AGENDA

Meeting Type:	W
Date:	10-07-1991
SUBJECT	

City of Charlotte, City Clerk's Office

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
October ~~4~~ 7, 1991

5:00 - 6:00 pm	Housing Presentations
6:00 - 6:15 pm	Dinner
6:15 - 7:15 pm	Housing Discussion
7:15 - 8:00 pm	Budget and Objectives Presentation

CITY COUNCILWORKSHOP-HOUSING
OCTOBER 7, 1991

AGENDA

I Welcome and Introduction

II Slide Presentation
- A Background and Recent Accomplishments
- B Current Needs
- C Strategies

III The Comprehensive Housing Affordability Strategy (CHAS)

IV Major Policy Considerations

V Perspectives (3 minutes each)

VI Council Discussion

Slide Presentation, October 7 City Council Workshop

NEW OPPORTUNITIES FOR CHARLOTTE-
AFFORDABLE HOUSING IN THE 1990's

INTRODUCTION.

Last year Congress passed the National Affordable Housing Act, marking the return of the Federal Government to partnership with the cities in the field of housing The City of Charlotte will be eligible to receive approximately $2 million in new monies under the HOME program In order to qualify for these funds, however, the City must

- Continue and expand its own support of housing (matching funds due in FY93)
- Devise a comprehensive 5-year housing strategy (The CHAS)

These new funds present significant new opportunities for the City of Charlotte, both to build on the success of current programs and to think boldly and creatively about new ways in which to respond to future needs At the same time, emerging trends and new policy direction from Washington require us to rethink our current strategies

Three weeks from now the City Council will be asked to approve the City's new Comprehensive Housing Affordability Strategy for submission to HUD This federal requirement offers us an opportunity to take stock of where we have been and where we are going in the area of housing and community development The purpose of this workshop is to help inform Council s decisionmaking on these issues -- matters of vital importance to the people of this community

In a visual and brief way -- through slides -- we will look at the following

1 BACKGROUND AND RECENT ACCOMPLISHMENTS
2 COMMUNITY NEEDS
3 STRATEGIES FOR RESPONDING TO NEEDS

Then, by hearing briefly from a few of the key actors in this City s housing delivery system we will seek to identify the major policy dilemmas we are facing day to day, and on which we need your guidance in order to do our work effectively for the people of Charlotte

I. BACKGROUND AND RECENT ACCOMPLISHMENTS

A HISTORY

1 Slum clearance under urban renewal led to severe deficit of low-income housing during the 1960's and 1970's

2 The federal government's support for construction of traditional public housing units peaked in the 70 s, declined precipitously thereafter

3 The City began producing housing in 1979, throughout the 80's, local commitment and funding increased

Practical shift As federal funding declined, the City began to look more and more to the private sector and nonprofit community for help in carrying out its mandate

Philosophical shift Assisted housing was now viewed as *temporary* housing for low-income people on their way up and out of poverty, rather than a place to house the poor indefinitely Increasingly, *social services* were linked with housing in an effort to respond to needs in a holistic way, rather than with bricks and mortar alone

4 Evolution/Roles These shifts result in new partners, new roles for existing agencies

B RECENT ACCOMPLISHMENTS

1 Housing Preservation

2 New Construction recent projects

3 Support Services

4 Summary of Accomplishments FY86-91

II COMMUNITY NEEDS CITY WITHIN A CITY

A Income, employment, crime data by neighborhood

B Housing conditions by neighborhood

C Inadequate supply estimated deficit of affordable rental housing

D Other areas of need affecting housing

1 Homelessness

2 Substance Abuse

3 Special Needs Populations estimated housing needs

E Close-ups

1 Belmont/Villa Heights

2 Reid Park

3 Dalton Village

III STRATEGIES

A Introduction to the Comprehensive Housing Affordability Strategy (CHAS)

1 Replaces HAP and CHAP, Due to HUD October 31, 1991

2 Contents 15 Elements

3 Eligible activities for HOME funds

4 Matching requirements (beginning FY 93)

IV MAJOR POLICY CONSIDERATIONS

A Locational Policy

*Scattered site vs neighborhood-based strategies

B Income Targeting

*Target population

*Implications for cost and private sector participation

C Community Organizations

*Role of nonprofits in housing development

*Needs technical and financial assistance

D Supply Issues

*New Construction vs Preservation

*Homeownership vs Rental Housing

E Affordability Issues

*Short term (rental and homebuyer s assistance)

*Long term (self-sufficiency efforts job creation)

V. PERSPECTIVES (3 minutes each)

A Harrison Shannon, Charlotte Housing Authority

B Patricia Garrett, Charlotte/Mecklenburg Housing Partnership

C Roger Lewis, Crosland Properties

D Gwen Boyton, Family Housing Services

E Merlene Wall, Mecklenburg County Department of Social Services

F Ron Leeper, Former City Council Member

G Velva Woollen, Former City Council Member

VI COUNCIL DISCUSSION

INNOVATIVE HOUSING FUND STATUS REPORT

October 1, 1991

INNOVATIVE HOUSING PROJECTS FUNDED (BY YEAR FUNDED)	DATE OF COUNCIL APPROVAL	NO. OF UNITS	TOTAL PROJECT COST	AMOUNT OF CITY PARTICIPATION	AMOUNT OF PRIVATE PARTICIPATION	LEVER-AGE FACTOR	CITY COST PER UNIT
Summit View Second Mortgages - Ownership	06/23/86	24	1,739,765	489,765	1,250,000	2 55	20,407
FY86 TOTAL		24	$1,739,765	$489,765	$1,250,000	2.55	$20,407
Shalom Homes (Rehab) - Ownership	11/10/86	3	NA	54,791	NA	NA	NA
Highland Park Feasibility Study	02/09/87	0	NA	a	NA	NA	NA
FY87 TOTAL		3	NA	$54,791	NA	NA	NA
Hoskins Mill (Trenton) - Rental	07/11/88	189	8,505,000	2,355,000	6,150,000	2 61	12,460
Winman Park (Ehman) - Rental	09/13/88	17	523,000	150,000	373,000	2.49	8,824
Habitat for Humanity - Ownership	09/26/88	8	276,850	32,000 b	244,000	7 63	4,000
McAlpine Terrace (Trinity) - Rental	01/17/89	162	7,709,820	500,000	7,209,820	14 42	3,086
Saratoga Park (Ehman) - Rental	04/24/89	20	650,000	215,000	435,000	2 02	10,750
FY89 TOTAL		396	$17,664,670	$3,252,000	$14,411,820	4.43	$8,212
Char Meck Hsg Partnership Grant - 1st yr	06/26/89	100	8,096,000	2,000,000 c	6,096,000	3 05	20,000
Neighborhood Housing Services - Ownership	07/24/89	23	540,660	415,660	125,000	NA	18,072
Fairmarket Square (Crosland) - Rental	09/11/89	60	2,705,000	1,275,000	1,430,000	1 12	21,250
Jay Potter Associates - Ownership	09/11/89	5	280,000	120,000	160,000	1 33	24,000
Habitat for Humanity - Ownership	02/12/90	7	NA	d	NA	NA	0
Hart's Enterprises	City Mgr	0	NA	14,100 e	NA	NA	NA
Seneca Place (Housing Authority) - Rental	05/21/90	50	2,499,162	640,000	1,859,162	2 90	12,800
Summerfield (Crosland) - Rental	05/21/90	52	2,745,577	467,000	2,278,577	4 88	8,981
FY90 TOTAL		297	$16,866,399	$4,931,760	$11,948,739	2.42	$16,805
Landlord/Tenant Mediation Program	07/23/90	0	NA	25,000	NA	NA	NA
Char Meck Hsg Partnership Grant - 2nd yr	07/23/90	100	8,096,000	2,000,000	6,096,000	3 05	20,000
CHAPP-City Hsg Asst Pmt Prog - Rental-1st yr	07/23/90	25	NA	500,000	NA	NA	20,000
Cherry Community Org Audit	07/23/90	0	NA	85,000	NA	NA	NA
Demolition of Warehouse - Greenville	City Mgr	0	NA	35,000	NA	NA	NA
Johnston Mill (Trenton) - Acquisition	08/06/90	79	NA	1,000,000 f	NA	NA	NA
Johnston Mill (Trenton) - Rental - Phase 1	06/24/91	98	6,527,634	2,533,500	3,394,134	1.34	25,852
Genesis (CMHP, Habitat) - Ownership	06/24/91	46	1,150,000	250,000	900,000	3 60	5,556
Cherry Community Organization (Rehab)	06/24/91	13	250,000	250,000	NA	NA	19,231
FY91 TOTAL		360	16,023,634	$5,678,500	10,390,134	1.56	18,551

(Continued on next page)

INNOVATIVE HOUSING PROJECTS FUNDED (BY YEAR FUNDED)	DATE OF COUNCIL APPROVAL	NO. OF UNITS	TOTAL PROJECT COST	AMOUNT OF CITY PARTICIPATION	AMOUNT OF PRIVATE PARTICIPATION	LEVER-AGE FACTOR	CITY COST PER UNIT
Char Meck Hsg Partnership Grant – 3rd yr	06/24/91	100	6,000,000	2,000,000	4,000,000	2 00	20,000
FY92 Housing Support Programs							
YWCA – Scattered Site Housing	06/24/91	0	NA	41,043	NA	NA	NA
Crisis Assistance	06/24/91	0	NA	56,120	NA	NA	NA
Crime Prevention – Public Housing	06/24/91	0	NA	144,904	NA	NA	NA
PILOT – Stepping Stone	06/24/91	0	NA	62,000	NA	NA	NA
Family Housing Services, Inc.	06/24/91	0	NA	288,340	NA	NA	NA
Neighborhood Development Division	06/24/91	0	NA	103,075	NA	NA	NA
Cherry Land Planning Services	08/05/91	0	NA	21,500	NA	NA	NA
FY92 TOTAL – TO DATE		100	$6,000,000	$2,716,982	$4,000,000	1.47	$27,170
Miscellaneous		0	NA	119,596 g	NA	NA	NA
TOTAL – LIFE TO DATE		1,180	$58,294,468	$18,243,394	$42,000,693	2.30	$15,461

APPROPRIATIONS - Life to Date

FUNDING SOURCE	APPROP. AMOUNT
FY86 General Revenue Sharing (Center 377 00)	400,000
FY87 General Revenue Sharing (Center 377 00)	500,000
FY88 Pay-As-You-Go Tax	2,500,000
FY89 Pay-As-You-Go Tax	2,500,000
FY89 Debt Service Fund	1,000,000
FY90 General Revenue Sharing	1,241,476
FY90 Pay-As-You-Go Tax	1,258,524
FY90 Debt Service Fund	2,000,000
FY91 Debt Service Fund	4,500,000
FY91 Program Income	43,982
Reimbursed from CDBG 7/1/91	1,000,000
FY92 Pay-As-You-Go Tax	1,000,000
FY92 Debt Service Fund	3,500,000
FY92 Program Income	20 770
TOTAL APPROPRIATIONS	$ 21,464,752

Footnotes for pages 1 and 2.

a $17,000 was paid from General Fund cost center 2010/378.00

b Originally was $52,300, $20,300 was paid off at closing

c Converted from a loan to grant by City Council on 6/24/91

d $12,200 was paid from CDBG cost center 6911/580 00

e Will be reimbursed from CDBG Replacement Housing funds

f Original loan for acquisition and stabilization, Innovative Housing Fund was reimbursed from CDBG Acquisition funds

g Includes site testing, real estate costs, attorney fees, etc

CURRENT FUNDS AVAILABLE IN INNOVATIVE HOUSING FUND		
TOTAL APPROPRIATIONS	$21,464,752	
APPROVED PROJECTES TO DATE (Pages 1 & 2)	18,243,394	
UNCOMMITTED BALANCE	$3,221,358	
PENDING COMMITMENTS		
Seversville School	195,000	Projected
CHAPP-City Hsg Asst Pmt Prog - Rental-2nd yr	500,000	
Enterprise Foundation	2,500	
Reimbursement of HUD Findings	254,695	
Code Enforcement	500,000	
SUBTOTAL - PENDING COMMITMENTS	$1,452,195	
BALANCE AVAILABLE 10/1/91	$1,769,163	

BUDGET PRESENTATION
MAYOR AND COUNCIL WORKSHOP
OCTOBER 7, 1991

A G E N D A

Change in Community Development Revenue Sources	Viola Alexander
Mid-Year Budget Policy Recommendation	Curt Walton
Year-End Operating and Capital Program Program Report	Viola Alexander
Year-End City Management Information System Report	Nancy Elliott

BUDGET ISSUES

Included in this section on FY91 Budget issues is a discussion of the following:

- Funding alternatives for Code Enforcement within Community Development;
- A mid-year budget policy, which will hold most budget amendments until February of each year for consideration as a group;
- The City's Management-by-Objectives system for measuring and reporting performance and efficiency.

In addition, the following information will be distributed for your information at the workshop:

- A year-end analysis of FY91 revenues and expenditures;
- A year-end analysis of the Capital Improvement Program, for the year ending June 30, 1991.

TRANSFER OF $500,000 HOUSING CODE ENFORCEMENT CHARGE

During the FY91 budget deliberations City Council decided to transfer approximately half - $500,000 - of the cost of the Community Development Department's Housing Code Enforcement Division from local monies to the annual Community Development Block Grant. After the budget was adopted, we learned from the HUD Regional Office that this transfer is an ineligible expense for two reasons. First, because HUD will not accept the transfer of the costs of an historically City-funded activity and second, because HUD interprets code enforcement as an eligible activity only when it is performed in conjunction with a host of other public efforts to improve a specific area (such as the Belmont Program).

Consequently, the City has a choice of whether to keep the budget the same and allow the charge to become a HUD Audit Finding next year and then reimburse the Grant at that time, or to identify another source of funding for it now. The Staff recommendation is to transfer $500,000 of Innovative Housing money now to cover the $500,000 currently budgeted in the Community Development Block Grant for code enforcement. The $500,000 in the Community Development Block Grant that will be "freed up" by this action will be moved to Community Development's Property Acquisition program. Because the Block Grant funded Property Acquisition program and our locally funded Innovative Housing Program fund similar activities, this change will have a negligible impact on the City's Community Development program.

The attached pie charts illustrate the funding changes that have been made in the last year to the Community Development Department and the Staff's recommendation to move the $500,000 Housing Code Enforcement charge from the Community Development Block Grant to the Innovative Housing account.

CONSIDERATION OF A MID-YEAR BUDGET POLICY

Background:

Included in the Manager's Recommended Budget last Spring was a description of a mid-year budget policy that would be brought to Council after the implementation of the FY92 Budget. The mid-year budget policy would hold all budget amendments requiring Council approval until February of each year. This delay would allow Council to have information on the year-end fund balance status, current year property tax collections and mid-year expenditure patterns. New requests and high-priority items Council considered but could not fund in the current budget could be brought back to Council for consideration as a group.

Purpose:

The City's budgets, both Operating and Capital, are not static. Many changes occur following adoption of the budget, both from the revenue and expenditure prospectives. For example, purchasing and hiring freezes were implemented in both FY90 and FY91 to offset tax office errors, State of North Carolina revenue withholdings, gasoline price increases, etc. The FY89 budget was altered considerably by the impact of Hurricane Hugo. In addition to these uncontrollable factors, service level demands change and departments often request additional funding for new programs or positions mid-year. The mid-year budget policy would allow for all of these competing forces to be considered at one time.

To date in this fiscal year (since July 1, 1991), the following requests for new positions or programs in the FY92 Budget have been brought before Council:

- Additional position in Community Relations (Grant Funded)
- Sewer Back-Up Claims Policy
- Additional positions in the Aviation Department
- Additional positions in Animal Control (County Funded)
- Additional position for Cable Television Administration (County Funded)

Some of the requests that have been considered mid-year by Council in recent fiscal years are:

- Dangerous Dog Ordinance
- Tree Ordinance
- Stormwater Management
- Internal Consulting and Performance Management
- Residential Landlord Tenant Mediation

Options:

Council has two options for the consideration of budget amendments mid-year:

Option 1
Continue consideration of these requests as they are received. Merits of requests and funding impact can be considered individually. No action required.

Option 2
Adopt a mid-year budget process to hold all requested budget amendments until February of each year. If such a policy is desirable, the following policy is recommended:

- Budget amendments will be held for review as a group in February of each year for all competing Funds. Competing Funds are those which rely on the same revenue base, particularly property taxes and sales taxes. Those Funds are: General, Community Development, Employment and Training, Insurance and Risk Management, Transit, Municipal Services Districts, and Pay-As-You-Go.

- The mid-year budget policy will apply to all requested amendments to the operating budgets of competing Funds, including requests for new positions and new programs, as well as to Capital Improvement Projects which request a change in the scope of the project, a supplemental appropriation or reprogramming of project savings.

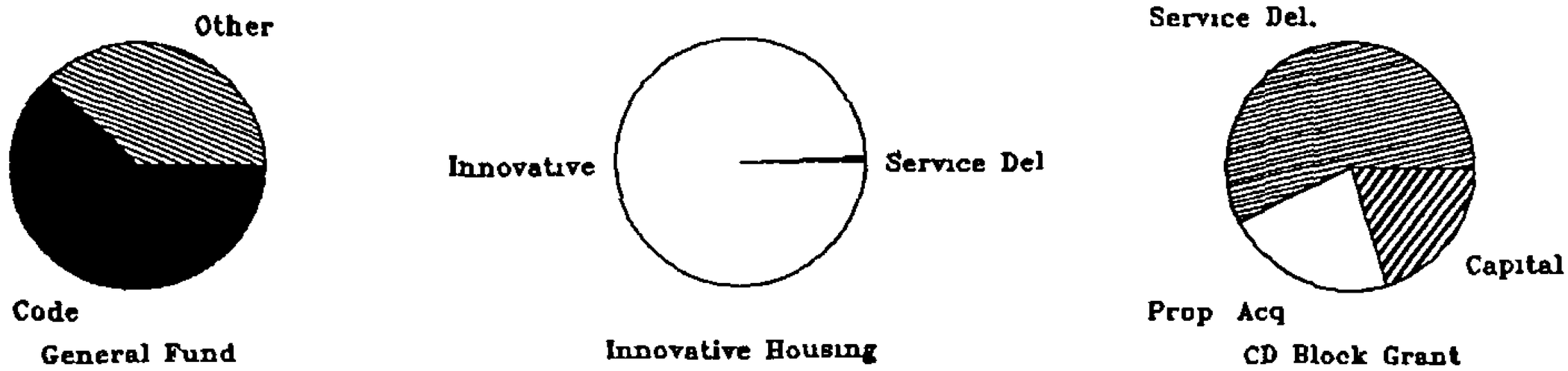
- Amendments requested too late to be included in the February package of amendments or subsequent to the February Council action will be considered for inclusion in the next Manager's Recommended Budget.

- Amendments requiring immediate implementation will continue to be brought to Council on an as needed bases.

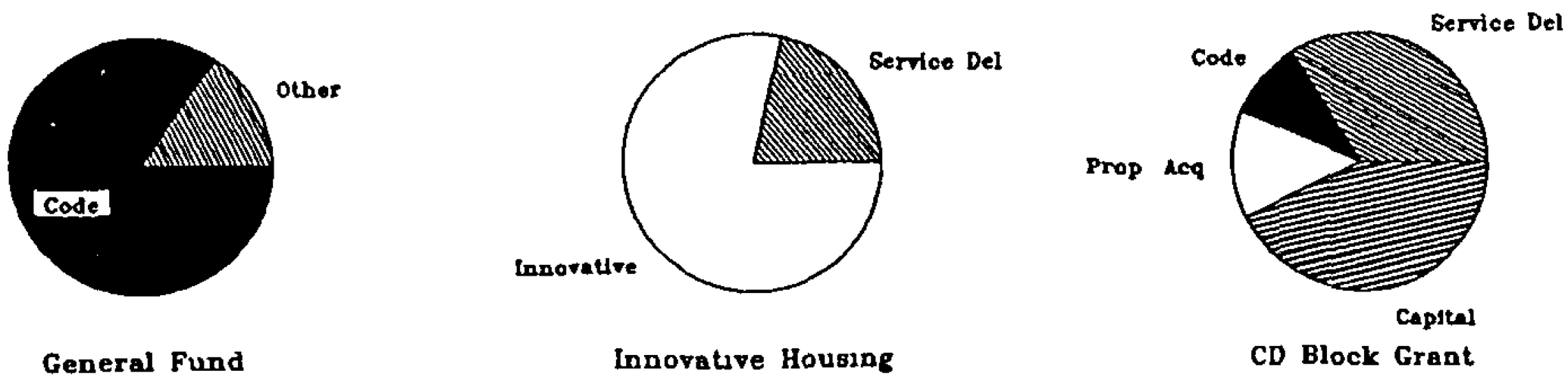
INNOVATIVE HOUSING

These pie charts illustrate the changes, both in amount and source, that occurred in the Community Development Department with the adoption of the FY92 Budget and the impact of the Staff's proposal to transfer $500,000 of the cost of the Housing Code Enforcement Division from the Block Grant to the Innovative Housing CIP account

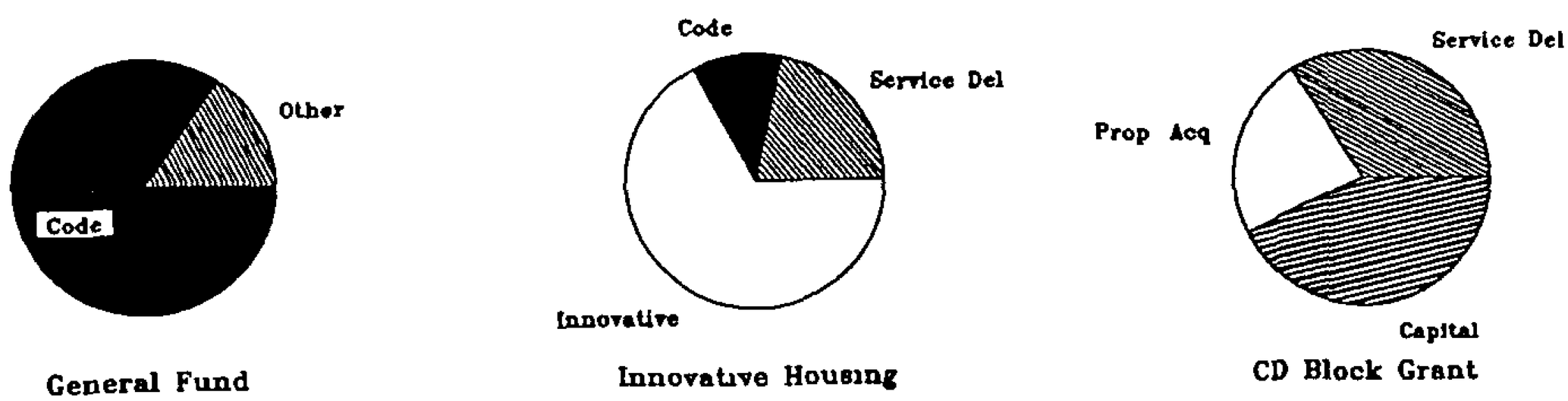
FY91 BUDGET



CURRENT FY92 BUDGET



PROPOSED FY92 BUDGET



LEGEND "Other" consist of Housing Support Programs such as Crisis Assistance Ministry, YWCA Scattered Site Housing and the Belmont Program

"Service Delivery" consist of both Housing Support Programs and the CD's employees and program delivery costs

COMPREHENSIVE HOUSING ASSISTANCE STRATEGY

LOCATIONAL POLICY CRITERIA

EXISTING CRITERIA	PROPOSED CRITERIA
OBJECTIVES OF LOCATIONAL STANDARDS	
Avoid Concentration of Low Income Persons	Same
Leveraging Private Dollars	
Georgraphic Dispersal	
Encourage economic/racial integration of Areas	
Protect racially integrated neighborhoods	
Pursue housing proposals responsive to the School System's Pupil Assignment Plan	
Promote community development of selected neighborhoods	
A. Prohibited Areas:	
1 Areas within a 1/4 mile radius (property line to property line) of any assisted housing project ►25 units "Assisted housing" is hereafter defined as any housing project with public financial assistance such as Federal or City built public housing, public/private ventures using Low Income Housing Tax Credits and/or the City's Innovative Housing Fund and City/Housing Authority Transitional Housing	1 "Assisted housing" is hereafter proposed to include any housing project which Resolution Trust Corporation controls and/or sells under RTC's Affordable Housing Program with a low income "set aside" requirement
2 Census tracts where 50% or more of households earn 80% or less of the City-wide median income are ineligible for additional assisted housing	Same
3 Census tracts where the black population exceeds 25%	Same
4 Census tracts where the total number of assisted housing usits exceeds 5% of all housing units in a census tract	Same

EXISTING CRITERIA	PROPOSED CRITERIA
B. Restricted Census Tracts 1 Census tracts ot meeting the "prohibited" criteria and with less than 5% maximum number of assisted housing units are eligible for additional assisted housing units, up to the maximum limits	1 It is proposed to change the name of "Restricted" to "Permissible" Census Tract to present a more positive term which allows additional assisted housing units within a classified area
C. Priority Census Tracts Census tracts not meeting the "prohibited" criteria and currently without any assisted housing will be given priority for funding	Same
D. Special Objective Areas Areas encompassing approved Small Area Plans, Special Project Plans that include recommendations for assisted housing and all former Community Development Neighborhood Strategy Areas (NSA's) wil be considered for additional assisted housing by City Council on a case-by-case basis, even when located within census tracts meeting the "prohibited" criteria	Same
E. Long-Term Availability Same City has first right of refusal to purchase Public/Private housing development, or the developer will provide the City with options on how the units can be maintained long term as low income housing units	
F. Census Tracts Extending Beyond City Limits Prohibited, Restricted or Priority census tracts are based upon entire census tract's data	Same
G. Maximum Units No more than 50 units per site are permitted for all program approaches (5-10% +/-variance is permitted depending upon topography, site plan and design of units)	Same
H. Policy Exemptions 1 Elderly/handicapped housing	Same
2 Single-family units under Section 234 Program, North Carolina Housing Finance Agency or similar below market housing	Same

J. Evaluation of Housing Proposal Criteria

1 Proposals will be reviewed by the Innovative Housing Committee The composition of the Committee includes

Assistant City Manager for Policy and Evaluation
Assistant City Manager for Development Services
Director Community Development Department
Director, Planning Commission
Director Finance Department
Assistant Superintendent for Planning and Research, Charlotte-Mecklenburg Schools
Two Board members of the Charlotte Housing Authority
Two Board members of the Housing Partnership

This committee will provide a technical review of all proposals and make recommendations to City Council Prior to the Innovative Housing Committee's recommendations to City Council, the Innovative Housing Committee will allow the Community Relations staff to review and comment on the aspect of changing racial composition in the neighborhoods within the census tracts of the proposals

2 Responding proposals will be evaluated on all of the following but must comply with items a and b

a Priority assistance is to be provided to families earning 40% or less of median income and living in substandard overcrowded or unaffordable housing or are residing in public housing, and are listed on the Chalrlotte Housing Authority s Master List needing housing

b Compliance with the Comprehensive Housing Assistance Strategy and the *Housing Policy Plan* — the geographic disbursment of proposed projects and proximity to other assisted housing will be amajor consideration

c The project's effect on the School Board's pupil assignment plan and other impacts created on the school system in terms of total new students and current plans for th construction of new schools

d Land use and urban impact of projects on nighborhoods and commercial areas

e Neighborhood renewal and number of housing units

f Cost comparison to the City with other funded projects, this will require a financial analysis of the City s cost per unit, private funds leveraged and the terms of the City loan in regard to payback of City funds for reuse within the innovative Housing Fund

g If tax credits are required for the project and subsequently endorsed by the City, then the submission must meet all criteria required by the North Carolina State Housing Finance Agency The City will give priority to projects that utilize multiple leveraging mechanisms such as tax credits, in addition to any City subsidy

h Design compatibility with the neighborhood, impact on the viability of the neighborhood, the provision of necessary amenities for children availability of public transportation, and assurance of a good maintenance program

i Provide a maintenance and self sufficiency program for residents

EXISTING CRITERIA	PROPOSED CRITERIA
3 Assisted units developed for home-ownership	Same
4 Project conversions defined as market rate units, where at least 51% of the units convert to assisted housing will be considered for funding assistance on a case-by-case basis by City Council These assisted housing units will be included when calculating the 5% limit for assisted housing in a census tract Project conversions are not subject to the 1/4 mile radius criteria or the 50 unit limit per project However, these projects will be reviewed case-by-case and are subject to City Council exemption	Same
5 City Council can exempt projects from any of the above stated policy criteria on a case-by-case basis	Same
I. North Carolina Housing Finance Agency (NCHFA) Bond Financing Developers of any 80%/20% developments financed by the North Carolina Housing Finance Agency are required to provide that 30% of the 20% units for low income families be two and three bedrooms units or to provide a justification as to why they cannot	Same

SUMMARY OF ACCOMPLISHMENTS
1986 – 1991

UNITS BROUGHT TO CODE	20,921
JOBS CREATED	1,374
NEW CONSTRUCTION	1,278
PRIVATE FUNDS LEVERAGED	$84.7m
SUPPORT SERVICES	9,655

National Affordable Housing Act of 1990

- Specifically, the Comprehensive Housing Affordability Strategy must include the following elements:

  - ✓ describe **housing needs** for the next five years by income categories, tenure, and household types.

  - ✓ describe the nature and extent of ***homelessness***, including estimates of both the currently homeless and the "near homeless "

  - ✓ describe significant characteristics in the housing market and how they affect the ability to use rental assistance, and new and rehabilitated homes

  - ✓ explain how ***public policies*** affect housing affordability and availability, and describe what steps will be taken to ameliorate their effects

  - ✓ explain the ***institutional structures*** that will be used to carry out the proposed strategy. The strategy must assess the strengths and weaknesses of the current system and propose how weaknesses will be overcome

  - ✓ detail how resources will be ***leveraged*** with federal funds.

  - ✓ describe how the funds received under the National Affordable Housing Act of 1990 will be used to carry out its purposes and meet its goals

  - ✓ describe plans for ***cooperation*** between state and local bodies, including coordination of the ***low income housing tax credit.***

  - ✓ where applicable, describe the size and condition of the ***public housing inventory***, along with strategies that will be carried out to improve PHA management and residents' living environment

- ✓ for states, describe how the low income housing tax credit will be used to complement other funds
- ✓ describe plans to encourage public housing residents to become more involved in management and to participate in homeownership programs.
- ✓ describe the standards and procedures that will be used to ***monitor*** the activities under the 1990 Act and to insure compliance with its requirements
- ✓ certify that the jurisdiction will affirmatively further ***fair housing***
- ✓ certify that the grantee will comply with the ***anti-displacement and residential relocation plans*** developed under the Community Development Block Grant program
- ✓ estimate the ***number of households*** who will receive assistance under the grant

- The law requires applicants to ***consult*** with social service providers to get information about the housing needs of children, elderly persons, persons with disabilities, homeless persons and others served by such agencies

What Can HOME Be Used For?

Eligible Activities	Prohibited Activities
Moderate Rehabilitation	Administrative Costs
Substantial Rehabilitation	Non-federal match for other programs
New Construction	Public Housing Modernization
Site Improvements	Annual Contributions for Public Housing
Acquisition	Preservation activities under the 1987 and 1990 HUD-insured preservation programs
Tenant based rental assistance	Tenant-based rental assistance in conjunction with • Section 8 Existing subsidies • Replacement of demolished public housing • Preserving federally assisted housing • Property disposition programs • Displacement from Rental Rehab properties • Extending Section 8 assistance
Financing costs and relocation benefits	

Matching Requirements

Type of Activity	Match Required
Tenant-based Rental Assistance	4 HOME to 1 state/local
Moderate Rehabilitation (less than $25,000)	4 HOME to 1 state/local
Substantial Rehabilitation	3 HOME to 1 state/local
New Construction	2 HOME to 1 state/local

CHARLOTTE

Budget and Evaluation Department

Report

GENERAL FUND
FY91 YEAR-END ANALYSIS

In our report to the City Council on April 1, 1991, we outlined an expected $2.5 million shortfall in the General Fund revenues. Our action steps included hiring and purchasing freezes and overall departmental expense reductions. Strategies included reducing travel, delaying Police recruit classes by three months, cancelling Memorial Day garbage collection, reevaluating dues and subscriptions, reducing overtime, reducing inventories and amending frequency of services.

Expenditures

Our efforts to save dollars were extremely successful; however, the impact on our service delivery was a freeze on all but the most essential safety and health services. Overall savings on FY91 appropriations approached $5.5 million, of which $1.7 million is a result of freezing positions and $1.4 million of freezing purchases. The balance of the savings was a one time landfill fee savings, fleet maintenance efficiencies, and data processing, utilities and other miscellaneous operating expense reductions (see attached schedule). These savings represents a variance of 2.5%of the operating budget plan. Historically, the variance averages 3-4%.

Shortfalls of $3.5 million occurred in property tax, sales tax and state-shared revenues. A portion of these were offset by a vigorous enforcement program and improved collection in Business Privilege Licenses. The revenue growth in Business Privilege Licenses will continue into FY92 and new projections will be available at the mid-year revenue analysis.

	Budget	Actual	Difference
Property Taxes	$102.1 m	$101.3 m	$ (.8) m
Sales Tax	24.3	23.1	(1.2)
Inventory Tax Reimbursement	6.5	5.0	(1.5)
Business Privilege Licenses	3.8	5.1	1.3
Other	50.7	51.6	.9
Total	$187.4 m	$186.1 m	$ (1.3) m

Fund Balance

The net effect on the General Fund's available fund balance was a $223,000 reduction, with a beginning balance at July 1, 1990 of $19.685 million and an ending balance at June 30, 1991 of $19.462 million, or 10.33% of actual expenditures. The Local Government Commission recommends a minimum reserve level of 10%.

It is recommended that the .33% above the 10% be transferred to the General Fund Contingency for use throughout the year. This would increase Council's Contingency by $64,000 to $100,000.

A recent survey of North Carolina cities and counties showed that the average increase to available fund balances as of June 30, 1990 was 14% (cities with population greater than 100,000 averaged 11%; counties with population greater than 200,000 averaged 19%). The $223,000 reduction represents a 1.13% decrease in the General Fund's available fund balance.

Undesignated Fund Balance

Balance at July 1, 1990	$ 19.685 m
FY91 Appropriations Savings	5.419
Prior Year Savings	.687
Revenue Shortfall	(1.279)
FY91 Appropriations - Net Adjustments	(1.389)
Appropriated for FY92 Expenditures	(3.661)
Balance at June 30, 1991	$ 19.462 m

The above information illustrates that, despite the State of North Carolina's mid-year reductions in the City's revenues and the negative impact on tax revenues due to the local economic downturn, the action steps exercised in response to the early warning signs resulted in a neutralizing effect on the City's General Fund fund balance.

FY91 FINAL STATUS- EXPENDITURES SAVINGS

DEPARTMENTS	ACTUAL FY 91 SAVINGS	VACANCIES/ OVERTIME	MIS SAVINGS	EQ SVCS SAVINGS	LANDFILL SAVINGS	UTILITIES	OTHER MISC OPER
Mayor	$ 17 772	8,900	1,000				7 872
Manager	68 400	18 400	8 800				41 200
City Clerk	13 447		5,000				8 447
City Attorney	70 923	16 000					54 923
PS&I	157 876						157 876
Economic Development	1 773						1 773
Budget	115 906		48 000				67,906
Comm Relations	126,141		6,000				120 141
Neighborhood Centers	143 001		25,000	13,000		35 000	70 001
Purchasing	55 935	35,000	10,000				10,935
Planning	34 068	34,068					
MIS	-						
Human Resources	94 917	46,000	21,200				27 717
Finance	178 429	41,000	29,000				108 429
Police	590 000	90,000					500 000
Fire	31,252		11,000				20 252
Transportation	885,680	208,000		350,000		327 680	
General Services	97,605	37,300				60,000	305
Engineering	527 708	171,892					355,816
Solid Waste Services	1,120 217	146 300			837,682		136 235
Animal Control	55,667	55 667					
Parks and Recreation	665,197	665,197					
Mint Museum	48 976	3,500				45,476	
Non-Dept I--							
Contr to E&T	127 349	13 000					114 349
Contr to CD	134 534	74,000					60 534
Other	88 943						88 943
TOTALS	$ 5,451,716	1,664,224	165,000	363,000	837,682	468,156	1,953,654

CHARLOTTE

Budget and Evaluation Department

Report

CAPITAL IMPROVEMENT PROGRAM YEAR-END STATUS REPORT

Attached for Council review is the year-end status report on active Capital Improvement program projects. Budget and Evaluation develops this report twice a year in conjunction with the Quarterly Capital Improvement Program Report which can be found in Council's library on the 15th floor of CMGC. The information on the attached spreadsheet focuses on four areas

1. The total appropriation for each project,
2. The estimated/actual expenditures for each project,
3. The projected/actual savings/deficit for each project,
4. And, the source of funds for any savings identified.

SUMMARY OF REPORT

Initial project cost estimates are based on available information on unit costs such as cost per mile of pipe or cost per mile of paving. Preliminary project cost estimates are typically estimated at the "high" end of average costs to account for unknown conditions such as soil composition, changes in project scope, right-of-way costs and inflation. When a project becomes more defined (e.g., all costs are identified) savings and overruns can be reported. Savings occur when economic conditions force lower than normal bids, project scope is reduced, or other costs prove lower than originally estimated. Overruns occur when economic conditions force higher bids or when unforeseen problems arise.

An additional $1.4 million in road project savings (1988 Street Bonds) have been identified. These savings will be earmarked for Westinghouse Boulevard Widening which was approved for inclusion in the Capital Improvement Program on August 26, 1991. A large part of the savings comes from Carmel Road Widening. Actual right-of-way costs for this project were less than the project estimate.

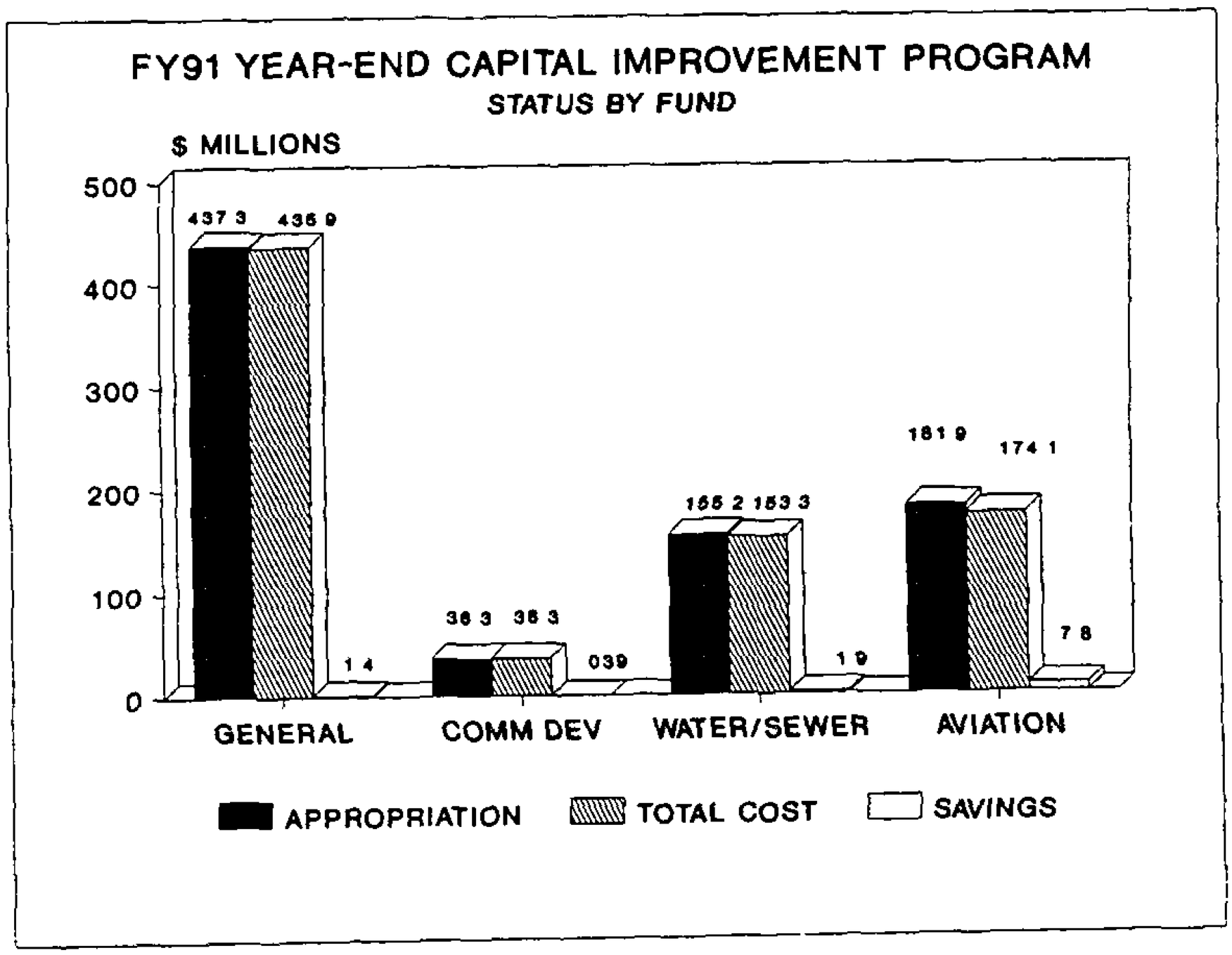
Seven road/intersection projects and one Neighborhood Improvement project were identified as having overruns compared to the original project budgets. These projects are part of on-going capital programs and will not require supplemental appropriations. Other projects in these same programs are experiencing savings which are sufficient to offset the overruns.

All other projects are projected to stay close to budgeted amounts.

Actual savings from projects closed out in the Water and Sewer Fund totalled $436,659. An additional $1.48 million in savings was identified from active projects. Of these savings, $500,000 was identified from the 60" Raw Water Line project because contingency funds were not needed Also, $200,000 was identified from the Water Main Along Providence Road project because the scope of the project was reduced These funds will be reprogrammed in the Water and Sewer Capital Improvement Program.

Actual savings from projects closed out in the Aviation Fund totalled $772,992. The Aviation Fund reported an additional $7.0 million in savings from active projects to be reprogrammed in the Aviation Capital Improvement program. Two projects, Concourse B Expansion and US Air Ground Service Equipment Facility account for more than half of these savings. In both cases, actual project design and construction costs came in less than the original project estimate. Early project estimates were deliberately made on the "high" end based on very general project descriptions to insure that bond issues would be sufficient to cover final project costs

The following graph and table summarize the report.



SOURCE OF SAVINGS	SAVINGS AVAILABLE FOR REPROGRAMMING
2/3 Street Bonds	$ 649,495
Street Bonds	1,670,000
Revenue Sharing	60,536
Powell Bill	26,680
Rental Rehab Grant	38,815
Less Projected Overruns	(981,000)
TOTAL GENERAL GOVERNMENT	**$ 1,464,526**
Water Bonds	1,401,539
W/S Fund Balance	210,494
Sewer Bonds	307,618
TOTAL WATER/SEWER	**$ 1,919,651**
Aviation Bonds	6,818,218
Aviation Fund Balance	959,279
Aviation Investment Income	1,252
TOTAL AVIATION	**$ 7,788,749**
GRAND TOTAL	**$11,172,926**

CAPITAL IMPROVEMENT PROGRAM YEAR-END STATUS REPORT

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
TRANSPORTATION	WESTINGHOUSE BLVD EXT PHASE 3	4 203 200	4 203 200		0	
	NC HWY 51 WIDENING	15 387 908	15 387 908		0	
	WESTINGHOUSE BLVD EXT PHASE 2	5 776,800	5 776 800		0	
	IDLEWILD RD WIDENING & WT H BLVD	4 650 000	4 650 000		0	
	PARK ROAD/JOHNSTON RD WIDENING	30 998 000	30 998,000		0	
	WESTINGHOUSE BLVD EXT PHASE 4	420 000	420 000		0	
	COLONY RD EXT-PHASE I	3 765 000	3 765 000		0	
	HEBRON STREET EXT - PHASE II	1 514 000 00	1 514 000		0	
	* PROVIDENCE/ALEXANDER/REA	2,300 000	2 323 000		(23 000)	
	* SARDIS ROAD N BRIDGE REPLCEMNT	500 000	540 000		(40 000)	
	* OLD CONCORD/ORR RD M I I	250 000	292,000		(42 000)	
	* EASTWAY/PLAZA	1 250 000	1 321 000		(71 000)	
	* SEVENTH/CASWELL/PECAN	375 000	489 000		(114 000)	
	* SOUTH BOULEVARD/HEBRON	350 000	510 000		(160 000)	
	* RANDOLPH/SHARON AMITY	1 500 000	1 979 000		(479 000)	
	SUB TOTAL PROJECT OVERRUNS				(929 000)	
	* PROVIDENCE/SARDIS/FAIRVIEW	2 400 000	2 290 000		110 000	2/3 STREET BONDS
	* SHARON RD/QUAIL HOLLOW	2 000 000	1,770 000		230 000	2/3 STREET BONDS
	* MONROE/WENDOVER/EASTWAY	6 064 495	5 755 000		309 495	2/3 STREET BONDS
	SUB TOTAL 2/3 STREET BONDS				649 495	
	SHAMROCK DR WIDENING	4 838 000	4 707 000		131 000	STREET BONDS
	SARDIS RD WIDENING	13 215 000	12 857 000		358 000	STREET BONDS

* NOTE An on-going project or program

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
TRANSPORTATION CONT	BEATTIES FORD RD WIDENING	6 000 000	5 735 000		265 000	STREET BONDS
	MONROE RD WIDENING	2 200 000	2 020 000		180 000	STREET BONDS
	CARMEL ROAD WIDENING	15 000,000	14 264 000		[illegible] 000	STREET BONDS
	SUB TOTAL STREET BONDS				1,670 000	
	PARKWOOD AVENUE EXT	2 721 680	2 695 000		26 680	POWELL BILL
	SUB TOTAL POWELL BILL				26 680	
	TOTAL TRANSPORTATION	127 679,083	126,261 908		1 417,175	
GOV'T FACILITIES	NEW ANIMAL SHELTER	3 650 000	3 650 000		0	
	CONVENTION CENTER	141 310 000	141 310 000		0	
	DISCOVERY PLACE-PHASE II EXP	13,945 000	13 945 000		0	
	CHARLOTTE COLISEUM CONSTRUCTION	50,079 030	50 079 030		0	
	CONSTRUCTION OF NEW OFFICE BLDG	35 105 036	35 105 036		0	
	FIRE STATION NO 1 RELOCATION	2 750 000	2 750 000		0	
	I-77 CORRIDOR FIRE STATION	886 272	886,272		0	
	UNIVERSITY RES PK FIRE STATION	1 200 057	1 200 057		0	
	• RAMP CONSTRUCTION	315 000	315 000		0	
	TOTAL GOV'T FACILITIES	249 240,395	249 240,395		0	
NEIGHBORHOOD IMPROVEMENTS	• BEATTIES FORD RD BSN CORRIDOR	1 200 000	1 200 000		0	
	• BELMONT NEIGHBORHOOD IMPROVEMENT	2 350 000	2 350 000		0	
	• CAPITAL DR NEBRHOOD IMPROVMENT	350 000	350 000		0	
	• DOUBLE OAK NEBRHOOD IMPROVEMENT	2 000 000	2 000 000		0	
	• LOCKWOOD NEBRHOOD IMPROVEMENT	2 000 000	2 000 000		0	
	• CENTRAL PLAZA BUSINESS CORRIDOR	1 000 000	1 000 000		0	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
NEIGHBORHOOD IMPROVEMENTS CONT	FOURTH WARD URBAN RENEWAL	2 862 000	2 862 000		0	
	FOURTH WARD/WEST OF GRAHAM ST	816 536	756 000		60 536	REVENUE SHARING
	SUB TOTAL REVENUE SHARING				60 536	
	• SMALL AREA PLAN	3 683 000	3 683 000		0	
	• MONTIBELLO SUBDIV PH II	400,000	452 000		(52 000)	
	SUB TOTAL PROJECT OVERRUNS				(52,000)	
	• WILKINSON BLVD BUS CORR & MED	1 600 000	1 600 000		0	
	TOTAL NEIGH IMPROVEMENTS	18,261 536	18 253 000		8 536	
PARKS & REC	FREEDOM PARK RENOVATIONS	1 031 500	1 031 500		0	
	HIGHWAY 51 DISTRICT PARK	2 100,000	2,100 000		0	
	INDEPENDENCE PLAZA PK-CONSOLIDATED	3 844 413	3 844 413		0	
	• NEW PARK DEVELOPMENT	4 500 000	4 500 000		0	
	REEDY CREEK PARK	5 772 500	5 772 500		0	
	REVOLUATION/CLANTON PARK	1 400,000	1 400 000		0	
	STATESVILLE PARK DEVELOPMENT	5 200 000	5,200 000		0	
	• IMPROVEMENTS TO EXISTING PK FACILITIES	8 266 000	8 266 000		0	
	PARK LAND ACQUISITION	10 009 000	10 009 000		0	
	TOTAL PARKS & REC	42,123 413	42,123 413		0	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
COMMUNITY DEV	RENT REFUNDS TO OVERCHARGED	211 000	211 000		0	
	INNOVATIVE HOUSING	391 231	391 231	CLOSED	0	
	SELECTIVE RESIDENTIAL REHAB	3 129 825	3 129 825		0	
	PROPERTY ACQUISITION	1 085 911	1 085 911		0	
	RELOCATION	373 812	373 812		0	
	HOMEOWNERSHIP DNPYMT ASSISTANCE	100 000	100 000		0	
	REPLACEMENT HOUSING	500 000	500 000		0	
	BELMONT IMPLEMENTATION PLAN	200 000	200 000		0	
	SELECTIVE RESIDENTIAL REHAB	1 378 045	1 378 045		0	
	PROPERTY ACQUISITION	466 013	466 013		0	
	RELOCATION	373 813	373 813		0	
	DOWNPAYMENT ASSISTANCE	13,500	13 500		0	
	REPLACEMENT HOUSING	494 098	494 098		0	
	PROGRAM DELIVERY -STAFF	1 299 288	1 299 288		0	
	ADMINISTRATION	463 792	463 792		0	
	BETHLEHEM CENTER	123,825	123 825		0	
	GETHSEMANE ENRICHMENT PROGRAM	415,149	415 149		0	
	ECON DEV REVOLVING LOAN FUND	774 103	774 103		0	
	FY86 REHAB (RENTAL REHAB)	158 900	158 900	CLOSED	0	
	FY87 REHAB (RENTAL REHAB)	418 500	418 500	CLOSED	0	
	FY88 REHAB (RENTAL REHAB)	444 000	444 000	CLOSED	0	
	FY89 REHAB (RENTAL REHAB)	260 000	221 185		38 815	RENTAL REHAB GRANT
	SUB TOTAL RENTAL REHAB/GRANT				38 815	
	FY90 REHAB (RENTAL REHAB)	222 000	222 000		0	
	REVITALIZATION AND E D FUND	4 257 381	4 257 381		0	
	NEW HOUSING UNITS	616 564	616 564		0	
	SECTION 8 RENTAL OPTIONS	226 216	226 216		0	
	IN REM PROCESS	865 721	865 721		0	
	CODE RELOCATION	72 968	72 968		0	
	NEW HOUSING CONSTRUCTION FY87	1 950 000	1 950 000	CLOSED	0	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
COMMUNITY DEV CONT	INNOVATIVE HOUSING LOANS	15 018 982	15 018 982		0	
	CODE MEDIATION LOANS	25 000	25 000		0	
	TOTAL COMMUNITY DEV	36,329,637	36,290,822		38 815	
WATER	WATER MAIN ALONG EASTFIELD RD	850 000	746 425	CLOSED	103 575	WATER BONDS
	WATER MAIN ALONG US 29 NORTH TO MALLARD CK CHURCH RD	378 000	213 028	CLOSED	164 972	WATER BONDS
	WATER MAIN ALONG SARDIS RD PHASE I	2 682 000	2 582 000		100 000	WATER BONDS
	60" RAW WATER LINE	7 100 000	6 600 000		500 000	WATER BONDS
	STORAGE TANK ON NC51 AT SARDIS ROAD	2 360 000	2 300 000		60 000	WATER BONDS
	WATER MAIN ALONG PROSPERITY CHURCH ROAD PHASE II	650 000	600 000		50 000	WATER BONDS
	TRANSMISSION MAIN-FRANKLIN TO 54"	5,950 000	5 772 008		177 992	WATER BONDS
	WATER MAIN ALONG BACK CK CHURCH ROAD	545 000	500 000		45 000	WATER BONDS
	WATER MAIN ALONG PROVIDENCE RD	444 000	244 000		200 000	WATER BONDS
	SUB TOTAL WATER BONDS				1 401,539	
	CMUD ADMN BLDG EXPANSION	2,127 750	2 092 750		35 000	W/S FUND BALANCE
	WATER MAIN ALONG DEARMON RD	130 000	115 000		15 000	W/S FUND BALANCE
	SUB TOTAL FUND BALANCE				50 000	
	WATER MAIN ALONG IDLEWILD RD	1 620 000	1 620 000		0	
	UTILITIES OPERATIONS SATELLITE YARD	1 330 000	1 330 000		0	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
WATER CONT	WATER MAIN ALONG MONROE RD AND WEDDINGTON	767 000	767 000		0	
	FRANKLIN WATER TRTMT PLT ADDITIONS	14 385 000	14 385 000		0	
	WATER MAIN ALONG NC16 EAST	4 500 000	4 500,000		0	
	WATER MAIN ALONG US74 TO MATTHEWS	1 455 000	1 455 000		0	
	WATER MAIN ALONG WEDDINGTON AND MCKEE ROADS	362,450	362 450		0	
	WATER MAIN ALONG CHESHIRE RD AND BROWNE RD	323 395	323 395		0	
	WATER MAIN ALONG BROWNE RD	422,000	422 000		0	
	TOTAL WATER	48 381,595	46,930,056		1 451 539	
SEWER	MCINTYRE S BRANCH OUTFALL	1,659 000	1 516 382	CLOSED	142 618	SEWER BONDS
	IRVINS CK OUTFALL PHASE I	700 000	500,000		165 000	SEWER BONDS
	SUB TOTAL SEWER BONDS				307 618	
	MCALPINE/MCMULLEN CK I & I ANALYSIS	175,000	151,780	CLOSED	23 220	W/S FUND BALANCE
	SEWER SERVICE TO LAKE AREAS STUDY	150 000	147 726	CLOSED	2 274	W/S FUND BALANCE
	LONG CK PARALLEL OUTFALL PHASE 5	850 000	750 000		100 000	W/S FUND BALANCE
	IRVINS CK OUTFALL, PHASE I				35 000	W/S FUND BALANCE
	SUB TOTAL FUND BALANCE				160 494	
	IRVINS CK OUTFALL PHASE II	2 722 000	2 722 000		0	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
SEWER CONT	BACK CK LIFT STATION FORCE MAIN & OUTFALL	5 700 000	5 700 000		0	
	MALLARD CK OUTFALL TO EASTFIELD ROAD/WEST	575 000	575 000		0	
	STONY CK OUTFALL PHASE I	1 435 000	1 435 000		0	
	BEARDS CK TRUNK EXTENSION	325 000	325 000		0	
	MCALPINE CK WASTEWATER TRTMT PLT FILTER COMPLEX	4 643 500	4 643 500		0	
	SUDBURY RD SEWER TRUNK	300 000	300 000		0	
	MCALPINE CK WASTEWATER TRTMT PLANT EXPANSION	14 655,150	14 655 150		0	
	SUGAR CK WATSEWATER TRTMT PLANT UPGRADING	3 693 095	3 693 095		0	
	LONG CK LIFT STTION	75 000	75,000		0	
	REGIONAL PLT FACILITIES STUDY	8 600 000	8 600 000		0	
	PAW CK PARALLEL OUTFALL	1 000 000	1 000 000		0	
	LONG CK PARALLEL OUTFALL, PHASE I	491 000	491 000		0	
	MALLARD CK WASTEWATER PLT ADDITION	6,600 000	6 600 000		0	
	MALLARD CK WASTEWATER PLT ADDITION PHASE II	8 000 000	8 000 000		0	
	MCDOWELL CK WASTEWATER TRTMT PLANT ADDITIONS	6 600,000	6 600 000		0	
	MCALPINE CK WASTEWATER TRTMT PLANT IMPROVEMENTS	32 736 230	32 736 230		0	
	IRWIN CK WASTEWATER TRTMT PLANT UPGRADING	5 183 209	5 183 209		0	
	TOTAL SEWER	106 868 184	106,400,072		468 112	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
AVIATION	AIRFIELD IMPROVEMENTS 1991	5 816 625	5 816 625		0	
	COST OF BOND SALE	2 346 894	2 346 894		0	
	AIRPORT MAINT FACILITY	600 000	600 000	CLOSED	0	
	PIEDMONT MAINT FACILITY	52 427 926	52 427 926		0	
	PIEDMONT MAINT FACILITY	11,107 613	10 886 672		220 941	AVIATION BONDS
	1987 FUEL FARM EXPANSION	2,000 000	1 999 886		114	AVIATION BONDS
	AIRFIELD IMPROVEMENTS 1989	5 972 570	5,757,589		214,981	AVIATION BONDS
	LONG TERM/HOTEL-FAA ACCESS CONNECTOR RUNWAY	3 050 000	3 007 331		42 669	AVIATION BONDS
	INTERNTL & COMMTR FACILITIES	18 675 000	18 157 034		517 966	AVIATION BONDS
	CONCOURSE B EXPANSION	11,453 000	8 716,952		2 736 048	AVIATION BONDS
	AIRPORT EXPANSION-EASTSIDE	2,653 500	2,353,646	CLOSED	299 854	AVIATION BONDS
	AIRFLD IMPRMNTS/ASR RELOCAT	500 000	435 697		64 303	AVIATION BONDS
	CONCOURSE C IMPROVEMENTS	1 132,000	1 131 992		8	AVIATION BONDS
	AIRPORT VORTAC	2,370 207	2 187,532		182 675	AVIATION BONDS
	HARLEE AVENUE BRIDGE REMOVAL	716 024	701 551		14 473	AVIATION BONDS
	FUEL FARM EXPANSION	571,000	559 195	CLOSED	11 805	AVIATION BONDS
	SIGNS & LANDSCAPING	2 935 000	2 906,779		28 221	AVIATION BONDS
	AIRFIELD IMPROVMENT 1987	5,669 500	5 584 799	CLOSED	84 701	AVIATION BONDS
	AIRFIELD IMPROVEMENTS 1990	5 554 874	4 965 931		588 943	AVIATION BONDS
	AIRFIELD IMPROVMENTS FY88	6 679 999	6 371,677	CLOSED	308 322	AVIATION BONDS
	PRKING DECK/COMMERCIAL VHCL LANE	13 850,000	13 849,974		26	AVIATION BONDS
	USAIR GRND SERV EQUIPMENT FACILITY	6 200,000	4,728 206		1 471 794	AVIATION BONDS
	SHORT TERM PARKING DECK	8 065 000	8 024 628		40 372	AVIATION BONDS
	SUB TOTAL AVIATION BONDS				6 828,217	
	PURCHASE/RENOVATE EASTERN AIRLINE HANGER	144 250	75 940	CLOSED	68 310	AVIATION FUND BALAN
	FBO DEVELOPMENT	6 011 370	5 841 252		170 118	AVIATION FUND BALAN
	PIEDMONT AL AIR CARGO FACILITY	3 950 000	3 229 149		720 851	AVIATION FUND BALAN
	SUB TOTAL FUND BALANCE				959 279	

CATEGORY	PROJECT TITLE	PROJECT BUDGET	TOTAL EST PROJECT COST	PROJECT CLOSED?	SAVINGS/ (OVERRUN)	SOURCE OF SAVINGS (IF APPLICABLE)
AVIATION CONT	EMPLOYEE PARKING LOT	1 440 500	1 439 248		1 252	INVESTMENT INCOME
	SUB TOTAL INVESTMENT INCOME				1 252	
	TOTAL AVIATION	181,892,852	174 104,103		7,788,749	
	GRAND TOTAL	810,776,695	799,603 769		11 172 926	

FY91 YEAR-END CITY MANAGEMENT INFORMATION SYSTEM REPORT

HIGHLIGHTS

City Government is a collection of municipal services. If this were a business we'd be some sort of conglomerate. Our products are diverse and often unrelated. To keep tabs on what all the different departments are doing, the services they are providing, and the varying demand for those services from the citizens, we have an extensive management information system which is based on departmental objectives. There are some 700 City-wide objectives. However, this is not a static system, but rather one which changes as needs and demands change.

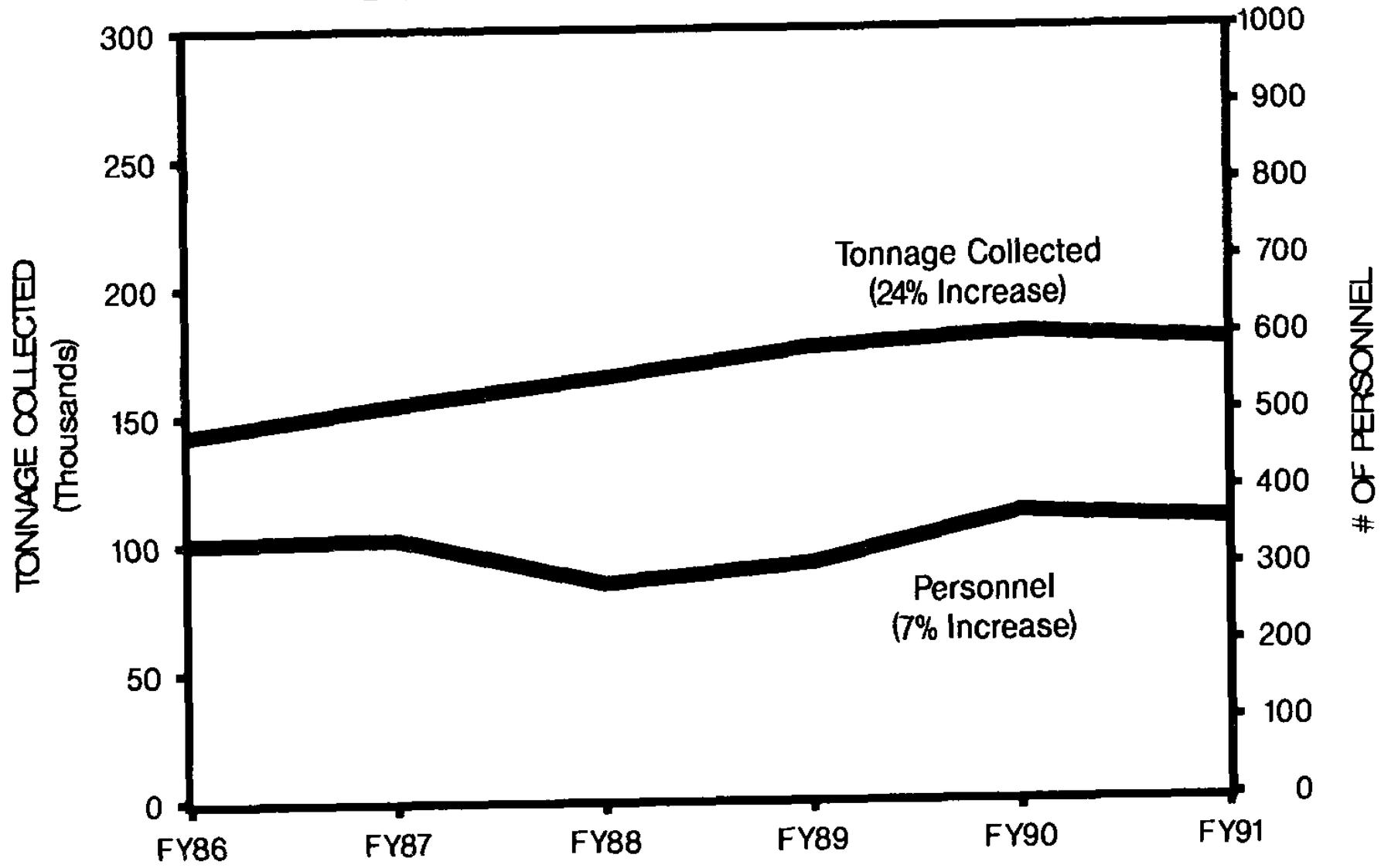
The current picture provided by these objectives shows an upward trend in service demands and a flattening in resources available to meet these demands. The management system shows how the City is doing in keeping up with the demands and where we need to improve.

A little more than a year ago during the FY91 budget discussions I presented a series of graphs which showed growth in selected work responsibilities and corresponding changes in staff devoted to those activities.

We have updated those graphs for FY90 and FY91 and, not surprisingly, they show a continuation of the trend previously illustrated - that work demands are continuing to increase - for the most part at a more rapid pace than staffing increases. This is the type of information we have readily available from the management information system and the kind of information we depend upon and use on a daily basis to guide our decisions.

A few months ago it was stated that staff always request new resources for new services or increasing workload and never absorb these new services. The fact is that the City has absorbed huge increases in workload and shifted resources whenever possible to meet these increasing demands. Since we don't need Council approval for absorbing workload or shifting existing resources, we don't have a very effective way of letting you know that this is happening. It is only when we get to the point of being unable to absorb workloads or to shift resources without impacting existing services that we must come back to Council for new resources. This following graphs will show a few examples of how staff have absorbed increasing workloads and new services over the past 6 - 7 years.

SOLID WASTE SERVICES



SOLID WASTE

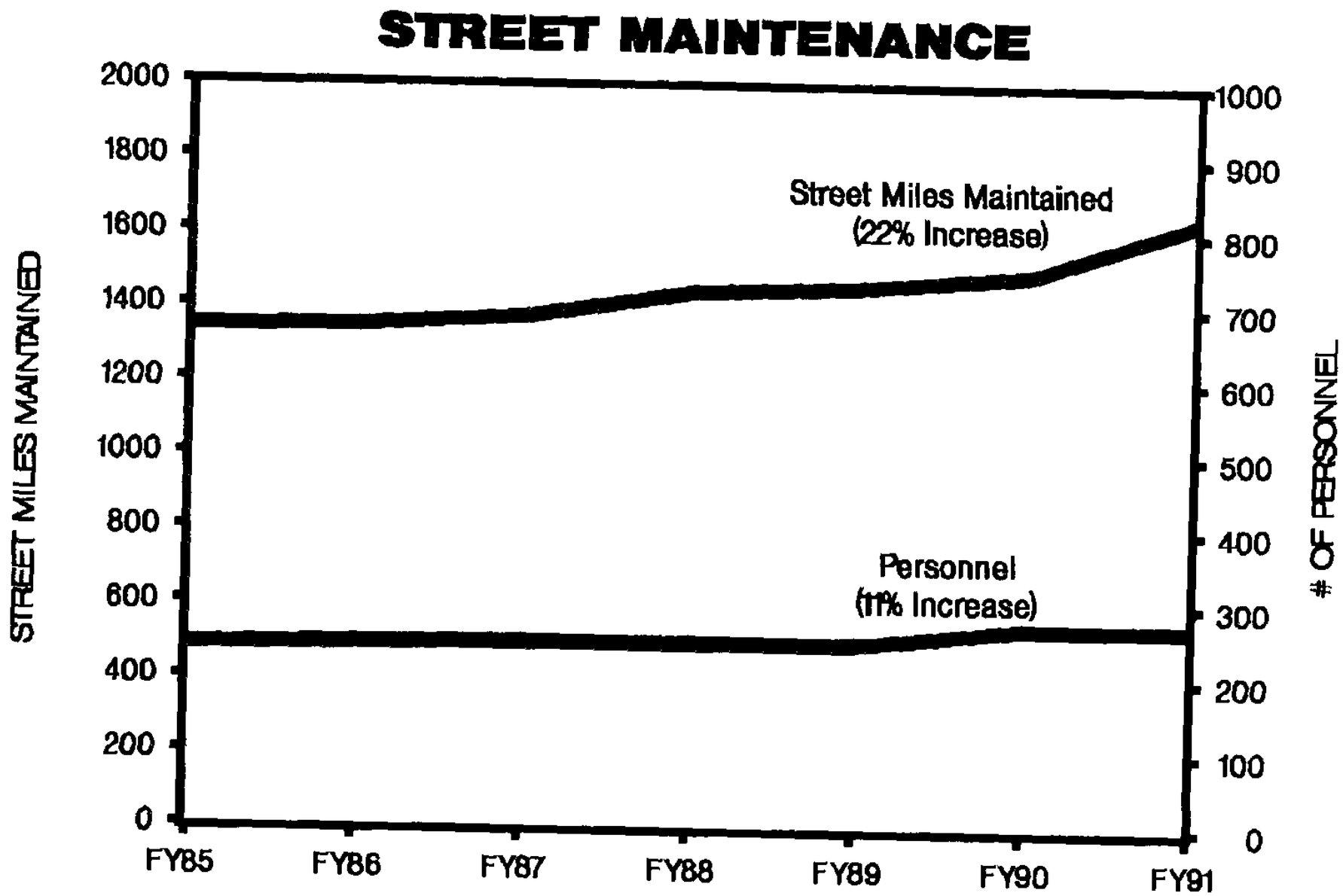
This graph shows the impact of new recycling services on total collection over the past two years. Total tonnage collected up 24%, staffing is up 7%.

However, this is only part of story. For the most part, we have absorbed the staff increases needed for recycling by purchasing low-entry side loading packers and converting our backyard and curbside garbage collection crews from three-man to two-man crews. Tonnage sent to Landfill had decreased 14% - with difference due to recycling. During FY91, 25,000 tons of multi-media recycling and yard waste has been diverted from Landfill and sent to recycling facilities.

Achievements

Thirty-eight (38) Belmont Community clean-up projects were scheduled on Saturdays during last year. Seventy-two (72) truck load of trash were taken to the landfill as a result of these clean-up campaigns.

There were 17,956 service requests and 95% were resolved in eight work hours.

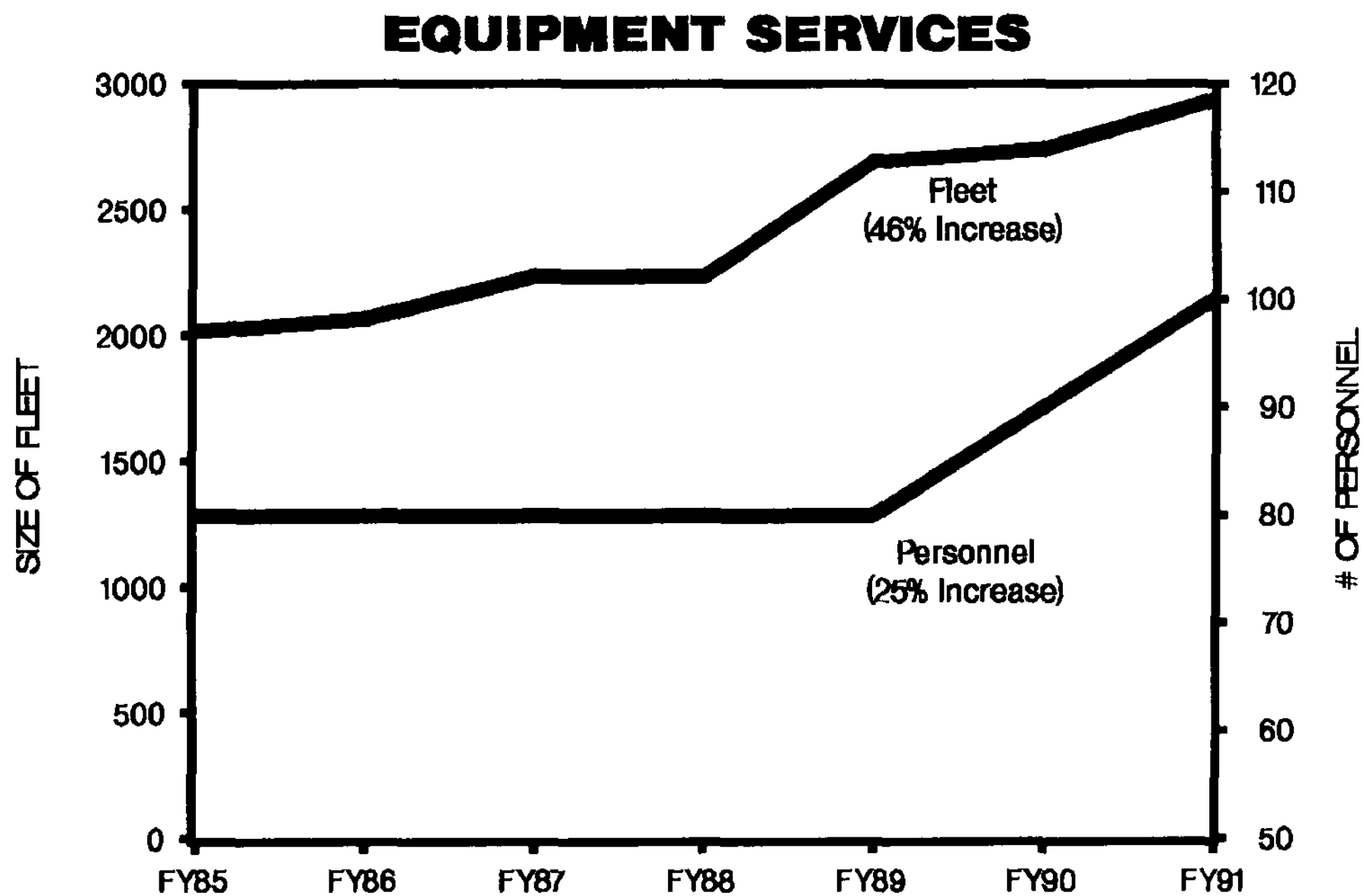

STREET MAINTENANCE
STREET MILES MAINTAINED
OF PERSONNEL
2000
1800
1600
1400
1200
1000
800
600
400
200
0
1000
900
800
700
600
500
400
300
200
100
0
Street Miles Maintained
(22% Increase)
Personnel
(11% Increase)
FY85
FY86
FY87
FY88
FY89
FY90
FY91

STREET MAINTENANCE

Over six years, we have had a 22% increase in miles of City-maintained streets - and an 11% increase in personnel to maintain those roads.

Achievements

While we do not yet have an objective, the average maintenance expense per lane mile of City-maintained streets is $5,083.


EQUIPMENT SERVICES
SIZE OF FLEET
OF PERSONNEL
3000
2500
2000
1500
1000
500
0
120
110
100
90
80
70
60
50
Fleet
(46% Increase)
Personnel
(25% Increase)
FY85
FY86
FY87
FY88
FY89
FY90
FY91

EQUIPMENT SERVICES

Number of vehicles and other small engine equipment (includes lawn mowers, blowers, chain saws, etc.) has increased 46%; Productivity Study recommendation have been implemented and staff increased by 25%, including the addition of a third shift to work on heavy equipment when the equipment is not in use.

Achievements

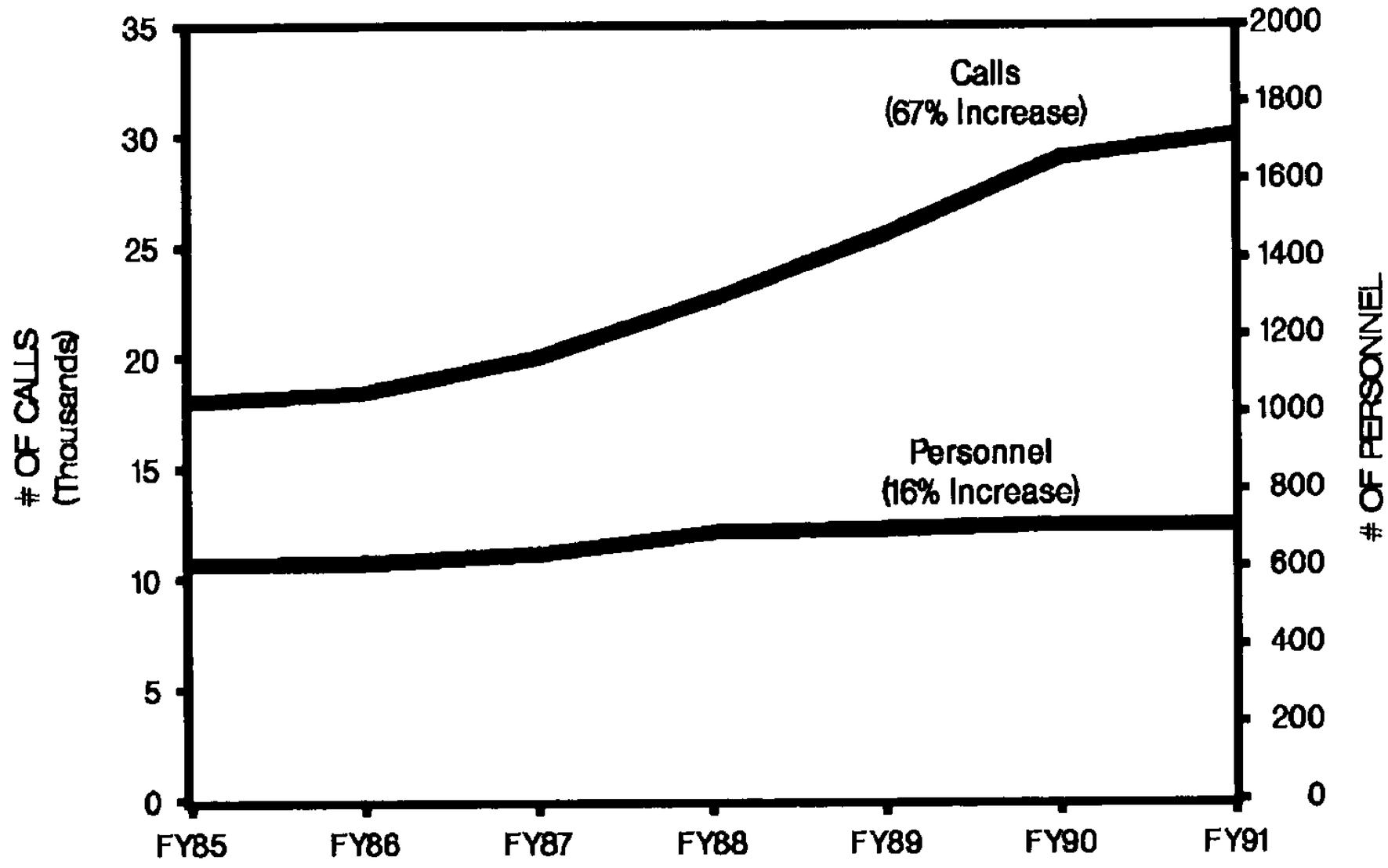
A cost reduction program has resulted in the purchase of two new machines to recover and recycle Freon and antifreeze. These machines have enabled the Division to reduce purchases of these materials, avoid disposal cost, and reduce pollution. These and other efficiencies reduced maintenance costs by $400,000 which reduced lease-back charges to departments.

Problems

Seventy-four percent (74%) of vehicle maintenance services were completed within one work day (objective was 80%). In one maintenance shop, the preventive maintenance target rate (i.e. number of vehicles with preventive maintenance conducted on schedule - was 50% (objective 70%).

The major reason for failure to achieve the objective was personnel vacancies and the hiring freeze.

FIRE DEPARTMENT



FIRE

The graph shows a continuing increase in total calls - up 67% in six years and 16% increase in Fire Operations personnel.

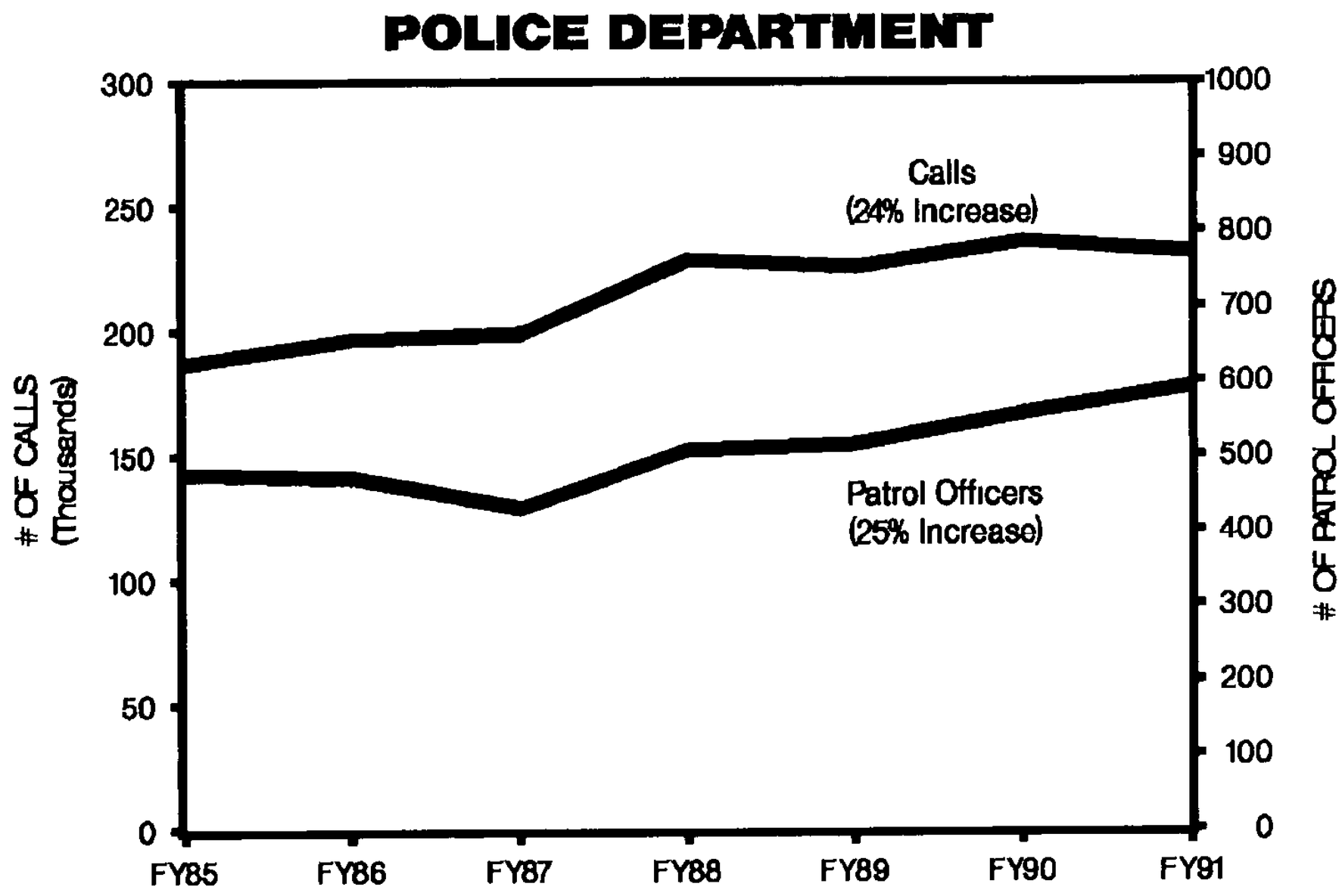
As a way of information of 30,000 calls received in FY91, 87% were first responder - medical emergencies and 13% were fires (4,000).

Achievements

Operations continued to meet the objective of less than four minutes average response time on emergency medical service calls and an overall rate of 99% in less than nine minutes.

Of incendiary fire cases, 34.4% (objective 30%) were cleared.

Ninety-nine percent (99%) of fire calls were responded to within times established in fire station locator model.


POLICE DEPARTMENT
OF CALLS
(Thousands)
OF PATROL OFFICERS
Calls
(24% Increase)
Patrol Officers
(25% Increase)
300
250
200
150
100
50
0
1000
900
800
700
600
500
400
300
200
100
0
FY85
FY86
FY87
FY88
FY89
FY90
FY91

POLICE

Continuing the update of last year's graphs, there has been a 24% increase in calls for service since FY85, and a 25% increase in the number of patrol officers.

Achievements

Vice and Narcotics Bureau increased the number of drug-related arrests by 7%; 19 drug buy/street dealer campaigns were conducted resulting in 120 arrests.

Patrol Bureaus successfully investigated and cleared 35% of Part I and II offenses assigned to them; Investigations closed 40% of arson and 49% of fraud cases.

Sustained citizen complaints dropped from eleven in FY90 to one in FY91.

Adam and Charlie Bureaus met all response time objectives.

Problems

Baker continues to not meet response time objectives.

Case closure rate on Assault with Deadly Weapon (ADW) and Homicide fell short of the objective (ADW: 72% - objective 90%) and (Homicide 78% - objective 90%) due to increasing numbers, drug involvement and lack of victim/witness cooperation.

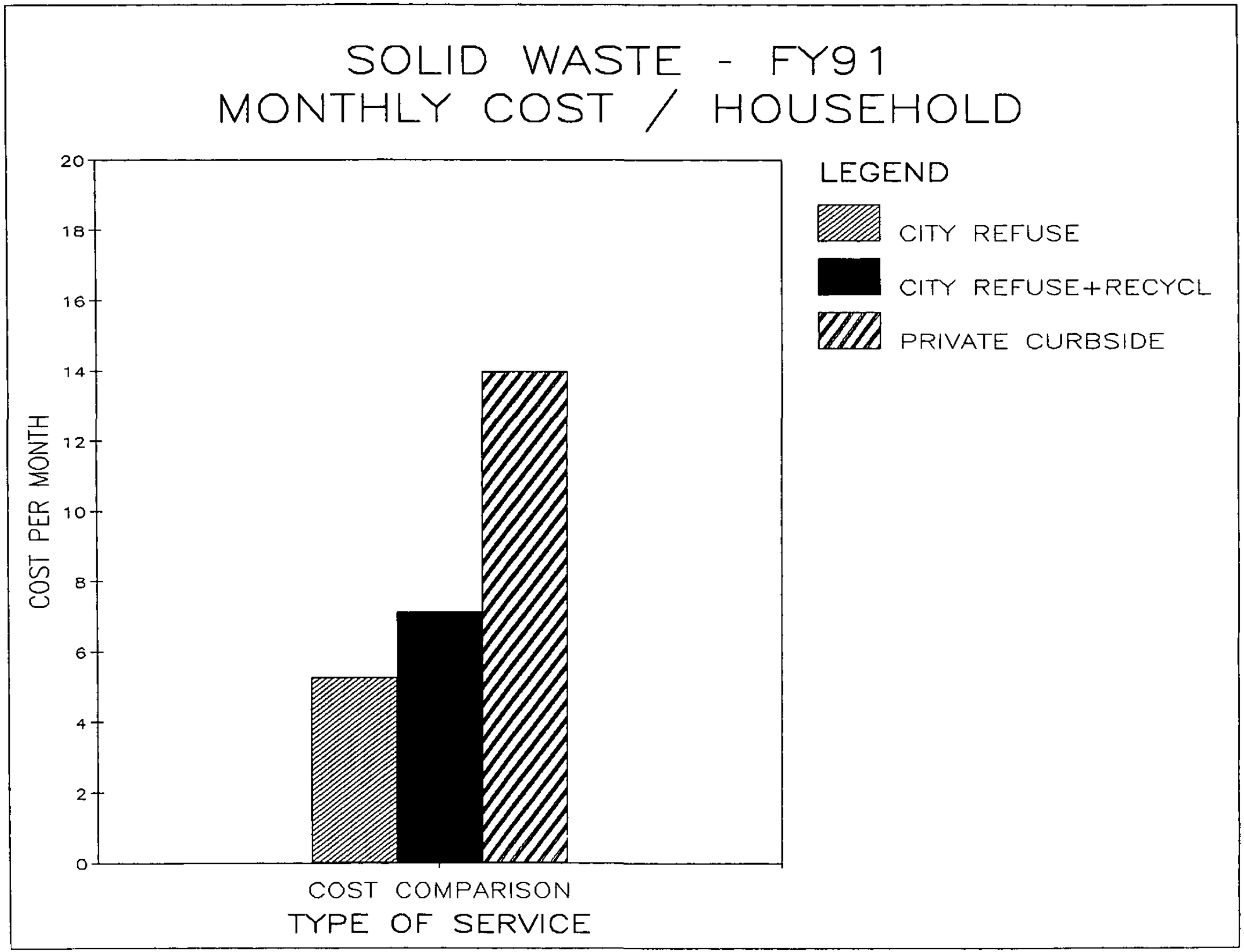
As Vi has briefly told you, the FY91 year end financial picture came out a little better than expected, due largely to some difficult choices which were made during the last part of the fiscal year. However, these decisions were not without their cost and a number of department objectives were not met - in part because of the hiring and purchasing freeze.

We did not meet our objective on responding to citizen complaints in the cemeteries. The hiring freeze was put in place at the height of the Spring growing season and freezing the temporary positions normally hired to help in this high workload season adversely affected our ability to meet mowing frequency in the cemeteries. The alternative of shifting other park operations staff to cemetery mowing caused other work to fall behind. However we felt we had to make that sacrifice to cope with the financial crisis. Eventually we were able to authorize the filling of these positions, normal maintenance schedules were resumed and complaints reduced.

We did not meet our minimum manning levels objective on solid waste crews (3 men on rear loading / 2 men on side loading). Again, staffing and vacancies were caught in the hiring freeze. An additional complicating factor was the state mandated requirement that our equipment operators all have commercial drivers licenses. The classes have impacted available workforce.

Planning suspended their program of updating base maps due to the budget crisis.

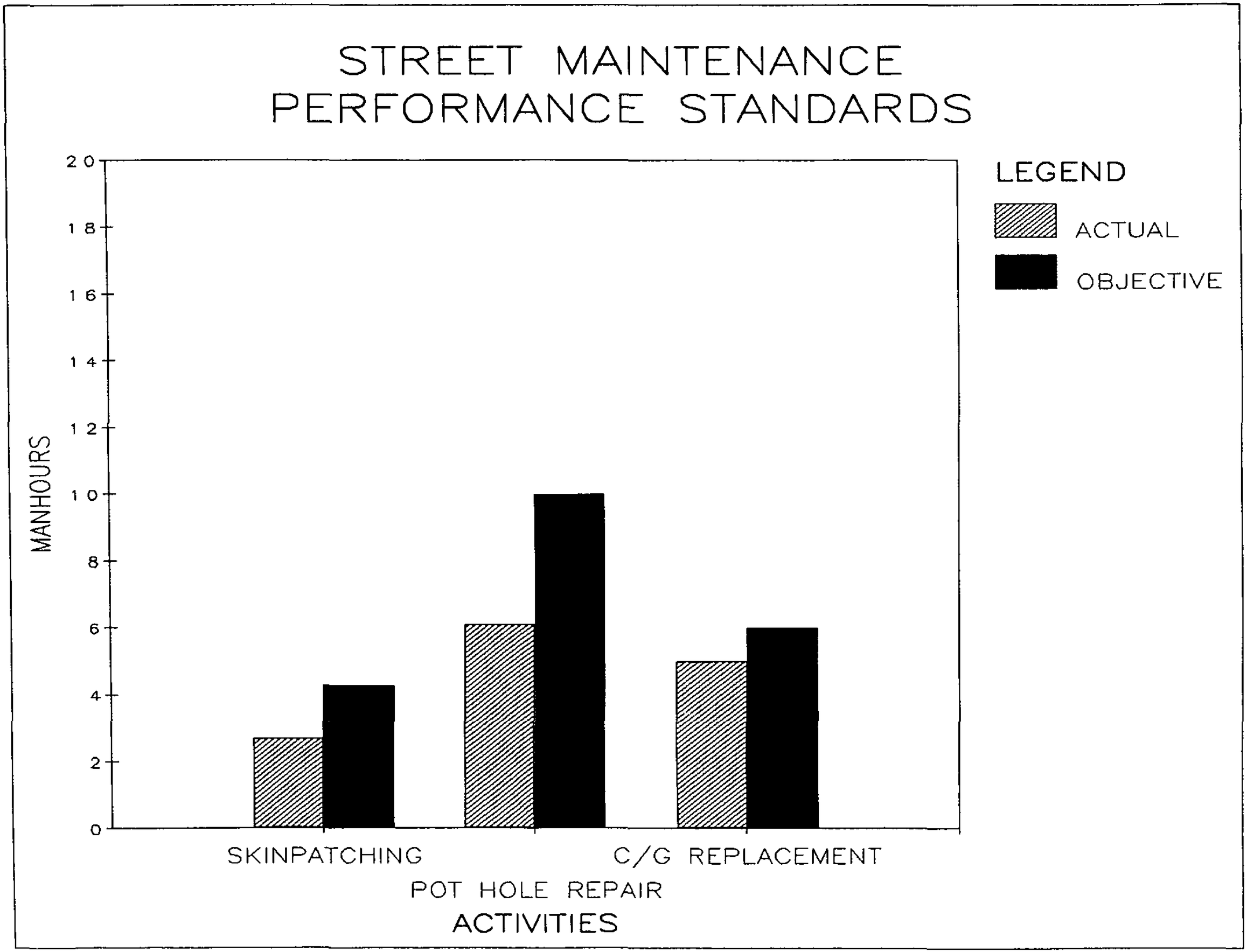
These are just a couple of examples; there were others as well which were highlighted in the year end objectives report. But rather then end on a note of non-achievement, I wanted to illustrate for you a few new objectives. For the past two years we have been making an effort to add more efficiency and productivity objectives to the management information system. Despite the budget constraints, there were considerable achievements as demonstrated by these objectives.


SOLID WASTE - FY91
MONTHLY COST / HOUSEHOLD
LEGEND
CITY REFUSE
CITY REFUSE+RECYCL
PRIVATE CURBSIDE
COST PER MONTH
0
2
4
6
8
10
12
14
16
18
20
COST COMPARISON
TYPE OF SERVICE

SOLID WASTE

Solid Waste has an objective to keep the cost of residential garbage collection below $7 per household per month. During FY91, the actual cost for residential collection - not including recycling - was $5.28 per household per month...including recycling was $7.15 per household, per month.

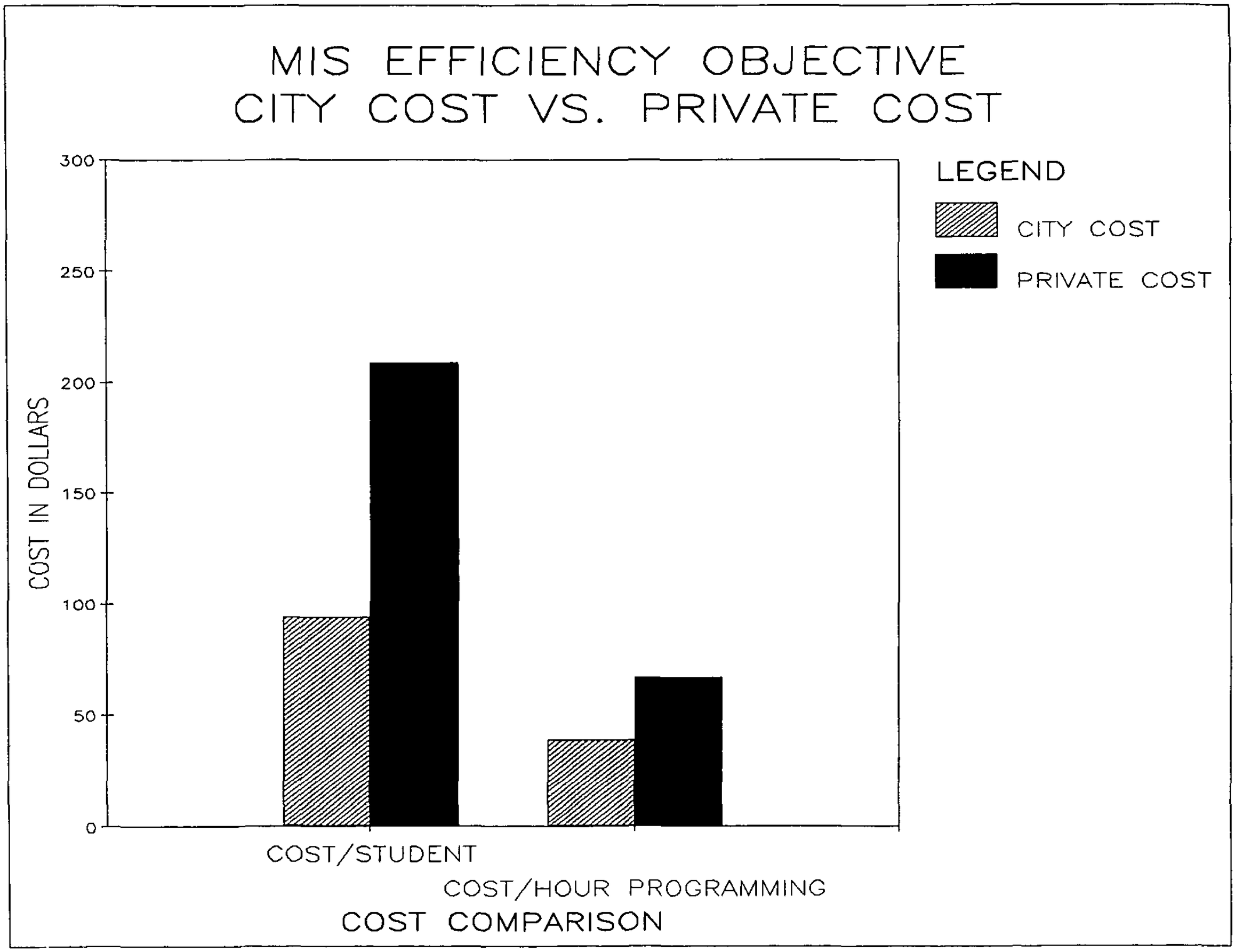
As a basis for comparison, one private collector in the county charged homeowners $14 per month for once-a-week curbside collection, and effective July 1 has increased their bill to $16 per month.


STREET MAINTENANCE
PERFORMANCE STANDARDS
LEGEND
ACTUAL
OBJECTIVE
MANHOURS
0
2
4
6
8
10
12
14
16
18
20
SKINPATCHING
POT HOLE REPAIR
C/G REPLACEMENT
ACTIVITIES

STREET MAINTENANCE

Street Maintenance has maintained productivity standards for several years. This graph illustrates that we have met all three standards:

- .27 hours per square yard of skin patching (objective: .43 hours)
- .61 hours per square yard of pot hole repair (objective: 1.0 hours)
- .50 hours per linear foot of curb and gutter replacement (objective: .60 hours)


MIS EFFICIENCY OBJECTIVE
CITY COST VS. PRIVATE COST
LEGEND
CITY COST
PRIVATE COST
COST IN DOLLARS
300
250
200
150
100
50
0
COST/STUDENT
COST/HOUR PROGRAMMING
COST COMPARISON

MUNICIPAL INFORMATION SYSTEMS

Municipal Information Systems (MIS) has efficiency objectives to be sure that the services they provide to departments are competitive with private sector costs for:

1. Microcomputer and word processing training for City-employees.

2. Systems analysis and programming services.

During FY91, cost per student for MIS training was less than half the outside cost for comparable classes. Average cost was $94 for City training compared to $209 for private sector training.

Cost per hour of programming and systems analysis was $39 for City staff compared to private contract costs averaging $67 per hour.