boards as recommended	95%	95%	95%	95%
◆ Percent of total dollars subjected annually to competition, privatization, and optimization as compared to FY07 BSS Competition Plan (PCAC)	100%	80%	80%	80%

Budget Summary		FY07	FY08	FY09
Information Systems	Budget	\$ 9,819,183	\$ 10,315,704	\$ 10,579,147
	Positions	56.75	57.50	57.50
Strategic Technology Planning	Budget	\$ 241,983	\$ 281,466	\$ 290,176
	Positions	2.25	2.50	2.50
Network Technology Services	Budget	\$ 3,002,713	\$ 3,496,140	\$ 3,580,358
	Positions	24.75	25.50	25.50
Equipment Management Division	Budget	\$ 314,203	\$ 360,651	\$ 371,780
	Positions	88.25	100.00	107.50
Procurement, Contracting, Franchise and Asset Management	Budget	\$ 1,952,878	\$ 1,784,080	\$ 1,859,063
	Positions	19.50	17.00	17.00
<b>Total Budget</b>		<b>\$ 15,330,960</b>	<b>\$ 16,238,042</b>	<b>\$ 16,680,525</b>
<b>Total Positions</b>		<b>191.50</b>	<b>202.50</b>	<b>210.00</b>

# Business Support Services

**Decreases**  
None

**Increases**

Eleven new positions in FY08 and 7.5 new positions in FY09 are added in Equipment Management Division to reduce costly external repair contracts and allow this work to be performed internally. 100% of this cost is offset by savings in temporary help, overtime, and sublet contract work.

**Unfunded**

Unfunded requests totaling \$6,972,378 in FY08 and \$4,691,119 in FY09 were requested by Business Support Services. Please see the appendix on page 132 for details of these requests.

# Finance

Summary		FY07	FY08	FY09
<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 268,300 accounts for the Charlotte-Mecklenburg Utility Department and the City/County Storm Water Services, providing technical and business support to all Finance divisions, and coordinating the policies, insurance, and risk financing for the City, County, Board of Education, and selected small agencies.</p>	<p>Budget</p>	\$10,933,482	\$10,891,752	\$11,397,049
<p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Manages over \$3.2 billion in outstanding debt</li> <li>• Processes approximately 71,000 vendor payments annually</li> <li>• Manages over \$1.7 billion cash and investments portfolio</li> </ul>	<p>Positions</p>	103.00	105.00	105.00
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Worked with Mecklenburg County to successfully collect \$3.9 million in additional property tax revenue from US Airways</li> <li>• Implemented the North Carolina Debt Set-Off Program for improved revenue recovery. As of December 2006, \$17.5 million in additional revenue has been collected through this program.</li> <li>• Completed all actions necessary for the November 2006 Bond Referendum, which resulted in voter approved bonds of \$120 million for streets, neighborhood improvements, and affordable housing.</li> <li>• Awarded for the 21<sup>st</sup> consecutive year by the Government Finance Officers Association a Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### CATS Risk Entity

As the City moves forward with implementation of mass transit plans, it will be necessary to create a separate trust and risk financing plan for mass transit exposures. While this approach will improve the overall risk management of these exposures, it will present some one-time costs for the development of the new structure.

### Risk Management Loss Fund

The Risk Management Loss Fund should be funded at a level consistent with actuarial recommendations. These actuarial recommendations have not been met in several years, leading to a downward trend in fund balance that must be reversed.

### GASB 45 – Other Post Employment Benefits

The new GASB 45 accounting standard for post-employment benefits will be implemented with the FY2008 Annual Financial Report. In addition to complying with the new financial reporting requirements, the City must evaluate the funding strategy for these benefits. An actuarial study will be required at regular intervals to determine the City's liability for reporting purposes.

### Financial System Strategy

The existing financial system (GEAC), a mainframe application, was purchased over 35 years ago. While we have extended the use of this application, additional enhancements and functionality is limited. There are concerns regarding the integration of the existing mainframe Financial System with a new Work and Asset Management solution. A new long-term strategy is needed.



# Finance

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Financial Management</b>				
Provides strategic financial planning, debt and cash management, and revenue and economic forecasting to City Council, the City Manager, and the City's Key Business Units.				
◆ Achieving cost savings using variable rate financing to support Capital Investment Plan	\$2.2 million	\$2.0 million	\$1.4 million	\$1.4 million
<b>General Accounting</b>				
Provides general accounting services, such as preparing cost analysis, federal and state mandated reports, the Comprehensive Annual Financial Report, overseeing and coordinating automated financial systems, obtaining authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, and preparing related reports.				
◆ Receive an unqualified opinion on the Comprehensive Annual Financial Report	10/31/05	10/31/06	10/31/07	10/31/08
<b>Revenue Management</b>				
Responsible for the billing, collection, and deposit of all City monies for city-wide services, including animal licenses, transit passes, Neighborhood Development loans, parking violations, and water/sewer and storm water billing and collection services.				
◆ Increase the number of customers utilizing e-business service for utility payments	28.36%	25%	25%	25%
<b>Risk Management</b>				
Provide general risk management services to the City, County, Board of Education, and selected small agencies.				
◆ Manage total cost of risk expressed as a percentage of total operating budget	1.27%	1.3%	1.3%	1.3%

Budget Summary		FY07	FY08	FY09
Financial Management	Budget	\$ 1,217,133	\$ 1,337,269	\$ 1,383,495
	Positions	11.00	12.00	12.00
General Accounting	Budget	\$ 3,649,022	\$ 3,560,687	\$ 3,725,797
	Positions	39.00	39.00	39.00
Revenue Management	Budget	\$ 3,681,026	\$ 3,521,610	\$ 3,714,721
	Positions	28.00	28.00	28.00
Risk Management	Budget	\$ 2,386,301	\$ 2,472,186	\$ 2,573,036
	Positions	25.00	26.00	26.00
<b>Total</b>		<b>\$ 10,933,482</b>	<b>\$ 10,891,752</b>	<b>\$ 11,397,049</b>
<b>Total Positions</b>		<b>103.00</b>	<b>105.00</b>	<b>105.00</b>
General Fund	Budget	\$ 8,547,181	\$ 8,419,566	\$ 8,824,013
Risk Management Fund	Budget	\$ 2,386,301	\$ 2,472,186	\$ 2,573,036
<b>Total Funds</b>		<b>\$ 10,933,482</b>	<b>\$ 10,891,752</b>	<b>\$ 11,397,049</b>

# Finance

**Decreases**

\$389,912 is reduced from Finance's Revenue Division in FY08 for elimination of funding for Utility Management System (UMS) and Cashiering System upgrades completed in FY07.

**Increases**

\$94,157 in FY08 and \$95,813 in FY09 for one new Investment Analyst position in the Treasury Division to assist the Investment Manager in maintaining and supporting the City's investment portfolio. This position is 100% charged to Debt Service and Enterprise Funds.

\$68,439 in FY08 and \$69,650 in FY09 is added for one new Claims Representative position in Risk Management to support additional insurance claims workload.

\$30,378 is added to the Revenue Division in FY08 and FY09 for increased postage costs associated with increased postage rates.

\$272,000 is added to the Revenue Division in FY09 to upgrade the BancTec system for processing City Service customer payments. (100% reimbursed through Charlotte-Mecklenburg Utilities.)

**Unfunded**

Unfunded requests totaling \$306,540 in FY08 and \$386,213 in FY09 were requested by Finance. Please see the appendix on page 132 for details on these requests.

# Human Resources

Summary		FY07	FY08	FY09
<p>Human Resources (HR) partners with other key businesses to provide human resource strategies and core human resources services. Key human resource strategies include positioning the City to compete for and retain skilled employees now and in the future. Human Resources core services include: recruitment, compensation, employee relations, benefits enrollment and management, consulting services, training, payroll services, and human resources management system.</p> <p style="text-align: center;"><b>Vital Statistics</b></p> <ul style="list-style-type: none"> <li>• Supports over 6,400 employees and 1,740 retirees annually</li> <li>• Comprised of 32.5 FTE (one frozen) and five divisions: HR Management Systems, Organizational Learning and Development, Benefits, KBU Services and Compensation</li> <li>• Processes an average of 46,000 employee applications annually</li> </ul>	<p>Budget</p> <p>Positions</p>	<p>\$3,299,270</p> <p>32.50</p>	<p>\$3,427,289</p> <p>32.50</p>	<p>\$3,493,144</p> <p>32.50</p>
<b>Accomplishments</b>				
<ul style="list-style-type: none"> <li>• Completed the City's new pre-employment background check policy in October 2006.</li> <li>• From July to November 2006, 340 employees participated in maintain your weight (14% increase) challenge and there were four smoking cessation classes.</li> <li>• Debuted on-line benefits enrollment with 1,707 members registering on the system.</li> <li>• Implemented employee self-service time entry in two divisions, Internal Audit and Procurement.</li> <li>• In FY06, City employees earned 2,353 new certificates and 55 new educational degrees</li> <li>• For the first 9 months of FY07, 43 employees participated in smoking cessation classes. In FY06, 9 employees participated in smoking cessation classes.</li> </ul>				

## SERVICE DELIVERY CHALLENGES

### Health Care Cost Containment

The City continues to aggressively manage health care costs through various strategies, including disease management and enhanced wellness programs.

### Maintaining Competitive Pay Plans with Limited Resources

Merit increases for the last three budget years have resulted in a drop in the citywide average market index for the Broadbanding pay plan. This challenges the City's ability to hire candidates with needed skills, as well as retaining current, experienced employees with valuable skill sets.

### Keeping the Skills Current

As the competition for certain skills escalates, the City may have to grow more of our own talent. The rate of change in the world of work causes skills to become outdated or obsolete much faster. This is accelerated by changes in technology. Current employees will need continual skills updates. Developing talent will place an additional burden on available training resources.

### Workforce Planning

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

# Human Resources

## Performance Measures

## Performance Achievement

	FY06 Actual	FY07 Target	FY08 Target	FY09 Target
<b>Compliance, Recruitment, and Retention</b>				
Ensures compliance and cost avoidance with federal and state laws. Provides essential recruiting and retention efforts.				
◆ Voluntary turnover rate: ≤ 3% for public safety; ≤ 8% for all other employees	1.6%	1.8%	≤3%	≤3%
◆ ≤ 8% for all other employees	6.9%	7.6%	≤8%	≤8%
<b>Employee Benefits Services</b>				
Administers programs in accordance with Council philosophy of providing employees moderate levels of income protection against unexpected health, life, and disability risk.				
◆ Increase % of employees and retirees receiving preventative health care services (new measure)	n/a	n/a	TBD	TBD
<b>Employee Training and Organizational Development</b>				
Provides ongoing training and development programs for employees and management to create a skilled workforce.				
◆ Provide new e-learning programs (new measure)	n/a	n/a	3	3
<b>Human Resources Management Services</b>				
Manages the integrated Human Resources and Payroll System of employees and retirees. Maintains employment-related records.				
◆ Implement on-line employee benefits enrollment for new hires and existing employees with family status changes (new measure)	n/a	n/a	October 2007	n/a

# Human Resources

<p><b>Decreases</b> None</p> <p><b>Increases</b> \$29,000 in FY08 to reclass a Human Resource Representative position to a Human Resource Recruitment Analyst position to manage People Soft e-Recruit.</p> <p><b>Unfunded</b> Unfunded requests totaling \$165,795 in FY08 and \$495,089 in FY09 were requested by Human Resources. Please see the appendix on page 132 for details on these requests.</p>	
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Budget Summary		FY07	FY08	FY09
Compliance, Recruitment and Retention	Budget	\$ 1,011,811	\$ 1,064,041	\$ 1,074,464
	Positions	9.75	9.75	9.75
Employee Compensation Services	Budget	\$ 257,552	\$ 270,847	\$ 273,500
	Positions	2.50	2.50	2.50
Employee Benefits Services	Budget	\$ 570,293	\$ 599,732	\$ 605,607
	Positions	5.50	5.50	5.50
Employee Training and Organizational Development	Budget	\$ 665,221	\$ 653,493	\$ 680,727
	Positions	9.50	9.50	9.50
Human Resources Management Services	Budget	\$ 794,393	\$ 839,177	\$ 858,846
	Positions	5.25	5.25	5.25
<b>Total</b>		<b>\$ 3,299,270</b>	<b>\$ 3,427,289</b>	<b>\$ 3,493,144</b>
<b>Total Positons</b>		<b>32.50</b>	<b>32.50</b>	<b>32.50</b>

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# Non-Departmental Accounts

The City of Charlotte uses these "Non-Departmental" accounts to reflect those services or functions that are not specifically associated with a particular Key Business Unit. These functions are grouped into five categories: Employee Related, Contributions to Other Funds, Cultural and Community Agencies, County-Administered, and Other.

<u>Services Provided</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>
<b>EMPLOYEE RELATED</b>		
<b>Retiree Insurance</b> Provides the City's share for retired General Fund employees in the health insurance program. Of the 1,540 current retirees, 941, or 61%, are Police and Fire retirees.	\$8,732,672	\$9,941,672
<b>Other Post-Employment Benefits (OPEB) Contribution</b> Represents investment for future liability of retiree health insurance. Future contributions will be reevaluated annually.	\$725,527	\$0
<b>Other Administration</b> Funds the amortized cost of the FY03 pay-week change. This cost will end after FY09.	\$418,274	\$198,086
<b>Wellness Program</b> Provides funding for the work-life diversity program, employee recognition activities and health and fitness programs, including Employee Assistance (EAP), Wellness screenings, and Health Risk Assessments.	\$671,585	\$681,445
<b>Employee Training Program</b> Provides funding for Citywide training for programs common to all Key Business Units.	\$165,413	\$165,413
<b>Firefighter's Retirement</b> Represents the appropriation for the cost of the actuarial study required by law.	\$18,000	\$18,000
<b>Total Employee Related Expenses</b>	<b>\$10,731,471</b>	<b>\$11,004,616</b>
<b>CONTRIBUTIONS TO OTHER FUNDS</b>		
<b>Municipal Debt-CMGC and Lease Purchase</b> Provides a contribution to fund capital outlay lease/purchase agreements for capital equipment items such as police cars, fire trucks, and garbage trucks.	\$14,425,100	\$16,312,280
<b>Municipal Debt-Interest on Investments</b> Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	\$5,175,000	\$5,175,000

## Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>
<b>CONTRIBUTIONS TO OTHER FUNDS - CONT.</b>		
<b>Street Resurfacing</b> Provides supplemental funding to the Powell Bill Fund for increased level of street resurfacing.	\$4,261,000	\$4,261,000
<b>Risk Reserves Fund</b> Invests one-time funding for the General Fund's share of increasing loss reserves.	\$797,060	\$0
<b>Total Contribution to Other Funds</b>	<b>\$24,658,160</b>	<b>\$25,748,280</b>
<b>CULTURAL AND COMMUNITY AGENCIES</b>		
<b>Arts &amp; Science Council</b> Administered by the Arts and Science Council. Supports cultural and arts agencies in the City.	\$2,942,000	\$2,942,000
<b>United Family Services-Victim Assistance</b> Provides funding for Victim Assistance, a United Family Services program that provides counseling and guidance for crime victims and their families.	\$323,714	\$325,543
<b>ImaginOn</b> Provides funding for maintenance of Children's Theatre space in ImaginOn. Children's Theatre moved from a City-owned facility to ImaginOn in the fall of FY06. This City's contribution covers a portion of the building maintenance cost.	\$278,100	\$278,100
<b>Mayor's International Cabinet</b> Promotes the development of Charlotte as an international city by emphasizing the global community and its relationship to citizenry, civic leadership, and regional industry.	\$80,721	\$82,569
<b>Sister Cities</b> Supports an international cultural exchange program.	\$66,878	\$68,509
<b>Library</b> Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.	\$2,500	\$2,500
<b>Total Cultural and Community Agencies</b>	<b>\$3,693,913</b>	<b>\$3,699,221</b>



# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>
<b>COUNTY ADMINISTERED</b>		
<b>County Storm Water</b> Provides for the City's payment of its County storm water fees.	\$1,726,943	\$1,726,943
<b>Elections Office</b> Provides the City's share of the normal expenses of the County Elections Office per the cost sharing formula in the City-County Interlocal Agreement.	\$2,042,293	\$1,672,213
<b>County Tax Office</b> Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees.	\$691,600	\$719,264
<b>Total County-Administered</b>	<b>\$4,460,836</b>	<b>\$4,118,420</b>
<b>OTHER ACCOUNTS</b>		
<b>Street Lighting</b> Represents the operating costs for the City's street lighting program.	\$7,400,018	\$7,617,805
<b>City Storm Water Fee</b> Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas.	\$4,539,290	\$4,539,290
<b>Charlotte Regional Visitors Authority (CRVA)</b> Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events. 8% of the projected tax collections is retained in a reserve account.	\$3,338,246	\$3,456,375
<b>Mecklenburg Towns' Tourism Subsidy</b> Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per state statute.	\$2,146,527	\$2,243,120
<b>Reimbursable Accident Repairs</b> Provides funding for the repair of accident-damaged vehicles by third parties.	\$275,000	\$275,000
<b>Charlotte-Mecklenburg Government Center Parking</b> Provides funding for operation, utilities, and maintenance of the CMGC parking deck.	\$328,471	\$328,725
<b>Business Investment Grants</b> Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County.	\$453,385	\$536,146
<b>Contributions and Grants</b> Provides a reserve for any miscellaneous grants or contributions that may be received during the year. Allows implementation of the designated project without bringing relatively small amounts through Council's agenda process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.	\$300,000	\$300,000

# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>
OTHER ACCOUNTS-CONT.		
<p><b>Road Use Tax</b> Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.</p>	\$200,000	\$200,000
<p><b>CIAA Men's Basketball Tournament</b> The City successfully won the rights to host the CIAA Men's Basketball Tournament for three years beginning in FY06. The City committed \$200,000 per year over the three year period as a component of the bid package.</p>	\$200,000	\$0
<p><b>City Memberships and Subscriptions</b> Funds the City's participation in several local and state organizations, including the Centralina Council of Government (COG) and the Institute of Government. COG requested an additional \$20,000 for the Centralina Economic Development Commission and \$19,208 for regional planning that are unfunded.</p>	\$221,665	\$237,000
<p><b>Charlotte-Mecklenburg Government Center Rent</b> Funds building rent for areas occupied by non-City departments (restaurant and print shop), and unoccupied areas. Partially offset by rent paid by the restaurant and print shop tenants.</p>	\$112,626	\$113,993
<p><b>Federal Program Representative</b> Provides the contract for local government liaison with the federal government.</p>	\$101,000	\$101,000
<p><b>Maintenance of Public Spaces</b> Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.</p>	\$124,274	\$126,760
<p><b>Charlotte Regional Partnership</b> Provides the City's contribution for developing an economic strategy for the Charlotte region.</p>	\$119,435	\$119,435
<p><b>Annual Audit</b> Represents the pro rata amount charged to the General Fund for the annual audit.</p>	\$37,800	\$38,600
<p><b>City Council Discretionary Account</b> Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund.</p>	\$100,000	\$100,000
<p><b>Protocol Services</b> Provides assistance to City officials with regards to visiting dignitaries and international protocol.</p>	\$22,000	\$22,000
<p><b>Citizens Review Board</b> Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints.</p>	\$7,500	\$7,500

# Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>
OTHER ACCOUNTS-CONT.		
<b>Reserve for Annexation Start-up</b> Provides funding for the initial costs of the City's biennial annexation process. Includes the cost of hiring firefighters and solid waste collection employees for training purposes prior to the annexation effective date; economic loss payments to qualified private solid waste collection firms and volunteer fire departments operating within areas to be annexed by the City; and equipment such as fire and solid waste trucks.	\$440,076	\$279,000
<b>Capital Reserve</b> Provides funding for capital equipment not assigned to a specific Key Business.	\$214,750	\$21,000
<b>Synthetic Tax Increment Financing</b> Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.	\$61,702	\$963,873
<b>City Burials</b> Funds burials in City-owned cemeteries for indigent citizens.	\$3,400	\$3,400
<b>Total Other Accounts</b>	<b>\$20,747,165</b>	<b>\$21,630,022</b>
<b>Total Non-Departmental Accounts</b>	<b>\$64,291,545</b>	<b>\$66,200,559</b>

Non-Departmental Accounts	FY2007 Revised Budget	FY2008 Budget	FY2009 Budget
Employee Related Expenses	\$8,871,143	\$10,731,471	\$11,004,616
Contributions to Other Funds	22,417,497	24,658,160	25,748,280
Cultural and Community Agencies	3,812,905	3,693,913	3,699,221
County-Administered	3,642,408	4,460,836	4,118,420
Other Accounts	21,738,968	20,747,165	21,630,022
<b>Total Non-Departmental Services</b>	<b>\$60,482,921</b>	<b>\$64,291,545</b>	<b>\$66,200,559</b>

## *General Fund Financial Partners*

	FY06 Funding	FY07 Budget	FY08 Request	FY08 Budget	FY09 Request
Advantage Carolina	\$75,000	\$131,250	\$193,750	\$0	\$0
Arts & Science Council	2,942,000	2,942,000	\$2,942,000	\$2,942,000	\$2,942,000
Charlotte Regional Partnership	75,000	75,000	\$144,435	\$119,435	\$144,435
Charlotte Center City Partners	1,753,077	1,825,877	\$1,899,414	\$1,899,414	\$1,979,485
Mayor's International Cabinet	75,553	77,059	\$151,064	\$80,721	\$155,135
Sister Cities	58,909	60,046	\$89,858	\$66,878	\$92,601
University City Partners	163,690	168,600	\$189,223	\$189,223	\$194,900
United Family Services-Victim Assistance	320,561	321,950	\$378,449	\$323,714	\$391,695
<b>New Requests for Funding:</b>					
Community Building Initiative	\$0	\$0	\$50,000	\$0	\$50,000
<b>Total General Fund Partners</b>	<b>\$5,463,790</b>	<b>\$5,601,782</b>	<b>\$6,038,193</b>	<b>\$5,621,385</b>	<b>\$5,950,251</b>

## *Neighborhood Development Financial Partners*

	FY06 Budget	FY07 Budget	FY08 Request	FY08 Budget	FY09 Request
Bethlehem Center of Charlotte	\$199,207	\$199,207	\$261,491	\$199,207	\$264,720
Charlotte Housing Authority Relocation Services	1,900,000	1,500,000	1,146,875	1,146,875	1,904,042
Charlotte-Mecklenburg Schools After School Enrichment Program	185,576	185,576	185,576	185,576	185,576
Charlotte-Mecklenburg Schools Northwest After School Coalition	60,000	60,000	60,000	60,000	60,000
Charlotte-Mecklenburg Housing Partnership, Inc.	2,000,000	2,000,000	4,653,490	2,000,000	2,000,000
Community Link (formerly UJAMMA, Inc.)	210,000	210,000	252,000	210,000	259,560
Crisis Assistance Ministries	380,000	380,000	450,000	380,000	450,000
Greater Enrichment Program	605,854	605,854	605,854	605,854	605,854
St. Paul Baptist Church-Belmont Site After School Enrichment	57,735	57,735	68,703	57,735	68,703
Regional HIV/AIDS Consortium (HOPWA)	565,000	597,000	626,850	626,000	658,175
YMCA Community Development	48,699	48,699	48,700	48,699	48,700
YWCA Central Carolinas After School Enrichment	114,546	114,546	129,546	114,546	133,432
United Family Services - Consumer Credit Counseling & Housing Services	170,000	170,000	240,000	240,000	256,000
Workforce Initiative for Supportive Housing (WISH)	0	0	200,000	200,000	200,000
<b>Total Neighborhood Development Partners</b>	<b>\$6,496,617</b>	<b>\$6,128,617</b>	<b>\$8,929,085</b>	<b>\$6,074,492</b>	<b>\$7,094,762</b>

# 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 FY08 is \$4,572,716,628. Adopted budget continues the current MSD tax rate of 1.74 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
<b>Revenues</b>		
Property Taxes	\$775,761	\$806,792
<b>Total Municipal Service District 1 Revenues</b>	<b>\$775,761</b>	<b>\$806,792</b>
<b>Expenditures</b>		
Contractual Services	\$765,532	\$796,188
City Services	10,229	10,604
<b>Total Municipal Service District 1 Expenditures</b>	<b>\$775,761</b>	<b>\$806,792</b>

**District 2 (Center City):** Assessed value for FY08 is \$1,702,639,208. Adopted budget continues the current MSD tax rate of 1.24 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
<b>Revenues</b>		
Property Taxes	\$205,849	\$216,142
<b>Total Municipal Service District 2 Revenues</b>	<b>\$205,849</b>	<b>\$216,142</b>
<b>Expenditures</b>		
Contractual Services	\$203,135	\$213,301
City Services	2,714	2,841
<b>Total Municipal Service District 2 Expenditures</b>	<b>\$205,849</b>	<b>\$216,142</b>

# Municipal Service Districts

**District 3 (Center City):** Assessed value for FY08 is \$2,121,759,565. Adopted budget continues the current MSD tax rate of 2.71 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
<b>Revenues</b>		
Property Taxes	\$560,622	\$588,653
<b>Total Municipal Service District 3 Revenues</b>	<b>\$560,622</b>	<b>\$588,653</b>
<b>Expenditures</b>		
Contractual Services	\$531,375	\$558,406
City Services	29,247	\$30,247
<b>Total Municipal Service District 3 Expenditures</b>	<b>\$560,622</b>	<b>\$588,653</b>

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**District 4 (South End):** Assessed value for FY08 is \$548,414,361. Adopted budget continues the current MSD tax rate of 6.68 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
<b>Revenues</b>		
Property Taxes	\$357,182	\$367,898
<b>Total Municipal Service District 4 Revenues</b>	<b>\$357,182</b>	<b>\$367,898</b>
<b>Expenditures</b>		
Contractual Services	\$352,472	\$363,063
City Services	4,710	\$4,835
<b>Total Municipal Service District 4 Expenditures</b>	<b>\$357,182</b>	<b>\$367,898</b>

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**District 5 (University City):** Assessed value for FY08 is \$646,917,580. Adopted budget continues the current rate of 3.00 cents per \$100 valuation.

<u>Budget Summary</u>	<u>FY08 Budget</u>	<u>FY09 Budget</u>
<b>Revenues</b>		
Property Taxes	\$189,223	\$194,900
<b>Total Municipal Service District 5 Revenues</b>	<b>\$189,223</b>	<b>\$194,900</b>
<b>Expenditures</b>		
Contractual Services	\$189,223	\$194,900
City Services	0	\$0
<b>Total Municipal Service District 5 Expenditures</b>	<b>\$189,223</b>	<b>\$194,900</b>

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# Synthetic Tax Increment Financing

Project	FY08	FY09	FY10	FY11	FY12	Total
<b>Synthetic Tax Increment Financing (TIF) Program</b>						
The City implements 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, and Pay As You Go) each contribute its pro-rate share.						
<u><b>TIF Projects Combined Total</b></u>						
Anticipated total investment = \$1,260,297,463						
Estimated total property tax increment revenue	85,059	1,328,747	3,477,348	5,104,642	5,439,390	15,350,127
TIF Payment	76,553	1,195,872	3,129,613	4,595,178	4,895,478	13,891,694
General Fund	61,702	963,873	2,522,468	3,702,907	3,945,955	11,196,705
Municipal Debt Service	12,325	192,535	503,868	739,663	788,172	2,236,563
PAYG	2,526	39,464	103,277	151,608	161,551	458,426
<u><b>Elizabeth Avenue Redevelopment</b></u>						
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 investment = \$340,000,000						
Estimated % investment completed	0%	0%	20%	40%	60%	
Estimated total property tax increment revenue		311,848	935,544	1,247,392	1,122,653	2,494,784
TIF Payment		280,663	841,990	1,122,653	1,122,653	2,245,306
General Fund		226,214	678,644	904,858	904,858	1,809,717
Municipal Debt Service		45,187	135,560	180,747	180,747	361,494
PAYG		9,262	27,786	37,048	37,048	74,095

# Synthetic Tax Increment Financing

Project	FY08	FY09	FY10	FY11	FY12	Total
<u>Carolina Theatre Redevelopment</u>						
Project involves the renovation of the existing Carolina Theatre and construction of a 125 unit residential condominium project.						
Anticipated total investment = \$50,000,000	0%	0%	33%	90%	100%	
Estimated % investment completed						
Estimated total property tax increment revenue	63,189	193,890	216,820	473,899		
TIF Payment	56,870	174,501	195,138	426,509		
General Fund	45,837	140,648	157,281	343,766		
Municipal Debt Service	9,156	28,095	31,417	68,668		
PAYG	1,877	5,759	6,440	14,075		

Project	FY08	FY09	FY10	FY11	FY12	Total
<u>Mid-Town Mall</u>						
Project involves two phases. Phase I includes a first floor Home Depot Design Center under a 2nd floor Target; 800 space parking deck; relocation of a Wendy's restaurant; and road, intersection, and bridge improvements. Phase II includes 160,000 sq. ft. of retail/restaurant space, 75,000 sq. ft. of office space, 200 condominiums, parking deck, and relocation of Baxter Street Bridge.						
Anticipated total investment = \$224,046,463	8%	40%	70%	100%	100%	
Estimated % investment completed						
Estimated total property tax increment revenue	85,059	410,991	719,234	1,027,477	1,027,447	3,270,208
TIF Payment	76,553	369,892	647,311	924,729	924,729	2,943,214
General Fund	61,702	298,133	521,733	745,332	745,332	2,372,230
Municipal Debt Service	12,325	59,553	104,217	148,881	148,881	473,857
PAYG	2,526	12,206	21,361	30,516	30,516	97,126

# Synthetic Tax Increment Financing

Project	FY08	FY09	FY10	FY11	FY12	Total
<u>Seaboard/ARK Management/NC Music Factory</u>						
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 entertainment, 50,000 sq. ft. of office space, 200,000 sq. ft. of retail space, and 750 residential units.						
Anticipated total investment = \$246,251,000						
Estimated % investment completed	0%	0%	50%	100%	100%	
Estimated total property tax increment revenue		547,566	1,112,220	1,112,220	1,112,220	2,772,006
TIF Payment		492,809	1,000,998	1,000,998	1,000,998	2,494,805
General Fund		397,204	806,804	806,804	806,804	2,010,813
Municipal Debt Service		79,342	161,161	161,161	161,161	401,664
PAYG		16,263	33,033	33,033	33,033	82,329

Project	FY08	FY09	FY10	FY11	FY12	Total
<u>Wachovia First Street Development/Cultural Facilities</u>						
Project includes development of four Cultural Facilities (Afro-American Cultural Center, Bechtler Art Museum, 1,200 seat Performing Arts Theater, and Mint Museum). First Street Wachovia Project that includes an office tower with retail and residential (200 units) components, and an underground parking garage to support the facilities.						
Anticipated total investment = \$1 billion, \$400 million pledged to project						
Estimated % investment completed*	n/a	n/a	n/a	n/a	n/a	
Estimated total property tax increment revenue		917,756	1,835,511	1,835,511	1,835,511	6,424,289
TIF Payment		825,980	1,651,960	1,651,960	1,651,960	5,781,860
General Fund		665,740	1,331,480	1,331,480	1,331,480	4,660,179
Municipal Debt Service		132,983	265,966	265,966	265,966	930,879
PAYG		27,257	54,515	54,515	54,515	190,801

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

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# Operating Budget Reductions

General revenues are projected to rebound from the economic downturn that began in FY2002. The City continues to face limitations in balancing prior year reductions and continuing increases in service level demands. However, City employees continue to work hard to prevent these reductions from negatively impacting the level of service provided to the community.

Examples of prior year reductions are listed below. A complete listing of the FY08 and FY09 unfunded budget requests is provided on the following pages.

## **FY03**

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

## **FY04**

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

## **FY05**

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

## **FY06**

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

## **FY07**

- Decreased funding and overtime pay for Arena Traffic Control
- Reduced supplies, training, contractual services, equipment maintenance, printing and publishing and landfill fees
- Reduced over \$1.2 million for long-term vacant positions
- Reduced employee training funding

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# Unfunded Requests

## Charlotte-Mecklenburg Police

\$2,805,715 in FY08 and \$1,131,546 in FY09 for technology-related services, including four positions.

\$1,051,190 in FY08 and \$3,984,216 in FY09 for training, supplies, equipment, and other operating expenses. One administrative support position is included in the total in FY09.

\$346,314 in FY08 and \$621,412 in FY09 for five additional Telecommunications Division positions in each year.

\$293,916 in FY08 and \$529,794 in FY09 for five additional positions and equipment for the Crime Lab. The positions are three Criminalists, a Latent Fingerprint Examiner, and a Lab Technician.

\$252,715 in FY08 and FY09 for five positions in the Crime Reporting Unit (CRU).

\$165,000 in FY08 for Video Observation Center equipment.

\$130,989 in FY08 and FY09 for thirteen Police Cadet positions.

\$76,343 in FY08 and FY09 for an additional Police Officer position for the Professional Standards Unit.

\$58,498 in FY08 and FY09 for permanent funding of a Volunteer Program Coordinator position previously funded through grants.

## Fire

\$1,667,608 in FY08 and \$2,131,101 in FY09 for current level needs including overtime, technology, utilities, and janitorial supplies.

\$967,557 in FY08 and \$866,542 in FY09 for training, supplies, equipment, and other operating expenses, and including four positions.

\$749,128 in FY08 and FY09 for additional apparatus replacement funds.

\$618,141 in FY08 and \$1,324,365 in FY09 to add a ladder company assigned to the Arboretum Fire Stations.

\$226,780 in FY08 and \$158,725 in FY09 for technology-related services, including two positions.

\$182,807 in FY08 and \$157,208 in FY09 to add one position for minority recruitment.

\$130,893 in FY08 and \$133,843 in FY09 for three additional Communications Division positions.

\$73,097 in FY08 and \$75,727 in FY09 to add one grants administration position.

## Solid Waste Services

\$159,289 in FY08 and \$177,722 in FY09 for maintenance needs of Solid Waste vehicles.

\$68,392 in FY08 and \$86,400 in FY09 to add one Equipment Operator II and one Laborer to support the Central Business District and Historic South End.

\$59,005 in FY08 and \$65,524 in FY09 for the purchase of recycling bins.

\$52,111 in FY08 and \$91,514 in FY09 due to increases in the roll-out container and bulky item contracts.

\$40,000 in FY08 and in FY09 for the Recycling Campaign.

# Unfunded Requests

\$18,666 in FY08 and \$31,156 in FY09 for travel & meetings.

\$15,151 in FY08 and \$492,959 in FY09 for fuel requests.

\$14,248 in FY08 and \$15,026 in FY09 for janitorial & cleaning supplies.

\$10,098 in FY08 and \$10,426 in FY09 for public education materials for the Call & Send program.

## Transportation

\$3,596,031 in FY08 and \$3,805,670 in FY09 to implement a 12-year resurfacing schedule.

\$1,075,000 in FY08 and \$1,100,000 in FY09 to develop an asset inventory and implement a Work and Asset Management (WAM) system.

\$508,059 in FY08 and \$368,750 in FY09 for five new positions associated with an additional Signal Loop Crew to repair and replace damaged signal loop detectors.

\$220,218 in FY08 and \$218,065 in FY09 for three new positions to support capital projects for sidewalks, traffic calming, and traffic/pedestrian safety (100% of the cost would be funded through the Capital Investment Plan).

\$177,627 in FY08 and \$184,620 in FY09 for two new positions to conduct development and subdivision reviews.

\$150,000 in FY08 for consulting services to investigate and document records management needs for the Transportation Department.

\$110,000 in FY08 and \$20,000 in FY09 to conduct a Wireless Network Pilot study to assess the utilization of wireless technology to better communicate with and manage CDOT work crews.

\$100,000 in FY08 and \$20,000 in FY09 for consulting services to develop additional Geographic Information System (GIS) applications that will geographically locate and track transportation project activity, traffic count data, and development community activity including rezoning petitions, driveway permits, encroachments, and abandonments.

\$77,252 in FY08 and \$77,355 in FY09 for annual maintenance contracts for traffic signal system equipment.

\$75,000 in FY08 and \$227,500 in FY09 to develop a Time Management System to manage personnel resources and labor costs more efficiently.

\$65,484 in FY08 and \$65,995 in FY09 for additional vehicle fuel cost.

\$60,000 in FY08 and \$5,000 in FY09 for new computer equipment and software to update the TransCAD traffic monitoring system.

\$56,334 in FY08 and \$5,334 in FY09 for additional vehicles and vehicle maintenance for transportation field crews.

\$50,000 in FY08 and \$50,000 in FY09 for consulting services to assist in the implementation of Transportation Action Plan (TAP) and Urban Street Design Guideline (USDG) initiatives, including developing the Adequate Facility Ordinance, implementing the TAP Code, and identifying City Code revisions to reflect USDG changes.

\$50,000 in FY08 and FY09 to provide janitorial services to Street Maintenance facilities.

\$36,692 in FY08 and in FY09 for additional costs associated with traffic and pedestrian signal maintenance.

\$24,028 in FY08 and in FY09 for staff travel and training.



# Unfunded Requests

## Neighborhood Development

\$654,858 in FY08 and \$580,181 in FY09 related to expansion and increased services provided in the Code Enforcement Division involving hotel/motel inspections and demolitions and boarded up structures and rental housing registrations.

\$370,000 in FY08 to upgrade and expand fleet: 15 F-150 trucks, three mid-sized sedans, and one 15 passenger van.

\$219,215 in FY08 and \$142,892 in FY09 for an Administrative Officer II to support the Charlotte Housing Authority's Good Neighbors Program and for a Neighborhood Services Specialist to conduct training sessions for all potential residents as a condition of receiving Section 8 certificates.

\$163,128 in FY08 and \$152,680 in FY09 in current level increases including postage, printing, maintenance and repair of equipment, travel, training, dues, other miscellaneous contractual services, fuel and office supplies.

\$89,932 in FY08 and \$92,912 in FY09 for Accela Permitting System hosting and maintenance expenses.

\$73,000 in FY08 and \$34,000 in FY09 for a Northeast Code Enforcement satellite office.

\$68,541 in FY08 and \$68,862 in FY09 for an Administrative Officer II position to support Code Enforcement.

\$68,541 in FY08 and \$68,862 in FY09 for an Administrative Officer II position to support Neighborhood Services.

\$60,000 in FY08 and \$6,000 in FY09 for a Code Enforcement wireless pilot program.

## Engineering & Property Management

\$753,223 in FY08 and \$659,851 in FY09 to add 3 positions (one crew) to increase systematic tree trimming.

\$331,267 in FY08 and \$331,144 in FY09 to add 4 positions for land development permitting.

\$251,925 in FY08 and \$272,555 in FY09 in current level increases including utilities, training and conferences, and fuel.

\$232,234 in FY08 and \$197,485 in FY09 to add 3 positions for one survey crew to implement capital projects (100% reimbursed through the capital program).

\$161,941 in FY08 and \$166,057 in FY09 for contracted landscape management for new capital projects.

\$119,660 in FY08 and 246,632 in FY09 to add 2 positions for engineering management.

\$110,299 in FY09 to add 1 position to manage transit corridor capital improvements (100% reimbursed through the capital program).

\$104,824 in FY08 and \$69,899 in FY09 to add 1 position for tree trimming.

\$82,450 in FY08 and \$84,305 in FY09 to add 1 position for management of contracted work in real estate to implement capital projects (100% reimbursed through the capital program).

\$77,243 in FY08 and \$78,465 in FY09 to add a digital plan room and 1 position for land development plan processing (100% reimbursed through user fees).

\$76,866 in FY08 and \$78,449 in FY09 to add 1 position for a capital program information program (100% reimbursed through the capital program).

# Unfunded Requests

\$64,860 in FY08 and \$65,453 in FY09 to add 1 position for real estate administrative services to implement capital projects (100% reimbursed through the capital program).

\$62,938 in FY08 and \$59,352 in FY09 to add 1 position to monitor landscape management contracts for quality assurance.

\$60,000 in FY08 and \$182,000 in FY09 for increased maintenance and expanded usage of Accela user fee software (100% reimbursed through user fees).

\$50,000 in FY08 and FY09 to implement a shrub replacement program. (Note: The capital program includes a new program for median and landscape renovations at \$250,000 annually, which will address this request.)

\$40,000 in FY08 and \$14,000 in FY09 to replace the automated timesheet system.

\$26,250 in FY08 and \$1,250 in FY09 to implement a landscape development automated filing system (100% reimbursed through user fees).

## Charlotte-Mecklenburg Planning

\$147,372 in FY08 and \$150,714 in FY09 for two Principal Planner positions to provide support for the Land Use & Coordination Program.

\$73,686 in FY08 and \$75,357 in FY09 for a Principal Planner position to provide support for the Subdivision Administration Program.

\$20,000 in FY08 and \$51,000 in FY09 for Accela Permitting System hosting and maintenance expenses.

\$10,397 in FY08 and \$10,463 in FY09 current level increases including telecommunications, postage, printing, travel, dues, other miscellaneous contractual services, and fuel.

## Aviation

None

## Charlotte Area Transit System

None

## Charlotte-Mecklenburg Utilities

None

## Mayor and City Council

\$1,000 in FY08 and FY09 current level increases for training.

## City Attorney

\$30,659 in FY08 and FY09 for increased temporary salaries.

\$30,539 in FY08 and FY09 for a Law Clerk.

\$132,865 in FY09 for a Tort Defense Attorney.

# Unfunded Requests

## City Clerk

\$2,100 in FY08 and FY09 for current operating expenses related to additional storage capacity for the Image Silo.

## City Manager

### City Manager's Office

None

### Corporate Communications

\$22,500 in FY08 and FY09 for contractor pool, contractors for after-hours and weekend events coverage.

\$21,000 in FY08 and FY09 to fund The Answer Guy marketing video segment to provide information and raise awareness of Government Channel programming, City services, and [www.charmeck.org](http://www.charmeck.org). (*Council amendment*).

\$18,720 in FY08 and FY09 for a Government Channel engineering contract to increase contract hours ensuring programming airs without incident and to keep equipment operating smoothly.

\$8,126 in FY08 and \$1,167 in FY09 in current level increases including printing, travel, training, and other specialized departmental supplies.

### Community Relations Committee

\$6,210 in FY08 and FY09 current level increases including dues and other miscellaneous contractual services.

### CharMeck 311 Customer Service Center

\$544,290 in FY08 and \$553,419 in FY09 for 17 Customer Service Representatives to support consistently increasing call volume and assist CharMeck 311 to achieve a 10% or less abandonment rate and 80% or above service level.

\$222,710 in FY08 and \$228,650 in FY09 for six Senior Customer Service Representatives to quality control.

\$92,113 in FY08 and \$92,146 in FY09 in current level increases including postage, printing, advertising, supplies, and training.

\$54,526 in FY08 and \$56,264 in FY09 for a CharMeck 311 Recruiter position to plan and manage a comprehensive recruit, merit, and retention program.

\$49,368 in FY08 and \$51,252 in FY09 for a CharMeck 311 Supervisor position to supervise the 17 Customer Service Representatives and obtain the industry standard ratio of 15:1 for Customer Service Representatives to Supervisors.

### Internal Audit

\$122,066 in FY08 and \$128,239 in FY09 in current level increases including printing, technology, travel, training, dues, other miscellaneous contractual services, and office supplies.

### Economic Development

\$87,100 in FY08 and \$139,700 in FY09 for GIS application to support Business Corridor Revitalization Program.

\$86,901 in FY08 and \$89,824 in FY09 for an Economic Development Services Coordinator to implement the Business Corridor Strategic Plan and communicate and market Economic Development services.

\$53,041 in FY08 and \$55,031 in FY09 for an Economic Development Specialist to administer the Mayor's Youth Employment Program.

## Budget and Evaluation

None

# Unfunded Requests

## Business Support Services

\$3,230,251 in FY08 for 23-technology related projects and \$2,174,147 in FY09 for 20-technology related projects including enhanced Internet and web based applications, consulting services, 7 various project related staff, and current level increases to cover rising cost for IT Helpdesk, software licenses, Anti-Spam and website security software, and off-site building utilities.

\$2,601,860 in FY08 and \$2,052,568 in FY09 for data switch module replacements, spare network equipment, radio system contracts, 2 Radio Network Technicians, 2 Electronic Technicians, 2 Data Network Technicians, and 1 Infrastructure Analyst. \$867,617 in FY08 and \$370,328 in FY09 in the Procurement Services Division for a Procurement System and 1 Procurement card administrative position.

\$224,712 in FY08 and \$45,064 in FY09 for Office of Strategic Technology planning for GeoPhase II costs.

\$47,938 in FY08 and \$49,012 in FY09 in Asset Management & Disposal for a disposal property storekeeper.

## Finance

\$96,894 in FY08 and \$100,169 in FY09 for a Senior Business Systems Analyst position in the Business Systems Division to assist with research and development of a new Financial System Strategy.

\$71,506 in FY08 and \$72,813 in FY09 for a Safety Coordinator position in Risk Management to support enterprise-wide risk management services.

\$45,064 in FY08 and \$67,341 in FY09 for increased maintenance and equipment cost to support the City's financial system.

\$37,485 in FY08 and \$40,516 in FY09 for increased contractual costs associated with outside assistance in collections of past due accounts for City services.

\$34,133 in FY08 and \$35,156 in FY09 for a Revenue Collection Agent position in the Revenue Division to assist internal staff efforts to collect past due accounts for City services.

\$21,458 in FY08 and \$23,059 in FY09 for increased travel and training costs associated with employee tuition reimbursements and other staff training.

\$0 in FY08 and \$47,159 in FY09 for a Accounting Clerk II position in the Accounting Division to assist with billing and collection of code enforcement citations.

## Human Resources

\$82,795 in FY08 and \$86,489 in FY09 to unfreeze Workforce Planning & Diversity Position.

\$75,000 in FY08 and FY09 for Workforce Development & Diversity Training.

\$8,000 in FY08 and FY09 for document imaging supplies and printing and publishing.

\$325,600 in FY09 for PeopleSoft Upgrade.

# Summary Schedules

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

	<b>FY2006 Budget</b>	<b>FY2007 Budget</b>	<b>FY2008 Budget</b>	<b>FY2009 Budget</b>
<b>City-wide Assessed Valuation (in Dollars)</b>				
<b>Assessed Property Value</b>	\$65,219,209,806	\$67,250,148,956	\$70,576,208,514	\$73,046,375,812

### City-wide Tax Rate Per \$100 Valuation

<b>Fund</b>				
General	0.3570	0.3698	0.3698	0.3698
Municipal Debt Service	0.0470	0.0737	0.0737	0.0737
Pay-As-You-Go	0.0160	0.0151	0.0151	0.0151
<b>Total City-wide Tax Levy</b>	<b>0.4200</b>	<b>0.4586</b>	<b>0.4586</b>	<b>0.4586</b>

### City-wide Tax Levy

<b>Fund</b>				
General	\$225,011,765	\$240,621,402	\$252,766,049	\$261,672,360
Municipal Debt Service	27,713,124	48,083,841	50,375,494	52,150,494
Pay-As-You-Go	10,074,197	9,819,053	10,321,166	10,684,837
Storm Water				
<b>Total City-wide Tax Levy</b>	<b>\$262,799,086</b>	<b>\$298,524,296</b>	<b>\$313,462,709</b>	<b>\$324,507,691</b>

# Summary Schedules

## City of Charlotte Summary of Tax Levies Municipal Service District 1

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b>Property</b>					
Real	3,268,172,180	3,410,889,671	3,557,665,573	3,699,972,195	4.30%
Personal	834,882,987	940,166,157	943,603,400	981,347,536	0.37%
State Certified	117,880,553	79,386,283	71,447,655	74,305,561	-10.00%
<b>Total MSD 1 Assessed Valuation</b>	<b>\$4,220,935,720</b>	<b>\$4,430,442,111</b>	<b>\$4,572,716,628</b>	<b>\$4,755,625,292</b>	<b>3.21%</b>

### Municipal Service District 1 Tax Rate Per \$100 Valuation

<b>Municipal Service District 1</b>	<b>0.0174</b>	<b>0.0174</b>	<b>0.0174</b>	<b>0.0174</b>	<b>0.00%</b>
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### Municipal Service District 1 Tax Levy Summary

<b>Total Municipal Service District 1 Tax Levy</b>	<b>\$716,082</b>	<b>\$751,625</b>	<b>\$775,761</b>	<b>\$806,792</b>	<b>3.21%</b>
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# Summary Schedules

## City of Charlotte Summary of Tax Levies Municipal Service District 2

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b>Property</b>					
Real	1,264,950,799	1,273,165,179	1,281,104,775	1,345,160,014	0.62%
Personal	365,498,485	375,999,562	371,227,866	389,789,259	-1.27%
State Certified	88,420,362	55,896,186	50,306,567	52,821,896	-10.00%
<b>Total MSD 2 Assessed Valuation</b>	<b>\$1,718,869,646</b>	<b>\$1,705,060,927</b>	<b>\$1,702,639,208</b>	<b>\$1,787,771,169</b>	<b>-0.14%</b>

### Municipal Service District 2 Tax Rate Per \$100 Valuation

<b>Municipal Service District 2</b>	<b>0.0124</b>	<b>0.0124</b>	<b>0.0124</b>	<b>0.0124</b>	<b>0.00%</b>
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### Municipal Service District 2 Tax Levy Summary

<b>Total Municipal Service District 2 Tax Levy</b>	<b>\$188,286</b>	<b>\$206,142</b>	<b>\$205,849</b>	<b>\$216,142</b>	<b>-0.14%</b>
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# Summary Schedules

## City of Charlotte Summary of Tax Levies Municipal Service District 3

	<b>FY2006 <u>Actual</u></b>	<b>FY2007 Revised <u>Budget</u></b>	<b>FY2008 <u>Budget</u></b>	<b>FY2009 <u>Budget</u></b>	<b>Percent Change (FY07 to <u>FY08</u>)</b>
<b>Property</b>					
Real	1,518,220,787	1,527,182,519	1,616,103,911	1,696,909,107	5.82%
Personal	412,686,595	496,902,517	501,580,231	526,659,243	0.94%
State Certified	11,242,313	4,528,248	4,075,423	4,279,194	-10.00%
<b>Total MSD 3 Assessed Valuation</b>	<b>\$1,942,149,695</b>	<b>\$2,028,613,284</b>	<b>\$2,121,759,565</b>	<b>\$2,227,847,544</b>	<b>4.59%</b>

### Municipal Service District 3 Tax Rate Per \$100 Valuation

<b>Municipal Service District 3</b>	<b>0.0271</b>	<b>0.0271</b>	<b>0.0271</b>	<b>0.0271</b>	<b>0.00%</b>
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### Municipal Service District 3 Tax Levy Summary

<b>Total Municipal Service District 3 Tax Levy</b>	<b>\$513,165</b>	<b>\$536,010</b>	<b>\$560,622</b>	<b>\$588,653</b>	<b>4.59%</b>
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# Summary Schedules

## City of Charlotte Summary of Tax Levies Municipal Service District 4

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b>Property</b>					
Real	433,410,476	448,019,664	451,305,740	464,844,912	0.73%
Personal	81,910,649	95,507,044	95,915,961	98,793,440	0.43%
State Certified	2,015,657	1,325,178	1,192,660	1,228,440	-10.00%
<b>Total MSD 4 Assessed Valuation</b>	<b>\$517,336,782</b>	<b>\$544,851,886</b>	<b>\$548,414,361</b>	<b>\$564,866,792</b>	0.65%

### Municipal Service District 4 Tax Rate Per \$100 Valuation

<b>Municipal Service District 4</b>	<b>0.0668</b>	<b>0.0668</b>	<b>0.0668</b>	<b>0.0668</b>	0.00%
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### Municipal Service District 4 Tax Levy Summary

<b>Total Municipal Service District 4 Tax Levy</b>	<b>\$336,941</b>	<b>\$354,862</b>	<b>\$357,182</b>	<b>\$367,898</b>	0.65%
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# Summary Schedules

## City of Charlotte

### Summary of Tax Levies

#### Municipal Service District 5

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b>Property</b>					
Real	555,372,906	563,617,406	564,650,915	581,590,442	0.18%
Personal	81,037,078	82,546,561	81,286,999	83,725,609	-1.53%
State Certified	-	1,088,518	979,666	1,009,056	-10.00%
<b>Total MSD 5 Assessed Valuation</b>	<b>\$636,409,984</b>	<b>\$647,252,485</b>	<b>\$646,917,580</b>	<b>\$666,325,107</b>	<b>-0.05%</b>

#### Municipal Service District 5 Tax Rate Per \$100 Valuation

<b>Municipal Service District 5</b>	<b>0.0300</b>	<b>0.0300</b>	<b>0.0300</b>	<b>0.0300</b>	<b>0.00%</b>
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#### Municipal Service District 5 Tax Levy Summary

<b>Total Municipal Service District 5 Tax Levy</b>	<b>\$186,150</b>	<b>\$189,321</b>	<b>\$189,223</b>	<b>\$194,900</b>	<b>-0.05%</b>
<b>Total MSD Revenue</b>	<b>\$1,940,624</b>	<b>\$2,037,960</b>	<b>\$2,088,638</b>	<b>\$2,174,384</b>	<b>2.49%</b>

# Summary Schedules

## City of Charlotte General Fund

### Summary of Expenditures

<u>Key or Support Business</u>	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
Police	\$ 156,113,332	\$ 163,448,846	\$ 174,241,771	\$ 182,113,311	6.6%
Fire	76,650,985	81,569,126	85,387,498	90,636,078	4.7%
Solid Waste	38,028,565	40,183,126	42,079,298	43,145,274	4.7%
Transportation	20,162,426	21,201,356	21,479,818	22,147,582	1.3%
Engineering & Property Management	17,332,992	18,595,910	19,626,707	20,447,342	5.5%
Neighborhood Development	6,839,996	7,541,554	8,007,059	8,288,998	6.2%
Planning	4,204,596	4,761,410	5,247,082	5,422,539	10.2%
Mayor and Council	1,102,437	1,059,273	1,113,531	1,135,336	5.1%
City Attorney	1,514,123	1,941,563	1,821,945	1,801,197	-6.2%
City Clerk	485,762	511,401	532,689	547,361	4.2%
City Manager	9,707,877	12,763,021	13,303,813	13,687,445	4.2%
Human Resources	3,015,277	3,299,270	3,427,289	3,493,144	3.9%
Finance	7,073,946	8,547,181	8,419,566	8,824,013	-1.5%
Business Support Services	14,921,550	15,330,959	16,238,042	16,680,525	5.9%
Budget and Evaluation	1,168,431	1,406,208	1,440,786	1,490,402	2.5%
Non-Departmentals	56,783,297	60,482,921	64,291,545	66,200,559	6.3%
<b>Total</b>					
<b>General Fund Expenditures</b>	<b>\$ 415,105,592</b>	<b>\$ 442,643,125</b>	<b>\$ 466,658,439</b>	<b>\$ 486,061,106</b>	<b>5.4%</b>

### Summary of Positions

<u>Key or Support Business</u>	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
Police	2,012.50	2,096.50	2,105.50	2,105.50	0.4%
Fire	1,082.00	1,083.00	1,083.00	1,101.00	0.0%
Solid Waste	239.00	276.00	290.00	290.00	5.1%
Transportation	437.25	437.25	439.25	439.25	0.5%
Engineering & Property Management	301.00	306.00	314.00	314.00	2.6%
Planning	61.00	63.00	63.00	63.00	0.0%
Neighborhood Development	129.00	129.00	129.00	129.00	0.0%
Mayor and Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	24.50	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	94.00	94.00	100.00	100.00	6.4%
Economic Development	25.00	25.00	25.00	25.00	0.0%
Internal Audit	9.50	9.50	10.00	10.00	5.3%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	78.00	78.00	79.00	79.00	1.3%
Business Support Services	187.50	191.50	202.50	210.00	5.7%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
<b>Total</b>					
<b>General Fund Positions</b>	<b>4,779.75</b>	<b>4,914.75</b>	<b>4,966.25</b>	<b>4,991.75</b>	<b>1.0%</b>

# Summary Schedules

## City of Charlotte

### Summary of Position Allocations By Fund

<u>Key or Support Business</u>	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
Police	2,012.50	2,096.50	2,105.50	2,105.50	0.4%
Fire	1,082.00	1,083.00	1,083.00	1,101.00	0.0%
Solid Waste	239.00	276.00	290.00	290.00	5.1%
Transportation	437.25	437.25	439.25	439.25	0.5%
Engineering and Property Management	301.00	306.00	314.00	314.00	2.6%
Planning	61.00	63.00	63.00	63.00	0.0%
Neighborhood Development	129.00	129.00	129.00	129.00	0.0%
Mayor/Council	7.00	7.00	7.00	7.00	0.0%
City Attorney	24.50	26.50	26.50	26.50	0.0%
City Clerk	6.00	6.00	6.00	6.00	0.0%
City Manager	12.00	12.00	12.00	12.00	0.0%
Community Relations	10.00	10.00	10.00	10.00	0.0%
Corporate Communications	19.00	19.00	19.00	19.00	0.0%
Customer Service - 311 Call Center	94.00	94.00	100.00	100.00	6.4%
Economic Development	25.00	25.00	25.00	25.00	0.0%
Internal Audit	9.50	9.50	10.00	10.00	5.3%
Human Resources	32.50	32.50	32.50	32.50	0.0%
Finance	78.00	78.00	79.00	79.00	1.3%
Business Support Services	187.50	191.50	202.50	210.00	5.7%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.0%
<b>Total General Fund</b>	<b>4,779.75</b>	<b>4,914.75</b>	<b>4,966.25</b>	<b>4,991.75</b>	<b>1.0%</b>
Charlotte-Mecklenburg Utilities	802.50	818.50	819.50	819.50	0.1%
Aviation	268.00	268.00	268.00	268.00	0.0%
Storm Water	92.00	85.00	80.00	80.00	-5.9%
Charlotte Area Transit System	289.75	380.75	392.75	392.75	3.2%
Risk Management	25.00	25.00	26.00	26.00	4.0%
<b>Total All Funds</b>	<b>6,257.00</b>	<b>6,492.00</b>	<b>6,552.50</b>	<b>6,578.00</b>	<b>0.9%</b>

# Summary Schedules

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

<u>Key or Support Business</u>	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
Police	2,012.50	2,096.50	2,105.50	2,105.50	0.43%
Fire	1,082.00	1,083.00	1,083.00	1,101.00	0.00%
Solid Waste	239.00	276.00	290.00	290.00	5.07%
Transportation	437.25	437.25	439.25	439.25	0.46%
Engineering and Property Management	393.00	391.00	394.00	394.00	0.77%
Planning	61.00	63.00	63.00	63.00	0.00%
Neighborhood Development	129.00	129.00	129.00	129.00	0.00%
Mayor/Council	7.00	7.00	7.00	7.00	0.00%
City Attorney	24.50	26.50	26.50	26.50	0.00%
City Clerk	6.00	6.00	6.00	6.00	0.00%
City Manager	12.00	12.00	12.00	12.00	0.00%
Community Relations	10.00	10.00	10.00	10.00	0.00%
Corporate Communications	19.00	19.00	19.00	19.00	0.00%
Customer Service - 311 Call Center	94.00	94.00	100.00	100.00	6.38%
Economic Development	25.00	25.00	25.00	25.00	0.00%
Internal Audit	9.50	9.50	10.00	10.00	5.26%
Human Resources	32.50	32.50	32.50	32.50	0.00%
Finance	103.00	103.00	105.00	105.00	1.94%
Business Support Services	187.50	191.50	202.50	210.00	5.74%
Budget and Evaluation	13.00	13.00	13.00	13.00	0.00%
Charlotte-Mecklenburg Utilities	802.50	818.50	819.50	819.50	0.12%
Aviation	268.00	268.00	268.00	268.00	0.00%
Charlotte Area Transit System	289.75	380.75	392.75	392.75	3.15%
<b>Total All Funds</b>	<b>6,257.00</b>	<b>6,492.00</b>	<b>6,552.50</b>	<b>6,578.00</b>	<b>0.93%</b>

# Summary Schedules

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

<u>Key or Support Business</u>	<u>FY2006 to FY2007 Budget</u>	<u>6/30/2007 Annex</u>	<u>FY2007 to FY2008 Budget</u>	<u>FY2008 to FY2009 Budget</u>
Police	84.00		9.00	0.00
Fire	1.00		0.00	18.00
Solid Waste	37.00	1.00	14.00	0.00
Transportation	0.00		2.00	0.00
Engineering and Property Management	5.00		8.00	0.00
Planning	2.00		0.00	0.00
Neighborhood Development	0.00		0.00	0.00
Mayor/Council	0.00		0.00	0.00
City Attorney	2.00		0.00	0.00
City Clerk	0.00		0.00	0.00
City Manager	0.00		0.00	0.00
Community Relations	0.00		0.00	0.00
Corporate Communications	0.00		0.00	0.00
Customer Service - 311 Call Center	0.00		6.00	0.00
Economic Development	0.00		0.00	0.00
Internal Audit	0.00		0.50	0.00
Training	0.00		0.00	0.00
Human Resources	0.00		0.00	0.00
Finance	0.00		1.00	0.00
Business Support Services	4.00		11.00	7.50
Budget and Evaluation	0.00		0.00	0.00
<b>Total General Fund</b>	<b>135.00</b>	<b>1.00</b>	<b>51.50</b>	<b>25.50</b>
Charlotte-Mecklenburg Utilities	16.00		1.00	0.00
Aviation	0.00		0.00	0.00
Storm Water	(7.00)		(5.00)	0.00
Charlotte Area Transit System	91.00		12.00	0.00
Risk Management	0.00		1.00	0.00
<b>Total All Funds</b>	<b>235.00</b>	<b>1.00</b>	<b>60.50</b>	<b>25.50</b>

# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Percent</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>			<u>(FY07 to</u>
					<u>FY08)</u>
<b>PROPERTY TAX</b>					
5101 Property Tax- Current Year Base	\$ 235,795,277	\$ 242,473,775	\$ 254,466,048	\$ 262,334,014	4.9%
5101 Property Tax- Synthetic TIF Property Appreciation		-	68,557	1,070,970	
5102 Prior Year	6,921,509	7,887,862	4,600,000	4,800,000	-41.7%
5103 Rebates	(3,300,186)	(1,852,373)	(1,700,000)	(1,700,000)	-8.2%
5111 Penalties	331,392	450,000	500,000	550,000	11.1%
5112 Interest	1,495,732	1,600,000	1,500,000	1,550,000	-6.3%
5113 Rebates of Listing Penalties	-	-	-	-	
<b>Total</b>	<b>\$ 241,243,724</b>	<b>\$ 250,559,264</b>	<b>\$ 259,434,605</b>	<b>\$ 268,604,984</b>	<b>3.5%</b>
<b>SALES TAX 1%</b>					
5121 Sales- County 1% + 1/2%	53,663,150	53,865,430	61,430,422	64,809,095	14.0%
<b>Total</b>	<b>\$ 53,663,150</b>	<b>\$ 53,865,430</b>	<b>\$ 61,430,422</b>	<b>\$ 64,809,095</b>	<b>14.0%</b>
<b>UTILITIES FRANCHISE TAX</b>					
5430 Utility Franchise	29,079,258	30,100,000	30,702,000	31,316,040	2.0%
<b>Total</b>	<b>\$ 29,079,258</b>	<b>\$ 30,100,000</b>	<b>\$ 30,702,000</b>	<b>\$ 31,316,040</b>	<b>2.0%</b>
<b>POLICE SERVICES</b>					
5451 Law Enforcement Services- County	12,548,543	12,548,543	12,548,543	12,548,543	0.0%
5477 Small Town Service Fees	-	31,212	31,512	31,512	1.0%
5999 School Resource Officers- School Board	2,026,000	2,190,096	2,277,700	2,368,808	4.0%
<b>Total</b>	<b>\$ 14,574,543</b>	<b>\$ 14,769,851</b>	<b>\$ 14,857,755</b>	<b>\$ 14,948,863</b>	<b>0.6%</b>
<b>TAX REIMBURSEMENTS</b>					
5431 Beer & Wine Tax	2,762,658	2,800,000	2,950,000	3,100,000	5.4%
<b>Total</b>	<b>\$ 2,762,658</b>	<b>\$ 2,800,000</b>	<b>\$ 2,950,000</b>	<b>\$ 3,100,000</b>	<b>5.4%</b>
<b>SOLID WASTE FEE</b>					
5560 Refuse Disposal Fees	10,809,705	10,700,000	11,500,000	12,296,000	7.5%
5561 Rebates- Refuse Disposal Fees	(96,012)	(30,000)	(30,000)	(30,000)	0.0%
<b>Total</b>	<b>\$ 10,713,693</b>	<b>\$ 10,670,000</b>	<b>\$ 11,470,000</b>	<b>\$ 12,266,000</b>	<b>7.5%</b>
<b>BUSINESS PRIVILEGE LICENSES</b>					
5202 Business Privilege Licenses	14,995,172	13,747,440	15,800,000	17,850,000	14.9%
<b>Total</b>	<b>\$ 14,995,172</b>	<b>\$ 13,747,440</b>	<b>\$ 15,800,000</b>	<b>\$ 17,850,000</b>	<b>14.9%</b>
<b>OTHER REVENUES</b>					
<b>Licenses and Permits</b>					
5201 Motor Vehicle Licenses	2,260,312	2,310,173	2,400,000	2,500,000	3.9%
5332 Motor Vehicle Licenses- Rebates	(56,941)	(60,000)	(60,000)	(60,000)	0.0%
5204 Animal Licenses- Fertile	219,472	211,752	220,000	230,000	3.9%
5209 Animal Licenses- Spay/Neuter	585,903	387,495	550,000	570,000	41.9%
5210 Fire Plan Review Fees	1,454,681	1,290,395	1,455,000	1,513,200	12.8%
5211 Vehicle Licenses- City Billed	21,160	30,000	30,000	30,000	0.0%
5212 Fire Permits- New	334,940	289,951	315,000	327,600	8.6%
5213 Fire Permits- Renewal	844,670	588,689	500,824	520,857	-14.9%
5214 Tryon Mall Vendor Fees	-	3,121	-	-	-100.0%
5215 Security Dog Licenses	450	275	450	450	63.6%
5218 Vehicle for Hire Fees and Permits	294,560	391,245	315,000	327,600	-19.5%
5220 Cable TV Franchise Fee	6,416,321	6,222,000	6,400,000	6,500,000	2.9%
5240 Grading Permits	1,670,370	1,753,510	2,042,712	2,436,420	16.5%
5241 KIVA	-	531,472	531,571	552,834	0.0%
5246 Sexually Oriented Businesses Licenses	87,475	114,560	101,000	105,040	-11.8%
5613 Parking and Parade Permits	29,435	24,400	30,000	30,000	23.0%
<b>Total</b>	<b>\$ 14,162,808</b>	<b>\$ 14,089,038</b>	<b>\$ 14,831,557</b>	<b>\$ 15,584,001</b>	<b>5.3%</b>

# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Change</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>(FY07 to</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>FY08)</u>
<b>Fines, Forfeits, and Penalties</b>					
5222 Vehicle for Hire Penalties	2,725	3,121	2,871	3,121	-8.0%
5301 Traffic Fines and Penalties	-	-	-	-	
5305 Housing Code Violations	55,017	66,300	60,000	66,300	-9.5%
5307 Parking Citations	1,094,934	1,100,000	1,100,000	1,100,000	0.0%
5308 Parking Citation Penalties	118,923	100,000	100,000	104,000	0.0%
5309 Security Alarm Fines	609,571	600,000	600,000	600,000	0.0%
5310 Fire Citation Fines	11,510	20,000	11,700	11,700	-41.5%
5311 Fire Citation Penalties	1,190		1,100	1,100	
5315 Zoning Enforcement Fines	29,037		25,000	25,000	
5316 Court Assessment Crime Lab	300		18,000	20,000	
5331 Privilege License Penalties	506,229	460,000	480,000	525,000	4.3%
5335 Animal License Penalties	142,950	110,000	125,000	147,000	13.6%
5337 Animal Citation Penalties	10,835	2,000	11,000	13,000	450.0%
5340 Grading Permit Penalties	457,915	300,000	358,000	465,000	19.3%
5502 Court Costs- Superior	276,154	250,000	262,000	279,000	4.8%
5661 Court Awards- Fair Housing Settlements	6,140	50,000	6,000	6,000	-88.0%
5664 Court Awards- Vice & Narcotics	15,123	15,000	15,000	15,000	0.0%
5699 Animal License Late Fees	85,800		80,000	88,000	
<b>Total</b>	<b>\$ 3,424,353</b>	<b>\$ 3,076,421</b>	<b>\$ 3,255,671</b>	<b>\$ 3,469,221</b>	<b>5.8%</b>
<b>Interlocal Grants and Agreements</b>					
5414 Wireless Communications	1,168,857	1,095,970	1,636,119	1,683,142	49.3%
5442 First Responder	474,557	475,000	489,000	503,670	2.9%
5445 Procurement Services	388,739	514,250	450,000	465,000	-12.5%
5447 Customer Services - 311 Call Center	1,388,459	1,216,493	1,549,428	1,616,346	27.4%
5458 CMGC Occupancy	756,209	631,014	545,000	551,000	-13.6%
5460 Corporate Communications Services	10,767	12,000	10,800	10,900	-10.0%
5461 CMGC Phone Costs- County	753,285	647,016	793,721	799,952	22.7%
<b>Total</b>	<b>\$ 4,940,873</b>	<b>\$ 4,591,743</b>	<b>\$ 5,474,068</b>	<b>\$ 5,630,010</b>	<b>19.2%</b>
<b>Federal and State Shared Revenues</b>					
5470 Federal Grants- Hurricane Katrina Reimbursemt	568,838				
5470 Federal Grants- CRC	147,507	167,861	97,500	97,500	-41.9%
5470 Federal Grants- DOT	243,890				
5471 State Grants- DOT	551,842	1,300,000	1,286,000	1,286,000	-1.1%
5471 State Grants- CRC		78,100	73,445	73,445	-6.0%
5471 State Grants- ED- One NC Fund		534,747			-100.0%
5450 ABC Stores Revenue	1,587,500	1,700,000	1,800,000	1,900,000	5.9%
<b>Total</b>	<b>\$ 3,099,577</b>	<b>\$ 3,780,708</b>	<b>\$ 3,256,945</b>	<b>\$ 3,356,945</b>	<b>-13.9%</b>
<b>General Government</b>					
5245 County Plan Review	881,207	1,429,907	1,670,000	1,736,800	16.8%
5503 Zoning Petition Filing Fees	478,811	353,721	300,000	300,000	-15.2%
5504 Annexation Fees	-	800	800	800	0.0%
5506 Subdivision Services	1,779,131	2,240,575	2,605,938	3,438,176	16.3%
5507 Zoning Admin Fees	20,150		20,000	20,000	
5508 Sale of Maps	33,851	30,000	34,000	35,000	13.3%
5550 Equipment Mgmt Svcs- Fleet	2,046	2,081	1,000	1,000	-51.9%
5551 Procurement Professional Services	53,173	30,000	131,000	156,000	336.7%
5576 Wellness Program	-	-	493,000	502,860	
5596 Tree Planting	152,259	26,000	50,000	50,000	92.3%
5599 Park It! Program Fees	716,738	600,000	720,000	759,400	20.0%
5603 Parking Garage Fees	980,528	1,023,000	1,023,000	1,023,000	0.0%
5688 Parking Fees- Independence Center	383,973	380,460	-	-	-100.0%
5604 Rent Revenue	737,134	735,950	735,950	738,950	0.0%
<b>Total</b>	<b>\$ 6,219,001</b>	<b>\$ 6,852,493</b>	<b>\$ 7,784,688</b>	<b>\$ 8,761,986</b>	<b>13.6%</b>



# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

		<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Percent</u>
		<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
			<u>Budget</u>			<u>(FY07 to</u>
						<u>FY08)</u>
<b>Public Safety</b>						
5478	State Reimb for Services Provided- DOT	\$ 973,537	\$ 754,620	\$ 764,280	\$ 764,280	1.3%
5478	State Reimb for Services Provided- Fire	168,348	168,348	168,348	168,348	0.0%
5513	CMPD- Fingerprint Reports	66,833	60,000	67,000	69,000	11.7%
5514	Underbrush and Debris Removal	203,742	175,000	203,000	209,100	16.0%
5515	Demolition- Clearing	159,231	41,616	43,000	44,000	3.3%
5516	Sale of Animals	225,462	85,700	107,000	111,280	24.9%
5518	Utility Street Cuts	1,543,744	1,600,000	1,600,000	1,700,000	0.0%
5529	Spay/Neuter Fees	104,781	110,000	110,000	110,000	0.0%
5542	Vehicle Towing and Storage	69,385	62,424	70,000	70,000	12.1%
5544	Animal Reclaim Fees	36,678	166,213	167,000	172,010	0.5%
5627	Dead Animal Collection	4,932	5,120	4,960	5,210	-3.1%
<b>Total</b>		<b>\$ 3,556,673</b>	<b>\$ 3,229,041</b>	<b>\$ 3,304,588</b>	<b>\$ 3,423,228</b>	<b>2.3%</b>
<b>Cemeteries</b>						
5530	Sale of Cemetery Lots	144,385	106,500	150,000	153,000	40.8%
5531	Care of Lots	-	7,080	-	-	-100.0%
5532	Grave Digging	280,773	275,463	285,000	290,700	3.5%
5533	Duplicate Deeds and Transfer Fees	450	825	450	459	-45.5%
5534	Monument Foundation	53,238	42,083	55,000	56,100	30.7%
5535	Perpetual Care	13,250	9,100	14,000	14,280	53.8%
<b>Total</b>		<b>\$ 492,096</b>	<b>\$ 441,051</b>	<b>\$ 504,450</b>	<b>\$ 514,539</b>	<b>14.4%</b>
<b>Use of Money and Property</b>						
5608	Interest on Liens	47,980	55,000	50,000	50,000	-9.1%
5609	Grounds Maintenance	-	44,500	44,500	44,500	0.0%
5614	CRC Events	45,244	45,000	45,000	50,000	0.0%
5624	Damage to City-Owned Equipment	229,051	300,000	250,000	300,000	-16.7%
5625	Accident Reimbursement Program	53,927	45,000	50,000	50,000	11.1%
5648	Recovery of Losses	955	7,803	7,803	7,803	0.0%
5643	Telephone Commissions	48,763	35,778	48,000	48,000	34.2%
<b>Total</b>		<b>\$ 425,920</b>	<b>\$ 533,081</b>	<b>\$ 495,303</b>	<b>\$ 550,303</b>	<b>-7.1%</b>
<b>Sale of Salvage and Land</b>						
5622	Sale of Land	78,500	10,000	10,000	10,000	0.0%
5660	Sale of Salvage	87,160	43,697	60,000	60,000	37.3%
5662	Sale of Used Autos	886,034	650,000	890,000	700,000	36.9%
<b>Total</b>		<b>\$ 1,051,694</b>	<b>\$ 703,697</b>	<b>\$ 960,000</b>	<b>\$ 770,000</b>	<b>36.4%</b>
<b>Other</b>						
5000	Miscellaneous Grants and Contributions	-	300,000	300,000	300,000	0.0%
5668	Contrib/Donations- CRC	-	-	80,000	-	-
5668	Contrib/Donations- MUMPO	-	78,000	103,934	103,934	33.2%
5668	Contrib/Donations- Misc	213,848	-	-	-	-
5646	Reimb City Svcs- Manager's Office	33,511	13,362	25,600	26,112	91.6%
5646	Reimb City Svcs- EPM	-	31,218	-	-	-100.0%
5646	Reimb City Svcs- Fire	150,151	-	40,000	40,000	-
5646	Reimb City Svcs- SWS Spec Svcs	35,074	-	35,000	35,000	-
5646	Reimb City Svcs- CMPD	21,850	-	-	-	-
5646	Reimb City Svcs- BSS IT	19,838	-	12,700	12,700	-
5646	Reimb City Svcs- Training	-	5,000	5,000	5,000	0.0%
5646	Reimb City Svcs- Misc	10,900	12,700	6,700	6,700	-47.2%
5669	Other Revenue	618,787	370,857	476,881	773,145	28.6%
<b>Total</b>		<b>\$ 1,103,960</b>	<b>\$ 811,137</b>	<b>\$ 1,085,815</b>	<b>\$ 1,302,591</b>	<b>33.9%</b>
<b>Total Other Revenues</b>		<b>\$ 38,476,955</b>	<b>\$ 38,108,410</b>	<b>\$ 40,953,085</b>	<b>\$ 43,362,824</b>	<b>7.5%</b>

# Summary Schedules

## City of Charlotte General Fund Summary of Revenues

	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Percent</u>	
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	
		<u>Budget</u>			<u>(FY07 to</u>	
					<u>FY08)</u>	
<b>TRANSFERS AND FUND BALANCE</b>						
<b>Transferred Revenues</b>						
5123	Occupancy Taxes- CRVA	\$ 3,045,377	\$ 2,857,024	\$ 3,303,246	\$ 3,421,675	15.6%
5601	Interest on Investments- Debt Svc	3,609,593	3,248,000	5,175,000	5,175,000	59.3%
<b>Total</b>		<b>\$ 6,654,970</b>	<b>\$ 6,105,024</b>	<b>\$ 8,478,246</b>	<b>\$ 8,596,675</b>	<b>38.9%</b>
<b>Intragovernmental Revenues</b>						
5421	Cost Allocation- Storm Water	781,874	731,895	632,324	644,963	-13.6%
5422	Cost Allocation- Water and Sewer	3,257,041	4,545,028	4,726,552	4,821,056	4.0%
5423	Cost Allocation- Aviation	1,451,358	1,393,644	1,342,540	1,369,329	-3.7%
5424	Fire Control Services- Aviation	2,470,134	2,583,216	2,670,803	2,771,374	3.4%
5425	Account Services- Storm Water	395,606	319,359	311,775	324,246	-2.4%
5425	Account Services- Storm Water	1,345,616	1,277,326	1,208,590	1,256,934	-5.4%
5426	Account Services- Utilities	1,414,469	1,084,831	1,033,827	1,075,180	-4.7%
5426	Account Services- Utilities	3,092,566	3,483,683	3,217,675	3,346,382	-7.6%
5427	Cost Allocation- Radio	42,170	43,874	59,363	59,363	35.3%
5428	Cost Allocation- CATS	2,547,648	2,415,095	2,709,808	2,763,970	12.2%
5429	Cost Allocation- Risk Management	304,921	365,206	349,346	356,333	-4.3%
<b>Total</b>		<b>\$ 17,103,403</b>	<b>\$ 18,243,157</b>	<b>\$ 18,262,603</b>	<b>\$ 18,789,129</b>	<b>0.1%</b>
<b>Transfers from Other Funds</b>						
5695	Cemetery Trust	93,922	75,000	85,000	85,000	13.3%
5695	CIP- Project Closeouts	198,545	-	-	-	
5695	Municipal Debt Service- CRVA	35,000	35,000	35,000	35,000	0.0%
5695	Municipal Debt Service- Treasury reimbursemt	12,911	13,143	53,196	54,376	304.7%
5695	Convention Center Tax- Towns' Tourism Subsidy	1,493,972	2,136,380	2,146,527	2,243,120	0.5%
5695	Public Safety Grants Fund	196	-	-	-	
5695	Self Insurance Risk Loss Fund	1,500,000	-	-	-	
<b>Total</b>		<b>\$ 3,334,546</b>	<b>\$ 2,259,523</b>	<b>\$ 2,319,723</b>	<b>\$ 2,417,496</b>	<b>2.7%</b>
<b>Appropriated Fund Balance</b>						
4137	Fund Balance- Assets Forfeiture	-	374,704	-	-	-100.0%
4110	Fund Balance- Cankerworms	-	120,000	-	-	-100.0%
4110	Fund Balance- Wrecker Lawsuit	-	300,000	-	-	-100.0%
4110	Fund Balance- Annexation	-	616,033	-	-	-100.0%
4110	Fund Balance- Other	-	4,289	-	-	-100.0%
<b>Total</b>		<b>\$ -</b>	<b>\$ 1,415,026</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Transfers and Fund Balance</b>		<b>\$ 27,092,919</b>	<b>\$ 28,022,730</b>	<b>\$ 29,060,572</b>	<b>\$ 29,803,300</b>	<b>3.7%</b>
<b>Total General Fund Revenues</b>		<b>\$ 432,602,072</b>	<b>\$ 442,643,125</b>	<b>\$ 466,658,439</b>	<b>\$ 486,061,106</b>	<b>5.4%</b>

# Summary Schedules

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

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08</u>
<b><u>Operating Revenues</u></b>					
Variable Rate Revenues	\$ 129,314,920	\$ 181,711,429	\$ 194,123,633	\$ 207,646,170	6.8%
Fixed Rate Revenues	6,203,758	9,435,192	9,680,371	9,966,249	2.6%
Specific Service and Capacity Charges	18,309,516	25,481,586	32,244,463	33,112,111	26.5%
Industrial Waste Surcharge	1,720,240	3,582,559	3,677,356	3,776,645	2.6%
Other	673,018	638,998	638,998	638,998	0.0%
Interest on Investments	1,839,504	2,268,000	4,410,000	4,410,000	94.4%
<b>Total Revenues</b>	<b>\$ 158,060,956</b>	<b>\$ 223,117,764</b>	<b>\$ 244,774,821</b>	<b>\$ 259,550,173</b>	<b>9.7%</b>
<b>Fund Balance</b>	<b>\$ 35,826,655</b>		<b>\$ 7,963,084</b>		
<b>Total Revenues and Fund Balance</b>	<b>\$ 193,887,611</b>	<b>\$ 223,117,764</b>	<b>\$ 252,737,905</b>	<b>\$ 259,550,173</b>	<b>13.3%</b>
<b><u>Operating Expenditures</u></b>					
Personal Services	\$ 40,373,668	\$ 46,145,767	\$ 47,597,388	\$ 49,609,632	3.1%
Operating Expense	43,426,635	42,059,564	43,555,096	44,827,422	3.6%
Capital Outlay	21,366	-	-	-	0.0%
Non-Departmental	13,091,802	13,915,282	15,538,689	16,588,644	11.7%
Departmental Charges	(9,204,381)	(11,058,370)	(12,482,768)	(12,824,862)	12.9%
<b>Total Operating Expenditures</b>	<b>\$ 87,709,090</b>	<b>\$ 91,062,243</b>	<b>\$ 94,208,405</b>	<b>\$ 98,200,836</b>	<b>3.5%</b>
<b>Debt Service Support</b>	<b>\$ 96,798,521</b>	<b>\$ 106,669,700</b>	<b>\$ 129,679,500</b>	<b>\$ 123,619,300</b>	<b>21.6%</b>
<b>Capital Investment Plan Support</b>	<b>\$ 9,380,000</b>	<b>\$ 7,850,000</b>	<b>\$ 28,850,000</b>	<b>\$ 24,050,000</b>	<b>267.5%</b>
<b>Total Expenditures</b>	<b>\$ 193,887,611</b>	<b>\$ 205,581,943</b>	<b>\$ 252,737,905</b>	<b>\$ 245,870,136</b>	<b>22.9%</b>
<b>Reserved for Future Years</b>		<b>\$ 17,535,821</b>		<b>\$ 13,680,037</b>	<b>-100.0%</b>

# Summary Schedules

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

	FY2006	FY2007	FY2008	FY2009	Change
	Actual	Revised Budget	Budget	Budget	(FY07 to FY08)
<b><u>Operating Revenues</u></b>					
Half-Percent Sales Tax	\$ 65,593,600	\$ 62,666,329	\$ 73,007,317	\$ 77,022,719	16.5%
Maintenance of Effort - Charlotte	18,400,000	18,400,000	18,400,000	18,400,000	0.0%
Maintenance of Effort - Mecklenburg	181,866	181,866	181,866	181,866	0.0%
Maintenance of Effort - Huntersville	17,500	17,500	17,500	17,500	0.0%
Operating Assistance	12,785,457	13,516,366	14,532,931	15,382,337	7.5%
Fares	12,179,467	13,244,365	15,658,884	17,171,904	18.2%
Service Reimbursements	1,560,067	1,152,810	1,580,806	1,628,476	37.1%
Other Miscellaneous Income	276,297	370,000	500,000	500,000	35.1%
Interest on Investments	1,869,639	1,500,000	2,550,000	2,600,000	70.0%
<b>Total Operating Revenues</b>	<b>\$ 112,863,893</b>	<b>\$ 111,049,236</b>	<b>\$ 126,429,304</b>	<b>\$ 132,904,802</b>	<b>13.8%</b>
<b>Other CATS Funds Interest</b>			<b>\$4,953,266</b>	<b>\$6,538,479</b>	
<b>Total Revenues and Other Fund Interest</b>	<b>\$112,863,893</b>	<b>\$111,049,236</b>	<b>\$131,382,570</b>	<b>\$139,443,281</b>	<b>18.3%</b>
<b><u>Operating Expenditures</u></b>					
Administration and Management	\$ 8,441,973	\$ 9,924,320	\$ 10,453,999	\$ 10,836,106	5.3%
Bus Operations Division	57,208,441	60,511,828	66,248,103	70,728,290	9.5%
City Staff Support	2,819,796	3,947,597	3,033,690	3,227,464	-23.2%
Community and Town Circulators	814,061	1,080,628	48,000	48,000	-95.6%
County Human Services Transportation	2,410,840	2,064,618	1,886,033	1,886,033	-8.6%
Customer Service Division	1,523,169	1,955,749	2,023,683	2,080,977	3.5%
Historic Trolley	687,531				
Light Rail Operations	534,320	6,692,246	11,034,157	12,611,139	64.9%
Operations Support Services	1,537,530	2,386,488	5,196,555	5,467,513	117.7%
Special Transportation Services	6,132,389	6,482,816	6,948,473	7,070,054	7.2%
Transit Center Operations	927,378	1,002,150	889,950	931,971	-11.2%
Transit Security	2,169,991	3,765,456	5,056,101	5,425,168	34.3%
Transitway Planning and Design	3,835,738	3,933,187	3,363,580	3,393,554	-14.5%
Vanpool Division	696,492	699,871	686,362	703,215	-1.9%
<b>Sub-total Operating</b>	<b>\$ 89,739,649</b>	<b>\$ 104,446,954</b>	<b>\$ 116,868,686</b>	<b>\$ 124,409,485</b>	<b>11.9%</b>
<b>Transfers to Grant-Eligible Projects in CIP</b>	<b>\$ (9,971,391)</b>	<b>\$ (15,186,131)</b>	<b>\$ (13,194,398)</b>	<b>\$ (13,743,918)</b>	<b>-13.1%</b>
<b>Net Operating</b>	<b>\$ 79,768,258</b>	<b>\$ 89,260,823</b>	<b>\$ 103,674,288</b>	<b>\$ 110,665,567</b>	<b>16.1%</b>
<b>Debt Service Support</b>	<b>\$ 7,339,103</b>	<b>\$ 11,404,575</b>	<b>\$ 10,925,931</b>	<b>\$ 11,218,754</b>	<b>-4.2%</b>
<b>Capital Program Support</b>	<b>\$ 25,756,532</b>	<b>\$ 10,383,838</b>	<b>\$ 16,782,351</b>	<b>\$ 17,558,961</b>	<b>61.6%</b>
<b>Total Expenditures</b>	<b>\$ 112,863,893</b>	<b>\$ 111,049,236</b>	<b>\$ 131,382,570</b>	<b>\$ 139,443,282</b>	<b>18.3%</b>

# Summary Schedules

## City of Charlotte Aviation Operating Funds Summary of Revenues and Expenditures

	FY2006 <u>Actual</u>	FY2007 Revised <u>Budget</u>	FY2008 <u>Budget</u>	FY2009 <u>Budget</u>	Percent Change (FY07 to <u>FY08</u> )
<b><u>Operating Revenues</u></b>					
Concessions	\$ 26,583,769	\$ 26,119,327	\$ 30,400,000	\$ 31,000,000	16.39%
Parking	26,887,275	23,840,000	33,100,000	34,500,000	38.84%
Terminal	25,020,326	22,592,461	26,755,000	28,035,000	18.42%
Airfield Usage	11,566,207	11,775,000	10,500,000	10,500,000	-10.83%
Cargo Area and Ground Rents	19,285,192	23,871,161	24,350,000	28,165,000	2.01%
Other	3,763,565	9,376,903	9,946,124	12,739,637	6.07%
Interest on Investments	2,444,187	2,085,400	2,250,000	2,250,000	7.89%
<b>Total Operating Revenues</b>	<b>\$ 115,550,521</b>	<b>\$ 119,660,252</b>	<b>\$ 137,301,124</b>	<b>\$ 147,189,637</b>	<b>14.74%</b>
<b>PFC Fund</b>	<b>\$ 38,995,936</b>	<b>\$ 16,400,388</b>	<b>\$ 24,929,130</b>	<b>\$ 26,728,560</b>	<b>52.00%</b>
<b>Total Revenues</b>	<b>\$ 154,546,457</b>	<b>\$ 136,060,640</b>	<b>\$ 162,230,254</b>	<b>\$ 173,918,197</b>	<b>19.23%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 300,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 154,546,457</b>	<b>\$ 136,360,641</b>	<b>\$ 162,230,254</b>	<b>\$ 173,918,197</b>	<b>18.97%</b>
<b><u>Operating Expenditures</u></b>					
Airport Operations	15,565,845	18,547,369	20,115,779	21,014,948	8.46%
Airport Capital Project Planning, Design and Construction	25,090,187	27,770,380	29,719,501	34,774,407	7.02%
Airport Maintenance	24,886,020	27,795,063	31,323,305	33,273,844	12.69%
<b>Total Operating</b>	<b>\$ 65,542,052</b>	<b>\$ 74,112,812</b>	<b>\$ 81,158,586</b>	<b>\$ 89,063,199</b>	<b>9.51%</b>
Discretionary and Debt Support	73,552,632	62,247,829	81,071,668	84,854,998	30.24%
<b>Total Expenditures</b>	<b>\$ 139,094,684</b>	<b>\$ 136,360,641</b>	<b>\$ 162,230,254</b>	<b>\$ 173,918,197</b>	<b>18.97%</b>
<b>Reserved for Future Years</b>	<b>\$ 15,451,773</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>	

# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Revenues-Operating</u></b>					
Impervious Fee- City	\$ 5,676,563	\$ 5,676,563	\$ 5,676,563	\$ 5,676,563	0.0%
Impervious Fee- Other	28,948,623	28,401,377	31,427,863	34,347,719	10.7%
Interest on Investments	520,148	350,000	585,000	585,000	67.1%
Other- Miscellaneous	1,969				
<b>Total Revenues</b>	<b>\$ 35,147,303</b>	<b>\$ 34,427,940</b>	<b>\$ 37,689,426</b>	<b>\$ 40,609,282</b>	<b>9.5%</b>
<b>Fund Balance</b>		<b>\$ 3,198,724</b>	<b>\$ 2,251,621</b>	<b>\$ 1,457,141</b>	<b>-29.6%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 35,147,303</b>	<b>\$ 37,626,664</b>	<b>\$ 39,941,047</b>	<b>\$ 42,066,423</b>	<b>6.2%</b>
<b><u>Expenditures</u></b>					
Operating Budget	\$ 12,644,623	\$13,944,664	\$ 12,593,297	\$ 12,445,923	-9.7%
Transfer to Storm Water- Capital Project Fund	11,800,000	14,000,000	17,000,000	18,000,000	21.4%
Transfer to Storm Water- Debt Service Fund	6,653,736	9,682,000	10,347,750	11,620,500	6.9%
<b>Total Expenditures</b>	<b>\$ 31,098,359</b>	<b>\$ 37,626,664</b>	<b>\$ 39,941,047</b>	<b>\$ 42,066,423</b>	<b>6.2%</b>
<b>Reserved for Future Years</b>	<b>\$ 4,048,944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Summary Schedules

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

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Operating Revenues</u></b>					
Contribution from Water and Sewer Operating Fund	\$ 96,798,521	\$ 106,669,700	\$ 125,269,500	\$ 119,209,300	17.4%
Interest on Investments	1,144,052	824,000	893,000	893,000	8.4%
Proceeds from Sale of Bonds	-	1,100,000	101,000	1,701,000	-90.8%
Proceeds from Refunding	-	400,000,000	-	309,440,000	-100.0%
Premium from Sale of Bonds	98,719				
Interest Transferred from Other Funds					
Water and Sewer Operating	2,696,387	2,268,000	4,410,000	4,410,000	94.4%
CIP and Other	1,055,024	532,000	1,035,000	1,035,000	94.5%
<b>Total Revenues</b>	<b>\$ 101,792,703</b>	<b>\$ 511,393,700</b>	<b>\$ 131,708,500</b>	<b>\$ 436,688,300</b>	<b>-74.2%</b>
<b>Fund Balance</b>	<b>107,137</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Revenues and Fund Balance</b>	<b>\$ 101,899,840</b>	<b>\$ 511,393,700</b>	<b>\$ 131,708,500</b>	<b>\$ 436,688,300</b>	<b>-74.2%</b>
<b><u>Operating Expenditures</u></b>					
Bond Retirement	\$ 41,877,428	\$ 42,668,100	\$ 49,588,700	\$ 49,832,800	16.2%
Interest on Bonds	43,283,177	48,757,700	56,075,300	53,856,400	15.0%
Bank Charges	1,733,959	1,445,700	1,534,500	1,772,000	6.1%
Cost of Issuance	44,803	1,100,000	101,000	1,701,000	-90.8%
Refunding Bond Escrow Agent	-	400,000,000	-	309,440,000	-100.0%
Equipment Lease-Purchase Principal	7,457,615	8,668,800	10,995,200	11,871,100	26.8%
Equipment Lease-Purchase Interest	6,116,958	7,409,200	12,121,200	6,965,800	63.6%
Small Town Debt Service Principal	905,000	895,000	875,000	865,000	-2.2%
Small Town Debt Service Interest	480,900	449,200	417,600	384,200	-7.0%
<b>Total Expenditures</b>	<b>\$ 101,899,840</b>	<b>\$ 511,393,700</b>	<b>\$ 131,708,500</b>	<b>\$ 436,688,300</b>	<b>-74.2%</b>
<b>Reserved for Future Years</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Expenditures and Reserves</b>	<b>\$ 101,899,840</b>	<b>\$ 511,393,700</b>	<b>\$ 131,708,500</b>	<b>\$ 436,688,300</b>	

# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b>Revenues</b>					
Property Tax	\$ 31,604,765	\$ 49,208,581	\$ 51,677,160	\$ 53,311,714	5.02%
Property Tax- Synthetic TIF Property Appreciation			13,694	213,929	
Sales Tax	10,554,612	10,568,960	12,860,000	13,567,000	21.68%
Interest on Investments	2,810,911	2,856,000	5,023,000	5,393,000	75.88%
Interest Transferred from Other Funds					
General	3,765,144	3,248,000	5,175,000	5,175,000	59.33%
Other	971,051	588,000	861,000	714,000	46.43%
Contribution from Other Funds					
General Fund-Equip and CMGC	17,997,086	11,040,934	14,425,100	16,312,280	30.65%
General Fund-Public Safety Communications		1,530,747	2,003,600	2,031,680	30.89%
Powell Bill Fund	291,013	587,360	782,700	1,041,200	33.26%
County Share - CMGC and Park and Rec L/P	1,179,140	1,167,200	1,115,700	1,031,600	-4.41%
Proceeds from Sale of Debt	1,720	1,982,000	630,000	1,130,000	-68.21%
Proceeds from Refundings	-	99,537,000	-	100,000,000	-100.00%
Premium on Sale of Debt	134,617	-	-	-	
Other	756,940	860,327	592,000	604,000	-31.19%
<b>Total Revenues</b>	<b>\$ 70,066,999</b>	<b>\$ 183,175,109</b>	<b>\$ 95,158,954</b>	<b>\$ 200,525,403</b>	<b>-48.05%</b>
<b>Expenditures</b>					
Bonds -					
Principal	\$ 23,692,572	\$ 23,877,000	\$ 28,182,600	\$ 27,584,500	18.03%
Interest	16,703,400	18,251,400	20,120,900	23,424,200	10.24%
Debt Issue Expense	166,108	1,982,000	630,000	1,130,000	-68.21%
Payment to Refunded Bond Escrow Agent	-	99,537,000	-	100,000,000	-100.00%
Lease Purchase Agreements -					
Principal	16,232,198	13,903,000	18,819,600	18,879,500	35.36%
Interest	4,765,803	4,480,000	7,084,000	8,556,300	58.13%
Bond Anticipation Note Interest	-	2,153,000	4,108,000	4,320,000	90.80%
Bank Charges and Other	441,958	595,000	595,000	595,000	0.00%
Contribution to -					
General Fund	3,522,911	557,407	88,196	89,376	-84.18%
Transit Debt Service Fund	80,422	66,000	38,000	10,000	-42.42%
Cultural Arts Facilities Operating Fund	-	-	-	132,983	
Synthetic TIF External Agreements	-	-	12,325	59,553	100.00%
<b>Total Expenditures</b>	<b>\$ 65,605,372</b>	<b>\$ 165,401,807</b>	<b>\$ 79,678,621</b>	<b>\$ 184,781,412</b>	<b>-51.83%</b>
<b>Reserved for Future Years</b>	<b>4,461,627</b>	<b>17,773,302</b>	<b>15,480,333</b>	<b>15,743,991</b>	<b>-12.90%</b>



# Summary Schedules

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

	FY2006 <u>Actual</u>	FY2007 <u>Revised Budget</u>	FY2008 <u>Budget</u>	FY2009 <u>Budget</u>	Percent Change (FY07 to <u>FY08</u> )
<b><u>Operating Revenues</u></b>					
Contribution from Aviation Operating & PFC Fund	\$ 35,471,666	\$ 36,947,829	\$ 44,756,970	\$ 48,957,365	21.1%
Contribution from Airlines	9,440,416	7,530,250	7,530,250	7,530,250	0.0%
Proceeds from Sale of Debt	-	-	650,000	650,000	0.0%
Interest on Investments	\$ 23,164,287	1,148,490	2,247,490	4,972,640	95.7%
Transfer from Capital Project Fund	9,454,345	8,840,000	6,025,000	-	-31.8%
<b>Total Revenues</b>	<b>\$ 77,530,714</b>	<b>\$ 54,466,569</b>	<b>\$ 61,209,710</b>	<b>\$ 62,110,255</b>	<b>12.4%</b>
<b>Fund Balance</b>	<b>\$ 2,934,497</b>	<b>\$ -</b>	<b>\$ 593,690</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 80,465,211</b>	<b>\$ 54,466,569</b>	<b>\$ 61,803,400</b>	<b>\$ 62,110,255</b>	<b>13.5%</b>
<b><u>Operating Expenditures</u></b>					
Bond Retirement	\$ 20,732,101	\$ 21,258,610	\$ 19,213,450	\$ 15,643,600	-9.6%
Interest on Bonds	30,772,032	29,608,260	32,477,770	37,717,690	9.7%
Fees	821,741	886,210	960,000	1,055,000	8.3%
Transfers to Operating Fund	1,072,467	1,030,850	1,839,340	2,247,490	78.4%
Cost of Bond Sale	-	-	650,000	650,000	0.0%
<b>Total Expenditures</b>	<b>\$ 53,398,341</b>	<b>\$ 52,783,930</b>	<b>\$ 55,140,560</b>	<b>\$ 57,313,780</b>	<b>4.5%</b>
<b>Reserved for Future Years</b>	<b>\$ 3,863,593</b>	<b>\$ 1,682,639</b>	<b>\$ 6,662,840</b>	<b>\$ 4,796,475</b>	<b>296.0%</b>

# Summary Schedules

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

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Revenues</u></b>					
Contribution from Convention Center Tax Fund	\$ 15,914,967	\$ 16,196,200	\$ 19,226,200	\$ 21,224,100	18.7%
Interest on Investments	106,852	-	-	-	-
Proceeds from Sale of COPS	-	22,759,000	-	-	-100.0%
<b>Total Revenues</b>	<b>\$ 16,021,819</b>	<b>\$ 38,955,200</b>	<b>\$ 19,226,200</b>	<b>\$ 21,224,100</b>	<b>-50.6%</b>
<b><u>Expenditures</u></b>					
Bond Retirement	\$ 4,099,686	\$ 4,153,000	\$ 7,025,400	\$ 7,483,300	69.2%
Interest on Bonds	11,766,896	11,922,200	12,079,800	13,619,800	1.3%
Payment to Refunding Escrow Agent	-	22,469,819	-	-	-100.0%
Cost of COPS Sale	-	289,181	-	-	-100.0%
Other	106,831	121,000	121,000	121,000	0.0%
<b>Total Expenditures</b>	<b>\$ 15,973,413</b>	<b>\$ 38,955,200</b>	<b>\$ 19,226,200</b>	<b>\$ 21,224,100</b>	<b>-50.6%</b>
<b>Reserved for Future Years</b>	<b>\$ 48,406</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Summary Schedules

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

	<b>FY2006 Actual</b>	<b>FY2007 Revised Budget</b>	<b>FY2008 Budget</b>	<b>FY2009 Budget</b>	<b>Percent Change (FY07 to FY08)</b>
<b>Revenues</b>					
Contribution from Storm Water Operating	\$ 7,099,872	\$ 9,682,000	\$ 10,347,750	\$ 11,120,500	6.9%
Proceeds from Sale of Bonds	-	600,000	-	500,000	-100.0%
Interest on Investments	113,372	156	-	-	-100.0%
<b>Total Revenues</b>	<b>\$ 7,213,244</b>	<b>\$ 10,282,156</b>	<b>\$ 10,347,750</b>	<b>\$ 11,620,500</b>	<b>0.6%</b>
<b>Expenditures</b>					
Bond Retirement	\$ 2,110,172	\$ 3,251,200	\$ 3,425,000	\$ 4,343,000	5.3%
Interest on Bonds	5,076,415	6,391,000	6,894,000	6,743,000	7.9%
Cost of Sale	-	600,000	-	500,000	-100.0%
Fees	22,840	39,800	28,750	34,500	-27.8%
<b>Total Expenditures</b>	<b>\$ 7,209,427</b>	<b>\$ 10,282,000</b>	<b>\$ 10,347,750</b>	<b>\$ 11,620,500</b>	<b>0.6%</b>
<b>Reserved for Future Years</b>	<b>\$ 3,817</b>	<b>\$ 156</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>

# Summary Schedules

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

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Operating Revenues</u></b>					
Transfers from Other Funds					
CATS Operating	\$ 7,339,103	\$11,404,575	\$10,925,931	\$11,218,754	-4.20%
Municipal Debt Svc Fund	80,422	66,000	37,400	10,000	-43.33%
Federal Formula Grant	8,215,078	6,213,046	6,218,017	6,248,930	0.08%
State Match for Federal Formula		776,631	777,252	781,116	0.08%
CATS Capital (FFGA)		18,000,000			-100.00%
Sale of Debt					
Proceeds from Sale of Debt	647,448				
Premium on Sale of Debt	680,297				
Interest on Investments	2,875				
<b>Total Revenues</b>	<b>\$16,965,223</b>	<b>\$36,460,252</b>	<b>\$17,958,600</b>	<b>\$18,258,800</b>	<b>-50.74%</b>
<b><u>Operating Expenditures</u></b>					
Debt Retirement	\$ 5,384,829	\$23,775,322	\$ 6,010,000	\$ 6,337,000	-74.72%
Interest on Debt	9,275,908	12,384,930	11,648,600	11,621,800	-5.95%
Cost of Sale	1,360,154				
Fees	276,168	300,000	300,000	300,000	0.00%
<b>Total Expenditures</b>	<b>\$16,297,059</b>	<b>\$36,460,252</b>	<b>\$17,958,600</b>	<b>\$18,258,800</b>	<b>-50.74%</b>
<b>Reserved for Future Years</b>	<b>\$ 668,164</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Summary Schedules

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

	FY2006	FY2007	FY2008	FY2009	Percent
<u>Revenues</u>	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
Contribution from Other Funds:					
Tourism Operating Fund	\$ 40,000	\$ 7,577,330	\$ 8,098,100	\$ 8,093,500	6.9%
Tourism Capital Project Fund	9,000,000	-	-	-	
Contribution from CRVA	2,487,482	2,443,270	2,421,900	2,377,100	-0.9%
Debt Proceeds	5,866,000	-	-	-	
Interest on Investments	248,716	25,000	585,000	585,000	2240.0%
Other	-	-	-	-	
<b>Total Revenues</b>	<b>\$ 17,642,198</b>	<b>\$ 10,045,600</b>	<b>\$ 11,105,000</b>	<b>\$ 11,055,600</b>	<b>10.5%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 17,642,198</b>	<b>\$ 11,445,600</b>	<b>\$ 11,105,000</b>	<b>\$ 11,055,600</b>	<b>-3.0%</b>
<u>Expenditures</u>					
Debt Retirement	\$ 2,180,000	\$ 2,180,000	\$ 2,180,000	\$ 2,180,000	0.0%
Interest on Debt	9,034,681	8,839,000	8,800,000	8,750,600	-0.4%
Bank Charges and Other	185,517	426,600	125,000	125,000	-70.7%
<b>Total Expenditures</b>	<b>\$ 11,400,198</b>	<b>\$ 11,445,600</b>	<b>\$ 11,105,000</b>	<b>\$ 11,055,600</b>	<b>-3.0%</b>
<b>Reserved for Future Years</b>	<b>\$ 6,242,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Summary Schedules

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

	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>Percent</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
		<u>Budget</u>			<u>(FY07 to</u>
					<u>FY08)</u>
<b><u>Revenues</u></b>					
Hall of Fame Tax Fund	\$ -	\$ 10,000	\$ 1,198,926	\$ 5,244,384	337.4%
Debt Proceeds	-	500,000	-	-	
Proceeds from Refunding	-	-	-	102,500,000	100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 510,000</b>	<b>\$ 1,198,926</b>	<b>\$ 107,744,384</b>	<b>8886.7%</b>
<b><u>Expenditures</u></b>					
Debt Retirement	\$ -	\$ -	\$ -	\$ -	
Interest on Debt	-	-	1,178,926	5,219,384	342.7%
Cost of Sale	-	500,000	-	500,000	100.0%
Payment to Escrow Refunding Agent	-	-	-	102,000,000	100.0%
Bank Charges and Other	-	10,000	20,000	25,000	25.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 510,000</b>	<b>\$ 1,198,926</b>	<b>\$ 107,744,384</b>	<b>8886.7%</b>

# Summary Schedules

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

	FY2006	FY2007	FY2008	FY2009	Percent
<u>Revenues</u>	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
Cultural Facilities Operating Fund	\$ -	\$ 70,000	\$ 1,576,000	\$ 5,424,000	2151.4%
Debt Proceeds	-	500,000	-	-	-100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 570,000</b>	<b>\$ 1,576,000</b>	<b>\$ 5,424,000</b>	<b>176.5%</b>
<b><u>Expenditures</u></b>					
Debt Retirement	\$ -	\$ -	\$ -	\$ -	
Interest on Debt	-	70,000	1,212,000	5,060,000	1631.4%
Cost of Sale	-	500,000	-	-	-100.0%
Bank Charges and Other	-	-	364,000	364,000	100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 570,000</b>	<b>\$ 1,576,000</b>	<b>\$ 5,424,000</b>	<b>176.5%</b>

# Summary Schedules

## City of Charlotte

### Powell Bill Fund

#### Summary of Revenues and Expenditures

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Revenues - Operating</u></b>					
State Gas Tax Refund	\$ 18,205,385	\$ 18,600,000	\$ 18,440,000	\$ 18,624,000	-0.9%
Transfer from General Fund		4,261,000	4,261,000	4,261,000	0.0%
Interest on Investments	608,124	500,000	585,000	585,000	17.0%
Street Degradation Fee			292,292	584,584	
Other	180,640				
<b>Total Revenues</b>	<b>\$ 18,994,149</b>	<b>\$ 23,361,000</b>	<b>\$ 23,578,292</b>	<b>\$ 24,054,584</b>	<b>0.9%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 1,023,326</b>	<b>\$ 1,142,908</b>	<b>\$ 1,142,908</b>	<b>11.7%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 18,994,149</b>	<b>\$ 24,384,326</b>	<b>\$ 24,721,200</b>	<b>\$ 25,197,492</b>	<b>1.4%</b>
<b><u>Expenditures - Operating</u></b>					
Contracted Resurfacing	\$ 5,197,531	\$ 10,189,225	\$ 12,710,426	\$ 12,363,774	24.7%
Repairs by City Forces	7,670,786	7,663,262	7,820,645	7,955,484	2.1%
Equipment Rent/Purchase	1,399,304	1,188,957	1,114,553	1,104,147	-6.3%
Street Drainage Maintenance	(3,595)	160,860	160,860	160,860	0.0%
Traffic Control Improvements	469,972	523,786	523,786	523,786	0.0%
Snow Removal	115,781	100,000	100,000	100,000	0.0%
Physical Inventory of Streets	7,268	12,000	12,000	12,000	0.0%
Pavement Management System	0	200,000	0	200,000	-100.0%
Non-System Residential Streets	0	50,000	50,000	50,000	0.0%
Wheel Chair Ramps	150,000	150,000	150,000	150,000	0.0%
Annexation	1,435,893	2,421,602	159,000	399,000	-93.4%
Storm Water Program Fees	1,137,274	1,137,274	1,137,274	1,137,274	0.0%
Storm Related Costs					
Contribution to Debt Service - Equipment Lease Purchase	291,013	587,360	782,656	1,041,167	33.2%
<b>Total Expenditures</b>	<b>\$ 17,871,228</b>	<b>\$ 24,384,326</b>	<b>\$ 24,721,200</b>	<b>\$ 25,197,492</b>	<b>1.4%</b>
<b>Reserved for Future Years</b>	<b>\$ 1,122,921</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Operating Revenues</u></b>					
<b><u>Federal Grants:</u></b>					
Workforce Investment Act (WIA) Adult	1,615,766	1,400,674	1,000,000	1,000,000	-28.6%
WIA Administration	357,543	406,799	396,093	396,093	-2.6%
WIA Youth	1,816,343	1,289,086	1,218,481	1,218,481	-5.5%
WIA Dislocated Worker	1,997,461	1,480,335	1,235,067	1,248,393	-16.6%
WIA Incentive	474,030	830,535	-	40,000	-100.0%
WIA Katrina	223,460	115,000	-	-	
Housing Opportunities for People with Aids (HOPWA) Program	435,700	597,000	626,000	626,000	4.9%
Emergency Shelter Program	204,783	203,832	205,907	205,907	1.0%
Villages of Hope Haven	156,886	125,384	-	-	-100.0%
Weed and Seed	56,039	225,000	200,000	200,000	-11.1%
Economic Development Initiative	99,200	-	-	-	
Lead Based Paint Grant	823,956	2,999,944	-	-	-100.0%
Section 108 Loan- West Blvd Shopping Center	228,728	349,580	-	-	-100.0%
Lead Based Paint Outreach Grant	35,393	-	-	-	
Sisters of Mercy Grant	188,235	754,301	-	-	-100.0%
Elite Academy Able Grant	(5,474)	-	-	-	
<b>Total Federal Grants</b>	<b>\$ 8,708,049</b>	<b>\$ 10,777,470</b>	<b>\$ 4,881,548</b>	<b>\$ 4,934,874</b>	<b>-54.7%</b>
<b><u>State Grants:</u></b>					
NC Employment & Training Urgent Repair Grant	65,102	75,000	75,000	75,000	0.0%
<b>Total State Grants</b>	<b>\$ 65,102</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>0.0%</b>
<b>Total Revenues</b>	<b>\$ 8,773,151</b>	<b>\$ 10,852,470</b>	<b>\$ 4,956,548</b>	<b>\$ 5,009,874</b>	<b>-54.3%</b>
<b><u>Operating Expenditures</u></b>					
Dislocated Worker Contract	1,997,461	1,480,335	1,235,067	1,248,393	-16.6%
Education & Training Courses	2,313,256	2,346,209	1,000,000	1,040,000	-57.4%
Summer & Year Round Youth Program	1,816,343	1,289,086	1,218,481	1,218,481	-5.5%
Contribution to Workforce Development Board & Subgrantee Administration	357,543	406,799	396,093	396,093	-2.6%
Housing Opportunities for People with Aids (HOPWA) Program	435,700	597,000	626,000	626,000	4.9%
Emergency Shelter Program	204,783	203,832	205,907	205,907	1.0%
Villages of Hope Haven	156,886	125,384	-	-	-100.0%
Weed and Seed	56,039	225,000	200,000	200,000	-11.1%
Economic Development Initiative	99,200	-	-	-	
Lead Based Paint Grant	823,956	2,999,944	-	-	-100.0%
Section 108 Loan- West Blvd Shopping Center	228,728	349,580	-	-	-100.0%
Lead Based Paint Outreach Grant	35,393	-	-	-	
Sisters of Mercy Grant	188,235	754,301	-	-	-100.0%
Elite Academy Able Grant	(5,474)	-	-	-	
Urgent Repair Grant	65,102	75,000	75,000	75,000	0.0%
<b>Total Expenditures</b>	<b>\$ 8,773,151</b>	<b>\$ 10,852,470</b>	<b>\$ 4,956,548</b>	<b>\$ 5,009,874</b>	<b>-54.3%</b>

# Summary Schedules

## City of Charlotte Workforce Investment Act Fund (6346) Summary of Revenues and Expenditures

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Operating Revenues</u></b>					
<b><u>Federal Grants:</u></b>					
Workforce Investment Act (WIA) Adult	1,615,766	1,400,674	1,000,000	1,000,000	-29%
WIA Administration	357,543	406,799	396,093	396,093	-3%
WIA Youth	1,816,343	1,289,086	1,218,481	1,218,481	-5%
WIA Dislocated Worker	1,997,461	1,480,335	1,235,067	1,248,393	-17%
WIA Incentive	474,030	830,535	-	40,000	-100%
WIA Katrina	223,460	115,000	-	-	-100%
<b>Total Federal Grants</b>	<b>\$ 6,484,605</b>	<b>\$ 5,522,429</b>	<b>\$ 3,849,641</b>	<b>\$ 3,902,967</b>	<b>-30%</b>
<b><u>State Grants:</u></b>					
NC Employment & Training	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 6,484,605</b>	<b>\$ 5,522,429</b>	<b>\$ 3,849,641</b>	<b>\$ 3,902,967</b>	<b>-30%</b>
<b><u>Operating Expenditures</u></b>					
Dislocated Worker Contract	1,997,461	1,480,335	1,235,067	1,248,393	-17%
Education & Training Courses	2,313,256	2,346,209	1,000,000	1,040,000	-57%
Summer & Year Round Youth Program	1,816,343	1,289,086	1,218,481	1,218,481	-5%
Contribution to Workforce Development Board & Subgrantee Administration	357,543	406,799	396,093	396,093	-3%
<b>Total Expenditures</b>	<b>\$ 6,484,604</b>	<b>\$ 5,522,429</b>	<b>\$ 3,849,641</b>	<b>\$ 3,902,967</b>	<b>-30%</b>

# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Operating Revenues</u></b>					
<b><u>Federal Grants:</u></b>					
Housing Opportunities for People with Aids (HOPWA) Program	435,700	597,000	626,000	626,000	5%
Emergency Shelter Program	204,783	203,832	205,907	205,907	1%
Villages of Hope Haven	156,886	125,384	-	-	-100%
Weed and Seed	56,039	225,000	200,000	200,000	-11%
Economic Development Initiative	99,200	-	-	-	0%
Lead Based Paint Grant	823,956	2,999,944	-	-	-100%
Section 108 Loan- West Blvd Shopping Center	228,728	349,580	-	-	-100%
Lead Based Paint Outreach Grant	35,393	-	-	-	0%
Sisters of Mercy Grant	188,235	754,301	-	-	-100%
Elite Academy Able Grant	(5,474)	-	-	-	0%
<b>Total Federal Grants</b>	<b>2,223,446</b>	<b>5,255,041</b>	<b>1,031,907</b>	<b>1,031,907</b>	<b>-80%</b>
<b><u>State Grants:</u></b>					
Urgent Repair Grant	65,102	75,000	75,000	75,000	0%
<b>Total Revenues</b>	<b>2,288,549</b>	<b>5,330,041</b>	<b>1,106,907</b>	<b>1,106,907</b>	<b>-79%</b>
<b><u>Operating Expenditures</u></b>					
Housing Opportunities for People with Aids (HOPWA) Program	435,700	597,000	626,000	626,000	5%
Emergency Shelter Program	204,783	203,832	205,907	205,907	1%
Villages of Hope Haven	156,886	125,384	-	-	-100%
Weed and Seed	56,039	225,000	200,000	200,000	-11%
Economic Development Initiative	99,200	-	-	-	0%
Lead Based Paint Grant	823,956	2,999,944	-	-	-100%
Section 108 Loan- West Blvd Shopping Center	228,728	349,580	-	-	-100%
Lead Based Paint Outreach Grant	35,393	-	-	-	0%
Sisters of Mercy Grant	188,235	754,301	-	-	-100%
Elite Academy Able Grant	(5,474)	-	-	-	0%
<b>Total Federal Grants</b>	<b>2,223,446</b>	<b>5,255,041</b>	<b>1,031,907</b>	<b>1,031,907</b>	<b>-80%</b>
<b><u>State Grants:</u></b>					
Urgent Repair Grant	65,102	75,000	75,000	75,000	0%
<b>Total Expenditures</b>	<b>2,288,549</b>	<b>5,330,041</b>	<b>1,106,907</b>	<b>1,106,907</b>	<b>-79%</b>

# Summary Schedules

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

	FY2006 <u>Actual</u>	FY2007 <u>Revised Budget</u>	FY2008 <u>Budget</u>	FY2009 <u>Budget</u>	Percent Change (FY07 to <u>FY08</u> )
<b><u>Operating Revenues</u></b>					
<b>Taxes</b>					
Occupancy	\$ 10,733,558	\$ 10,631,153	\$ 12,178,400	\$ 12,665,500	14.6%
Prepared Food	17,490,917	17,602,732	19,289,500	20,157,500	9.6%
<b>Total Taxes</b>	<b>\$ 28,224,475</b>	<b>\$ 28,233,885</b>	<b>\$ 31,467,900</b>	<b>\$ 32,823,000</b>	<b>11.5%</b>
Participation Agreement	2,610,000	-	-	-	
Interest on Investments	1,146,588	1,064,000	1,845,000	1,530,000	73.4%
<b>Total Revenues</b>	<b>\$ 31,981,063</b>	<b>\$ 29,297,885</b>	<b>\$ 33,312,900</b>	<b>\$ 34,353,000</b>	<b>13.7%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 1,499,778</b>	<b>\$ 4,294,500</b>	<b>\$ 4,058,900</b>	<b>186.3%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 31,981,063</b>	<b>\$ 30,797,663</b>	<b>\$ 37,607,400</b>	<b>\$ 38,411,900</b>	<b>22.1%</b>
<b><u>Operating Expenditures</u></b>					
Promotion and Marketing	\$ 3,659,130	\$ 4,235,083	\$ 5,120,200	\$ 5,123,500	20.9%
Business Development	1,500,000	1,545,000	1,591,400	1,639,100	3.0%
Administration	6,560	75,000	75,000	75,000	0.0%
Hotel Parking Management Contract	2,610,000	2,610,000	2,610,000	2,610,000	0.0%
Contribution to Coliseum Authority					
Convention Center Operating Deficit	3,003,223	3,500,000	3,542,000	3,375,000	1.2%
Capital Projects	750,000	500,000	3,296,000	2,122,000	559.2%
Mecklenburg Towns' General Tourism Subsidy	1,493,972	2,136,380	2,146,600	2,243,200	0.5%
Transfers to Other Funds:					
Convention Center Debt Service	15,914,967	16,196,200	19,226,200	21,224,100	18.7%
<b>Total Expenditures</b>	<b>\$ 28,937,852</b>	<b>\$ 30,797,663</b>	<b>\$ 37,607,400</b>	<b>\$ 38,411,900</b>	<b>22.1%</b>
<b>Reserved for Future Years</b>	<b>\$ 3,043,211</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Summary Schedules

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

Active Public Safety Grants March 2007	Funding Sources						Available for expenditure as of 3-31-07
	Federal	State	Private Contributions	Fund Balance	Assets Forfeiture	Total Funding	
<b>Grant Program Area</b>							
Emergency Management	\$326,416	\$98,817	\$158,161	\$245,257		\$828,651	\$252,607
Forensics and Analysis	393,180	128,601	214,832		16,854	753,467	290,454
Gang Related Initiatives	837,754	50,000				887,754	527,742
Homeland Security	7,129,835	17,145		1,088		7,148,068	884,119
Technology	439,135				13,911	453,046	89,575
Urban Area Security Initiatives	17,837,671					17,837,671	8,570,984
Youth Initiatives	104,445	47,764	39,000		7,629	198,838	85,548
HITS Liaison	20,000					20,000	7,895
Assets Forfeiture Initiatives				350,000	2,619,330	2,969,330	806,370
International Relations					15,250	15,250	475
Traffic Safety	54,900				54,900	109,800	28,349
Uniforms and Equipment	1,646,067		30,000	59,247		1,735,314	693,053
Data Analysis	182,693				3,500	186,193	10,092
Donations for Various Programs			166,100	2,000		168,100	73,423
Domestic Violence			81,440			81,440	52,980
Volunteer Initiatives	281,348				16,100	297,448	60,910
Recruitment	6,350					6,350	1,833
Federal JAG Allocation to Sheriff	422,413					422,413	229,429
Police Overtime	712,979			616,124	15,000	1,344,103	207,440
Arson Investigations/Education			2,500	33,120		35,620	0
Medical Reponse	707,792	270,000				977,792	389,464
Reserve for Future Grant Receipts				182,583		182,583	182,526
<b>Total Program Funding</b>	<b>\$31,102,978</b>	<b>\$612,327</b>	<b>\$692,034</b>	<b>\$1,489,418</b>	<b>\$2,762,474</b>	<b>\$36,659,230</b>	<b>\$13,445,270</b>
<b>Grants Projected for FY08</b>							
Police Federal Reimbursements	\$120,500						\$ 120,500
Homeland Security	600,000						600,000
Urban Area Security Initiatives	9,000,000						9,000,000
Medical Response	225,000						225,000
Emergency Management		127,000					127,000
Assets Forfeiture Attorney					102,000		102,000
Miscellaneous Grants to be determined	219,500						219,500
<b>Total Grants Projected for FY08</b>	<b>\$10,165,000</b>	<b>\$127,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$10,394,000</b>
<b>Grants Projected for FY09</b>							
Police Federal Reimbursements	\$120,500						\$120,500
Emergency Management		127,000					127,000
<b>Total Grants Projected for FY09</b>	<b>\$120,500</b>	<b>\$127,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$247,500</b>

# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Operating Revenues</u></b>					
Wireless Fee (State Reimbursement)	\$ 953,304	\$ 800,000	\$ 800,000	\$ 800,000	0.0%
Wired Fee	4,104,415	4,000,000	4,000,000	4,000,000	0.0%
Interest on Investments	87,691	50,000	45,000	45,000	-10.0%
<b>Total Revenues</b>	<b>\$ 5,145,410</b>	<b>\$ 4,850,000</b>	<b>\$ 4,845,000</b>	<b>\$ 4,845,000</b>	<b>-0.1%</b>
<b>Fund Balance</b>	<b>\$ 1,575,337</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total Revenues and Fund Balance</b>	<b>\$ 6,720,747</b>	<b>\$ 4,850,000</b>	<b>\$ 4,845,000</b>	<b>\$ 4,845,000</b>	<b>-0.1%</b>
<b><u>Operating Expenditures</u></b>					
Police 911 Services	\$ 4,170,368	\$ 2,708,580	\$ 2,326,984	\$ 2,427,491	-14.1%
Fire 911 Services	1,886,807	1,584,698	1,686,732	1,727,087	6.4%
Payment to Mecklenburg County	663,573	506,722	786,284	645,422	55.2%
<b>Total Expenditures</b>	<b>\$ 6,720,747</b>	<b>\$ 4,800,000</b>	<b>\$ 4,800,000</b>	<b>\$ 4,800,000</b>	<b>0.0%</b>
<b>Reserved for Future Years</b>	<b>\$ (0)</b>	<b>\$ 50,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>-10.0%</b>

Note:

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

FY02	3.1586%	FY06	3.8676%
FY03	8.9416%	FY07	12.6680%
FY04	39.9429%	FY08	19.6571%
FY05	9.4608%	FY09	16.13556%

# Summary Schedules

## City of Charlotte SafeLight Fund

### Summary of Revenues and Expenditures

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Revenues - Operating</u></b>					
Traffic Fines and Penalties	\$ 1,299,731	\$ 1,450,000	\$ -	\$ -	-100.0%
Interest on Investments	69,008	50,000	-	-	-100.0%
Other	54,651				
<b>Total Revenues</b>	<b>\$ 1,423,391</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b><u>Expenditures - Operating</u></b>					
Administration (City)	\$ 110,593	\$ 150,000	\$ -	\$ -	-100.0%
Contractual Services	545,234	894,812	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 655,827</b>	<b>\$ 1,044,812</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Reserved for Future Years</b>	<b>\$ 767,564</b>	<b>\$ 455,188</b>	<b>\$ -</b>	<b>\$ -</b>	

Note:

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

The SafeLight program has been suspended. No revenues or expenditures are projected for FY08 and FY09

# Summary Schedules

## City of Charlotte SafeSpeed Fund

### Summary of Revenues and Expenditures

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Revenues - Operating</u></b>					
Traffic Fines and Penalties	\$ 1,479,718	\$ 2,740,755	\$ -	\$ -	-100.0%
Interest on Investments	9,683		-	-	
<b>Total Revenues</b>	<b>\$ 1,489,401</b>	<b>\$ 2,740,755</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Revenues and Fund Balance</b>	<b>\$ 1,489,401</b>	<b>\$ 2,740,755</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b><u>Expenditures - Operating</u></b>					
Administration (City)	\$ 87,057	\$ 87,000	\$ -	\$ -	-100.0%
Estimated Revenue to CMS	70,278	803,790	-	-	-100.0%
Contractual Services	1,037,948	1,849,965	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,195,284</b>	<b>\$ 2,740,755</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Reserved for Future Years</b>	<b>\$ 294,117</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

#### Notes

- 1) Significant revenue increase in FY2007 reflects installation of two cameras in each van resulting in greater number of citations written.
- 2) The SafeSpeed program has been suspended. No revenues or expenditures are projected for FY08 and FY09



# Summary Schedules

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

	<b>FY2006 <u>Actual</u></b>	<b>FY2007 Revised <u>Budget</u></b>	<b>FY2008 <u>Budget</u></b>	<b>FY2009 <u>Budget</u></b>	<b>Percent Change (FY07 to <u>FY08</u>)</b>
<b><u>Operating Revenues</u></b>					
Property Taxes	\$ 2,110,376	\$ 2,020,637	\$ 2,088,637	\$ 2,174,385	3.4%
Interest on Investments	(115)	-	-	-	
<b>Total Revenues</b>	<b>\$ 2,110,261</b>	<b>\$ 2,020,637</b>	<b>\$ 2,088,637</b>	<b>\$ 2,174,385</b>	<b>3.4%</b>
<b><u>Operating Expenditures</u></b>					
Contractual Services	\$ 2,031,875	\$ 1,949,897	\$ 2,041,736	\$ 2,125,859	4.7%
City Services	47,570	44,580	46,901	48,526	5.2%
<b>Total Expenditures</b>	<b>\$ 2,079,445</b>	<b>\$ 1,994,477</b>	<b>\$ 2,088,637</b>	<b>\$ 2,174,385</b>	<b>4.7%</b>
<b>Reserved for Future Years</b>	<b>\$ 30,816</b>	<b>\$ 26,160</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>

# Summary Schedules

## City of Charlotte Risk Management Fund Summary of Revenues and Expenditures

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Revised</u> <u>Budget</u>	<u>FY2008</u> <u>Budget</u>	<u>FY2009</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Revenues</u></b>					
City of Charlotte - General Fund	\$ 746,001	\$ 759,454	\$ 837,901	\$ 870,860	10.3%
City of Charlotte - Other Funds	471,953	537,956	596,470	619,442	10.9%
Mecklenburg County	472,331	536,887	554,342	579,297	3.3%
Board of Education	377,865	429,509	443,473	463,437	3.3%
Other Agencies	40,000	40,000	40,000	40,000	0.0%
Interest on Investments	4,504	-	-	-	-
Other	265	-	-	-	-
<b>Total Revenues</b>	<b>\$ 2,112,919</b>	<b>\$ 2,303,806</b>	<b>\$ 2,472,186</b>	<b>\$ 2,573,036</b>	<b>7.3%</b>
<b>Transfer from Reserve Fund</b>	<b>\$ -</b>	<b>\$ 82,495</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100.0%</b>
<b>Total Revenues and Reserve Funds</b>	<b>\$ 2,112,919</b>	<b>\$ 2,386,301</b>	<b>\$ 2,472,186</b>	<b>\$ 2,573,036</b>	<b>3.6%</b>
<b><u>Expenditures</u></b>					
Operating Budget	\$ 2,106,069	\$ 2,386,301	\$ 2,472,186	\$ 2,573,036	3.6%
<b>Total Expenditures</b>	<b>\$ 2,106,069</b>	<b>\$ 2,386,301</b>	<b>\$ 2,472,186</b>	<b>\$ 2,573,036</b>	<b>3.6%</b>
<b>Reserved for Future Years</b>	<b>\$ 6,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# Summary Schedules

## City of Charlotte Tourism Operating Fund Summary of Revenues and Expenditures

	FY2006	FY2007	FY2008	FY2009	Percent
	<u>Actual</u>	<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u> <u>(FY07 to</u> <u>FY08)</u>
<b><u>Revenues</u></b>					
Occupancy Tax	\$ 4,549,040	\$ 4,508,574	\$ 4,825,300	\$ 5,020,800	7.0%
Rental Car Tax	2,251,172	2,149,300	2,694,600	2,775,450	25.4%
Parking Fees	27,590	400,000	500,000	500,000	25.0%
Interest on Investments	870,068	700,000	1,485,000	1,485,000	112.1%
Rents	1,450,355	1,135,000	999,800	1,014,540	-11.9%
Other	21,727	-	-	-	
<b>Total Revenues</b>	<b>\$ 9,169,952</b>	<b>\$ 8,892,874</b>	<b>\$ 10,504,700</b>	<b>\$ 10,795,790</b>	<b>18.1%</b>
<b><u>Operating Expenditures</u></b>					
Contractual Services	\$ 95,786	\$ 150,000	\$ 150,000	\$ 150,000	0.0%
Contribution to Tourism Capital Project Fund	371,770	250,000	257,500	265,225	3.0%
Contribution to Tourism Debt Service Fund	40,000	7,577,330	8,098,100	8,093,500	6.9%
<b>Total Expenditures</b>	<b>\$507,556</b>	<b>\$7,977,330</b>	<b>\$8,505,600</b>	<b>\$8,508,725</b>	<b>6.6%</b>
<b>Reserved for Future Years</b>	<b>\$ 8,662,396</b>	<b>\$ 915,544</b>	<b>\$ 1,999,100</b>	<b>\$ 2,287,065</b>	<b>118.4%</b>

# Summary Schedules

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

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Revenues</u></b>					
Occupancy Tax	\$ 1,359,011	\$ 6,733,034	\$ 8,123,000	\$ 8,447,900	20.6%
Interest on Investments	518	140,000	293,075	301,198	109.3%
Loan Proceeds		2,000,000	3,000,000		50.0%
Other					
<b>Total Revenues</b>	<b>\$ 1,359,529</b>	<b>\$ 8,873,034</b>	<b>\$ 11,416,075</b>	<b>\$ 8,749,098</b>	<b>28.7%</b>
<b><u>Operating Expenditures</u></b>					
Transfer to Component Unit		\$ 2,000,000	\$ 3,000,000	\$ -	50.0%
Transfer to Debt Service Fund		10,000	1,198,926	5,244,384	11889.3%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 2,010,000</b>	<b>\$ 4,198,926</b>	<b>\$ 5,244,384</b>	<b>108.9%</b>
<b>Reserved for Future Years</b>	<b>\$ 1,359,529</b>	<b>\$ 6,863,034</b>	<b>\$ 7,217,149</b>	<b>\$ 3,504,714</b>	<b>5.2%</b>

# Summary Schedules

## City of Charlotte Cultural Facilities Operating Fund Summary of Revenues and Expenditures

	<u>FY2006 Actual</u>	<u>FY2007 Revised Budget</u>	<u>FY2008 Budget</u>	<u>FY2009 Budget</u>	<u>Percent Change (FY07 to FY08)</u>
<b><u>Revenues</u></b>					
Transfers from:					
PAYGO- Vehicle Rental Tax	\$ -	\$ 2,826,000	\$ 5,269,171	\$ 5,427,494	86.5%
Transfers for Synthetic TIF Agreements					
General Fund	-	-	-	665,740	
Municipal Debt Service Fund	-	-	-	132,983	
Pay As You Go Fund	-	-	-	27,257	
Interest on Investments	-	-	214,000	385,000	100.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 2,826,000</b>	<b>\$ 5,483,171</b>	<b>\$ 6,638,474</b>	<b>94.0%</b>
<b><u>Operating Expenditures</u></b>					
Synthetic TIF Agreements	\$ -	\$ -	\$ -	\$ 825,980	
Transfers to:					
Cultural Facilities Debt Service Fund	-	70,000	1,576,000	5,424,000	2151.4%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 1,576,000</b>	<b>\$ 6,249,980</b>	<b>2151.4%</b>
<b>Reserved for Future Years</b>	-	2,756,000	3,907,171	388,494	100.0%

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## **INDEX OF ACRONYMS USED IN THE FY2008-FY2012 CAPITAL INVESTMENT PLAN**

<u><b>Acronym</b></u>	<u><b>Definition</b></u>
ADA	Americans with Disabilities Act
CATS	Charlotte Area Transit System
CIP	Capital Investment Plan
CD	Community Development
CDBG	Community Development Block Grant
CMDC	Charlotte-Mecklenburg Development Corporation
DOT	Department of Transportation
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GO	General Obligation (bonds)
HOME	Home Ownership Made Easy (Fed. Housing grant)
HVAC	Heating Ventilation and Air Condition
ILS	Instrument Landing System
MGD	Million of Gallons per Day
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transit Commission
NCDOT	North Carolina Department of Transportation
OSHA	Occupational Safety and Health Act
STS	Special Transportation Service
TBA	To Be Authorized
UDAG	Urban Development Action Grant
W/S	Water and Sewer

# Executive Summary

## FY2008-2012 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

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

### HIGHLIGHTS OF THE FY08-12 CIP

The five-year FY08-12 CIP totals \$3,156,197,583, a 13.6% increase from the FY2007-2011 CIP. This increase is due to a \$530.5 million increase in Water and Sewer, partially offset by a decrease of \$160.3 million in CATS.

#### City Council Change to the Preliminary CIP

City Council designated \$3.4 million scheduled for Additional Craighead Land purchase as Unprogrammed Capital Funding. This was the only change made to the capital program.

#### General Government

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

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

- Debt capacity: 7.37¢ of the property tax rate, no change from the current year
- Pay-As-You-Go: 1.51¢ of the property tax rate, no change from current year
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$591.4 million. Funding highlights of the program are as follows:

- Neighborhoods
  - \$75.1 million for housing programs
  - \$68.7 million for neighborhood improvements
  - \$43.3 million for sidewalks
  - \$25.2 million for the affordable housing
  - \$15.0 million for area plan improvements
- Transportation
  - \$36.5 million for Fred D. Alexander (NC27 to NC16)
  - \$23.0 million for Statesville Road Widening (Starita to Keith)
  - \$23.0 million for Farm-to-Market Roads
  - \$21.3 million for Rea Road upgrade (Colony Road to NC51)
  - \$13.0 million for Traffic Flow Enhancements (coordinated signals)
  - \$13.0 million for Beatties Ford Road widening (Capps Hill Mine to Sunset)



# Executive Summary

## FY2008-2012 Capital Investment Plan

- **Economic Development**

- \$6.1 million for community ED strategy (street improvements)
- \$2.0 million for business grants
- \$2.0 million for smart growth land acquisition
- \$458,426 for synthetic tax increment financing (property taxes)

- **Facility Investments**

- \$23.5 million for building and roof maintenance
- \$11.2 million for two annexation fire stations
- \$10.3 million for public safety digital communications upgrade
- \$8.5 million for technology investments
- \$6.1 million to relocate light equipment maintenance from Central Yard to Craighead Road
- \$4.2 million for construction of the Arboretum Fire Station

### **Storm Water**

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. The program totals \$153.2 million and is fully financed through storm water fees. Major projects include:

- \$79.7 million for flood control projects in neighborhood water basins
- \$27.2 million for storm water channel restoration
- \$26.7 million for storm water repairs
- \$8.1 million for storm water stream restoration

### **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 \$694.1 million and is fully financed through the one half-cent sales tax and federal and state capital grants.

Major projects include:

- \$498.9 million for future transitway planning and construction
- \$61.8 million for bus replacement and expansion
- \$28.9 million for a multimodal station
- \$20.1 million for park and ride lots

### **Water and Sewer**

This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. The program totals \$1.1 billion and is fully financed from water and sewer fees. Major projects include:

- \$197.0 million for a new wastewater treatment plant along Long Creek
- \$118.0 million for northeast water transmission main
- \$90.3 million for Sugar Creek wastewater treatment plant expansion
- \$86.0 million for McAlpine and Briar Creek relief sewers

### **Aviation**

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$630.2 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants. Major projects include:

- \$207.1 million for the Third Parallel Runway
- \$56.4 million for Concourse E improvements
- \$55.9 million for Master Plan land acquisition and the Noise Compatibility Plan
- \$50.5 million for new parking facilities

# Executive Summary

## FY2008-2012 Capital Investment Plan

### CAPITAL INVESTMENT PLAN: STRATEGIES AND POLICIES

#### Collaborative Capital Planning

The FY08-12 Capital Investment Plan was developed within the City's Corporate Scorecard objectives which include the following:

- develop collaborative solutions
- invest in infrastructure
- maintain the AAA credit rating

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

Initial planning for the CIP began in Fall 2006 with a review of the Capital Investment Plan process. During January 2007, the CIP Mid-Year Status Report was completed and presented to City Council. Key Businesses completed and submitted CIP requests. Internal meetings were then held to develop capital program recommendations.

#### Capital Investment Plan Program Policies

Improving the quality of life of its citizens is the City of Charlotte's mission and the foundation of the Capital Investment Plan. The Plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the Capital Investment Plan benefits all segments of the community and supports all roles of municipal government. The Plan is developed in a collaborative manner and is based on Smart Growth principles.

#### City Council's policies for developing and implementing the Capital Investment Plan

1. **Evaluate capital projects requests according to the following priorities:**
  - 1st priority: Maintenance and/or retrofitting of existing infrastructure
  - 2nd priority: Replacement of existing infrastructure
  - 3rd priority: Expansion of existing infrastructure
  - 4th priority: New infrastructure
2. Develop and implement a capital program based on **Smart Growth principles:**
  - Maintain land use planning
  - Sustain effective land use decisions
  - Strengthen neighborhoods
  - Build a competitive economic edge
  - Design for livability
  - Safeguard the environment
  - Expand transportation choices
  - Use public investment as a catalyst
3. **Preserve the existing tax base**, a fundamental principle for City capital investment decision-making
4. **Affirm neighborhoods** as a foundation of the community and emphasize a reinvestment program for all neighborhoods
5. **Form partnerships** with citizens and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities
6. Serve as a **platform for economic development** through the funding of priority projects in targeted investment areas
7. Provide a **balanced capital plan** which funds the highest priority community needs in a variety of program areas
8. **Anticipate infrastructure and facility needs** resulting from future changes in the City's boundaries and density that are consistent with Council's development and growth policies
9. Comply with applicable **federal and state mandates**

# Executive Summary

## FY2008-2012 Capital Investment Plan

### Capital Investment Plan Financial Policies

1. **General government debt policies:**
  - Diversify revenue sources dedicated to capital formation and debt service
  - Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
    - Pay-As-You-Go
    - Grants
    - Debt
  - Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
  - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g., percent of outstanding debt to assessed value)
2. **Maintain revenues dedicated to the capital plan in the Municipal Debt Service Fund:**
  - Allocation of the property tax rate
  - Investment (interest) income
  - Sales Tax authorized in January 1987
  - Other miscellaneous revenues including ABC profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt cost for the Charlotte-Mecklenburg Government Center
3. **Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs**
  - The ratio of debt service fund balance to actual annual debt service costs will approximate 50%.
4. **Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects**
5. **Dedicate asset sales to the Capital Investment Plan**
  - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds.
6. **Maintain the General Government fund balance at 16% of the operating budget**
  - Funding in excess of 16% of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council.
7. **Maintain the Enterprise Funds' capital plans on a self-sustaining basis**
  - Water and Sewer, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges.
  - The Water/Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents.
  - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit.

# Executive Summary

## FY2008-2012 Capital Investment Plan

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

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

#### Existing General Government Bond Status

- The voters approved \$130.6 million in bonds in November 2004. Of this, \$13.8 million in Neighborhood Improvement, \$15.0 million in Housing, and \$87,750,000 in Street Bonds have been appropriated. Remaining bonds for appropriation are \$14,050,000 in Street Bonds, which are scheduled for appropriation in the FY08-12 CIP.
- The voters approved \$120.2 million in bonds in November 2006. \$31.5 million was appropriated on January 8, 2007. Remaining bonds for appropriation include: \$18.7 million in Neighborhood Improvement, \$5.0 million in Housing, and \$64.5 million in Street Bonds. These bonds are scheduled for appropriation in the FY08-12 CIP.
- The FY08-12 CIP also includes \$28.9 million in authorized Certificates of Participation (COPs) for public safety digital communications system, annexation fire stations, Arboretum Fire Station, Northeast Equipment Maintenance Facility, and the Police Metro Station.

#### New General Government Bond Status

- The FY08-12 CIP includes \$308.1 million in additional debt capacity. \$292.4 million is scheduled in two bond referenda over the next five years:
  - \$158.8 million in 2008
  - \$133.6 million in 2010

The remaining \$15.7 million in debt capacity is unprogrammed and reserved for FY08 or later priority projects.

A summary of the bond referenda projects follows on the next page.

# Executive Summary

## FY2008-2012 Capital Investment Plan

### FY08-12 Capital Investment Plan Bond Funding

<u>Housing and Neighborhood Development</u>	<u>2008 Bond Plan</u>	<u>2010 Bond Plan</u>
- Neighborhood Improvements	\$25.0	\$25.0
- Affordable Housing	10.0	10.0
- Area Plan Projects	5.0	5.0
- Traffic Calming Program	1.5	3.0
- Pedestrian and Traffic Safety Program		2.0
- Sidewalk Construction Program	15.0	15.0
<b>Total</b>	<b>\$56.5</b>	<b>\$60.0</b>
<u>Transportation</u>		
- Bridge Program	2.0	2.0
- Farm-to-Market Road Improvement Program	4.0	4.0
- Community House Road Improvements	5.0	
- Oakdale Road Improvements		5.5
- Robinson Church Road Improvements		2.5
- Future Project Planning and Design (moved to Pay-As-You-Go)	0.0	0.0
- Minor Roadway Improvement Program	1.5	1.5
- Public-Private Participation Program	3.0	3.0
- Railroad Grade Crossing and Safety Programs	0.5	
- Thoroughfare and Street Projects:		
- Auten Road Extension (Chesapeake to Plumstead)		5.0
- Beatties Ford Rd Widening (Capps Hill Mine to Sunset)		13.0
- Brevard/Caldwell (funded with prior bonds and PAYG)	0.0	
- Fred D. Alexander Boulevard (NC27 to NC16)	16.5	
- Idlewild Road (Piney Grove to Valley Grove)		6.0
- Statesville Road Widening (Starita to Keith)	23.0	
- Rea Road Improvements (Colony Road to NC51)	21.3	
- State Highway Participation Program	3.0	3.0
- Street Connectivity Program	4.0	4.0
- Traffic Control Devices Upgrade Program	3.0	3.0
- Traffic Flow Enhancement (coordinated signals)	5.0	5.0
- Bicycle Program	1.0	2.0
- City Center Transportation Implementation	5.0	4.0
- Centers and Corridors: Access Improvements	2.5	8.0
<b>Total</b>	<b>\$100.3</b>	<b>\$71.5</b>
<u>Economic Development</u>		
Community ED Strategy Implementation (street projects)	2.0	2.1
<b>Total</b>	<b>\$2.0</b>	<b>\$2.1</b>
<u>To Be Determined</u>		
Priority Projects	15.7	
<b>Total</b>	<b>\$15.7</b>	
<b>Total Program</b>	<b>\$174.5</b>	<b>\$133.6</b>

# Executive Summary

## FY2008-2012 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.

FY08 Pay-As-You-Go and current revenues increased by \$20.7 million (57.5% increase) compared with FY07 revenues. The reasons for this increase are inclusion of a full year of revenues from the Vehicle Rental Tax of \$7.2 million, Capital Reserve funding of \$14.5 million, and Capital Fund Balance of \$800,000.

Below is a summary of the FY08 Pay-As-You-Go revenues:

- \$10.6 million from PAYG Property Tax
- \$23.1 million from Auto and Sales Taxes
- \$0.5 million from interest income
- \$7.2 million from Vehicle Rental Tax
- \$14.5 million from Capital Reserve
- \$0.8 million from General Capital Fund Balance

The Pay-As-You-Go Fund property tax rate is recommended to remain at 1.51¢.

Major projects funded by Pay-As-You-Go in FY08:

- \$18.4 million for the City's Maintenance of Effort Contribution to the Metropolitan Transit Commission (MTC)
- \$7.2 million for cultural facilities, county and towns' portion of the vehicle rental tax, and for road planning, design, and right-of-way purchase
- \$6.1 million to relocate the light equipment facility from Central Yard to Craighead Road
- \$4.7 million for Innovative Housing programs
- \$4.5 million for Brevard-Caldwell (matched with \$5.5 million in prior street bonds for a total cost of \$10.0 million)
- \$3.4 million for unprogrammed capital projects
- \$1.2 million in supplemental funding for the Arboretum Fire Station
- \$0.9 million for Police Metro Station land

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

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>Revised FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>PAY-AS-YOU-GO SUMMARY</b>							
<b>Pay-As-You-Go Revenues</b>							
Property Tax	\$ 10,028,577	\$ 10,587,856	\$ 10,922,735	\$ 11,125,997	\$ 11,353,314	\$ 11,630,310	\$ 55,620,212
Property Tax - Synthetic TIF		2,807	43,849	114,752	168,453	179,501	509,362
PAYG Fund - Interest Income	168,000	450,000	450,000	450,000	450,000	450,000	2,250,000
Sales Tax	10,625,635	11,318,000	11,657,540	12,007,266	12,367,484	12,738,508	60,088,798
Auto Tax	11,550,866	11,781,883	12,017,521	12,257,871	12,503,029	12,753,090	61,313,394
Vehicle Rental Tax *	3,843,000	7,222,000	7,439,000	7,662,000	7,892,000	8,128,760	38,343,760
Capital Reserve		14,500,000					14,500,000
Capital Fund Balance		800,000					800,000
Sale of Land (portion of Central Yard)					2,000,000		2,000,000
Sale of Land (Brevard Interchange)						10,000,000	10,000,000
<b>TOTAL REVENUES</b>	<b>\$ 36,216,078</b>	<b>\$ 56,662,546</b>	<b>\$ 42,530,645</b>	<b>\$ 43,617,886</b>	<b>\$ 46,734,280</b>	<b>\$ 55,880,169</b>	<b>\$ 245,425,526</b>
<b>EXPENDITURES</b>							
Contribution to MTC (MOE) **	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 18,400,000	\$ 92,000,000
<u>Vehicle Rental Tax Projects:</u>							
- Contribution to Cultural Facilities	2,826,000	5,269,171	5,427,494	5,590,195	5,758,003	5,930,743	27,975,607
- County/Towns Share	248,000	635,536	654,632	674,256	694,496	715,331	3,374,251
- Road Planning/Design/ROW	790,000	1,317,293	1,356,874	1,397,549	1,439,501	1,482,686	6,993,903
Synthetic TIF Projects		2,526	39,464	103,277	151,608	161,551	458,426
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Innovative Housing	4,580,858	4,701,783	4,826,337	4,949,920	5,076,593	5,206,453	24,761,086
HOME Grant Match	642,251	639,404	639,404	639,404	639,404	639,404	3,197,020
In Rem Remedy	500,000	550,000	550,000	550,000	550,000	550,000	2,750,000
Brevard-Caldwell		4,500,000					4,500,000
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	2,750,000
Future Transportation Projects						10,000,000	10,000,000
Business Grant Program	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Environmental Services Program	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Building Maintenance	3,100,000	3,200,000	3,300,000	3,400,000	3,500,000	3,600,000	17,000,000
Roof Replacement Program	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	6,500,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Maintenance	500,000	550,000	600,000	650,000	700,000	750,000	3,250,000
Government Center Re-Caulking					2,000,000		2,000,000
Fire Station Renovations	250,000	250,000	450,000	550,000	650,000	750,000	2,650,000
Arboretum Fire Station		1,208,000					1,208,000
Police Metro Station Land		900,000					900,000
Relocate Light Equip. Facility		6,100,000					6,100,000
Unprogrammed Capital Funding		3,400,000					3,400,000
Landscape and Median Renovation		250,000	250,000	250,000	250,000	250,000	1,250,000
Technology Investments	500,000	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Ovens/Cricket Maintenance	530,450	546,364	562,755	579,637	597,026	614,937	2,900,719
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,917,559</b>	<b>\$ 56,570,077</b>	<b>\$ 41,806,960</b>	<b>\$ 43,084,238</b>	<b>\$ 45,856,631</b>	<b>\$ 54,601,105</b>	<b>\$ 241,919,012</b>

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

\*\* Maintenance of Effort (MOE)

# Executive Summary

## FY2008-2012 Capital Investment Plan

### FY2008-2012 Public Art Eligible Projects

<u>Project Title</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>FY08-12 Public Art Eligible Projects</b>						
Neighborhood Improvements - Streetscape	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Area Plan Projects		2,500,000	2,500,000	2,500,000	5,000,000	12,500,000
Pedestrian and Traffic Safety	1,000,000	1,000,000		1,000,000	1,000,000	4,000,000
Community ED Strategy (street improvements)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Business Grant Program - Facades	200,000	200,000	200,000	200,000	200,000	1,000,000
Centers and Corridors: Roadway Access		2,500,000		4,000,000	4,000,000	10,500,000
Annexation Fire Stations		1,100,000	4,500,000	1,100,000	4,500,000	11,200,000
Arboretum Fire Station	4,208,000					4,208,000
Police Metro Station	2,800,000					2,800,000
Northeast Equipment Maintenance Facility	2,500,000					2,500,000
Relocate Light Equipment Facility	6,100,000					6,100,000
<b>TOTAL</b>	<b>\$ 19,058,000</b>	<b>\$ 9,550,000</b>	<b>\$ 9,450,000</b>	<b>\$ 11,050,000</b>	<b>\$ 16,950,000</b>	<b>\$ 66,058,000</b>

<b>FY08-12 General Art Allocations</b>						
Neighborhood Improvements - Streetscape	12,500	12,500	12,500	12,500	12,500	62,500
Area Plan Projects		25,000	25,000	25,000	50,000	125,000
Pedestrian and Traffic Safety	10,000	10,000		10,000	10,000	40,000
Community ED Strategy (street improvements)	10,000	10,000	10,000	10,000	10,000	50,000
Business Grant Program - Facades	2,000	2,000	2,000	2,000	2,000	10,000
Centers and Corridors: Roadway Access		25,000		40,000	40,000	105,000
Annexation Fire Stations		6,600	27,000	6,600	27,000	67,200
Arboretum Fire Station	25,248					25,248
Police Metro Station	16,800					16,800
Northeast Equipment Maintenance Facility	15,000					15,000
Relocate Light Equipment Facility	36,600					36,600
<b>TOTAL</b>	<b>\$ 128,148</b>	<b>\$ 91,100</b>	<b>\$ 76,500</b>	<b>\$ 106,100</b>	<b>\$ 151,500</b>	<b>\$ 553,348</b>

#### REVENUES

2006 Street Bonds	20,000	45,000				65,000
Street Bonds - To Be Authorized		25,000	35,000	85,000	110,000	255,000
2006 Neighborhood Bonds	12,500	12,500				25,000
Neighborhood Improvement Bonds -To Be Authorized			12,500	12,500	12,500	37,500
Pay-As-You-Go Funding	2,000	2,000	2,000	2,000	2,000	10,000
Capital Reserve	49,248					49,248
Certificates of Participation - Annexation Fire Stations		6,600	27,000	6,600	27,000	67,200
Certificates of Participation - Arboretum Fire Station	18,000					18,000
Certificates of Participation - Police Metro Station	11,400					11,400
Certificates of Participation - Northeast Equipment Maintenance	15,000					15,000
<b>TOTAL</b>	<b>\$ 128,148</b>	<b>\$ 91,100</b>	<b>\$ 76,500</b>	<b>\$ 106,100</b>	<b>\$ 151,500</b>	<b>\$553,348</b>

#### FY08-12 Aviation and Water and Sewer Estimated Art Allocations

Water and Sewer Estimated Public Art Program	\$ 9,000					\$9,000
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Aviation public art funding is calculated at year-end and included in the wind-up ordinance. Aviation public art funding in FY07 was \$362,295.



# Executive Summary

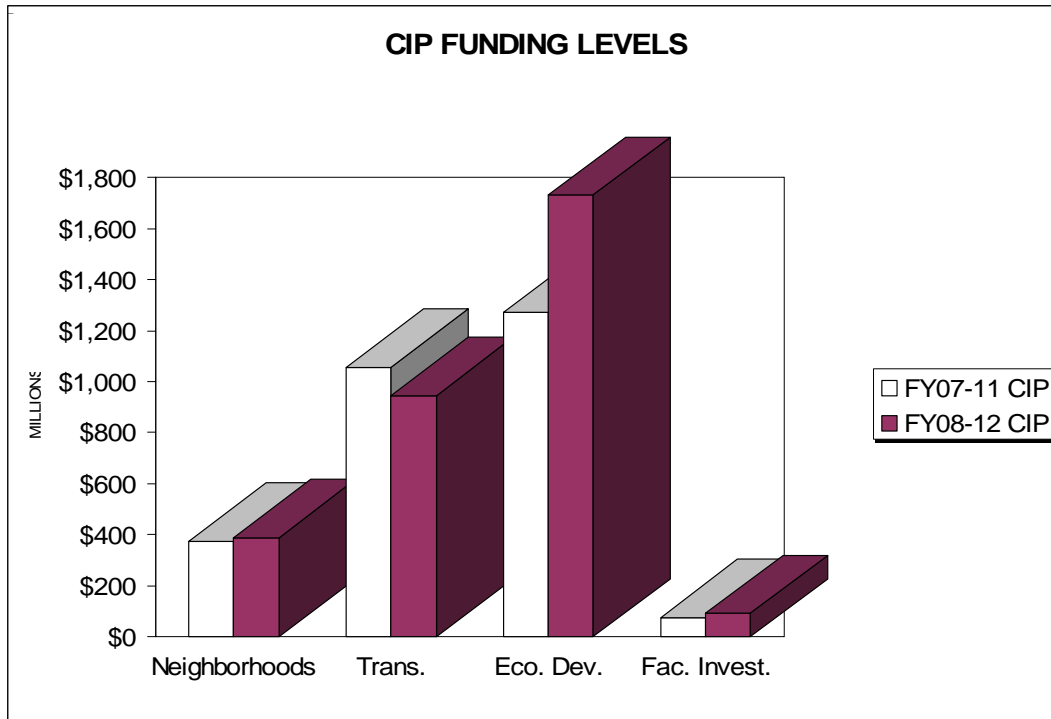
## FY2008-2012 Capital Investment Plan

### CAPITAL INVESTMENT PLAN OVERVIEW

The FY08-12 Capital Investment Plan (CIP) represents a 13.6% increase compared to the FY07-12 CIP.

Program funding level changes:

- **Housing and Neighborhood Development:** funding is increasing by \$12.6 million, or 3.4%. The increase includes full scheduling of the 2010 bond projects in Neighborhoods and an \$8.6 million increase in Housing due to higher grant and program income estimates. These increases are partially offset by a decrease in Storm Water of \$12.6 million, or -1.7%.
- **Transportation:** funding is decreasing by \$110.4 million, or -10.4%. This change includes a \$160.4 million decrease, or -18.8%, in CATS due to completed funding of the south corridor and reduced funding for future corridors. The decrease is partially offset by a \$50.0 million increase, or 24.8%, in Roads due to inclusion of Rea Road in FY09 and future road projects in FY12.
- **Economic Development:** funding is increasing by \$459.2 million, or 36.1%. The increase includes Water and Sewer increases of \$530.5 million, or 95.3%, for a new wastewater treatment plan and main extensions. This increase is partially offset by a \$33.3 million decrease in Aviation and a \$38.0 million decrease in general Economic Development programs.
- **Facility Investments:** funding is increasing by \$16.4 million, or 21.7%. This increase includes relocation of light equipment (\$6.1 million), purchase of land along Craighead Road (\$3.4 million), and other facility costs.

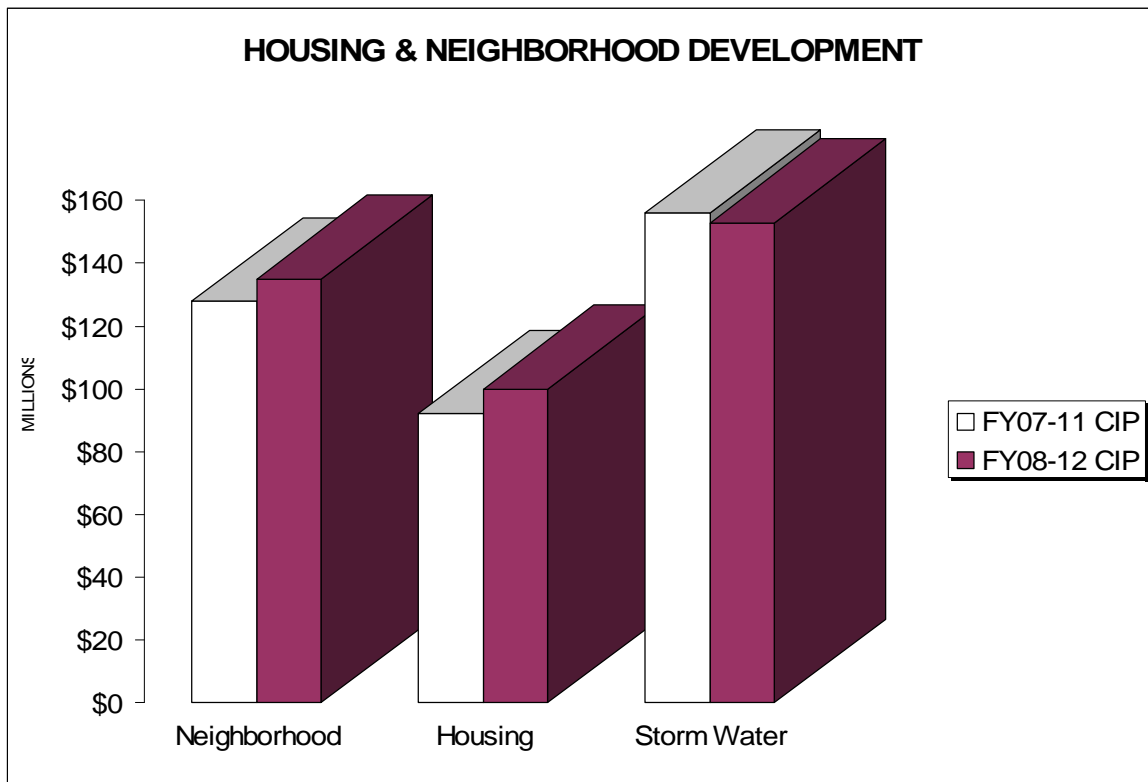


# Executive Summary

## FY2008-2012 Capital Investment Plan

### Housing and Neighborhood Development

- The Neighborhood Improvement Program increases \$6.7 million, or 5.2%, due to full scheduling of bonds to be authorized and appropriated in the five-year program, including Neighborhood Improvement Bonds and Street Bonds (area plans, traffic calming, pedestrian and traffic safety, and sidewalks).
- The Housing Program increases \$8.6 million, or 9.4%, due to increases in the Community Development Block Grant (CDBG) estimate of \$4.5 million, estimated program income of \$3.6 million, and In Rem of \$250,000.
- The Storm Water Program decreases \$2.7 million, or -1.7%. The decrease in the program is due to an emphasis on Pay-As-You-Go projects with less reliance on revenue bonds, and some of the project account balances have sufficient funding that will carryover into the next fiscal year and will not require full appropriation.

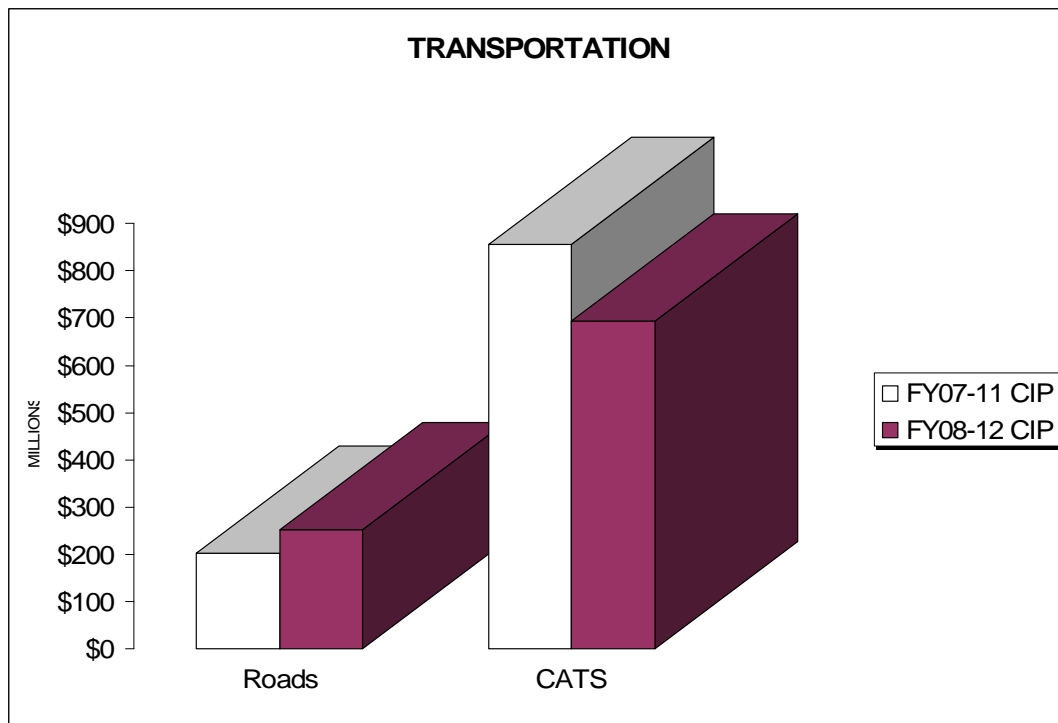


# Executive Summary

## FY2008-2012 Capital Investment Plan

### Transportation

- The Roads Program is increasing \$50.0 million, or 24.8%. The program is based on Transportation Action Plan priorities. Changes in the Roads Program are listed on page 179. Highlights of these changes include: Rea Road (\$21.3 million), future road projects (\$10.0 million in FY12 from Brevard Interchange land sale), a \$4.0 million increase in Traffic Flow Enhancement (coordinated signals), and an \$8.0 million increase for Centers and Corridors: Access Improvements.
- The Charlotte Area Transit System (CATS) Program is decreasing \$160.4 million, or -18.8%. This decrease is due to completed funding for the south corridor and revised scheduling for future corridors. The program includes funding in the FY08-12 CIP for future transitway planning and construction (\$498.9 million), bus replacements and expansions (\$61.8 million), and a multimodal station (\$28.9 million).

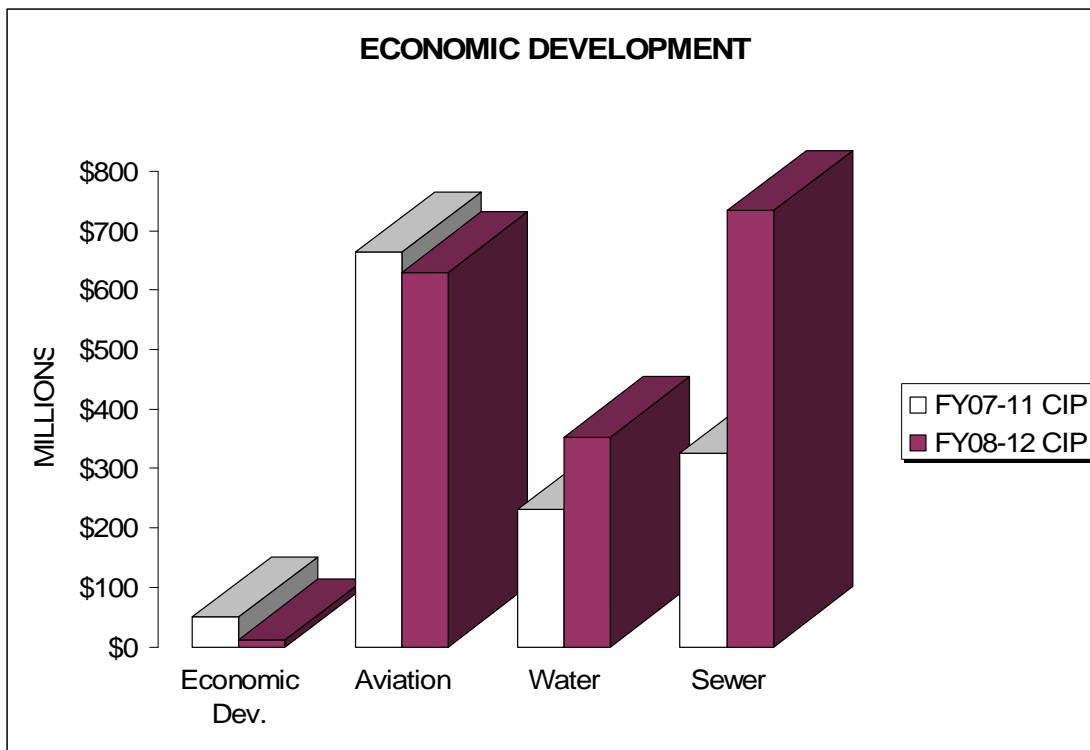


# Executive Summary

## FY2008-2012 Capital Investment Plan

### Economic Development

- The Economic Development Program is decreasing by \$38.0 million, or -75.7%. Initiatives have changed compared with the prior year plan such as: \$8.9 million appropriated for Community ED Strategy and the Elizabeth Avenue parking decks at \$12.0 million (changed to Synthetic Tax Increment Financing). Also, two projects (centers and corridors and center city transportation) were transferred to the Roads Program. These decreases are slightly offset by Synthetic Tax Increment Financing projects: Elizabeth Avenue Decks, Carolina Theatre, Mid-Town Mall, Seaboard/ARK Management/NC Music Factory, and Wachovia First Street Development/Cultural Facilities.
- The Aviation Program is decreasing \$33.3 million, or 5.0%. Program adjustments include a reduction of \$25.0 million in airfield improvements and \$30.0 million in terminal projects.
- The Water and Sewer Program is increasing \$530.5 million, or 95.3%. Major new projects include: \$197.0 million for Long Creek Wastewater Treatment Plant, \$118.0 million for a northeast water transmission main, \$90.3 million for Sugar Creek wastewater treatment plant expansion, and \$86.0 million for McAlpine and Briar Creek relief sewers.



# Executive Summary

## FY2008-2012 Capital Investment Plan

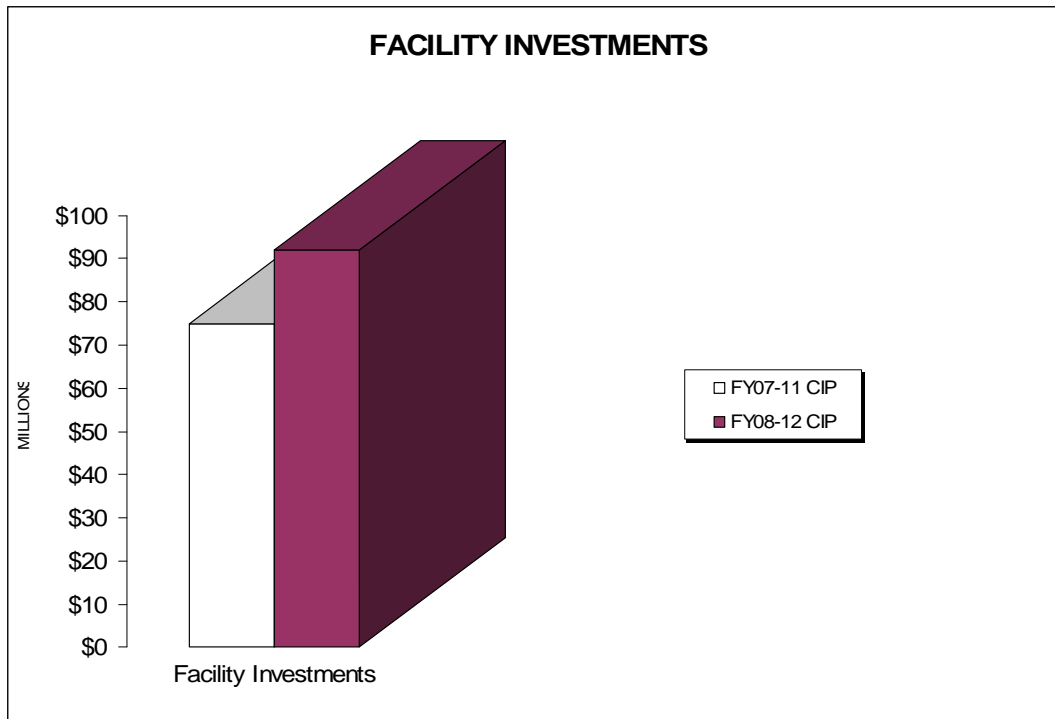
### Facility Investment

The Facility Investments Program is increasing \$16.4 million. The program includes four new projects:

- Government Center Re-Caulking (\$2.0 million in FY11)
- Relocate Light Equipment Facility (\$6.1 million in FY08)
- Unprogrammed capital funding (3.4 million in FY08)
- Landscape Maintenance and Median Renovation (previously funded in the capital program, but eliminated in FY06 and now included at \$250,000 annually)

The program includes supplemental funding in FY08 for two projects:

- Arboretum Fire Station (\$1.2 million)
- Metro Police Station Land (\$900,000)



# Executive Summary

## FY2008-2012 Capital Investment Plan

### AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

#### Amended Projects

- **Future Road Projects Planning/Design/Right-of-Way** - This project has moved from bond-funded to Pay-As-You-Go. This move resulted in reprogramming \$2.5 million in bonds, which are included in the Brevard-Caldwell project (\$500,000) and Traffic Flow Enhancement - coordinated signal systems (\$2.0 million). Both projects are described below.
- **Minor Roadway Improvements** - Bond funding for this project was included at \$3.0 million in the 2010 referendum. The recommended CIP distributes the funding equally at \$1.5 million in each referendum.
- **Brevard -Caldwell** - This project was scheduled in the 2008 bond referendum at \$10.0 million. The timing of the NASCAR Hall of Fame and Brevard Interchange project requires funding to be available July 1, 2007. The project is now proposed for funding with \$4.5 million from Capital Reserve (Pay-As-you-Go Fund) and \$5.5 million from prior street bonds. The prior street bonds funding is composed of \$3.0 million identified in the Mid-Year CIP Status Report as project savings, \$2.0 million from completed and closed projects during the past year, and \$500,000 from Future Road Projects Planning/Design/Right-of-Way (2006 Street Bonds). This reprogramming resulted in \$10.0 million in bonds that are proposed for the following projects: Traffic Flow Enhancement (\$2.0 million) and Centers and Corridors: Access Improvements (\$8.0 million), shown below.
- **Traffic Flow Enhancement (coordinated signal systems)** - This project was funded at \$3.0 million in the 2008 bond referendum and another \$3.0 million in the 2010 referendum. CDOT identified the project as their #1 priority for funding and the funding levels have been increased to \$5.0 million in 2008 and \$5.0 million in 2010.
- **Centers and Corridors: Access Improvements** - This project was funded at \$2.5 million in the 2008 bond referendum. An additional \$8.0 million is proposed in the 2010 bond referendum. These additional funds will be used for road, sidewalk, traffic and pedestrian signalization, and other modifications needed for the existing road system to accommodate further implementation of rapid transit initiatives.
- **Arboretum Fire Station** - Based on the architect's estimate, the project needs an additional \$1.2 million for price increases occurring in the construction industry, upgrades based on public input for exterior walls and storage areas, and lower maintenance apparatus doors.
- **Metro Police Station Land** - The supplemental funding adds \$900,000 for land acquisition.
- **Relocate Light Equipment Facility** - On January 22, 2007 City Council approved the relocation of the light equipment maintenance facility from the Central Yard to Craighead Road. Funding of \$6.1 million is budgeted in FY08 from Capital Reserve.

# Executive Summary

## FY2008-2012 Capital Investment Plan

### New Projects

- **Rea Road Widening (Colony Road to NC51)** - This project budgets \$21.3 million in the 2008 bond referendum from the \$37.0 million in additional debt capacity. The project was recommended in the Manager's budget in FY07 for the 2006 bond referendum; however, the project was eliminated. The project remains a high priority.
- **Future Transportation Projects** - This project budgets \$10.0 million in FY12 from land sales associated with the final disposition of the Brevard Interchange project.
- **Synthetic Tax Increment Financing (property taxes)** - This project totals \$458,426 over the next five years and represents the proportional amount that the Pay-As-You-Go Fund will pay for developer agreements: Elizabeth Avenue Decks, Carolina Theatre, Mid-Town Mall, Seaboard/ARK Management/NC Music Factory, and Wachovia First Street Development/Cultural Facilities.
- **Government Center Re-Caulking** - The project includes \$2.0 million in FY11 from land sales (central yard - light equipment site) to re-caulk one-third of the exterior of the building, with the remaining two sides to be budgeted in future years. The total project cost is \$6.0 million.
- **Craighead Road Land Purchase** - This project totals \$3.4 million and includes the purchase of 26 acres and associated costs at the Craighead Road site. *City Council decided not to implement this project and to designate as unprogrammed funding. This was the only City Council change made to the Preliminary FY2008-2012 Capital Investment Plan.*
- **Landscaping Maintenance and Median Renovation** - The project was eliminated in the FY06 capital program along with several other projects and services. The project is proposed for funding at \$250,000 annually and will reconstruct medians that have been damaged by vehicle accidents or erosion, and other landscape areas in need of renovation.

# Executive Summary

## FY2008-2012 Capital Investment Plan

### Capital Project Descriptions

This section provides descriptions of general government projects funded through bonds.

### Neighborhood Improvement Program (NIP)

Based on City Council's feedback in January 2007 and March 2007, staff has reassessed the proposed NIP projects for the 2008 and 2010 bond referendums.

Staff evaluated neighborhoods across seven criteria:

- 1) health and safety
- 2) leverage opportunity
- 3) cost effectiveness
- 4) quality of life status
- 5) residential future
- 6) neighborhood request
- 7) geography

The number of neighborhoods in the 2006 Planning Phase was increased to include the Autumnwood, Eastway/Sheffield, East Forest and Farm Pond. The goal was to have more projects planned and designed such that completion within three years of bond approval would be accomplished. Under this strategy, staff will bring planning contracts for City Council's consideration in May 2007.

### 2008 PROPOSED NEIGHBORHOOD IMPROVEMENT PROJECTS (\$25 million)

<u>Neighborhoods</u>	<u>Estimate</u>
Enderly Park	\$3.0 million
Ponderosa	2.0
McCrorey Heights	2.0
Colonial Village/Sedgefield	5.0
Hidden Valley	0.6
Lincoln Heights/Wilson Heights	5.0
Plaza Shamrock	0.4
Eastway/Sheffield	2.0
East Forest	2.0
Future Planning	3.0
<b>Total</b>	<b>\$25.0 million</b>



# Executive Summary

## FY2008-2012 Capital Investment Plan

### 2010 PROPOSED NEIGHBORHOOD IMPROVEMENT PROJECTS (\$25 million)

<u>Neighborhoods</u>	<u>Estimate</u>
Autumnwood	\$2.0 million
Shamrock Gardens	2.0
Shannon Park	1.0
Nevin	2.0
Pawtucket	2.0
Eastwood	2.0
Farm Pond	1.0
Tryon Hills	4.0
Hope Park	4.0
Delta Lake	2.0
Linda Lake	3.0
<b>Total</b>	<b>\$25.0 million</b>

#### Affordable Housing

This program provides funding for construction of new, affordable, low and moderate income housing to implement the highest priorities of the Housing Strategy Task Force. Need is based on ensuring an adequate supply of safe and habitable structures in the community.

#### Area Plan Capital Project Program

This program provides funding to implement transportation and other infrastructure improvements identified in City Council adopted area plans. There is currently a backlog of improvements. This program focuses on infrastructure improvements that sustain, stabilize, and enhance neighborhoods by providing a more efficient and safer multi-modal transportation system.

#### Traffic Calming Program

This program provides funding for new traffic control devices or other "traffic calming" improvements (speed humps, circles and other innovative neighborhood traffic control devices). Need is based on neighborhood requests to control travel speeds.

#### Pedestrian and Traffic Safety Program

This program provides traffic control devices, pedestrian signals, marked cross walks and other improvements to enhance conditions for transportation system users.

# **Executive Summary**

## **FY2008-2012 Capital Investment Plan**

### **Sidewalk Construction Program**

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

### **Bridge Program**

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

### **Farm-to-Market Road Improvement Program**

This program provides funds to widen roads in outlying, developing areas of the City where narrow farm-to-market roads serve as primary routes. These roadways quickly become overburdened by traffic resulting in significant congestion and unsafe conditions.

### **Intersection Capacity and Multimodal Enhancement Program**

This program will provide pedestrian signals, marked crosswalks, sidewalk, wheelchair ramps, bicycle lanes, and additional turn storage lanes to improve traffic capacity at intersections.

### **Minor Roadway Improvement Program**

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

### **Public-Private Participation Program**

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

### **Railroad Grade Crossing Improvement Program**

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

### **Railroad Safety Improvement Program**

This project provides funds for the City's share of installing railroad warning flashers.

### **Thoroughfare and Street Projects**

A listing of road projects was developed utilizing a weighted evaluation that includes the following criteria: congestion, safety, supports transit, supports land use objectives, increases accessibility to uptown or other destinations, economic centers, connectivity, provides multimodal options, supports "challenged" or "transitioning" neighborhoods, improves intermodal connectivity, and provides positive cost-effectiveness.

### **State Highway Participation Program**

This program provides supplemental sidewalk, landscaping, and lighting on State highway projects to conform to City standards.

# **Executive Summary**

## **FY2008-2012 Capital Investment Plan**

### **Street Connectivity Program**

This program promotes the goal of providing better connectivity throughout the city. The program approach includes: inventory and implement needed street connections within and between neighborhoods and construct new connector and local streets that provide improved access and connectivity as development occurs.

### **Traffic Control Devices Upgrade Program**

This program replaces obsolete traffic control devices, such as traffic controllers and loops. Loops are wires in the pavement which communicate to the controllers the presence of vehicles, resulting in changes to the traffic signal.

### **Traffic Flow Enhancement Program (coordinated signals)**

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

### **Bicycle Program**

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

### **Center City Transportation Implementation Program**

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

**Centers and Corridors: Access Improvements** - This project was funded at \$2.5 million in the 2008 bond referendum. An additional \$8.0 million has been included in the 2010 bond referendum. These additional funds will be used for road, sidewalk, road signalization, and other modifications needed for the existing road system to accommodate further implementation of rapid transit initiatives.

### **Community ED (economic development) Strategy (street improvements)**

This program funds streetscape and pedscape improvements along street rights-of-way that impact usability, functionality, appearance and identity. Good streetscapes enhance the community environment by providing access to land uses, locations for social interaction, and sites for locating and maintaining infrastructure, and amenities.

### **Arboretum Fire Station – Construction**

This project provides architectural and construction funding for a new fire station near the intersection of NC16 and NC51. This area of the City has experienced rapid growth and fire response times to the area are above citywide averages. The project is funded with Certificates of Participation and Capital Reserve funding.

### **Police Metro Station Land**

This project provides supplemental appropriation for the project to purchase land.

# **Executive Summary**

## **FY2008-2012 Capital Investment Plan**

### **Annexation Fire Stations**

This project provides funding for two fire stations identified as needed through the annexation process.

### **Northeast Equipment Maintenance Facility**

This project constructs a new vehicle maintenance facility off Orr Road on City-owned land between the Street Maintenance operations yard and the Water and Sewer operations yard. The facility will reduce the time required for vehicle maintenance, increase time available for work, and reduce fuel and maintenance costs. The facility budget totals \$7.5 million, with \$3.0 million funded by general government (COPs) and \$4.5 million funded by Charlotte-Mecklenburg Utilities based on project utilization rates of the facility.

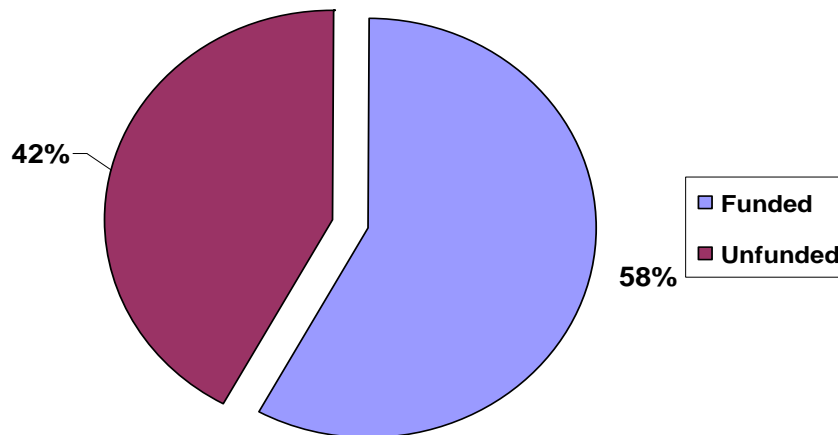
# Executive Summary

## FY2008-2012 Capital Investment Plan

### Unfunded Capital Projects

General Government (excludes CATS, Storm Water, Aviation, and Water and Sewer) capital project requests total \$1,023,834,817. The FY08-12 CIP includes funding of \$591,414,492 leaving \$432,420,325 in projects identified as unfunded. The chart below illustrates the proportion of funded to unfunded General Government projects.

### Status of All General Government Project Requests



# Executive Summary

## FY2008-2012 Capital Investment Plan

### FY2008-2012 Unfunded General Government Project Requests

<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
<b>Housing and Neighborhood Development</b>	
Affordable Housing - partially funded	\$28,200,000
Neighborhood Matching Grants - partially funded	1,000,000
<b>Total Housing and Neighborhood Development</b>	<b>\$29,200,000</b>
<b>Transportation</b>	
<b><u>Motorist Capacity and Safety Improvements</u></b>	
Traffic Flow Enhancement Program (coordinated signal systems) - partially funded	3,500,000
Pedestrian & Traffic Safety - partially funded	3,500,000
Bridge Program - partially funded	3,400,000
Traffic Control Devices Upgrade Program - partially funded	6,000,000
Railroad Safety Improvement Program	225,000
Intersection Capacity and Multimodal Enhancement Program - partially funded	44,000,000
State Highway Participation Program	2,000,000
Public-Private Participation Program	3,000,000
Sidewalk Construction Program - partially funded	2,200,000
Street Connectivity Program - partially funded	6,500,000
Farm-to-Market Road Improvement Program - partially funded	22,000,000
Center City Transportation Implementation Program	9,000,000
Minor Roadway Improvement Program	2,000,000
Sidewalk & Curb and Gutter Maintenance Program - partially funded	5,250,000
Street Lighting Program	5,000,000
Non-System Residential Street Improvements - partially funded	6,500,000
Idlewild Rd. Widening (Piney Grove to Drifter)	2,000,000
Old Pineville Road Extension (South Boulevard to Freeland)	8,000,000
Second Street Extension	12,200,000
Fred D. Alexander Boulevard (Sunset Road to Reames Road)	11,500,000
Scaleybark Road Extension (South Boulevard to Tryon Street)	2,000,000
East Boulevard Improvements	1,000,000
Fifth Street Extension (McDowell to Kings)	2,000,000
Beatties Ford Road Widening (Sunset to Lakeview)	7,600,000
Denmark Road Extension (Sweden to Arrowood)	3,500,000
Arequipa Drive Extension (Margaret Wallace Road to Sam Newell Road)	10,000,000
Krefeld Drive Extension (McAlpine Creek to Sardis Road North)	5,000,000
Seneca Place Extension (South Boulevard to Old Pineville Road)	2,000,000
Sugar Creek Road Widening (Graham St. to Harris Blvd.)	15,000,000
City Blvd. Extension (Neal to Mallard Creek Rd. Ext.)	5,800,000
Euclid St. Extension (Morehead to Stonewall)	5,000,000
<b>Total</b>	<b>\$216,675,000</b>
<b><u>Pedestrian Pathways</u></b>	
Pedestrian Connectivity Program	4,000,000
Safe Routes to Schools Program	9,000,000
<b>Total</b>	<b>\$13,000,000</b>
<b><u>Bicycle Pathways</u></b>	
Bicycle Program - partially funded	<b>\$4,500,000</b>
<b><u>Centers, Corridors and Livable Neighborhoods</u></b>	
Air Quality and Congestion Mitigation Program	7,000,000
Centers and Corridors Implementation: Corridors Program - partially funded	19,500,000
<b>Total</b>	<b>\$26,500,000</b>
 <b>Total Transportation</b>	 <b>\$260,675,000</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

### FY2008-2012 Unfunded General Government Project Requests

#### **Economic Development**

Eastland Mall Area Improvements - Phase II	\$5,000,000
Community ED Strategy Implementation (street improvements)	9,000,000
<b>Total Economic Development</b>	<b>\$14,000,000</b>

#### **Facility Investments**

##### **Police**

Police Auto Storage Facility	150,000
Providence Division Relocation	550,000
Westover Division Upfit	125,000
Firing Range Lighting	40,000
Lake Norman Boathouse	176,000
Lake Wylie Boathouse	161,000
Second Helicopter Replacement	3,875,000
Crime Lab Equipment	242,000
Firing Range Baffling System	500,000
Firearms Range Live Shootouse	150,000
SeaArk Boat (Lake Wylie)	130,000
Emergency Operations Center and 311 Center (Also requested by Fire)	23,058,445
Hickory Grove Division Relocation	600,000
Central Division Upfit	700,000
<b>Total</b>	<b>\$30,457,445</b>

##### **Fire**

Fire Headquarters (includes Logistics, Prevention, Investigation, and Emerg. Manage.)	36,500,260
Airport Fire Station - to be coordinated with Third Parallel Runway	7,850,200
Fire Station Renovations - partially funded	4,750,000
Reserve Fire Apparatus Shelter	1,210,000
Infill Fire Station - Sharon Amity/Albemarle Road	7,850,200
Fire Training Ground Improvements	5,250,000
Opticoms (traffic control devices)	300,000
Children's Fire Safety Village	8,632,420
Replacement of Fire Station No. 7 - Davidson Street	7,850,200
Annexation Fire Stations - partially funded	23,196,600
<b>Total</b>	<b>\$103,389,880</b>

##### **Business Support Services**

Data Center Power and Cooling Upgrades	1,490,000
Louise Avenue Maintenance Shop Improvements	835,000
Sweden Road Equipment Maintenance Shop	4,620,000
<b>Total</b>	<b>\$6,945,000</b>

##### **Other**

Southeast Street Maintenance Facility	8,000,000
Government Center Re-Caulking - partially funded	4,000,000
Neighborhood Development Metro Division	1,153,000
Special Services Storm Water Runoff Shelter	300,000
<b>Total</b>	<b>\$13,453,000</b>

**Total Facility Investments** **\$154,245,325**

**Reserve for Future Transportation Projects (Brevard Interchange land sale)** **-\$10,000,000**

**Priority Projects - To Be Determined** **-\$15,700,000**

**Total FY2008-2012 Unfunded Project Requests** **\$432,420,325**

# Executive Summary

## FY2008-2012 Capital Investment Plan

### Unfunded Water and Sewer Projects

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

#### **Sewer**

Clarks Creek to Ramah Church Road	\$2,100,000
McMullen Creek Flow EQ & Relief Sewer	2,000,000
Dixon Branch Trunk Sewer Extension	1,600,000
Pineville Regional LS and Force Main	1,500,000
Little Sugar Creek Lift Station	1,500,000
Beaver Dam Creek West Branch Outfall	1,300,000
Cane Creek Outfall	1,230,500
North Fork of Crooked Creek	1,100,000
Rocky River (South Prong) to Mayes	1,100,000
Ramah Creek Trunk Sewer Phase I	1,030,000
McAlpine Creek WWTP Exp to 72 MGD	1,000,000
<b>Total</b>	<b>\$15,460,500</b>

#### **Water**

WM: Bailey Road	\$1,100,000
East Transit Corridor Improvements	1,000,000
NE Transit Corridor Improvements - University	1,000,000
West Transit Corridor Improvements - Wilkinson	1,000,000
WM: New Dixie River Road	450,000
<b>Total</b>	<b>\$4,550,000</b>



# Executive Summary

## FY2008-2012 Capital Investment Plan Project Status

### Capital Investment Plan Status

This section provides an overview of the status of capital projects included in bond referenda since 1998, and projects funded in the Eastside and West Side Strategy Plans. The status of the projects is as of April 1, 2007. {Note: if the completion date is listed as "TBD" (to be determined), this indicates that engineering, funding or other key issues need to be resolved before the completion date can be firmly established}.

#### 1998 Street Improvement Bond Projects

	<u>Current Phase</u>	<u>Completion Date</u>
Freedom Drive Widening	Design	TBD
Albemarle/WT Harris Intersection – Lawyers Road Ext.	Design	4 <sup>th</sup> Quarter 2009
NC 49/US 29 Connector	Design	1 <sup>st</sup> Quarter 2012
Billy Graham/Wilkinson	Complete	
Brookshire Blvd. Widening	Complete	
Old Statesville Rd. Widening	Complete	
Statesville Ave. Widening	Complete	
Graham St. Widening	Complete	
South Blvd. Medians (Held to plan with South Transit Corridor)	Construction	2 <sup>nd</sup> Quarter 2007

#### 2000 Street Improvement Bond Projects

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

#### 2000 Neighborhood Improvement Bonds

	<u>Current Phase</u>	<u>Completion Date</u>
Washington Heights	Complete	
Oakview Terrace	Construction	1 <sup>st</sup> Quarter 2008
Todd Park	Complete	
West Blvd.	Complete	
Eleanor Hts.	Complete	
Smallwood	Complete	
Rockwell Park	Complete	
Wesley Heights	Complete	
Historic North Charlotte	Complete	
Oaklawn Park	Complete	
Thomasboro/Hoskins Phase 2	Complete	
Westover Hills	Complete	
Herrinwood	Complete	
Edgewood	Construction	4 <sup>th</sup> Quarter 2008
Merry Oaks	Complete	
Howie Acres Phase 1	Design	2 <sup>nd</sup> Quarter 2008
Plaza/Midwood	Complete	
Ashley Park/Westerly Hills Phase 1	Construction	3 <sup>rd</sup> Quarter 2008
Oakhurst	Complete	
Purser/Finchley	Complete	
Eastway/Medford	Design	TBD
Polk/White	Design	TBD
Briar Creek/Woodland	Complete	

# Executive Summary

## FY2008-2012 Capital Investment Plan Project Status

<u>2002 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
South Corridor Transit Infrastructure	See complete listing below	
Hickory Grove Widening	Complete	
Third St. /Baldwin Intersection	Complete	
South Boulevard/Woodlawn Intersection	Construction	2 <sup>nd</sup> Quarter 2007
<u>2004 Street Improvement Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Cindy Lane Extension	Construction	4 <sup>th</sup> Quarter 2007
Nevin Road Extension	Construction	2 <sup>nd</sup> Quarter 2007
<u>2004 Neighborhood Bond Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Belmont-Seigle Avenue Streetscape	Design	3 <sup>rd</sup> Quarter 2009
Belmont-Gateways	Design	4 <sup>th</sup> Quarter 2009
Belmont-Pedestrian Improvements	Design	2 <sup>nd</sup> Quarter 2008
<u>West Side Strategy Plan Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Brookshire Freeway Landscaping	Complete	
Morris Field Drive Widening	Complete	
West Blvd. Streetscape	Complete	
Westinghouse Blvd. Streetscape	Complete	
Wilkinson Blvd. Gateway	Complete	
Old Steele Creek Road Widening (Wingate NIP)	Complete	
Harlee/Stafford	*On Hold	TBD
*Design is complete. Project is being held pending completion of CMU's transmission main.		
JC Smith (Andrill Terrace) Sidewalk	Complete	
West Morehead Streetscape	Construction	1 <sup>st</sup> Quarter 2008
Rozzelles Ferry Streetscape	Construction	2 <sup>nd</sup> Quarter 2008
Statesville Avenue Streetscape	Complete	
Tuckaseegee Road Streetscape	Complete	
<u>Eastside Strategy Plan Projects</u>	<u>Current Phase</u>	<u>Completion Date</u>
Norland Road Sidewalk	Complete	
Central Ave Streetscape, Phase 1	Complete	
Central Ave Streetscape, Phase 2	Complete	
Central Ave Streetscape, Phase 3 (Landscaping)	Complete	
Albemarle Road Streetscape (Landscaping)	Complete	
Pence Road Streetscape	Complete	
The Plaza Streetscape	Complete	
Eastland Mall Area Plan Study	Complete	
Central Avenue at Eastland Mall	Design	2 <sup>nd</sup> Quarter 2010
<u>South Corridor Infrastructure Program</u>	<u>Current Phase</u>	<u>Completion Date</u>
New Bern/Marsh/South Signature Intersection.	Complete	
Rail Crossing Lane Streetscape	Complete	
Remount/IdealWay/South Intersection	Complete	
New Bern Sidewalk Package	Complete	
Scaleybark Sidewalk Package	Complete	
Woodlawn/Old Pineville Signature Intersection	Construction	2 <sup>nd</sup> Quarter 2007
Woodlawn Sidewalk Package	Complete	
Tyvola Signature Intersections	Complete	
Tyvola Sidewalk Package	Complete	

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>South Corridor Infrastructure Program Continued</u>	<u>Current Phase</u>	<u>Completion Date</u>
Archdale Pedestrian/Bike/Signature Intersection	Construction	2 <sup>nd</sup> Quarter 2007
Archdale Sidewalk Package	Complete	
Arrowood Pedestrian/Bike/Signature Intersection	Complete	
Arrowood Sidewalk Package	Complete	
Sharon Road West Signature Intersection	Complete	
Sharon Road West Sidewalk Package	Complete	
Sharon Road West Pedestrian Bridge	Construction	4 <sup>th</sup> Quarter 2007
South Blvd. Sidewalks (Fill-in)	Complete	
Old Pineville Road North Section	Complete	
Old Pineville Road Dewitt Ext. (Freeland to Clanton)	Complete	
Old Pineville Road -Center Section (Bourbon-Exmore)	Construction	4 <sup>th</sup> Quarter 2007
Woodlawn Bike Lanes (Murrayhill to South Blvd.)	Construction	2 <sup>nd</sup> Quarter 2007
Multi-use trail (within Rail Right of Way)	Construction	4 <sup>th</sup> Quarter 2007

\*The following project was delayed in order to provide funding for work deleted from SCLRT project

Old Pineville Road South Section	Design	TBD
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### 2006 Neighborhood Bond Projects

Thomasboro/Hoskins Phase 3 & 4	On-Hold	TBD
Ashley Park Phase 2	Construction	3 <sup>rd</sup> Quarter 2008
Howie Acres	Planning	TBD
Sugaw Creek/Ritch Avenue	Planning	TBD
Revolution Park	Planning	TBD
York/Cama	Planning	TBD
Enderly Park	Planning	TBD
Tryon Hills	Planning	TBD
Colonial Village/Sedgefield	Planning	TBD
Lincoln Hts/Wilson Hts	Planning	TBD
Eastway/Sheffield	Planning	TBD
East Forest	Planning	TBD
Farm Pond	Planning	TBD
Autumnwood	Planning	TBD
Linda Lake	Planning	TBD
Delta Lake	Planning	TBD

### 2006 Street Improvement Bond Projects

Dixie River Road Realignment	Planning	TBD
Fred D. Alexander Boulevard	Real Estate	TBD
Harris/Milton Intersection Improvement	Planning	TBD
Old Pineville Road Extension	Design	TBD
Farm to Market Road Program	Planning	TBD
Future Project Planning and Design	Planning	TBD

# Executive Summary

## FY2008-2012 Capital Investment Plan

### CITY OF CHARLOTTE PRELIMINARY FY2008-2012 CAPITAL INVESTMENT PLAN

Program Category	FY2008	FY2009	FY2010	FY2011	FY2012	TOTAL
<b>HOUSING AND NEIGHBORHOOD DEVELOPMENT</b>						
Neighborhoods	\$33,450,000	\$24,450,000	\$23,450,000	\$24,450,000	\$29,200,000	\$135,000,000
Housing	19,798,826	19,923,380	20,046,963	20,173,636	20,303,496	100,246,301
Storm Water	18,500,000	19,800,000	43,725,000	39,125,000	32,025,000	153,175,000
Total Housing and Neighborhood Development	\$71,748,826	\$64,173,380	\$87,221,963	\$83,748,636	\$81,528,496	\$388,421,301
<b>TRANSPORTATION</b>						
Roads	\$62,467,293	\$48,156,874	\$42,797,549	\$54,439,501	\$44,282,686	\$252,143,903
Charlotte Area Transit	50,458,049	93,836,647	143,950,923	236,392,095	169,463,748	694,101,462
Total Transportation	\$112,925,342	\$141,993,521	\$186,748,472	\$290,831,596	\$213,746,434	\$946,245,365
<b>ECONOMIC DEVELOPMENT</b>						
Economic Development	\$4,952,526	\$1,989,464	\$2,053,277	\$1,651,608	\$1,561,551	\$12,208,426
Aviation	160,229,103	182,786,357	178,052,731	63,729,938	45,393,000	630,191,129
Water	104,675,000	42,795,000	55,820,000	62,700,000	87,335,000	353,325,000
Sewer	139,810,000	175,250,000	340,460,000	24,550,000	53,920,500	733,990,500
Total Economic Development	\$409,666,629	\$402,820,821	\$576,386,008	\$152,631,546	\$188,210,051	\$1,729,715,055
FACILITY INVESTMENTS	\$27,319,364	\$16,443,205	\$18,948,939	\$13,659,780	\$15,444,574	\$91,815,862
<b>TOTAL PROGRAM</b>	<b>\$621,660,161</b>	<b>\$625,430,927</b>	<b>\$869,305,382</b>	<b>\$540,871,558</b>	<b>\$498,929,555</b>	<b>\$3,156,197,583</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>Program Category</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>GENERAL GOVERNMENT REVENUES SUMMARY</b>						
<b>BONDS</b>						
Prior Street Bonds	\$12,950,000	\$550,000	\$550,000			\$14,050,000
2006 Street Bonds	60,250,000	4,250,000				64,500,000
2008 Street Bonds - TBA		54,750,000	52,600,000	16,450,000		123,800,000
2010 Street Bonds - TBA				48,850,000	49,750,000	98,600,000
2006 Neighborhood Bonds	18,700,000					18,700,000
2008 Neighborhood Bonds - TBA		12,500,000	12,500,000			25,000,000
2010 Neighborhood Bonds - TBA				12,500,000	12,500,000	25,000,000
2006 Affordable Housing Bonds	5,000,000					5,000,000
2008 Affordable Housing Bonds - TBA		5,000,000	5,000,000			10,000,000
2010 Affordable Housing Bonds - TBA				5,000,000	5,000,000	10,000,000
COPs - Radio System		6,050,000	4,272,940			10,322,940
COPs - Annexation Fire Stations		1,100,000	4,500,000	1,100,000	4,500,000	11,200,000
COPs - Arboretum Fire Station	3,000,000					3,000,000
COPs - Northeast Equipment Maintenance	2,500,000					2,500,000
COPs - Police Metro Station	1,900,000					1,900,000
<b>Total Bonds</b>	<b>\$104,300,000</b>	<b>\$84,200,000</b>	<b>\$79,422,940</b>	<b>\$83,900,000</b>	<b>\$71,750,000</b>	<b>\$423,572,940</b>
<b>TAXES</b>						
Property Tax	10,482,000	10,742,000	11,010,000	11,430,000	11,864,340	55,528,340
Interest Income	450,000	450,000	450,000	450,000	450,000	2,250,000
Sales Tax	6,033,370	6,132,834	6,959,787	7,124,132	7,240,691	33,490,814
Capital Reserve	14,500,000					14,500,000
Capital Fund Balance	800,000					800,000
Sale of Land				2,000,000	10,000,000	12,000,000
<b>Total Taxes</b>	<b>\$32,265,370</b>	<b>\$17,324,834</b>	<b>\$18,419,787</b>	<b>\$21,004,132</b>	<b>\$29,555,031</b>	<b>\$118,569,154</b>
<b>GRANTS</b>						
Community Dev Block Grant	4,788,128	4,788,128	4,788,128	4,788,128	4,788,128	23,940,640
Community Dev HOME Grant	2,620,529	2,620,529	2,620,529	2,620,529	2,620,529	13,102,645
<b>Total Grants</b>	<b>\$7,408,657</b>	<b>\$7,408,657</b>	<b>\$7,408,657</b>	<b>\$7,408,657</b>	<b>\$7,408,657</b>	<b>\$37,043,285</b>
<b>FUND BALANCES, LOAN REPAYMENTS AND OTHER</b>						
Innovative Housing Program Income	117,000	117,000	117,000	117,000	117,000	585,000
CDBG Program Income	900,000	900,000	900,000	900,000	900,000	4,500,000
HOME Program Income	450,000	450,000	450,000	450,000	450,000	2,250,000
Affordable Housing Program Income	31,982	31,982	31,982	31,982	31,982	159,910
Smart Growth Land Revolving Fund	2,000,000					2,000,000
Contribution from Tourism Operating Fund	257,500	265,225	273,181	281,377	289,819	1,367,102
Contribution from Bobcats	257,500	265,225	273,181	281,377	289,818	1,367,101
<b>Total Fund Balances, Loan Repayments and Other</b>	<b>\$4,013,982</b>	<b>\$2,029,432</b>	<b>\$2,045,344</b>	<b>\$2,061,736</b>	<b>\$2,078,619</b>	<b>\$12,229,113</b>
<b>TOTAL GENERAL GOVERNMENT REVENUES</b>	<b>\$147,988,009</b>	<b>\$110,962,923</b>	<b>\$107,296,728</b>	<b>\$114,374,525</b>	<b>\$110,792,307</b>	<b>\$591,414,492</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>Program Category</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>ENTERPRISE FUNDS REVENUES SUMMARY</b>						
<b>STORM WATER</b>						
Storm Water Revenue Bonds	\$ 1,500,000	\$ 1,800,000	\$ 24,725,000	\$ 19,125,000	\$ 11,025,000	\$ 58,175,000
Storm Water Pay-As-You-Go	17,000,000	18,000,000	19,000,000	20,000,000	21,000,000	95,000,000
<b>Total Storm Water</b>	<b>\$ 18,500,000</b>	<b>\$ 19,800,000</b>	<b>\$ 43,725,000</b>	<b>\$ 39,125,000</b>	<b>\$ 32,025,000</b>	<b>\$ 153,175,000</b>
<b>CHARLOTTE AREA TRANSIT SYSTEM (CATS)</b>						
Federal Transit Grants	20,653,555	54,161,292	51,238,044	105,386,002	108,365,718	339,804,611
Federal Congestion Mitigation Air Quality Gr	1,720,000	920,000	1,920,000	2,520,000	3,520,000	10,600,000
NCDOT Transit Grants	3,302,143	21,196,394	21,653,128	48,493,834	50,448,861	145,094,360
COPS - TBA (Transit)	8,000,000		61,000,000	70,000,000		139,000,000
CATS Operating Budget Contribution	16,782,351	17,558,961	8,139,751	9,992,259	7,129,169	59,602,491
<b>Total CATS</b>	<b>\$ 50,458,049</b>	<b>\$ 93,836,647</b>	<b>\$ 143,950,923</b>	<b>\$ 236,392,095</b>	<b>\$ 169,463,748</b>	<b>\$ 694,101,462</b>
<b>WATER AND SEWER</b>						
Water Revenue Bonds	90,825,000	31,795,000	44,970,000	41,800,000	78,535,000	287,925,000
Sewer Revenue Bonds	124,810,000	162,200,000	330,360,000	3,000,000	23,770,500	644,140,500
Water/Sewer Operating Fund	28,850,000	24,050,000	20,950,000	42,450,000	38,950,000	155,250,000
<b>Total Water and Sewer</b>	<b>\$ 244,485,000</b>	<b>\$ 218,045,000</b>	<b>\$ 396,280,000</b>	<b>\$ 87,250,000</b>	<b>\$ 141,255,500</b>	<b>\$ 1,087,315,500</b>
<b>AVIATION</b>						
Revenue Bonds	75,739,592	115,308,059	129,688,645	39,646,338	16,437,000	376,819,634
FAA Grants and Funding	67,089,511	58,466,098	38,972,486	11,039,600	15,800,000	191,367,695
Excluded Cost Centers Fund Balance	15,700,000	9,012,200	9,391,600	10,044,000	13,156,000	57,303,800
State Funding	1,700,000			3,000,000		4,700,000
<b>Total Aviation</b>	<b>160,229,103</b>	<b>182,786,357</b>	<b>178,052,731</b>	<b>63,729,938</b>	<b>45,393,000</b>	<b>\$630,191,129</b>
<b>TOTAL ENTERPRISE FUNDS REVENUES</b>	<b>\$ 473,672,152</b>	<b>\$ 514,468,004</b>	<b>\$ 762,008,654</b>	<b>\$ 426,497,033</b>	<b>\$ 388,137,248</b>	<b>\$ 2,564,783,091</b>
<b>TOTAL CIP REVENUES</b>	<b>\$ 621,660,161</b>	<b>\$ 625,430,927</b>	<b>\$ 869,305,382</b>	<b>\$ 540,871,558</b>	<b>\$ 498,929,555</b>	<b>\$ 3,156,197,583</b>

Note: TBA means To Be Authorized

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b><u>Housing and Neighborhood Development</u></b>						
<b><u>NEIGHBORHOODS</u></b>						
Neighborhood Improvements	\$18,700,000	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000	\$68,700,000
Neighborhood Matching Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Area Plan Projects	2,500,000	2,500,000	2,500,000	2,500,000	5,000,000	15,000,000
Traffic Calming Program	750,000	750,000	750,000	750,000	3,000,000	6,000,000
Pedestrian and Traffic Safety Program	1,000,000	1,000,000		1,000,000	1,000,000	4,000,000
Sidewalk Program	10,300,000	7,500,000	7,500,000	7,500,000	7,500,000	40,300,000
<b>Total Neighborhoods</b>	<b>\$33,450,000</b>	<b>\$24,450,000</b>	<b>\$23,450,000</b>	<b>\$24,450,000</b>	<b>\$29,200,000</b>	<b>\$135,000,000</b>
<b><u>HOUSING</u></b>						
Affordable Housing	5,031,982	5,031,982	5,031,982	5,031,982	5,031,982	25,159,910
Community Dev BLOCK GRANT	5,688,128	5,688,128	5,688,128	5,688,128	5,688,128	28,440,640
Community Dev HOME GRANT	3,709,933	3,709,933	3,709,933	3,709,933	3,709,933	18,549,665
Innovative Housing Program	4,818,783	4,943,337	5,066,920	5,193,593	5,323,453	25,346,086
In Rem Remedy	550,000	550,000	550,000	550,000	550,000	2,750,000
<b>Total Housing</b>	<b>\$19,798,826</b>	<b>\$19,923,380</b>	<b>\$20,046,963</b>	<b>\$20,173,636</b>	<b>\$20,303,496</b>	<b>\$100,246,301</b>
<b><u>STORM WATER</u></b>						
Storm Water Repairs to Existing Drains	4,500,000	5,000,000	5,500,000	5,700,000	6,000,000	26,700,000
Storm Water Channel Restoration	5,000,000	5,000,000	5,500,000	5,700,000	6,000,000	27,200,000
Storm Water Pollution Control			1,500,000	2,000,000	2,100,000	5,600,000
Storm Water Stream Restoration		700,000	2,300,000	2,500,000	2,600,000	8,100,000
Storm Water Transit				500,000	600,000	1,100,000
Storm Water Neighborhood Improvements			700,000	700,000	700,000	2,100,000
Storm Water Transportation Improvements				500,000	600,000	1,100,000
Storm Water Economic Development			525,000	525,000	525,000	1,575,000
<b><u>Area Improvements</u></b>						
Andover III	5,400,000					5,400,000
Jefferson	2,000,000					2,000,000
Nightingale		3,600,000				3,600,000
City View		1,000,000		4,000,000		5,000,000
Conway-Briabend		1,000,000		4,000,000		5,000,000
Eastburn			8,500,000			8,500,000
Shillington			5,000,000			5,000,000
Cherokee-Scotland			8,200,000			8,200,000
Brentwood			600,000		4,000,000	4,600,000
Robinhood-Dooley			1,000,000		4,000,000	5,000,000
Lyon Court			500,000		1,000,000	1,500,000
McAlway-Churchill			1,000,000			1,000,000
Wiseman				1,000,000		1,000,000
Myrtle				5,200,000		5,200,000
Storm Water Flood Control Projects	1,600,000	3,500,000	2,900,000	6,800,000	3,900,000	18,700,000
<b>Total Storm Water</b>	<b>\$18,500,000</b>	<b>\$19,800,000</b>	<b>\$43,725,000</b>	<b>\$39,125,000</b>	<b>\$32,025,000</b>	<b>\$153,175,000</b>
<b>TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT</b>	<b>\$71,748,826</b>	<b>\$64,173,380</b>	<b>\$87,221,963</b>	<b>\$83,748,636</b>	<b>\$81,528,496</b>	<b>\$388,421,301</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>NEIGHBORHOODS REVENUE SUMMARY</b>						
Prior Street Bonds	4,300,000					4,300,000
2006 Street Bonds	10,250,000	4,250,000				14,500,000
2008 Street Bonds - TBA		7,500,000	1,075,000	3,250,000		21,500,000
2010 Street Bonds - TBA				850,000	16,500,000	25,000,000
2006 Neighborhood Improvement Bonds	18,700,000					18,700,000
2008 Neighborhood Improvement Bonds - TBA		12,500,000	12,500,000			25,000,000
2010 Neighborhood Improvement Bonds - TBA				12,500,000	12,500,000	25,000,000
2006 Affordable Housing Bonds	5,000,000					5,000,000
2008 Affordable Housing Bonds - TBA		5,000,000	5,000,000			10,000,000
2010 Affordable Housing Bonds - TBA				5,000,000	5,000,000	10,000,000
Storm Water Revenue Bonds	1,500,000	1,800,000	24,725,000	19,125,000	11,025,000	58,175,000
Storm Water Pay-As-You-Go	17,000,000	18,000,000	19,000,000	20,000,000	21,000,000	95,000,000
Pay-As-You-Go Fund	6,091,187	6,215,741	6,339,324	6,465,997	6,595,857	31,708,106
Community Dev Block Grant	4,788,128	4,788,128	4,788,128	4,788,128	4,788,128	23,940,640
HOME Grant	2,620,529	2,620,529	2,620,529	2,620,529	2,620,529	13,102,645
Innovative Housing Program Income	117,000	117,000	117,000	117,000	117,000	585,000
Community Development Program Income	900,000	900,000	900,000	900,000	900,000	4,500,000
HOME Program Income	450,000	450,000	450,000	450,000	450,000	2,250,000
Affordable Housing Bonds Program Income	31,982	31,982	31,982	31,982	31,982	159,910
<b>TOTAL REVENUES</b>	<b>\$71,748,826</b>	<b>\$64,173,380</b>	<b>\$87,221,963</b>	<b>\$83,748,636</b>	<b>\$81,528,496</b>	<b>\$388,421,301</b>



# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>TRANSPORTATION</b>						
<b><u>ROADS</u></b>						
Bridge Program	\$ 2,600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000
Farm-to-Market Road Improvement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Community House Road Improvements		5,000,000				5,000,000
Oakdale Road Improvements				2,500,000	3,000,000	5,500,000
Robinson Church Road Improvements				2,500,000		2,500,000
Intersection Capacity/Multimodal Enhancement:						
W.T. Harris and The Plaza	4,000,000					4,000,000
Brookshire Blvd. and Oakdale Road	4,000,000					4,000,000
Minor Roadway Improvement Program	3,000,000	750,000	750,000	750,000	750,000	6,000,000
Non-System Residential Street Improvements	1,000,000					1,000,000
Public-Private Participation Program		1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Railroad Grade Crossing and Safety Programs		500,000				500,000
Thoroughfare and Street Projects:						
Auten Rd Extension (Chesapeake to Plumstead)				5,000,000		5,000,000
Beatties Ford Road (Capps Hill Mine to Sunset)				6,500,000	6,500,000	13,000,000
Brevard-Caldwell	10,000,000					10,000,000
Fred D. Alexander Boulevard (NC27 to NC16)	20,000,000	16,500,000				36,500,000
Harris Boulevard/Milton Road Intersection	500,000					500,000
Idlewild Road (Piney Grove to Valley Grove)				3,000,000	3,000,000	6,000,000
Statesville Road Widening (Starita to Keith)		3,000,000	20,000,000			23,000,000
Rea Road Upgrade (Colony Road to NC 51)		3,000,000	5,100,000	13,200,000		21,300,000
City Center Transportation Program	4,000,000	2,500,000	2,500,000	2,000,000	2,000,000	13,000,000
Centers and Corridors: Access Improvements		2,500,000		4,000,000	4,000,000	10,500,000
State Highway Participation Program	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000
Street Connectivity Program	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	9,500,000
Traffic Control Devices Upgrade Program	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000
Traffic Flow Enhancement Program (coordinated arterial signal systems)	3,000,000	2,500,000	2,500,000	2,500,000	2,500,000	13,000,000
Bicycle Program	1,000,000	500,000	500,000	1,000,000	1,000,000	4,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/Right-of-Way	1,317,293	1,356,874	1,397,549	1,439,501	1,482,686	6,993,903
Future Transportation Projects					10,000,000	10,000,000
<b>Total Roads</b>	<b>\$ 62,467,293</b>	<b>\$ 48,156,874</b>	<b>\$ 42,797,549</b>	<b>\$ 54,439,501</b>	<b>\$ 44,282,686</b>	<b>\$ 252,143,903</b>
<b><u>CHARLOTTE AREA TRANSIT SYSTEM</u></b>						
Buses - Replacement	\$ 3,376,000	\$ 4,829,725	\$ 16,353,055	\$ 18,587,850	\$ 6,571,912	\$ 49,718,542
Buses - Expansion	5,098,000	4,780,113	1,998,505	100,000	100,000	12,076,618
STS Vans - Replacement	2,633,106	977,372	841,875	2,909,780		7,362,133
STS Vans - Expansion	895,230	603,392	428,381		471,649	2,398,652
Vanpool Vans - Replacement	104,481	158,410	258,425	198,684	231,500	951,500
Vanpool Vans - Expansion	108,000	129,000	131,090	153,000	156,000	677,090
Transit Centers	1,551,682	1,505,229	1,683,225	1,506,169	2,498,177	8,744,482
Bus Shelters and Benches	905,124	914,878	700,256	703,263	706,361	3,929,882
Curb Repair and Replacement		100,000	50,000	50,000	50,000	250,000
Park and Ride Lots	3,363,682	1,637,229	5,263,625	6,415,869	3,406,893	20,087,298
Technology Improvements	1,351,718	1,130,000	1,751,892	1,393,627	1,250,000	6,877,237
Uptown Transit Center Revitalization	100,000	100,000				200,000
Asset Maintenance	5,356,949	4,924,888	4,980,935	5,340,410	7,314,406	27,917,588
South Corridor Transitway Construction	526,053	886,040				1,412,093
Charlotte Multimodal Station	6,439,810	6,081,183		16,378,000		28,898,993
Rail and Rail Facilities	871,200	976,700	1,202,000	220,000		3,269,900
Safety and Security Equipment	900,000	400,000				1,300,000
Future Years - Transitway Planning/Construction	16,580,014	63,537,488	90,750,232	181,912,943	146,144,250	498,924,927
Service Vehicles	297,000	165,000	322,900	522,500	562,600	1,870,000
STS Facility and Davidson Garage Rehab			17,234,527			17,234,527
<b>Total CATS</b>	<b>\$ 50,458,049</b>	<b>\$ 93,836,647</b>	<b>\$ 143,950,923</b>	<b>\$ 236,392,095</b>	<b>\$ 169,463,748</b>	<b>\$ 694,101,462</b>
<b>TOTAL TRANSPORTATION</b>	<b>\$ 112,925,342</b>	<b>\$ 141,993,521</b>	<b>\$ 186,748,472</b>	<b>\$ 290,831,596</b>	<b>\$ 213,746,434</b>	<b>\$ 946,245,365</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>TRANSPORTATION REVENUE SUMMARY</b>						
Prior Street Bonds	8,100,000					8,100,000
2006 Street Bonds	48,000,000					48,000,000
2008 Street Bonds - TBA		46,250,000	40,850,000	13,200,000		100,300,000
2010 Street Bonds - TBA				39,250,000	32,250,000	71,500,000
Pay-As-You-Go Fund	1,867,293	1,906,874	1,947,549	1,989,501	2,032,686	9,743,903
Capital Reserve	4,500,000					4,500,000
Sale of Land (Brevard Interchange)					10,000,000	10,000,000
Federal Transit Grants	20,653,555	54,161,292	51,238,044	105,386,002	108,365,718	339,804,611
Federal Congestion Mitigation Air Quality Grant	1,720,000	920,000	1,920,000	2,520,000	3,520,000	10,600,000
NCDOT Transit Grants	3,302,143	21,196,394	21,653,128	48,493,834	50,448,861	145,094,360
COPs - TBA (Transit)	8,000,000		61,000,000	70,000,000		139,000,000
CATS Operating Budget Contribution	16,782,351	17,558,961	8,139,751	9,992,259	7,129,169	59,602,491
<b>TOTAL REVENUES</b>	<b>\$ 112,925,342</b>	<b>\$ 141,993,521</b>	<b>\$ 186,748,472</b>	<b>\$ 290,831,596</b>	<b>\$ 213,746,434</b>	<b>\$ 946,245,365</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b><u>ECONOMIC DEVELOPMENT</u></b>						
Community ED Strategy (street improvements)	\$2,000,000	\$1,000,000	\$1,000,000	\$1,100,000	\$1,000,000	\$6,100,000
Business Grant Program*	400,000	400,000	400,000	400,000	400,000	2,000,000
Smart Growth Land Acquisition and Infrastructure Improvements	2,000,000					2,000,000
Old Convention Center Redevelopment	550,000	550,000	550,000			1,650,000
Synthetic Tax Increment Financing (property taxes)	2,526	39,464	103,277	151,608	161,551	458,426
<b>Total Economic Development</b>	<b>\$4,952,526</b>	<b>\$1,989,464</b>	<b>\$2,053,277</b>	<b>\$1,651,608</b>	<b>\$1,561,551</b>	<b>\$12,208,426</b>
<b><u>ECONOMIC DEVELOPMENT REVENUE SUMMARY</u></b>						
Prior Street Bonds	550,000	550,000	550,000			1,650,000
2006 Street Bonds	2,000,000					2,000,000
2008 Street Bonds - TBA		1,000,000	1,000,000			2,000,000
2010 Street Bonds - TBA				1,100,000	1,000,000	2,100,000
Pay-As-You-Go Fund	402,526	439,464	503,277	551,608	561,551	2,458,426
Smart Growth Land Revolving Fund	2,000,000					2,000,000
<b>TOTAL REVENUES</b>	<b>\$4,952,526</b>	<b>\$1,989,464</b>	<b>\$2,053,277</b>	<b>\$1,651,608</b>	<b>\$1,561,551</b>	<b>\$12,208,426</b>

\* Business Grant Program consolidates DARF, Façade Grants and Infrastructure Grants.

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b><u>AVIATION</u></b>						
<b><u>Airfield Projects</u></b>						
Third Parallel Runway	\$66,756,488	\$78,095,859	\$62,293,964			\$207,146,311
Ramp 'E' Expansion	3,500,000					3,500,000
Deicing Facility	5,133,000	16,107,000				21,240,000
New Parallel Taxiway 'V'	600,000	3,463,000	3,400,000			7,463,000
Rehabilitation Runway 18R-36L			13,059,200	13,652,800		26,712,000
West Boulevard Relocation	9,300,000	400,000		3,000,000		12,700,000
Terminal Ramp Expansion (West)		428,400	5,119,800			5,548,200
Runway 18L Safety Area Improvements	6,375,000					6,375,000
Storm Drain Rehabilitation - Phase II	700,000					700,000
<b>Total Airfield Projects</b>	<b>\$92,364,488</b>	<b>\$98,494,259</b>	<b>\$83,872,964</b>	<b>\$16,652,800</b>		<b>\$291,384,511</b>
<b><u>Terminal Complex Projects</u></b>						
Concourse 'E' Enhancements and Expansions	5,100,000	13,905,000	13,144,000			32,149,000
Concourse 'E' Baggage Transfer Station	650,000	850,000				1,500,000
Concourse 'E' Jet Bridges	4,050,000		6,439,500	6,069,938	6,237,000	22,796,438
Communications Infrastructure	3,736,450	3,736,445				7,472,895
Renovate Baggage Claim Lobby	3,000,000					3,000,000
Roadway Signage Package	1,250,000					1,250,000
Terminal Building Expansion (West Side)		2,904,600	7,844,000			10,748,600
Consolidated Fuel Farm Expansion	9,500,000					9,500,000
Concourse 'C' Re-Roofing		721,000				721,000
HVAC Chiller Replacement	1,200,000					1,200,000
Renovate Terminal Restrooms	3,200,000					3,200,000
Hourly Deck Renovations	1,000,000					1,000,000
Parking Deck (North)	3,680,000	29,059,733	14,529,867			47,269,600
Public Parking Surface Lot Expansion	2,234,305					2,234,305
<b>Total Terminal Complex</b>	<b>\$38,600,755</b>	<b>\$51,176,778</b>	<b>\$41,957,367</b>	<b>\$6,069,938</b>	<b>\$6,237,000</b>	<b>\$144,041,838</b>
<b><u>Miscellaneous Aviation Projects</u></b>						
Master Plan Land Acquisition	6,887,860	10,000,000	10,000,000	10,000,000	10,000,000	46,887,860
Noise Compatibility Program	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000
Employee Parking Expansion		3,150,000				3,150,000
Master Plan Update	2,000,000					2,000,000
Harlee Avenue On&Off-Ramp	96,000	1,137,120				1,233,120
Storm Water Facilities			2,226,000			2,226,000
Hotel/Unit Terminal Roadway				4,360,000		4,360,000
Airport Entrance Road Connection		3,800,000	6,200,000			10,000,000
Airport Drive Relocation			1,272,000			1,272,000
Airport Office Relocation	200,000					200,000
Air Traffic Control Tower					15,000,000	15,000,000
<b>Total Miscellaneous Aviation Projects</b>	<b>\$14,183,860</b>	<b>\$19,087,120</b>	<b>\$20,698,000</b>	<b>\$15,360,000</b>	<b>\$26,000,000</b>	<b>\$95,328,980</b>
<b><u>General Aviation Projects</u></b>						
Fixed Base Operator (FBO) Aircraft Canopy	1,000,000					1,000,000
FBO Terminal Expansion		247,200	2,925,600			3,172,800
FBO Ramp Expansion		3,090,000				3,090,000
FBO Parking Deck					8,400,000	8,400,000
General Aviation Aircraft Maintenance Hangar	3,500,000					3,500,000
Group Hangar #3&4	2,500,000	2,700,000				5,200,000
GADO Site Redevelopment			2,014,000	3,286,000		5,300,000
General Aviation Hangar Development	3,500,000					3,500,000
Bank of America Road Relocation	1,000,000					1,000,000
<b>Total General Aviation Projects</b>	<b>\$11,500,000</b>	<b>\$6,037,200</b>	<b>\$4,939,600</b>	<b>\$3,286,000</b>	<b>\$8,400,000</b>	<b>\$34,162,800</b>

# Executive Summary

## FY2008-2012 Capital Investment Plan

<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b><u>Cargo Development Projects</u></b>						
Cargo Ramp Expansion (Buildings 6 & 7)			530,000	4,033,000	2,180,000	6,743,000
Cargo Buildings #8-11	200,000	2,575,000	2,650,000	2,725,000	2,576,000	10,726,000
Old Terminal Loop Road	2,000,000					2,000,000
<b>Total Cargo Development</b>	<b>\$2,200,000</b>	<b>\$2,575,000</b>	<b>\$3,180,000</b>	<b>\$6,758,000</b>	<b>\$4,756,000</b>	<b>\$19,469,000</b>
<b><u>Special Facility Projects</u></b>						
Rental Car Facility Relocation		3,296,000	23,404,800	15,603,200		42,304,000
Aircraft Maintenance Facility	1,380,000	2,120,000				3,500,000
<b>Total Special Facility</b>	<b>\$1,380,000</b>	<b>\$5,416,000</b>	<b>\$23,404,800</b>	<b>\$15,603,200</b>		<b>\$45,804,000</b>
<b>TOTAL AVIATION</b>	<b>\$160,229,103</b>	<b>\$182,786,357</b>	<b>\$178,052,731</b>	<b>\$63,729,938</b>	<b>\$45,393,000</b>	<b>\$630,191,129</b>
<b><u>AVIATION REVENUE SUMMARY</u></b>						
Revenue Bonds	75,739,592	115,308,059	129,688,645	39,646,338	16,437,000	376,819,635
FAA Grants and Funding	67,089,511	58,466,098	38,972,486	11,039,600	15,800,000	191,367,694
Excluded Cost Centers Fund Balance	15,700,000	9,012,200	9,391,600	10,044,000	13,156,000	57,303,800
State Funding	1,700,000			3,000,000		4,700,000
<b>TOTAL REVENUES</b>	<b>\$160,229,103</b>	<b>\$182,786,357</b>	<b>\$178,052,731</b>	<b>\$63,729,938</b>	<b>\$45,393,000</b>	<b>\$630,191,129</b>

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<b>Charlotte-Mecklenburg Utilities</b>						
<b><u>WATER</u></b>						
West Water Main	\$19,500,000					\$19,500,000
Raw Water Reservoir Upgrades	16,000,000					16,000,000
5100 Brookshire Upgrades	13,000,000					13,000,000
Northeast Water Transmission Main	8,000,000	\$12,000,000	\$9,300,000	\$38,700,000	\$50,000,000	118,000,000
New Service Installation Water	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
Street and Minor Water Main Extensions	5,400,000	5,900,000	6,500,000	7,100,000	7,800,000	32,700,000
Water Line Rehabilitation/Replacement	5,000,000	5,500,000	6,100,000	6,000,000	6,000,000	28,600,000
Water Lines for Street Improv.	5,000,000	3,000,000	3,000,000	2,000,000	1,000,000	14,000,000
Southwest Water Supply	3,000,000	1,000,000	9,000,000			13,000,000
Northeast Equipment Maintenance Facility	4,500,000					4,500,000
W. T. Harris/Albemarle Rd.	3,000,000					3,000,000
Franklin Solids Handling	2,000,000					2,000,000
Sardis Rd, 5 MG Grnd Tank & BPS	2,000,000					2,000,000
Streetcar Program Utility Improvements Phase I	1,750,000					1,750,000
Vest Plant Rehab/ Upgrades	1,000,000	1,000,000	2,000,000			4,000,000
Sam Furr Rd	1,000,000					1,000,000
Valve Rehab and Replacement	1,000,000	1,000,000				2,000,000
Sardis Rd. Pump Station to NC51	900,000	1,000,000				1,900,000
Technology Improvements	850,000	850,000	850,000	850,000	950,000	4,350,000
Elevated Water Storage Tank Rehabilitation	750,000	900,000	950,000	950,000	900,000	4,450,000
Field Operations Facility's HVAC	750,000					750,000
WM-Nevada & Wilmar Boulevards	650,000					650,000
Andover/ McAlway	500,000					500,000
Land Acquisition for Watershed Protection	500,000					500,000
North Transit Corridor Improvements.	500,000					500,000
NC-51 WM (Bubbling Well - Fullwood)	400,000	1,000,000				1,400,000
Franklin to Vest - Raw/Finished WM ROW	300,000	100,000				400,000
WM- NC115: Bailey Rd to Washam Potts	300,000					300,000
Fire Hydrant Installation/Replacement	250,000	275,000	300,000	330,000	365,000	1,520,000
Catawba PS to Franklin Raw Water Main	250,000	50,000				300,000
GIS Facilities Mapping	200,000	100,000				300,000
WTPs and BP Stations Upgrades and Rehab	150,000	250,000	200,000	150,000	150,000	900,000
Albemarle Rd. Wilgrove-Mint Hill Rd	150,000					150,000
Water Dist. System Study	150,000					150,000
WM -Beatties Ford Road - Phase II	150,000					150,000
Security Improvements- Water System	125,000					125,000
Safety Upgrades-OSHA Compliance/Water	120,000	120,000	120,000	120,000	120,000	600,000
Mclwaine Rd	80,000					80,000
2009 Annex. Area Water Mains		1,000,000	10,000,000			11,000,000
Diesel Generators for BPS		750,000	1,000,000			1,750,000
Franklin Water Treatment Plant Rehab/Upgrades		1,000,000	1,000,000			2,000,000
2011 Annexation Water				1,000,000	10,000,000	11,000,000
East Transit Corridor Improvements					1,000,000	1,000,000
N Meck WTP Generator		500,000				500,000
NE Transit Corridor Improvements - University					1,000,000	1,000,000
West Transit Corridor Improvements - Wilkinson					1,000,000	1,000,000
WM: Bailey Road					1,100,000	1,100,000
WM: New Dixie River Road					450,000	450,000
<b>TOTAL WATER</b>	<b>\$104,675,000</b>	<b>\$42,795,000</b>	<b>\$55,820,000</b>	<b>\$62,700,000</b>	<b>\$87,335,000</b>	<b>\$353,325,000</b>
<b>REVENUE SUMMARY</b>						
Water Revenue Bonds	90,825,000	31,795,000	44,970,000	41,800,000	78,535,000	287,925,000
Water/Sewer Operating Fund	13,850,000	11,000,000	10,850,000	20,900,000	8,800,000	65,400,000
<b>TOTAL REVENUES</b>	<b>\$104,675,000</b>	<b>\$42,795,000</b>	<b>\$55,820,000</b>	<b>\$62,700,000</b>	<b>\$87,335,000</b>	<b>\$353,325,000</b>

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<u>PROJECT TITLE</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>TOTAL</u>
<b>Charlotte-Mecklenburg Utilities</b>						
<b>SEWER</b>						
McAlpine Relief Sewer	\$20,000,000	\$15,000,000				\$35,000,000
McKee Creek Basin Sanitary Sewer	19,200,000					19,200,000
Briar Creek Relief Sewer	17,000,000	17,000,000	\$17,000,000			51,000,000
Sanitary Sewer Line Rehabilitation	10,000,000	10,000,000	10,000,000	\$10,000,000	\$10,000,000	50,000,000
Long Creek WWTP to 11 mgd	10,000,000		187,000,000			197,000,000
Sugar Creek WWTP Exp to 28 MGD	8,000,000		82,300,000			90,300,000
Street and Minor Sewer Main Extension	7,000,000	7,350,000	7,700,000	8,100,000	8,500,000	38,650,000
Kings Grant Parallel Outfall	6,500,000					6,500,000
Irwin WWTP Back-up Power System	6,200,000					6,200,000
Sewer Lines in Streets to be Widened	5,750,000	2,750,000	750,000	750,000		10,000,000
Paw Creek Force Main Replacement	5,500,000					5,500,000
Irwin Creek WWTP Upgrade	3,500,000	22,000,000				25,500,000
Irwin Creek WWTP Dewatering Building	3,100,000					3,100,000
Upper Little Sugar Creek Relief Sewer	3,000,000					3,000,000
Steele Creek LS Replacement	2,500,000	12,500,000				15,000,000
New Service Installation Sewer	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
McAlpine Creek WWTP Filters	2,000,000	20,000,000				22,000,000
North Meck Rocky River Outfall	1,500,000					1,500,000
WW Collect. Div. Site Needs	1,000,000	5,000,000				6,000,000
McAlpine WWTP Rehab and Upgrades	1,000,000		1,000,000		1,500,000	3,500,000
Griffith Street LS Replacement	1,000,000					1,000,000
Work + Asset Management	750,000	500,000	500,000	250,000	250,000	2,250,000
Mallard WWTP Rehab and Upgrades	500,000	500,000	500,000	500,000	500,000	2,500,000
Sugar WWTP Rehab and Upgrades	500,000	500,000	500,000	500,000	500,000	2,500,000
Irwin Creek Relief Sewer	500,000					500,000
Mallard Creek Basin Study	500,000					500,000
Lift Station Improvements	460,000		460,000		460,000	1,380,000
McDowell WWTP Rehab and Upgrades	300,000		300,000		300,000	900,000
Energy Optimization	150,000					150,000
Clear Creek Pump Station Outfall	100,000					100,000
Sewer to Serve Verhoeff Dr. Huntersville	100,000					100,000
Coffey/Taggart Creek Outfall		20,000,000				20,000,000
Reedy Creek Interceptor		14,700,000				14,700,000
Reedy Creek Basin Sanitary Sewer		11,600,000				11,600,000
Steele Creek Parallel Outfall		5,000,000				5,000,000
Irwin Creek WWTP Aeration Basins		3,000,000				3,000,000
Irwins Creek Parallel Sewer		2,500,000				2,500,000
2009 Annex. Area Sewer Trunks		1,400,000	15,000,000			16,400,000
McAlpine WWTP Equipment Storage Facility		1,050,000				1,050,000
Irwin WWTP Rehab and Upgrades		500,000		500,000		1,000,000
South Davidson LS Replacement		200,000				200,000
WSACC Amendment IV			15,000,000			15,000,000
Developer Constructed Sewer - Reimbursable			250,000	250,000	250,000	750,000
2011 Annexation Sewer				1,500,000	15,000,000	16,500,000
Beaver Dam Creek West Branch Outfall					1,300,000	1,300,000
Cane Creek Outfall					1,230,500	1,230,500
Clarkes Creek to Ramah Church Road					2,100,000	2,100,000
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Little Sugar Creek Lift Station					1,500,000	1,500,000
McMullen Creek Flow EQ & Relief Sewer					2,000,000	2,000,000
North Fork of Crooked Creek					1,100,000	1,100,000
Pineville Regional LS and Force Main					1,500,000	1,500,000
Ramah Creek Trunk Sewer Phase I					1,030,000	1,030,000
Rocky River (South Prong) to Mayes					1,100,000	1,100,000
<b>TOTAL SEWER</b>	<b>\$139,810,000</b>	<b>\$175,250,000</b>	<b>\$340,460,000</b>	<b>\$24,550,000</b>	<b>\$53,920,500</b>	<b>\$733,990,500</b>
<b>REVENUE SUMMARY</b>						
Sewer Revenue Bonds	124,810,000	162,200,000	330,360,000	3,000,000	23,770,500	644,140,500
Water/Sewer Operating Fund	15,000,000	13,050,000	10,100,000	21,550,000	30,150,000	89,850,000
<b>TOTAL REVENUES</b>	<b>\$139,810,000</b>	<b>\$175,250,000</b>	<b>\$340,460,000</b>	<b>\$24,550,000</b>	<b>\$53,920,500</b>	<b>\$733,990,500</b>

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<b>FACILITY INVESTMENTS</b>						
Environmental Services Program	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Building Maintenance Program	3,200,000	3,300,000	3,400,000	3,500,000	3,600,000	17,000,000
Roof Replacement Program	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	6,500,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	550,000	600,000	650,000	700,000	750,000	3,250,000
Government Center Re-Caulking				2,000,000		2,000,000
Fire Station Renovations	250,000	450,000	550,000	650,000	750,000	2,650,000
Annexation Fire Stations		1,100,000	4,500,000	1,100,000	4,500,000	11,200,000
Arboretum Fire Station - construction	4,208,000					4,208,000
Northeast Equipment Maintenance Facility	2,500,000					2,500,000
Police Metro Station	2,800,000					2,800,000
Public Safety Digital Communications Upgrade		6,050,000	4,272,940			10,322,940
Relocate Light Equipment Facility	6,100,000					6,100,000
Landscape Maintenance and Median Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Technology Investments	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Ovens/Cricket Maintenance	546,364	562,755	579,637	597,026	614,937	2,900,719
Arena Maintenance Reserve	515,000	530,450	546,362	562,754	579,637	2,734,203
Unprogrammed Capital Funding	3,400,000					3,400,000
<b>Total Facility Investments</b>	<b>\$27,319,364</b>	<b>\$16,443,205</b>	<b>\$18,948,939</b>	<b>\$13,659,780</b>	<b>\$15,444,574</b>	<b>\$91,815,862</b>
<b>FACILITY INVESTMENTS REVENUE SUMMARY</b>						
COPs - Radio System		6,050,000	4,272,940			10,322,940
COPs - Annexation Fire Stations		1,100,000	4,500,000	1,100,000	4,500,000	11,200,000
COPs - Arboretum Fire Station	3,000,000					3,000,000
COPs - Northeast Equipment Maintenance Facility	2,500,000					2,500,000
COPs - Police Metro Station	1,900,000					1,900,000
Pay-As-You-Go Fund	8,604,364	8,762,755	9,629,637	9,997,026	10,364,937	47,358,719
Capital Reserve	10,000,000					10,000,000
General Capital Fund Balance	800,000					800,000
Sale of Land				2,000,000		2,000,000
Contribution from Tourism Operating Fund	257,500	265,225	273,181	281,377	289,819	1,367,102
Contribution from Bobcats	257,500	265,225	273,181	281,377	289,818	1,367,101
<b>TOTAL REVENUES</b>	<b>\$27,319,364</b>	<b>\$16,443,205</b>	<b>\$18,948,939</b>	<b>\$13,659,780</b>	<b>\$15,444,574</b>	<b>\$91,815,862</b>



## Prior Year Appropriation Balances

Neighborhoods	\$ 25,412,819
Housing	23,870,835
Storm Water	46,059,747
Transportation	126,860,679
Charlotte Area Transit System	48,290,493
Economic Development	208,800,636
Aviation	190,446,529
Water and Sewer	314,725,548
Facility Investments	21,677,364
Total	\$1,006,144,650