AGENDA

Meeting Type:	SPECIAL
Date:	04/14/1999
	BUDGET RETREAT

City of Charlotte, City Clerk's Office

City of Charlotte

FY00 Budget Half-day Retreat
April 14, 1999
2:00 pm - 6:00 pm
Room: 267

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AGENDA

2:00 p.m. **Budget Overview**

- **FY2000-01 Operating Budget**
  - **Requested Changes** — **Curt Walton**
  - **Compensation** — **Bill Wilder**

- **FY2000-FY2004 Capital Budget** — **Curt Walton**
  - **Overview**
  - **Council's Top and High Priorities**
  - **New Projects**
  - **Unfunded Projects**

4:30 p.m. **Council Policy on the Use of Cash Reserves**

- **Policy Overview** — **Curt Walton**
- **Budget Committee and Manager Recommendation** — **Curt Walton**

5:30 p.m. **User Fees** — **Curt Walton**

Distribution: **Mayor and City Council**
Leadership Team
Key Business Executives
Budget and Evaluation Staff

FY2000-FY2001 Budget Overview

Requests from the Key Business Units for the FY2000-FY2001 two-year budget represent an increase of approximately $99 million The requests can be summarized into two categories $15 million in additional operating expenses and $84 million in increased service levels Any recommended compensation adjustments are in addition to the $99 million, with the exception of the Police Department which included Public Safety Pay Plan amendments in their budget request

Operating Expenses

With the exception of the Police Department, operating expenses have been held flat since 1991 Operating expenses include items such as uniforms, electricity, postage, chemicals, construction materials, and maintenance and repair of equipment The flat operating expenses began as a guideline established by the City Manager when the State of North Carolina withheld a significant portion of our State-shared revenues in 1991 The directive continued through rightsizing and into the managed competition years Holding operating expenses flat since 1991 has generated an average cost-avoidance of $7 million annually, or $56 million cumulatively

The FY2000-FY2001 budget development guidelines lifted the flat operating expense restriction Fiscal Years' 1997 and 1998 expenditures in the General Fund came within 0.5% to 1 05% of budget, respectively, with the savings occurring in salary expenses, rather than operating expenses For the past two years, salary savings were transferred to operating expenses at year end to cover costs

On average, the Key Businesses requested a 6% increase in operating expenses, or about $15 million. The Budget Office and the City Manager's Office have been reviewing these requests with the Key Businesses as development of the City Manager's recommended budget continues.

Requested Service Increases

As part of the two-year budget process, Key Businesses requested $84 million in service enhancements While many of these enhancements involve the addition of staff (701 positions), a number of others do not, such as technology improvements, increased building and rights-of-way maintenance, and training A complete list of the service level changes requested by the Key Businesses is Attachment 1

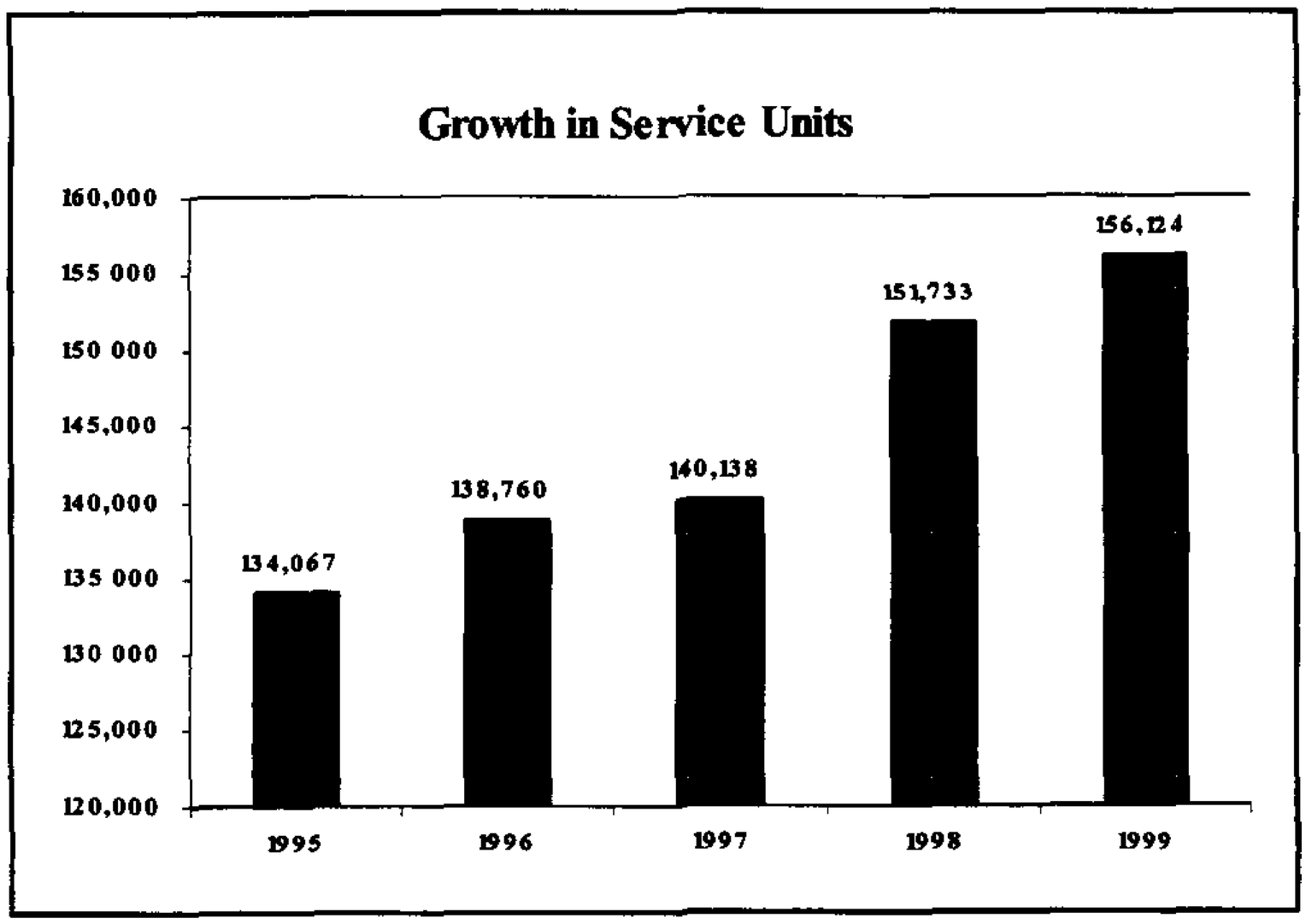
The service level changes, as well as the increases in operating expenses discussed above, are attributable largely to growth and the impact growth has had on the City's customer service. There are numerous indicators of the growth in Charlotte, highlighted by the following.

- *Since 1991, the City of Charlotte has annexed 74,000 people* That is the equivalent of annexing Jacksonville, North Carolina, the State's 8th largest City

- *The City's service area is expanding by an average of 6 7 square miles each year*

- *There are 1,100 active land developments in the City limits now* The projection is for 2,300 active projects in 2004, the last year of the CIP The Engineering and Property Management Key Business' top priority in this budget was the increase of four staff to complete plan reviews more quickly The Transportation Key Business also requested positions to support plan review

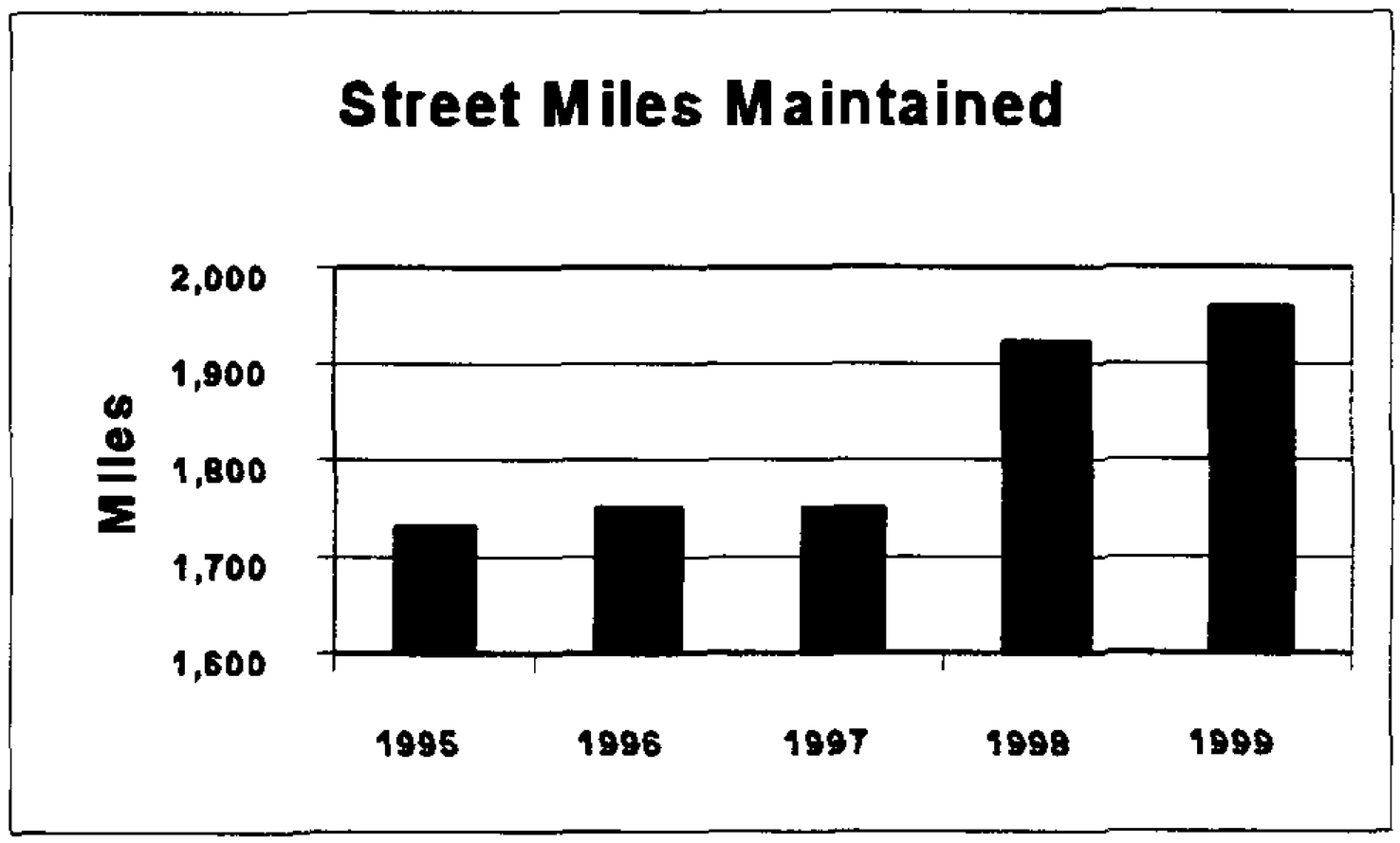
- *Sanitation adds 5,000 new customers each year*, as illustrated by the following



However, the cost of serving these customers is 2 4% less than in 1995 The budgetary impact is in customer service, garbage cart delivery and bulky item pick-up Eleven positions were requested by Solid Waste to meets these increasing workload demands

- *The Fire Department's emergency response calls increase an average of 6% per year* The budgetary impact is 20 additional firefighters to maintain minimum recommended staffing levels at all 32 stations. 18 positions are also requested to staff Station #33, which comes on line in about 18 months

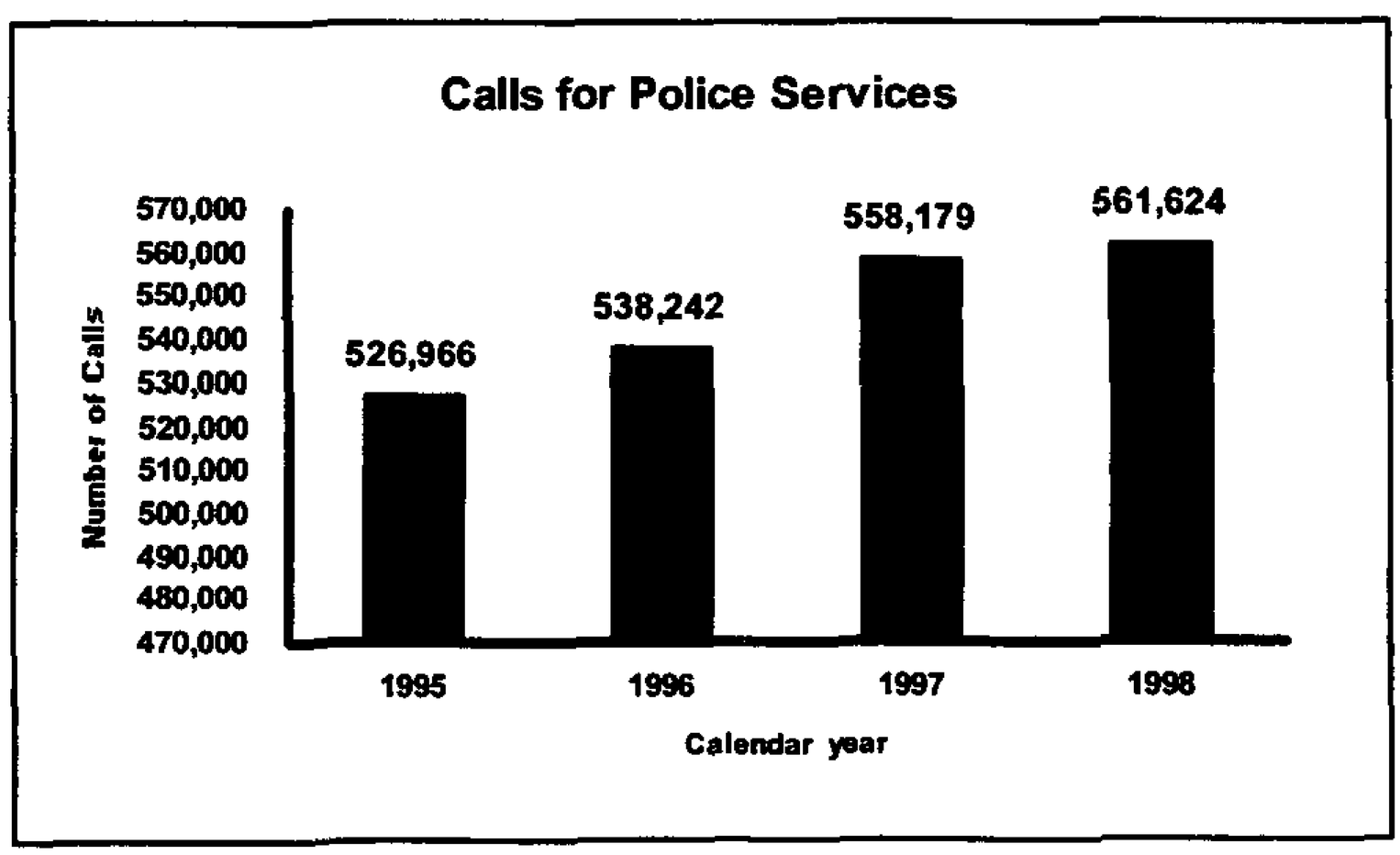
- *An average of 45 additional miles of streets are added each year*



The addition of these street miles annually also means the addition of an average 152 catch basins and 15 signalized intersections. The budgetary impact is a request for increased street maintenance funding, traffic signal maintenance and pavement marking crews, and air quality expertise

- *Unfunded 2015 road needs are $451 million* Two budgetary impacts of road and sidewalk construction needs are 1) $155 million in the draft CIP for road and sidewalk construction and 2) requests from Transportation and Engineering and Property Management to add staff to implement the 1996, 1998 and proposed 2000 bonds more quickly There is approximately $300 million included in these three bond packages, as well as another $100 million in 2002

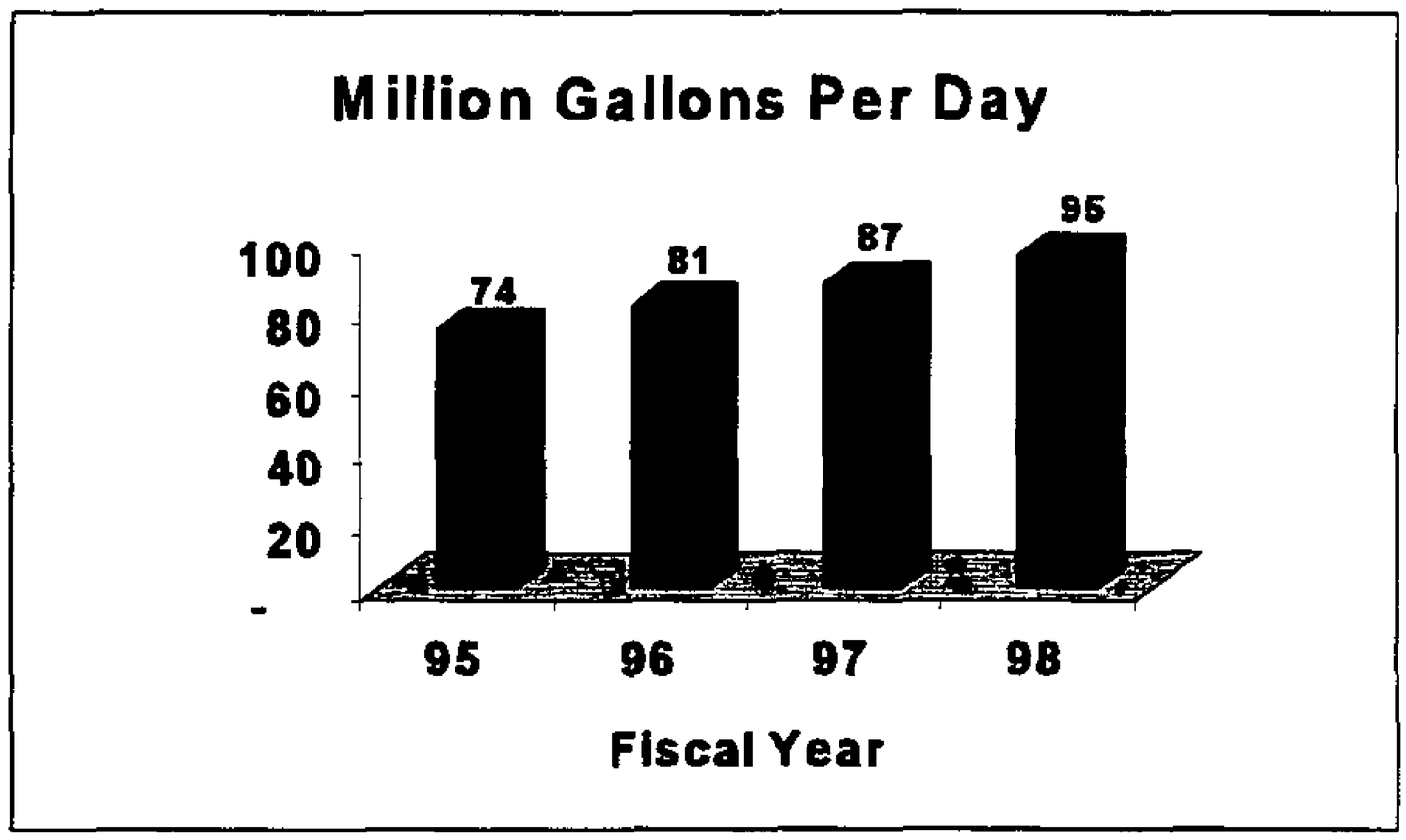
- *Annual Police 911 calls have increased by 34,658 since 1995*



There are two budgetary impacts from this increase 1) Police has requested additional positions for community policing, traffic enforcement and Vice and Narcotics to address workload needs, and 2) Police has also requested additional telecommunicators, however, a more immediate problem with telecommunicators is the inability to recruit and retain telecommunicators in a local economy that has a number of customer service call centers competing for qualified employees. There are currently 33 telecommunicator vacancies in the Police Department

- There are a number of growth indicators in water and sewer.

Average daily water consumption increased 21 million gallons from FY95 to FY98



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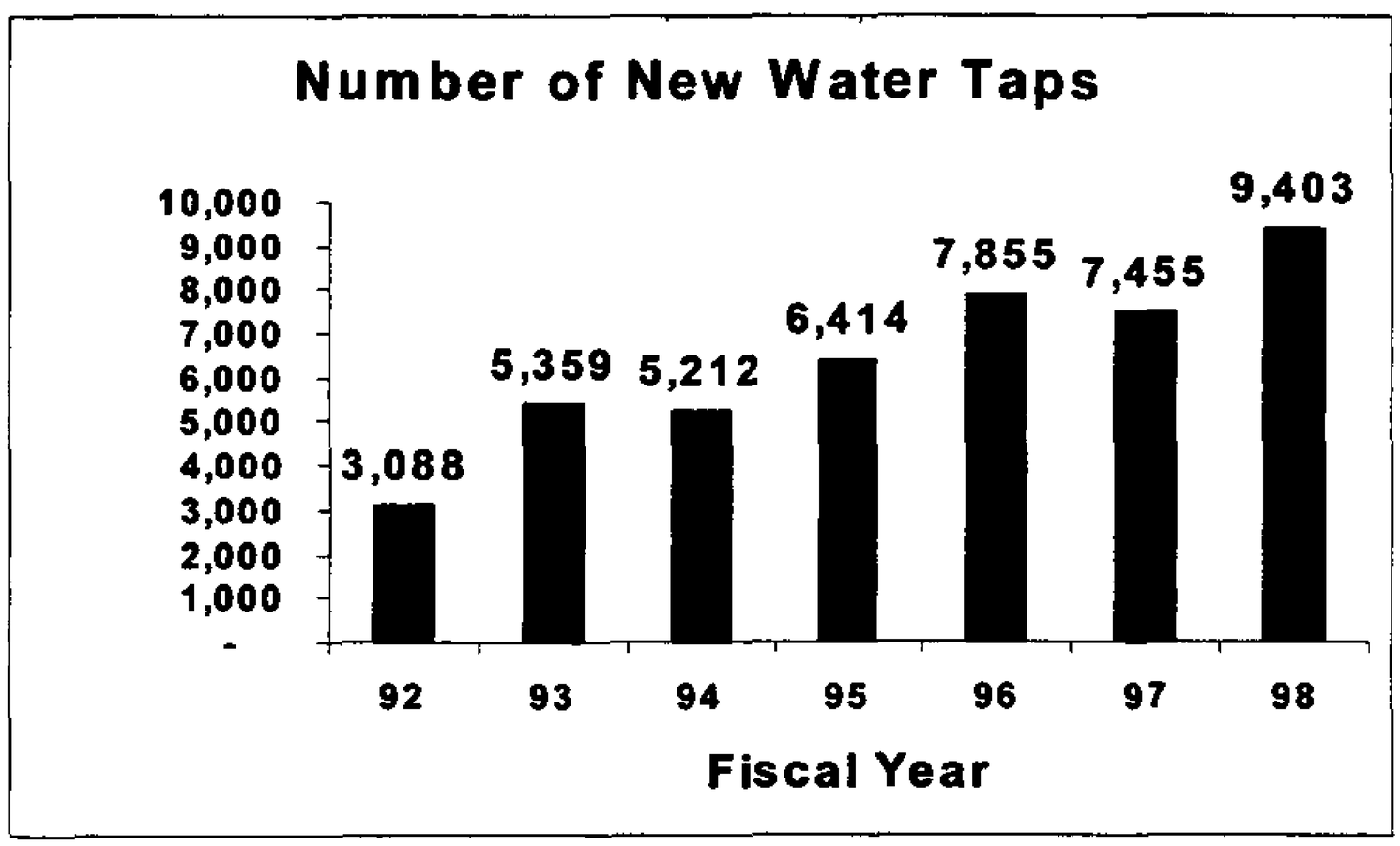
Mecklenburg Utilities adds approximately 1,000 new customer per month

New water taps have increased by over 200% since FY92



Street main extension requests are up 50% over last year

The number of donated projects increased by 20% in FY99

The budgetary impact on Charlotte-Mecklenburg Utilities is a request for staffing increases for operation and maintenance of treatment plants, water distribution system crews, meter readers, and support for the $96 million annual capital program.

Growth in general, and these indicators specifically, have an overall impact on service delivery For example

- The addition of 6 7 square miles per year and 45 miles of street lengthens driving times and extends routes.

- The location from where crews are dispatched, whether City employees or private contractors, has an impact on the distance to customers, to the landfill, to the asphalt plant, etc , all of which has an impact on cost In the case of Solid Waste, the issue of transfer stations may become a more pressing issue in the future

- Staff increases in Police and Fire, tied to growth to some degree, necessitate expansion of the Academy, a recommended $18 million capital project

- Fire Station #33 will be constructed in FY2000 to support the voluntary annexation Council approved in February 1999, a capital cost of $1 7 million and an annual operating cost of $769,506 beginning in FY2001.

- Growth and the prosperity of our local economy make it hard to recruit and retain qualified employees This is particularly the case in the labor and trades, information technology and telecommunicator positions

- There is the need to look at the City's ultimate corporate limits and design service delivery systems to provide services efficiently and effectively. As annexation ends, and economies of scale are reduced, services must be delivered more cheaply to maintain unit costs

Service Level Change Requests

April 6,1999

Business Unit	Description	Positions Requested	Total Cost
Business Support			
	Fleet Maintenance 3 positions per Contract #2 increases to fleet size	3 00	411 606
	Information Technology - Internet Firewall Services contract		40,000
	Radio Shop - Training for radio infrastructure maintenance		25 900
	Surplus Property Investment Recovery Specialist for workload increase	1 00	41 224
	Radio Emission Safety Standards training		18 000
	Radio Technicians workload increase	2 00	94 051
	Document Imaging/ Workflow Software		150 000
	Disaster Recovery Planning Study		350 000
	Digital 800 Mhz Radio System		14 120 000
City Attorney			
	Convert Part -Time Attorney to Full Time for Workload	0 25	17 610
	Summer Intern Program		5 383
City Manager			
	Second Management Intern	1 00	32 888
Corp Comm.	Web/Print Graphic Designer	1 00	49 801
	Web/ Writer/Editor	1 00	51 358
	Engineering services fees for TV studio		36 800
	Maintenance & repair of TV equipment		42 600
	Training & conferences		5 500
	Advertising fees		20 575
	Production costs associated with new TV program		22 740
	Communication Specialist- Transit Land Use	1 00	71 549
CRC	Police Review Audit System		60 000
	Dispute Settlement Database Reporting system		60 000
	Printing CRC newsletter		10 000
	Police Review Audit and Public Information campaign		60 000
Customer Service	Additional positions for workload and five new workstations	3 00	117 795
	City/County employee directory		25 000
Training	Convert Temporary Positions to Permanent employees	2 00	57 634
	Training specialists- Leadership Training and Technology lab	2 00	107 307
Internal Audit	Four auditors in FY00 one Auditor and one Admin Officer in FY01	6 00	125 858

Engineering			
	Land Development -Timely development plan reviews	4 00	219 305
	Implementation of the 1998 Street Bonds	14 00	1 037 304
	Construction inspection of 12-year resurfacing schedule	1 00	56 624
	Land scape management contract monitors	4 00	134 433
	Asset Management (Real Estate) personnel	4 00	236 815
	Future Street Bonds planning and design	3 00	224 595
	Increased building services to City facilities		110 000
	Increased services to cultural facilities		263 950
	New facilities landscape maintenance		30 500
	Landscape maintenance for sidewalks and weeds		60 000
	Renovations to medians and landscape areas		75 000
	Landscape maintenance of additional I 277 and Independence		62 000
	Repair cemetery markers and monuments		25 000
	Environmental monitoring of NFL practice fields		10 000
	CMGC space utilitzation		300 000
	Chamber projector replacement		90 000
	Old City Hall modular furniture		150 000
	Replacement of survey equipment for 4 crews		80 000
	City administration of Zoning Ordinance	17 00	1,021 045
	Extra Territorial Jurisdiction	9 00	495 812
	Metropolitan Planning Organization	6 00	381 474
Finance			
	Financial Management System Implementation	12 00	601 082
	Overhires to implement Payroll Module of HRMS	2 00	48 000
Fire			
	Firefighter Positions to Ensure Minimum Staffing	20 00	649,530
	Fire Inspectors for Workload	2 00	135 557
	Fire Educator for Prevention Activities	1 00	57 359
	Replacement of Self Contained Breathing Apparatus		992 500
	Fire Alerting System Replacement to Ensure Communications Redundancy		1 465 000
	Computer Aided Dispatch System Replacement and Records Management		1,000 000
	Apparatus Funding Increase		639,000
	Terrorist Preparedness Funding (cost not covered by grants)		200 000
	Fire Department Accreditation Program		20 000
	Staffing and Operation of Fire Station #33	18 00	1 086 079
	Telecommunicator III for Enhanced Supervision and Training	1 00	49 911
	Health and Safety Officer	1 00	123 869
	Emergency Medical Services Training Officer	1 00	81 958
	Public Information Officer	1 00	77 876
	Promotion Process Analysis		45 000
	Water Systems Analyst	1 00	62 194
	Certification Incentive Program for Inspectors and Investigators		20 000
	Communications Center Console/Furniture Upgrade		225 200
	Fire Training officer	1 00	81 958
	Sixth Battalion	3 00	244 589
	Third Squad	18 00	1 514,396
	People Soft Training Module Implementation		40 000
	Year 2000 Contingency		500 000
	Fire Arson Technology		8 412

Human Resources			
	Service Award Program		58 000
	Pre-retirement/Financial Planning Program		10,000
	Cost center for PeopleSoft	4 00	781 560
	Payroll processing support		104 000
	Phase II implementation		240 000
	Contractual services to support system in case of turnover		112,000
	Contractual training services		18 300
	Implementation of training module		32 000
Mayor & Council			
	Costs for telephones/fax equipment		24 674
	Increase Dues and subscriptions		7 198
	Increase Contractual services		107 444
Neighborhood Dev			
	Additional housing referral specialists	4 00	142 269
	Additional neighborhood development specialists	3 00	96 607
	Additional housing rehab specialists	5 00	196,127
	Upgrade computer hardware		100 000
	Additional neighborhood services specialists	4 00	148 883
	Additional Employment & Training participants training funds		294 223
	Workforce Development Board position	1 00	42 374
	Planning and feasibility study for database system		100,000
Planning			
	Principal Planners for MTC planning projects	2 00	133 870
	Implementation of 2025 Transit Land Use Plan		100 000
	Special Design Services Contracts		50 000
	Regional Planning Initiatives/Special Projects		75 000
	Technology Improvements		109 550
Police			
	Public Safety Pay Plan revisions		4,356 250
	Additional police officers	130 00	6 531 987
	Computer Tech Systems Bureau expansion - positions & equipment	13 00	3,432 928
	Animal Control Bureau expansion - positions & equipment	24 00	1 412 941
	Nuisance Abatement Coordinator	1 00	48 314
	Create Criminal Intelligence Unit	10 00	779 677
	Additional positions for Administrative Support Bureau	3 00	148 468
	Implement City Taxi Cab Ordinance revisions	3 00	162 313
	Positions for Communications & Non Emergency Police Services	78 00	2 645 921
	Additional positions for Vice & Narcotics Bureau	18 00	1 013 159
	Internal Affairs expansion and relocation	3 00	548 701
	Additional positions and equipment for Crime Lab	14 00	1 097 970
	Create White Collar Crime Unit and Armed Robbery Task Force	15 00	946 946
	Establish Problem Solving Clearinghouse Unit	6 00	273 992
	Take home vehicles for SWAT Unit		2 017 232
	HITS (Traffic Safety) Unit expansion	15 00	1 527 149
	Additional School Resource Officers and DARE Officers	22 00	1 947 770
	Additional positions and equipment for departmental training	5 00	271 477
	Implement recruitment strategies		125 484
	Purchase radio and communications equipment		3 979 023

Solid Waste			
	Reserve Employees and Trucks for West Quarter Contract	2 00	
	Bulky Item Collection in Multi Family Complexes Contract		444 600
	Add Positions and Vehicles for East Quarter Contract Monitoring	3 00	155 883
	Bulky Item Collection from Four Designated Neighborhoods Pilot Program	7 00	357 440
	Convert Rollout Cart Delivery Crew to Permanent	2 00	9,377
	Addition of two Customer Service Reps in Customer Service Center	2 00	59 294
	Addition of Office Assistant III Position in Administration Div	1 00	7 645
	Provide new pick-up trucks to Contract Monitors		23 191
	Automated Data Collection in Collection Services		121 107
	Add Positions and Vehicles for North Quarter Contract Monitoring	2 00	103 972
	Recycling Program for Small Business Garbage Customers	2 00	234 864
Transportation			
	12 year Resurfacing Cycle		1 339 800
	Contract Estimators for competition and benchmarking	3 00	187 410
	Implementation of *1998* Street Bonds	3 00	219,411
	Financial/Business Analyst for Scorecard and business plan	1 00	66 853
	Traffic signal maintenance and timing	2 00	134 117
	Technology		593 226
	Traffic data control and entry	2 00	94 716
	Air Quality and regional planning	1 00	189 292
	Development plan reviews	2 00	138 238
	Bicycle planning and plan implementation	1 00	73 425
	Signal maintenance and enhancements and pavement markings		588,500
	Council requests and special projects		250 000
	GIS Specialist	1 00	93 175
	Special Events Coordinator	1 00	69,369
	Administrative support for business planning	3 00	201 717
	Total General Fund	**591.25**	**$73,372,909**

Storm Water		8 00	300 952
	Storm Water CIP work		
Water & Sewer			
	Power and Chemicals for Handling Increased Wastewater Flow		415 094
	Operation/Maintenance of Expanded/Improved Wastewater Plants	10 00	1,098 583
	Biosolids (Sludge) Handling		627 600
	Compliance with Sewer Overflow Regulations	8 00	384 445
	Backflow Ordinance Enforcement	2 00	140 532
	Laboratory Equipment and Information System for Improved Testing and Infor		482 335
	Water Distribution Crews for Leak Service Requests and Treated Water Loss R	20 00	661 243
	Enhanced Utility Locating Response	1 00	104 737
	Staff Increases for Capital Program Support (Phase I)	4 00	289 404
	Staff Increases for Donated Projects Special Studies and New Services	3 00	166 500
	Part Time Clerical to Full Time for Administration Workload	0 25	4 604
	Space Needs for Additional Staff at Brookshire		25 000
	Staff Increases for Capital Program Support (Phase II)	4 00	224 975
	Technology Staff and Contractuals to Support Existing Systems	2 00	135 421
	Water Treatment Plant Maintenance Program Enhancement	1 00	61 703
	Backflow Inspection Program for Fire Hydrant Users	1 00	62 831
	Pretreatment Inspection Program for Trucked Waste Deposited at Wastewater T	1 00	64 611
	Residential and Industrial Meter Readers for Response to Growth	9 00	408 651
	Overtime Increase to Reduce Infrastructure Repair Backlog in Wastewater Coll		150 000
	Zoning Request Engineer	1 00	64 541
	Utilities Services Technician for Donated Projects	0 50	20 297
	Staff Increases for Capital Program Support (Phase III)	2 00	110,170
	Planner for Water Distribution System Maintenance and Repair	1 00	41 662
	Water Quality Technician for 2nd Shift Customer Service Response	1 00	37 194
	TracHoe for Enhanced Safety and Handling Increased Pipe Size		103 800
	Inductrial and Backflow Customer Education Program		26 156
	Water Plant Instrument Maintenance for New Instrumentation	1 00	65 731
	Water Treatment Plant Operators to Ensure Minimum Staffing	2 00	64 362
	Building Maintenance Supervisor for Administration Facility	1 00	35 043
	Enhanced Public Information		43,205
	System Protection Clerical Support	1 00	28 745
	Van Command Center for Water Distribution Large Incident Coordination		61 300
	Staff Increases for Capital Program Support (Phase IV)	4 00	236 446
	Water Environment Federation Dues		30 000
	Engineering Services Investigator for New Services	1 00	42 722
	Pretreatment Compliance Specialist for General Permitting	1 00	51 458
	Staff Increases for Capital Program Support (Phase V)	5 00	361 255
Metropolitan Transit			
Commission			
	Chief Transit Officer and staff	5 00	500 000
	Transit planning for hubs and services in university/eastland area	1 00	74 291
	Night Service Extension (CTS Contract)		597 700
	Express Route 61-X (Providence Road) (CTS Contract)		70 685
	Customer Service (CTS Contract)		143 520
	CTS Operation enhancements (CTS Contract)		532 195
	Five Year Plan servive enhancements	8 00	687 791
	Technology - server maintenance (CTS Contract)		4,500
	Technology - grant funding (CTS Contract)		315 614
	Lawyers Road Local Service (CTS Contract)		350 400
	Eastland HUB/Feeder Service (CTS Contract)		415 400
	Five-Year Plan servive enhancements		180 277
	CTS Operation Enhancements (CTS Contract)		204 595
	Grand Total	**701.00**	**$84,683,185**

Council Budget Changes
FY95-2000

One- Time Expenses

Computer Docking Stations	$ 3,300	per Council Member/Mayor (none installed to date)
Fax Machines	$ 10,257	($789 each for 13 machines)
Office Space Renovations (includes furniture)	$ 117,278	(during 1997)

Annual Expenses

	FY95 Actual	FY96 Actual	FY97 Actual	FY98 Actual	FY99 Est.	FY00 Draft
Technology Allowance [1] ($3,100 each, in salary)	0	0	0	0	$ 34,100	$ 34,100
Office Space	$ 15,445	$ 14,684	$ 16,304	$ 19,938	$ 39,508	$ 32,383
Telephone Expenses [2]	4,594	4,000	9,121	24,058	28,000	28,793
Technology Support [3]	2,008	1,957	2,066	2,599	375	9,919
All Other	187,695	198,960	234,213	251,131	292,117	318,099
Total Operating Expenses	$209,742	$219,601	$261,904	$297,726	$360,000	$389,194

Notes

1 One Council Member elected to not receive the allowance

2 Includes charges for fax lines, telephones in CMGC offices, and cell phones

3 In FY99 technology support expenses are not being distributed to users due to major redesign of systems and infrastructure The user charges begin again in FY00

Budget and Evaluation
April 13, 1999

Compensation

Material for this topic will be distributed at the Budget Retreat

FY2000-FY2004 Capital Budget

Preliminary capital budget recommendations are included in the following document

Council Policy for Cash Reserves

Issue Summary

- February 10 Budget Retreat - Mayor McCrory asked the Budget Committee to consider the following:

  Should cash reserves in excess of the minimum levels established by Council be returned to the citizens, and, if so, how?

- **Current Policy**
  City Council's current policy is to maintain reserves equal to 10% of the total budget

  - General Fund reserves in excess of 10% are transferred to the capital budget for one-time expenses, unless otherwise approved by City Council as part of the annual budget process

  - Reserves over the 10% requirement in the Pay-As-You-Go and Debt Service Fund remain in those funds since they are already dedicated to capital investment.

  - Reserves in excess of 10% in enterprise funds, such as Water and Sewer, Aviation and Storm Water remain in those Funds and are used the following year for pay-as-you-go capital investment

  All reserves are determined following the close of each fiscal year and after completion of the annual audit

- February 22 Budget Committee - Members discussed the current policy and requested two additional pieces of information which were presented at the March 25 Budget Committee Meeting·

  1 Financial projections out to the time that Charlotte is essentially "built out," both from annexation and in-fill development

  2 Information about possible methods of returning cash reserves to the citizens and approximately how much the return, or rebate, would be

- March 25 Budget Committee - Members considered the following questions

  1 What is the Committee's recommendation regarding the current policy dedicating reserves in excess of the 10% required minimum to the capital program?

  2 If changes are recommended, to what purpose should the excess reserves be applied and by what method?

The Committee felt that the likelihood of a downturn in the economy, uncertainty with several

State-shared revenues, particularly Utility Franchise Taxes, and potential Mecklenburg County property tax increases which would negatively impact the City's Sale Tax distributions were significant enough issues to warrant increasing minimum cash reserves, not rebating them

Therefore, the Committee voted unanimously (Wheeler, Autrey, Cannon and Reid) not to rebate cash reserves, but instead instructed staff to bring back a recommended policy which would increase minimum cash reserves to a level greater than 10%.

City Manager's Recommendation
The City Manager makes the following recommendation as to how to increase cash reserves

1. The existing 10% reserve policy be maintained for FY2000, the budget currently under development

2 Following completion of FY2000, the recommended minimum for cash reserves be increased by 2% in each of the next three fiscal years until a recommended minimum of 16% be achieved by FY2003

3 In FY2003, the General Fund budget is projected to be about $310 million A 16% reserve would equal $50 million $50 million would equate to approximately 2 months of operating expenses.

4 Council would review the cash reserves policy annually during the budget process, along with all of its financial policies, to determine whether any changes should be made

General Fund Impact. In the past two fiscal years, General Fund revenues and expenditures have produced reserves in excess of the 10% requirement of $17 4 million following FY97 and $11 6 million following FY98 How these reserves were programmed in FY99 or may be programmed in FY2000 follows

FY99
In the FY99 (current year) budget, the $17 million was appropriated to the Pay-As-You-Go Capital fund and was dedicated to the following projects

- the Trolley
- Neighborhood Traffic Calming
- Settlers Cemetery
- Small Area Plans
- the CityView Project
- Discovery Place lunch area project

Approximately $5 million in capital reserve was left following completion of the FY00 budget.

FY00
New cash reserves available for FY00 closely correlate with the cost of the Eastside Strategy Plan. Other projects which would typically be funded from a source such as cash reserves include Dalton Village infrastructure and the Charlotte-Mecklenburg Development Corporation land purchase These would be funded from the $5 million left in capital reserve following the FY99 budget decisions

- The source of these cash reserves for FY97 and FY98 is as follows.

General Fund Summary (FY97 and FY98)					
	FY97 (Revenues over Budget)	% Variance from Budget		FY98 (Revenues over Budget)	% Variance from Budget
Expenditure Savings	$1,388,574	0 55%		$3,156,825	1 05%
Revenues Over Budget					
Property Tax	$4,463,489	3 48%		$8,433,213	5 94%
Utility Fran	$4,254,033	27 27%		$2,521,386	12 67%
Sales	$3,166,407	11 56%		$1,140,239	3 86%
All Other	$2,984,454	4 71%		$3,884,385	5 67%
Prior-Year *	$5,000,000	NA		NA	NA
Total Revenues Over Budget	$16,048,997	4 53%		$8,449,875	3 02%
Total Return to Fund Balance	$17,437,571	NA		$11,606,700	NA

* The FY96 budget included a $5 million appropriation for technology General revenues were sufficient during the year as to not require the use of fund balance

Debt Service Fund Impact: Capital expenditures span fiscal years and project savings or overruns are managed interchangeably, therefore, debt service reserves are generated by revenues collected in excess of budget. Debt Service reserves grew by $2 million following FY97. $2 million in the Debt Service Fund will leverage approximately $25 million of new debt capacity This capacity was used as follows

FY99

The FY99-03 CIP includes $116 million in bond financing The new capacity came from a 1¢ transfer from the General Fund ($50 million), a ¼¢ transfer from Storm Water ($12 million), and the $2 million reserve ($25 million) The remaining capacity, $29 million, came from revenue growth in the current year beyond the debt model's earlier assumptions While debt service does not earmark revenues to specific projects, the growth in capacity of $25 million from reserves is similar to the cost of the West Side Strategy Plan, the First Ward Infrastructure and the sidewalk bonds

FY00

Reserves of $1 7 million are available in the upcoming budget for debt service This capacity will be programmed in future years of the CIP since there is no scheduled bond referendum in 1999 and since the City cannot sell two-thirds bonds in FY2000

- The source of these cash reserves for FY97 and FY98 is as follows

Debt Service Fund Summary (FY97 And FY98)					
	FY97 (Revenues over Budget)	% Variance from Budget		FY98 (Revenues over Budget)	% Variance from Budget
Revenues Over Budget					
Property Tax	$617,745	3 09%		$1,241,258	5 19%
Sales	$578,234	7 99%		$79,998	1 02%
Intangibles	$212,645	38 66%		$2,170	0 27%
Occupancy	$281,314	10 42%		$173,765	5 64%
Inventory Reimb	$259,935	35 37%		$30,553	2 89%
All Other	$61,355	0 28%		$208,714	0 76%
Total Revenues Over Budget	$2,011,228	3 81%		$1,736,458	2 70%

Financial Projections - FY1999 through FY2010

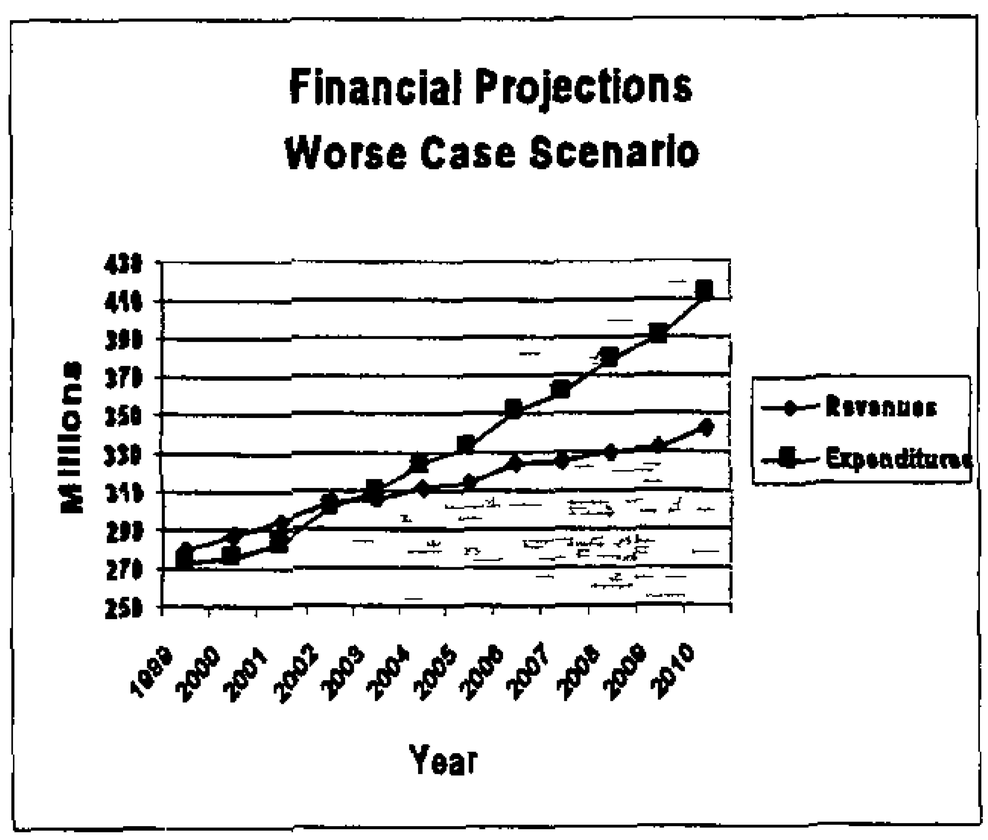
Financial projections were prepared for fiscal years 1999 through 2010. The projections were prepared using "Best Case", "Worst Case" and "Expected Case" scenarios The complete projections are included in Attachment 2 .

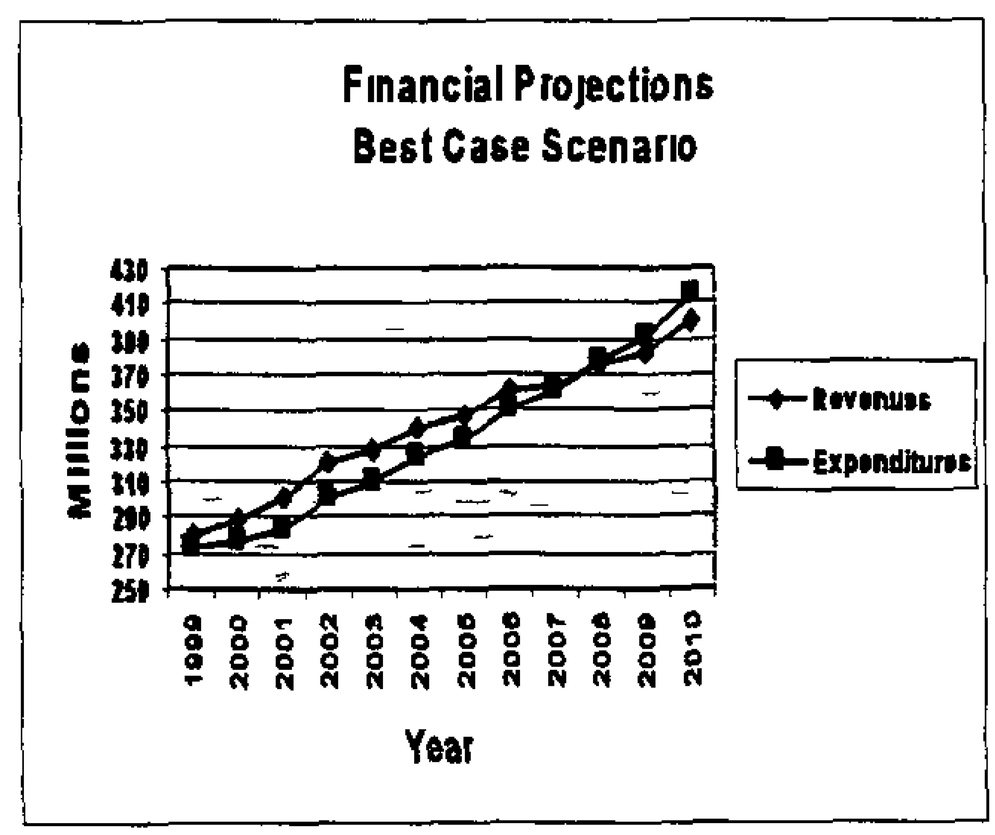
Expenditure assumptions remain basically as they were presented at the Council retreat in January, that is, the projections assume no service level increases or decreases

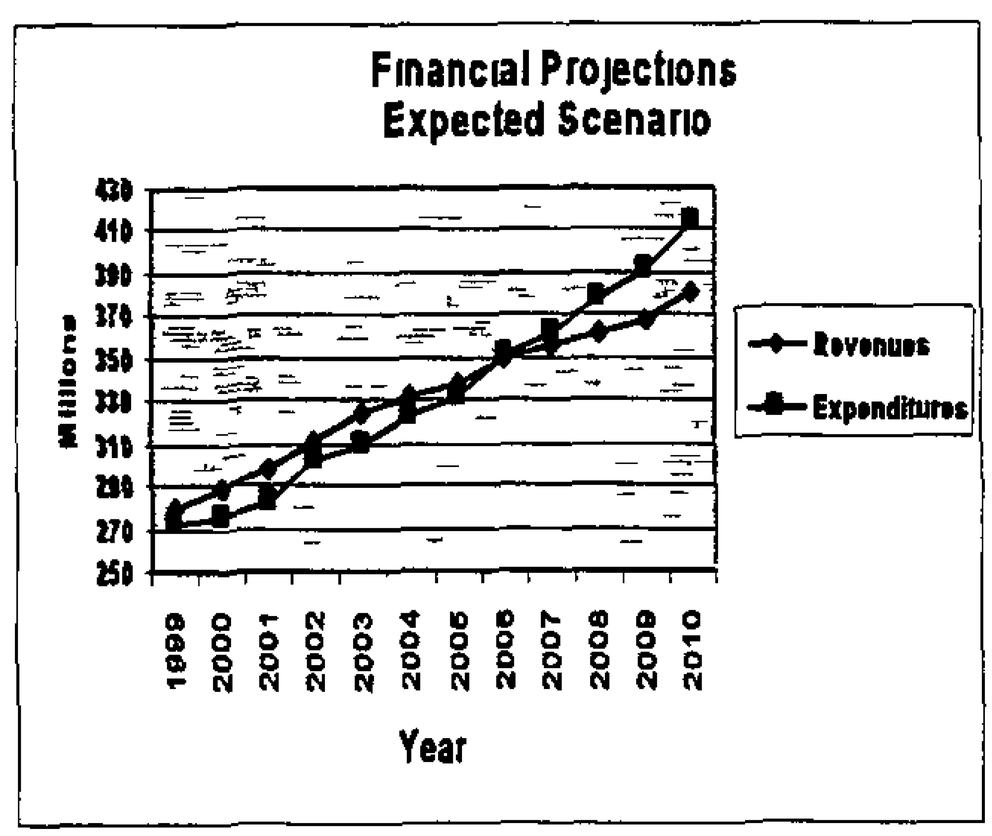
Revenue assumptions have been changed to reflect current revenue information rather than information as of November 30, 1998, on which the retreat projections were based

The projections show the following.

- positive balances in each of the three cases until FY2003, in which the worst case shows a deficit of $3 77 million.
- both the expected and best cases project positive balances until FY2006, at which time the expected case shows a deficit of $1 84 million.
- the best case shows positive balances until FY2008, at which time a $3.32 million deficit is projected
- a comparison of the three scenarios is as follows·







City of Charlotte
General Fund
Revenues and Expenditures
(In Millions)

Worst Case

	FY99 Projections (99 10)											
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenues												
Property Taxes	153 3	159 2	164 1	167 4	170 7	172 4	175 8	177 6	186 9	188 7	192 3	194 2
Annexation		1 7		7 5		1 7		7 5		1 7		7 5
Sales Taxes	36 6	37 5	39 0	39 7	43 0	46 5	46 7	47 0	47 2	47 4	47 7	47 9
Utility Franchise	23 7	23 9	24 4	24 9	25 4	25 9	26 0	26 2	26 3	26 4	26 6	26 7
Police Services	7 7	4 7	4 8	2 7	2 8	1 4	1 4	0 7	0 8	0 8	0 8	0 9
Other Revenues	59 0	60 2	61 4	62 6	63 9	64 2	64 5	64 8	65 2	65 5	65 8	66 1
Total Revenues	280 3	287 2	293 7	304 8	305 7	312 0	314 5	323 8	326 3	330 6	333 2	343 4

Assumptions Annexation of $453 million in 00 $2 billion in '02 06 10 and $500 million in 04 08 Property tax growth rate is 2% after 03
Revenue Growth 2% 00 03 5% 04 10 Property Tax rate is $ 378 per $100 for all years Other revenues exclude property sales and one time grants
Sales Tax estimates based on % of levy formula in 00-'03 (same as Budget Retreat) and regular growth after 03

Expenditures												
Public Safety	154 9	161 5	165 6	178 9	183 5	193 5	198 5	212 2	217 8	230 0	238 3	254 7
Solid Waste Services	28 7	28 9	29 6	31 3	32 1	33 3	34 1	36 1	36 9	38 3	39 3	41 5
Transportation	11 0	11 4	11 7	12 5	13 1	13 8	14 4	15 3	16 1	16 9	17 7	18 8
Engineering and Property Management	17 4	15 6	16 1	16 8	17 3	17 9	18 4	19 2	19 8	20 5	21 2	22 1
General Government	36 6	36 1	37 2	38 3	39 4	40 6	41 8	43 1	44 5	45 9	47 4	48 9
Community Planning and Development	12 5	12 8	13 2	13 5	13 9	14 3	14 8	15 2	15 6	16 1	16 6	17 1
Debt Service Payments	11 7	9 5	10 0	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2
	272 8	275 8	283 4	301 5	309 5	323 6	332 2	351 3	360 9	377 9	390 7	413 3
Total Expenditures												
1999 PROJECTIONS EXCESS (SHORTFALL)	7 50	11 37	10 29	3 30	(3 77)	(11 56)	(17 71)	(27 52)	(34 63)	(47 33)	(57 51)	(69 93)

upd993/17/99

City of Charlotte
General Fund
Revenues and Expenditures
(In Millions)

Best Case

FY99 Projections (99 10)

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenues												
Property Taxes	153 3	159 2	168 9	177 4	186 3	191 0	195 7	200 6	205 6	210 8	216 1	221 5
Annexation		1 7		7 5		1 7		7 5		1 7		7 5
Sales Taxes	36 6	37 5	39 0	39 7	43 0	46 5	47 9	49 3	50 8	52 3	53 9	55 5
Utility Franchise	23 7	24 7	25 9	27 2	28 6	29 3	30 0	30 8	31 6	32 4	33 2	34 0
Police Services	7 7	4 7	4 8	2 7	2 8	1 4	1 4	0 7	0 8	0 8	0 8	0 9
Other Revenues	59 0	61 1	63 2	65 4	67 7	69 4	71 1	72 9	74 7	76 6	78 5	80 5
Total Revenues	280 3	288 9	301 8	319 9	328 4	339 2	346 2	361 9	363 5	374 6	382 5	399 8

Assumptions Annexation of $453 million in 00,$2 billion in 02 06 10 and $500 million in 04 08 Property tax growth rate is 2% after 03
Revenue Growth 3 5% 00 03 2 5% 04 10 Property Tax rate is $ 378 per $100 for all years Other revenues exclude property sales and one time grants
Sales Tax estimates based on % of levy formula in 00-03 (same as Budget Retreat) and regular growth after 03

Expenditures												
Public Safety	154 9	161 5	165 6	178 9	183 5	193 5	198 5	212 2	217 8	230 0	238 3	254 7
Solid Waste Services	28 7	28 9	29 6	31 3	32 1	33 3	34 1	36 1	36 9	38 3	39 3	41 5
Transportation	11 0	11 4	11 7	12 5	13 1	13 8	14 4	15 3	16 1	16 9	17 7	18 8
Engineering and Property Management	17 4	15 6	16 1	16 8	17 3	17 9	18 4	19 2	19 8	20 5	21 2	22 1
General Government	36 6	36 1	37 2	38 3	39 4	40 6	41 8	43 1	44 5	45 9	47 4	48 9
Community Planning and Development	12 5	12 8	13 2	13 5	13 9	14 3	14 8	15 2	15 6	16 1	16 6	17 1
Debt Service Payments	11 7	9 5	10 0	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2
Total Expenditures	272 8	275 8	283 4	301 5	309 5	323 6	332 2	351 3	360 9	377 9	390 7	413 3
1999 PROJECTIONS EXCESS (SHORTFALL)	7 50	13 06	18 41	18 41	18 87	15 62	14 00	10 61	2 62	(3 32)	(8 23)	(13 46)

City of Charlotte
General Fund
Revenues and Expenditures
(In Millions)

Expected

	FY99 Projections (99 10)											
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenues												
Property Taxes	153 3	159 2	165 8	170 7	185 1	188 8	194 3	198 2	209 6	213 8	219 8	224 2
Annexation		1 7		7 5		1 7		7 5		1 7		7 5
Sales Taxes	36 6	37 5	39 0	39 7	43 0	46 5	47 0	47 4	47 9	48 4	48 9	49 4
Utility Franchise	23 7	24 2	24 9	25 7	26 4	26 7	26 9	27 2	27 5	27 7	28 0	28 3
Police Services	7 7	4 7	4 8	2 7	2 8	1 4	1 4	0 7	0 8	0 8	0 8	0 9
Other Revenues	59 0	60 8	62 6	64 5	66 4	67 1	67 7	68 4	69 1	69 8	70 5	71 2
Total Revenues	280 3	288 1	297 1	310 8	323 7	332 1	337 3	349 5	354 9	362 3	368 0	381 4

Assumptions Annexation of $453 million in 00 $2 billion in 02 06, 10 and $500 million in 04, 08 Property tax growth rate is 2% after 03
Revenue Growth 3% 00 03 1% 04 10 Property Tax rate is $ 378 per $100 for all years Other revenues exclude property sales and one time grants
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Expenditures												
Public Safety	154 9	161 5	165 6	178 9	183 5	193 5	198 5	212 2	217 8	230 0	238 3	254 7
Solid Waste Services	28 7	28 9	29 6	31 3	32 1	33 3	34 1	36 1	36 9	38 3	39 3	41 5
Transportation	11 0	11 4	11 7	12 5	13 1	13 8	14 4	15 3	16 1	16 9	17 7	18 8
Engineering and Property Management	17 4	15 6	16 1	16 8	17 3	17 9	18 4	19 2	19 8	20 5	21 2	22 1
General Government	36 6	36 1	37 2	38 3	39 4	40 6	41 8	43 1	44 5	45 9	47 4	48 9
Community Planning and Development	12 5	12 8	13 2	13 5	13 9	14 3	14 8	15 2	15 6	16 1	16 6	17 1
Debt Service Payments	11 7	9 5	10 0	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2	10 2
Total Expenditures	272 8	275 8	283 4	301 5	309 5	323 6	332 2	351 3	360 9	377 9	390 7	413 3
1999 PROJECTIONS EXCESS (SHORTFALL)	7 50	12 26	13 70	9 26	14 17	8 49	5 10	(1 84)	(6 03)	(15 65)	(22 68)	(31 86)

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Methods and Amounts

Methods of Return Cash Reserves

1 Staff reviewed two options for returning cash reserves property tax reductions and flat rebates on a population basis.
2 The City has no database by which to rebate cash reserves on a per capita basis. To create such a database and develop a payment system would be expensive and would significantly reduce the amount that was to be rebated.
3. The only option for returning cash reserves would be a property tax reduction Council would decide during each budget process the amount of cash reserves to be returned, if any, and how the property tax rate would be adjusted accordingly If reserves to be returned were greater than the year before, then a further tax decrease may be possible If reserves to be return were less than the year before, a tax increase may be necessary

The Amount of the Rebate

1. The amount of cash reserves to be returned would be determined each year by City Council
2. The specific question was asked at the Budget Committee about the process for returning $8 million to the citizens This would represent a 2¢ property tax decrease
3. A 2¢ property tax decrease would equal $2 per $10,000 of assessed valuation. Therefore, examples of the impact would be as follows

Assessed Valuation	Property Tax Savings
$50,000	$10
$100,000	$20
$150,000	$30
$200,000	$40
$300,000	$60
$400,000	$80
$500,000	$100

Proposed FY00 User Fees

Regulatory and Non-Regulatory

Executive Summary

City Council's User Fee Policy approved in 1997 requires the City Manager to notify City Council of any new fees or any increase in fees through the budget process and at least 30 days prior to the effective date of the new or increased fee

The following pages list the regulatory and non-regulatory user fees proposed for FY00. Regulatory fees include land development and fire inspection services All other fees for city services or facilities are considered non-regulatory

The regulatory fees are calculated using fully allocated costs and are set at 60% full cost recovery (Council's policy) The fees for regulatory fees may fluctuate annually due to changes in the methods or costs of providing the services Non-regulatory fees are not based on a common methodology such as fully allocated costs There are very few changes in the non-regulatory fees July 1, 1999 is the effective date for any fee changes

Highlights

Examples of changes in land development fees include

- Rezoning Conditional - Multi Family $985 to $1,110
- UMUD Reviews $2,695 to $3,165
- Grading/Erosion Control Permit (average site cost) $911 to $950
- Detention (average site cost) $935 to $950

There are several new cemetery fees related to cremain interment and are based on the annual market survey of local cemetery fees

Examples include

Cremain Niche Sales*	Single $800, Double $1200
Cremain Interment - Columbarium*	
before 3 00 p m. weekday	$100
after 3 30 p.m. & Sat /holiday	$150
Sunday	$225

*The cremain columbarium is a structure to place cremation containers Cremain Niches are the spaces within the columbarium. The City sells the niches and also prepares the columbarium area for the funeral service when the cremation container is placed inside the columbarium.

There is an option for a 10% increase in Engineering land development fees to pay for a new computer system. Solid Waste Services proposes an increase in the annual solid waste disposal fee from $38 to $42 50 for single family and from $23 to $29 for multi family These fees are still under study by Budget and Evaluation A final recommendation will be included in the proposed City Manager's budget Aviation is still calculating fees and charges for FY00 The attached list is tentative If there are increases, Council will be notified

SOLI D WASTE SERVICES
SERVICE FEES FOR FY00

FEE	FY99 RATE	FY00 RATE
Dead animal collection	$9/per load	$9 per load
Litter citations	$50/citation	$50/citation
Recycling collection	0 37/unit/pickup	0 37/unit/pickup
Weeds/grass/junk citations	$40/citation	$40/citation
Solid waste disposal fee	$38/single family $23/multi family	$42 50/single family $29/multi family Fee is recommended by SWS and to be confirmed by Budget and Evaluation
2nd Rollout cart	$44 86	$44 86-contract with Toter expires on June 30,1999 and new rate will be in effect
Abandoned vehicle	$45/tow	$45/tow
Special events	based on resources	based on resources

Charlotte Fire Department
User Fee Rate Schedule
Sixty Percent (60%) Fully Allocated Cost Recovery
FY2000

CATEGORY	SUB CATEG.	FY99 FEE	FY2000 FEE	OCCUR.	PROJECTED REVENUE
A					
Permit					
Haz Chem<110 gallons <1000 lbs	1	80	80	439	35 096
Heliport/Helistop	5	80	80	10	770
Bowling	6	80	80	1	86
Fog & Fumigation	11	80	80	2	171
Lumber Storage	12	80	80	13	1 027
Junk Yard	17	80	80	10	770
Matches	21	80	80	1	86
Dispensing of Flammables/Combustibles	20	80	80	439	35 096
Day Care	23	80	80	240	19,174
Change of Use	24	80	80	1	86
Tents	26	80	80	22	1,760
Repair Garages	15	80	80	751	60 091
Pulverized particles (Dust)	14	80	80	73	5,840
B					
Permit					
Haz Chem 110-5500 gallons, 10001-50000 lbs	2	110	110	311	34 251
Compressed Gas	8	110	110	187	20 598
Flammable Finishes	10	110	110	134	14,713
Places of Assembly	13	110	110	134	14,713
Welding & Cutting	18	110	110	0	0
Fireworks (indoors)	22b	110	110	36	3,960
Fireworks Sales	22c	110	110	45	4,943
Spec Appl for AG/BG Tanks	25	110	110	27	2,943
Combustible Fibers	7	110	110	45	4,950
C					
Permit					
Haz Chem 110-5500 gallons,10001-50000 lbs	3	155	155	219	33,999
Tire Rebuilding plant	16	155	155	12	1,860
AG/BG Tank Removal	19	155	155	53	8,215
D					
Permit					
Haz Chem >5500 gallons >50000 lbs	4	185	185	707	130 845
Blasting Operations	9	185	185	16	2,969
Fireworks (Outdoors)	22a	185	185	25	4,625
TOTAL				**3,952**	**443,636**
E					
Plans Review					
Priority, Rezoning Petitions, Trade Shows, Sprinkler Plans, Multifamily&Hydrant Tests	17a	75	75	1,457	109,275
Plans Review-Const $ less than 100,000	17b	90	90	73	6,570
Plans Review-Const $ 100,000 to 1,000,000	17c	120	120	6	720
Plans Review-Const $ 1,000,001 to 10 000,000	17d	165	165	9	1 485
Plans Review-Const $ greater than 10,000 000	17e	225	225	10	2,250
TOTAL				**1,555**	**120,300**
TOTAL FY2000 PROJECTED REVENUE					**563,936**

FPBUF10 WK4

CITY OF CHARLOTTE

PLANNING DEPARTMENT

USER FEES

Services	FY1999 Fee	FY2000 Fee	FY2000 Revenue Estimate
Rezoning By Right			
Single Family	250	265	2,120
Multi-Family	500	530	530
Other Rezoning	1,000	1,065	8,520
Rezoning Conditional			
Single Family	375	405	4,050
Multi-Family	750	810	13,770
Other Rezoning	1,500	1,620	37,260
Text Amendment	400	410	5,330
Administrative Site Plan Approval	150	160	6,560
Subdivisions			
Single Family	425	460	22,540
Nonresidential	400	445	1,780
Preliminary Plan Revision	350	385	8,085
Variance/Appeals	550	625	625
Final Plats	60	75	17,325
Final Plats Revision	50	65	5,980
Final Plats Condo	25	35	770
Planned Multi-Family Review	760	830	22,410
UMUD Review			
Major	1,385	1,535	33,770
Minor	245	280	2,800
		Total	$194,225

Charlotte Department of Transportation
FY00 Land Development User Fees

Service	FY99 Fee	FY00 Proposed Fee	FY00 Revenue Estimate
Zoning Petition *	$180	$240	$23,040
Commercial Driveway Permit / Site Plan *	$25	$25	$11,750
Subdivision Processing *	$125	$125	$8,125
Right-of-Way Encroachment	$415	$525	$21,000
Right-of-Way Abandonment **	$760	$760	$19,000
UMUD *	$210	$380	$9,500
			$92,415

* CDOT's portion of the fee
**$760 charge for one street or alleyway abandonment For more than one
$380 additional for each one

CDOT Street Maintenance Fees

Description of Fee

Utility Cut Rates are charged to utility companies for repairs to infrastructure necessitated by their cuts in asphalt and concrete The fees charged cover the City's costs for repairing the cuts

Type of Utility Cut/Repair Required	Current Rates (since 11/1/96)		Proposed FY2000 Rates	
	Cost Per SqareYard	Minimum	Cost Per SqareYard	Minimum
Asphalt Full Depth (9 1/2")	$45 10	$50 00	$53 65	$60 00
Asphalt Temporary (3")	$37 23	$50 00	$37 23	$50 00 (no change)
Asphalt Top Out (2')	$36 02	$50 00	$37 14	$50 00
Concrete Sidewalk (4")	$97 62	$175 00	$97 62	$175 00 (no change)
Concrete Driveway (6")	$53 80	$300 00	$53 80	$300 00 (no change)
Concrete Driveway (8")	$56 63	$315 00	$56 63	$315 00 (no change)
Pavement (12")	$63 41	$700 00	$63 41	$700 00 (no change)
	Cost Per Linear Foot	Minimum	Cost Per Linear Foot	Minimum
Curb & Gutter	$38 80	$365 00	$38 80	$365 00 (no change)
Saw Cutting	$16 75	N/A	$16 75	N/A (no change)

City of Charlotte
Engineering & Property Management
FY00 Land Development User Fees

3/8/99

Land Development Service	FY99 Fee	FY00 Proposed Fee	FY00 Revenue Estimate
Site Inspection (Building Permits)	$380	$400	$146,000
Site Inspection (Land Use Permits)	$190	$200	$ 7,000
Driveway Permits (See Note 1)	$125 +25 $150	$150 +25 $175	$ 22,500
Tree Ordinance/Landscape Avg Site = 22 trees Avg Cost	$228 1st tree use sliding scale $438 avg site	$220/proj plus +10/tree planted $440 avg site	$132,000
Grading/Erosion Control Avg Site = 6 acres Avg Cost	$276-1st acre use sliding scale $911 avg site	$350/proj + 100/acre (>10aces=800/proj+50/acre) $950 avg site	$209,000
Tree Preservation (See Note 2)	$150/project	$200/project	$ 20,000
Detention Avg Site = 5 acres Avg Cost	$321-1st acre use sliding scale $935 avg site	$450/proj + 100/acre (>10aces=1000/proj+50/acre) $950 avg site	$ 95,000
UMUD/MUDD-Major/Minor (See Note 3)	$1,100	$1,250	$ 18,750
*Subdivision Avg Site = 14 acres Avg Cost	$582-1st acre use sliding scale $3,381 avg site	$600/proj + 200/acre (>20aces=1500/proj+150/acre) $3,400 avg site	$170,000
*Rezoning-Conditional	$55	$60	$ 3,000
*Minor Plat	$100/plat	$125/plat	$ 3,750
		Total Projected Revenue=	**$827,000**

Note 1 - Engineering collects for driveway permit reviews, which includes CDOT service on all complex driveway permits (See CDOT fees for their portion of the fee and revenue generated)

Note 2 - Grading/Erosion Control fee includes grading fee plus tree preservation fee on each commercial site Residential grading includes only the grading fee per acre (tree preservation does not apply)

Note 3 - Engineering collects for UMUD (Major & Minor) and MUDD reviews, which includes additional fees by CDOT and Planning (See CDOT fees & Planning fees for their portion of the fee and revenue generated)

*Charlotte-Mecklenburg Planning Commission collects Engineering's fee for Subdivision, Rezoning and Minor Plat (Engineering's fee for Rezoning-zoning petitions is only applicable to Conditional Rezonings

F /budget/00user sum

City of Charlotte
Engineering & Property Management
FY00 Land Development User Fees With 10% increase for Technology

3/8/99

Land Development Service	FY99 Fee	FY00 Proposed Fee(w/10%)	FY00 Revenue Estimate (w/ 10%)
Site Inspection (Building Permits)	$380	$440	$160,600
Site Inspection (Land Use Permits)	$190	$220	$ 7,700
Driveway Permits (See Note 1)	$125 + 25 $150	$165 + 28 $193	$ 24,750
Tree Ordinance/Landscape Avg Site = 22 trees Avg Cost	$228 1st tree use sliding scale $438 avg site	$242/proj plus +11/tree planted $484 avg site	$145,200
Grading/Erosion Control Avg Site = 6 acres Avg Cost	$276-1st acre use sliding scale $911 avg site	$385/proj + 110/acre (>10aces=880/proj+55/acre) $1,045 avg site	$229,900
Tree Preservation (See Note 2)	$150/project	$220/project	$ 22,000
Detention Avg Site = 5 acres Avg Cost	$321-1st acre use sliding scale $935 avg site	$495/proj + 110/acre (>10aces=1100/proj+55/acre) $1,045 avg site	$ 104,500
UMUD/MUDD-Major/Minor (See Note 3)	$1,100	$1,375	$ 20,625
*Subdivision Avg Site = 14 acres Avg Cost	$582-1st acre use sliding scale $3,381 avg site	$660/proj + 220/acre (>20aces=1650/proj+165/acre) $3,740 avg site	$187,000
*Rezoning-Conditional	$55	$66	$ 3,300
*Minor Plat	$100/plat	$138/plat	$ 4,125
		Total Projected Revenue=	**$909,700**

Note 1 - Engineering collects for driveway permit reviews, which includes CDOT service on all complex driveway permits (See CDOT fees for their portion of the fee and revenue generated)

Note 2 - Grading/Erosion Control fee includes grading fee plus tree preservation fee on each commercial site Residential grading includes only the grading fee per acre (tree preservation does not apply)

Note 3 - Engineering collects for UMUD (Major & Minor) and MUDD reviews, which includes additional fees by CDOT and Planning (See CDOT fees & Planning fees for their portion of the fee and revenue generated)

*Charlotte-Mecklenburg Planning Commission collects Engineering's fee for Subdivision, Rezoning and Minor Plat (Engineering's fee for Rezoning-zoning petitions is only applicable to Conditional Rezonings
F /budget/00user10 sum

ENGINEERING AND PROPERTY MANAGEMENT
BUILDINGS AND GROUNDS DIVISION
Landscape Management/Cemeteries Section

Fees and Charges Revisions
March 5, 1999

The following changes to the fees and charges for Landscape Management and Cemeteries are recommended to become effective July 1, 1999

Center No./Title	FY99 Fee	FY2000 Fee
303.03-Landscape Management		
Cooperative Tree Planting Program	$65 00 per tree	$75 00 per tree
303.17 - Cemeteries		
Cremain Niche Sales - Columbarium		
Single Niche	-0-	$ 800 00
Double Niche	-0-	$1,200 00
Cremain Interment - Columbarium		
Before 3 PM Weekday	-0-	$ 100 00
After 3·30 PM & Saturday/Sunday/Holiday	-0-	$ 150 00
Sunday	-0-	$ 225 00
Sale/Installation of Amenities		
Lettering per Niche Cover (Name and Date)	-0-	$ 135 00
Tent and Chair Usage	-0-	$ 75 00

CITY OF CHARLOTTE, N.C.
CHARGES FOR SERVICES AT MUNICIPAL CEMETERIES
EVERGREEN AND ELMWOOD
Effective: PROPOSED July 1, 1999

SERVICE TYPE	CATEGORY	FY00/01 PROPOSED	FY99 ACTUAL
	SALE OF GRAVE SPACE		
Sale of Grave Space	Adult	$750 00	$750 00
Sale of Grave Space, Single-Section 5 Only-Evergreen	Adult	$500 00	$500 00
Sale of Cremaine Space	Any	$375 00	$375 00
Sale of Grave Space - Evergreen	Infant/Child	-0-	-0-
Sale of Grave Space - Elmwood	Infant/Child	None Available	None Available
Columbarium Niches - Evergreen			
Sale of Double Niche	**Any**	**$1,200 00**	**-0- (new service)**
Sale of Single Niche	**Any**	**$800 00**	**-0- (new service)**
Perpetual Care Fee	Any	$ 50 00	$ 50 00
	INTERMENT SERVICES		
Interment - before 3 30 PM Weekday	Adult	$ 550 00	$ 500 00
Interment - after 3 30 PM Weekday & Saturday/Holiday	Adult	$ 750 00	$ 750 00
Interment - Sunday	Adult	$1,125 00	$1,125 00
Interment - before 3 30 PM Weekday	Infant/Child (up to 3')	$ 200 00	$ 200 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Infant/Child (up to 3')	$ 300 00	$ 300 00
Interment - Sunday	Infant/Child (up to 3')	$ 450 00	$ 450 00
Gravespace Cremain Interment - before 3 30 PM Weekday	Any	$ 200 00	$ 200 00
Gravespace Cremain Interment - after 3 30 PM Weekday & Saturday/Holiday	Any	$ 300 00	$ 300 00
Gravespace Cremain Interment - Sunday	Any	$ 450 00	$ 450 00
Columbarium Interment - before 3:30 PM Weekday	**Any**	**$ 100 00**	**-0- (new service)**
Columbarium Interment - after 3:30 PM Weekday & Saturday/Holiday	**Any**	**$ 150 00**	**-0- (new service)**
Columbarium Interment - Sunday	**Any**	**$ 225 00**	**-0- (new service)**
Mausoleum Interment - before 3 30 PM Weekday	Any	$ 250 00	$ 250 00
Mausoleum Interment - after 3 30 PM Weekday & Saturday/Holiday	Any	$ 375 00	$ 375 00
Mausoleum Interment - Sunday	Any	$ 562 50	$ 562 50
Disinterment	Adult	$ 550 00	$ 550 00
Disinterment	Infant/Child (up to 3')	$ 200 00	$ 200 00

Reinterment	Adult	$ 550 00	$ 550 00
Reinterment	Infant/Child (up to 3')	$ 200 00	$ 200 00
Double Depth Interment - before 3 30 PM Weekday	Adult	$1,100 00	$1,100 00
Double Depth Interment - after 3 30 PM Weekday, Saturday/Holiday	Adult	$1,500 00	$1,500 00
Double Depth Interment - Sunday	Adult	$2,250 00	$2,250 00
Casket only or Wooden Box Interment - Additional costs	Adult	$ 150 00	$ 150 00

CHARGES FOR SERVICES AT MUNICIPAL CEMETERIES
OAKLAWN, NORTH PINEWOOD, WEST PINEWOOD, AND NINTH STREET CEMETERIES
Effective: PROPOSED July 1, 1999

SERVICE TYPE	CATEGORY	FY00/01 PROPOSED	FY99 ACTUAL
	SALE OF GRAVE SPACE		
Sale of Grave Space	Adult	$500 00	$ 500 00
Sale of Grave Space, Single - Evergreen, Section 5 Only	Adult	$225 00	$ 225 00
Sale of Grave Space - Oaklawn	Infant/Child	0-	-0-
Sale of Grave Space - Pinewoods	Infant/Child	None Available	None Available
Perpetual Care Fee	Any	$ 50 00	$ 50 00
	INTERMENT SERVICES		
Interment - before 3 30 PM Weekday	Adult	$ 350 00	$ 350 00
Interment - after 3 30 PM Weekday & Saturday/Holiday	Adult	$ 500 00	$ 500 00
Interment - Sunday	Adult	$750 00	$ 750 00
Interment - before 3 30 PM Weekday	Infant/Child (up to 3')	$ 150 00	$ 150 00
Interment - after 3 30 PM Weekday and Saturday/Holiday	Infant/Child (up to 3')	$ 225 00	$ 225 00
Interment - Sunday	Infant/Child (up to 3')	$ 337 50	$ 337 50
Gravespace Cremain Interment - before 3 30 PM Weekday	Any	$ 100 00	$ 100 00
Gravespace Cremain Interment - after 3 30 PM Weekday & Saturday/Holiday	Any	$ 150 00	$ 150 00
Gravespace Cremain Interment - Sunday	Any	$ 375 00	$ 375 00
Mausoleum Interment - before 3 30 PM Weekday	Any	$ 175 00	$ 175 00
Mausoleum Interment - after 3 30 PM Weekday & Saturday/Holiday	Any	$ 250 00	$ 250 00
Mausoleum Interment - Sunday	Any	$ 375 00	$ 375 00

Disinterment	Adult	$ 350 00	$ 350 00
Disinterment	Infant/Child (up to 3')	$ 100 00	$ 100 00
Reinterment	Adult	$ 350 00	$ 350 00
Reinterment	Infant/Child (up to 3')	$ 100 00	$ 100 00
Double Depth Interment - before 3 30 PM Weekday	Adult	$700 00	$ 700 00
Double Depth Interment - after 3 30 PM Weekday, Saturday/Holiday	Adult	$1,000 00	$1,000 00
Double Depth Interment - Sunday	Adult	$1500 00	$1,500 00
Casket only or Wooden Box Interment - Additional costs	Adult	$ 150 00	$ 150 00

CHARGES FOR SERVICES AT MUNICIPAL CEMETERIES
ALL LOCATIONS
PROPOSED - JULY 1, 1999

SALES AND INSTALLATION OF AMENITIES

ITEM/DESCRIPTION	FY00/01 PROPOSED	FY99 ACTUAL
Monument Foundation Installation	$ 45 per square inch	$ 45 per sq inch
Marker Installation	$ 40 per square inch	$ 40 per sq inch
Flower Vase Installation	$ 25 00 each	$25 00 each
City Flower Vase Sale and Installation	$ 50 00 each	$50 00 each
Transfer or Replacement of Deed	$ 40 00 each	$40 00 each
EVERGREEN ONLY		
Columbarium Lettering of Niche Cover (Includes two line – name and date of death)	**$135 00 per interment**	**-0- (new service)**
Tent and Chair, set up and usage	**$ 75 00 per occurrence**	**-0- (new service)**

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
NON-REGULATORY USER FEES

FEE TITLE	FY 99 FEE	FY2000 FEE
1 Hiring of an off-duty officer	$18 00/hr	18/hr minimum for security
The surcharge fee of $2 67/hr was never enacted by the Dept	$2 67/hr	$20/hr minimum for traffic
2 Precious metals fee		
A Annual fee for a precious metal business	$10 00	$10 00
B New employee fee	$3 00	$3 00
A new employee hired by a precious metal business is required by statute to pay this fee		
3 Taxicab Driver fees		
A Renewal of annual taxi permit	$15 00	$15 00
B Duplicate or transfer of taxi permit	$5 00	$5 00
A transfer is when a person switches from one cab company to another		
C Annual taxi inspection	$75 00	$75 00
4 Usage of police vehicle	$5 00/hr	$5 00/hr
Anyone may request to use a police vehicle, however, the request is approved by the David Service Area Deputy Chief R L Schurmeier		
5 Funeral Escorts	$20 00/escort	$20 00/escort
Police Department charges the funeral home		
6 Local arrest history checks	$5 00/request	$5 00/request
7 Photo fees		
A Standard reprint of a 3 X 5 photo	$2 00/photo	$2 00/photo
Anyone may request a reprint		
B Enlargement of a 8 X 10 or 10 X 12	$15 00/photo	$15 00/photo
A court order is needed to obtain an enlargement		
8 Police Attorney fees		
A Copy charges	$0 25/copy	$0 25/copy
B Charge for a 911 tape	$3 00/tape	$3 00/tape
9 Animal License tags		
A Fertile animal	$25 00	$25 00
B Security dog	$25 00	$25 00
C Sterile animal	$7 50	$7 50
D Equine	$10 00	$10 00
E Senior citizen or handicapped person with sterile animal	-0-	-0-
10 Reclaim fee		
A Dog	$35 00	$35 00
B Cat	$20 00	$20 00

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
NON-REGULATORY USER FEES

FEE TITLE	FY 99 FEE	FY2000 FEE
11 Adoption fees		
A Dog	$21 50	$21 50
B Puppy, Cat or Kitten	$15 50	$15 50
12 Spay/neuter fee		
A Dog, puppy	$30 50	$30 50
B Dog, puppy (opt)	$30 50	$30 50
C Female cat, kitten	$23 50	$23 50
D Male cat kitten	$17 50	$17 50
13 Citation fines (failure to have)		
A City		
1 City license		
a Dog	$50 00	$50 00
b Cat, equine	$25 00	$25 00
2 Rabies inoculation dog & cat	$50 00	$50 00
B County		
1 County license dog & cat	$50 00	$50 00
2 Rabies inoculation dog & cat	$50 00	$50 00
3 All others same as City		
14 [illegible]sh law violations		
[illegible]st offense	$50 00	$50 00
B 2nd offense	$75 00	$75 00
C 3rd offense	$150 00 + fence	$150 00 + fence
D 4th offense	$200 00 + secure fence dog	$200 00 + secure fence dog
E 5th offense	$500 00 + secure of dog	$500 00 + secure of dog
F Animal bites	$100 00	$100 00
G Other such as barking, etc	$25 00	$25 00
15 Donated animals		
A 1	$15 00	$15 00
B 2	$30 00	$30 00
C 3+	$35 00	$35 00
16 Boarding fees		
A Dog/puppy	$8 00/day	$8 00/day
B Cat/kitten	$4 00/day	$4 00/day
C Cows	$10 00/day	$10 00/day
17 Permits for other animals		
A 1-3	$5 00	$5 00
B 4+	$10 00	$10 00
18 Fee schedule for purchasing animals from Animal Control		
[illegible] Snakes		
1 0-3 ft	$25 00	$25 00
2 3-6 ft	$50 00	$50 00

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
NON-REGULATORY USER FEES

FEE TITLE	FY 99 FEE	FY2000 FEE
3 6 ft +	$75 00	$75 00
B Pot bellied pigs		
1 Small	$25 00	$25 00
2 Medium	$15 00	$15 00
3 Large	$5 00	$5 00
C Rodents		
1 Rats	$2 00	$2 00
2 Mice	$1 00	$1 00
3 Hamsters/gerbils	$3 00	$3 00
4 Guinea pigs	$5 00	$5 00
5 Chinchilla	$35 00	$35 00
D Rabbits	$5 00	$5 00
(Plus cat spay/neuter fee if adopter wants surgery)		
E Fish	not to exceed $25 00	not to exceed $25 00
(according to species)		
F Poultry		
1 Chicken	$2 00	$2 00
2 Turkey	$5 00	$5 00
G Ferrets	$25 00	$25 00
H Iguanas		
1 Small	$25 00	$25 00
2 Medium	$50 00	$50 00
3 Large	$75 00	$75 00
I Other lizards	not to exceed $75 00	not to exceed $75 00
(according to species)		
J Birds		
1 Finch (Common species)	$5 00	$5 00
2 All others according to species		
a Parakeet/Canary	$10 00	$10 00
b Cockatiel (gray/pied)	$25 00	$25 00
c Cockatiel (Lutino)	$50 00	$50 00
d Lovebirds (peach face)	$25 00	$25 00
e Lovebirds (other)	$50 00	$50 00
f All other parrots	not to exceed $500 00	not to exceed $500 00
K Llama - auction starting price	$100 00	$100 00
L Ostrich and other ratite birds - auction starting price	$100 00	$100 00
M Goats, farm pigs and sheep - auction starting price	$15 00	$15 00
N Cows - auction starting price	based on current market value	current market value
O Horses - auction starting price	$50 00	$50 00

All sale prices will be noted on the individual shelter record No price break for pairs Animal prices are per individual animals All exotics sold as is - cages tanks and other accessories are not included

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT				
AIRPORT USER FEES				
EFFECTIVE F/Y'S 99 & 00				
				RATE
REVENUE FEE CATEGORIES	FY 99 RATE	FY 00 RATE	BASIS FOR CHARGE	AUTHORITY
AIRCRAFT RAMP PARKING FEES	$ 25 00	$ 25 00	Per operation for aircraft 0 to 30 000 lbs	1/3
	$ 50 00	$ 50 00	Per operation for aircraft =/> 30 000 lbs	
			for 0 to 3 hours	
	$ 100 00	$ 100 00	Per operation for aircraft > 30 000 lbs	
			for 3 to 24 hours	
TERMINAL AREA RENTALS	$5 88 $51 39	$5 88 $51 39	Per square foot	1
CARGO FACILITY RENTALS	$3 00 - $12 00	$3 00 $12 00	Per square foot	1
MAINTENANCE AND OPERATIONS COSTS	$6 60 $7 60	$6 60 - $7 60	Per square foot	1
CITY HANGER RENTALS				1
60 X 60	$ 810 00	$ 810 00	Per month	
T HANGERS	$ 290 00	$ 290 00	Per month	
SHADEPORTS	$ 150 00	$ 150 00	Per month	
TERMINAL ADVERTISING			Minimum Annual Guarantee or Percentage Fee	1
RENT A CAR CONCESSIONS			Minimum Annual Guarantee or Percentage Fee FY 99 mo mo % only	1
PUBLIC PAY PHONES	$0 0750	$0 0750	Per total passengers handled (FY 99 MIN of $1 462 456)	1
CARGO GROUNDHANDLING FEES	8%	8%	Of Gross Revenue	1/3
RATE AUTHORITY INDEX				
1 Rate set by tennant lease agreeement (I e short term & or long term)				
2 Rate set by City Ordinance (Aviation Section)				
3 Rate set by Aviation I BE (based on market analysis and other pricing methodologies)			PROPOSED TO INCREASE TO 8%	

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT				
AIRPORT USER FEES				
EFFECTIVE F/Y'S 99 & 00				
				RATE
REVENUE FEE CATEGORIES	FY 99 RATE	FY 00 RATE	BASIS FOR CHARGE	AUTHORITY
COMMUTER FACILITY CHARGE	$ 0 82	$ 0 82	Per available seat	1/3
PASSENGER FACILITY CHARGE	$ 5 00	$ 5 00	Per deplaned passenger	1/3
INTERNATIONAL GATE USE FEE (CITY GATES)	$ 220 00	$ 220 00	Per turn	1/3
FUEL FLOWAGE (re use of Airfield)	$ 0 065	$ 0 065	Per gallon delivered	1/2
FUEL THROUGH put fees (re fuel for ground service equipment)	$ 0 050	$ 0 050	Per gallon delivered	1/3
ARMED GUARD FEE	$ 0 009	$ 0 009	Per enplaned passenger	1/3
PARKING CARDS (RED LOT)	$ 35 00	$ 35 00	Per card	1/3
AIRPORT ID CARDS	$ 10 00	$ 10 00	Per card	1/3
PARKING FEES				3
HOURLY LOTS	$ 0 75	$ 0 75	Per half an hour (daily maximum of $12 00)	
DAILY LOTS	$ 1 00	$ 1 00	0 1 hour	
	$ 2 00	$ 2 00	1-4 hours	
	$ 3 00	$ 3 00	4-8 hours	
	$ 4 00	$ 4 00	8-24 hours	
REMOTE LOTS	$ 2 75	$ 2 75	Per 24 hours	
SATELLITE LOTS	$ 2 75	$ 2 75	Per 24 hours	
TAXI PERMITS	$ 312 50	$ 312 50	Per permit per quarter	2
OTHER GROUND TRANS OPERATORS				1/2
OFF AIRPORT RENT A CARS	6%	6%	Of Gross Revenue	
HOTEL/MOTEL COURTESY VANS	$ 400 00	$ 400 00	Annually/Per Vehicle	
COMMERCIAL COURIER VEHICLES	$ 1 00	$ 1 00	Per trip through the Commercial Vehicle Lane	
Contract Vans or Limos	$ 1 00	$ 1 00	Per trip through the Commercial Vehicle Lane	
FREQUENT PARKING CARDS	$ 100 00	$ 100 00	Per month	3
LAND RENT	$3500 $9583	$3500 $9583	Per acre	1/3
LANDING FEES	$ 0 61	$ 0 61	Per 1 000 lbs of aircraft weight	1/2

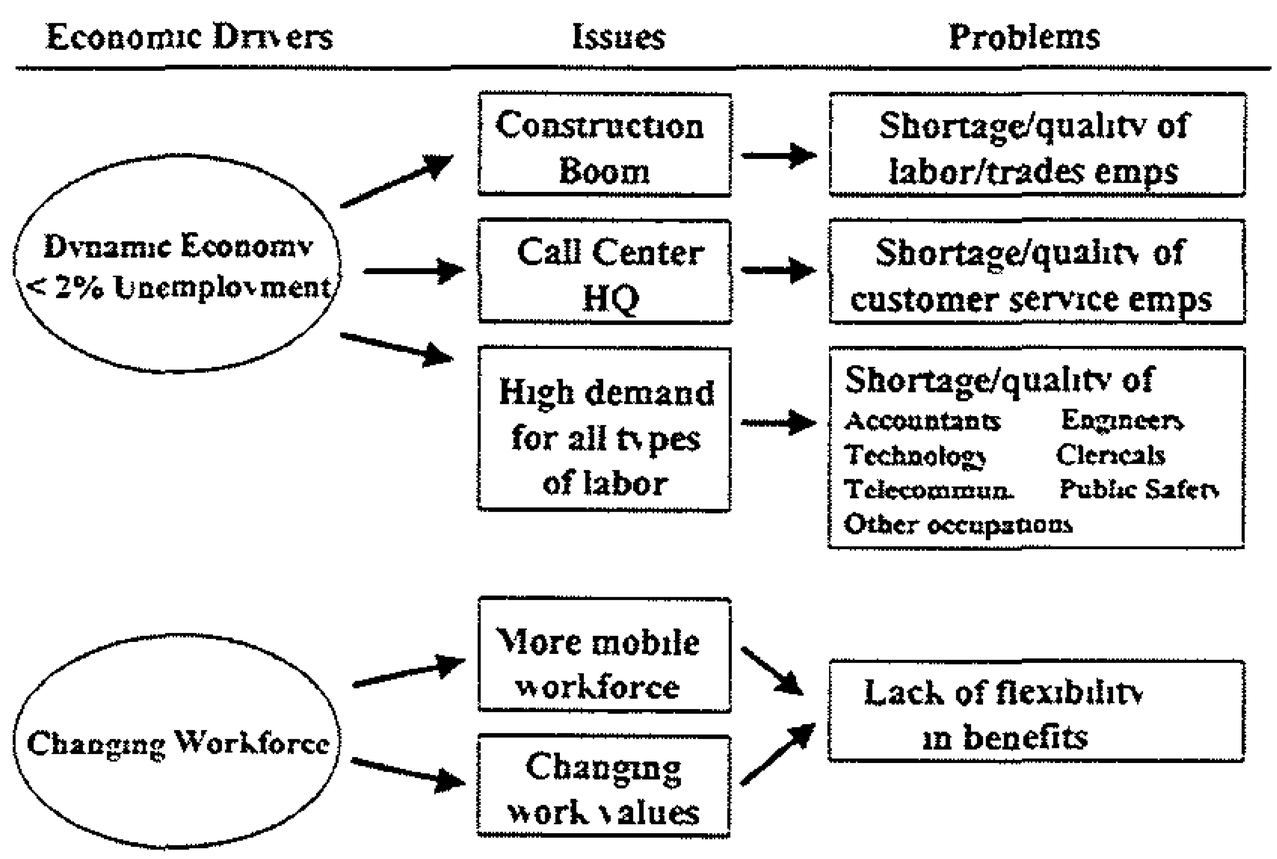
s \finance\airport fee<

FY2000 Pay & Benefits Issues and Goals

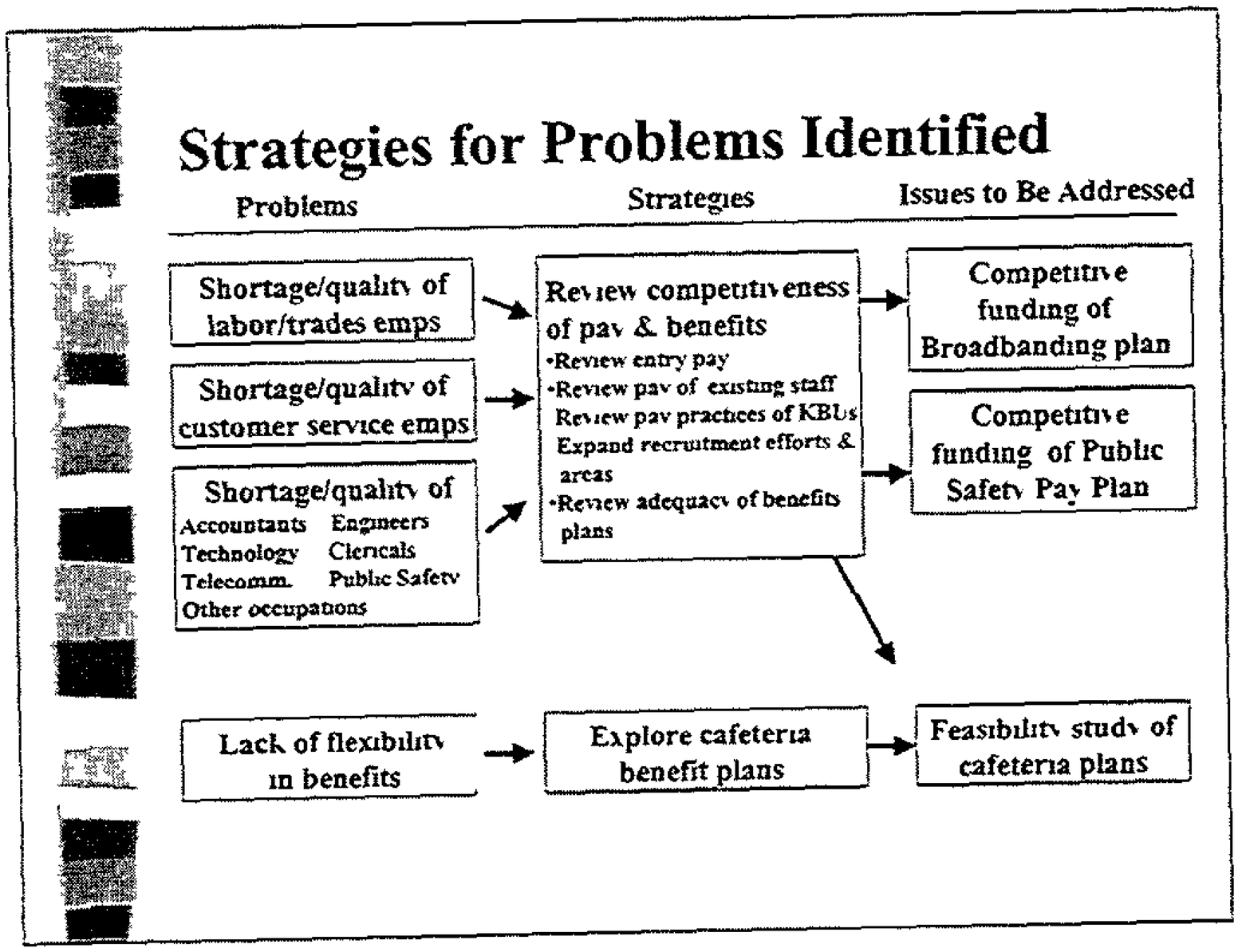
City of Charlotte
Human Resources Department

Tim Mays (Deputy HR)
Ken Wallace (Comp Mgr)

Problem Identification



Strategies for Problems Identified



City of Charlotte Turnover by Broadband & PSPP 1996-1998

By Band	Total Turnover	Turnover Rate	Retirements	Turnover Rate	Voluntary	Turnover Rate	Involuntary	Turnover Rate
A	596	21.6%	105	[illegible]	3.9	12.3%	154	5.6%
B	348	1.7%	7	2.4%	22	6%	50	1.7%
C	12	8.5%	56	2.4%	88	5.9%	3	0.2%
D	22	6.4%	8	2.5%	1	3.8%	1	0.5%
E	11	%		4.5%	4	5.6%	0	0.0%
F	3	5.6%		1.9%	2	[illegible]	0	0.0%
Police	198	5.0%	60	1.5%	2[illegible]	3.1%	16	0.4%
Fire	85	5.6%	48	2.1%	19	0.8%	15	0.7%

Band A support positions (laborers crew members equipment operators clerical employees
Band B trades technical and administrative positions
Band C professionals
Band D F senior professionals mid and top management

Employee Turnover Rates

Data from surveys conducted annually since 1974 by Bureau of National Affairs (BNA) Turnover figures include all permanent separations, whether voluntary or involuntary They do not include layoffs and departures of temporary staff

	1996	1997
Median rates of permanent separation (all respondents)	10.8%	13.2%
Median rates of permanent separation (2500+ emps)	9.6%	10.8%
Type of Industry		
Manufacturing Sector	9.6%	12.0%
Nonmanufacturing Sector	10.8%	13.2%
Nonbusiness Establishments (inc municipalities)	13.2%	14.4%
Geographic Region		
South	12.0%	14.4%

City of Charlotte Data

	1996	1997	1998
Rates of permanent separation	8.7%	10.3%	10.9%

Charlotte Turnover Rate by Salary at Termination (all employee groups) 1996-1998

By Salary	Voluntary Turnover	Turnover Rate	% of Vol. (Cumulative)	% of Emps. (Cumulative)
<$15 000	24	40 0%	3%	0%
$15 20 000	229	2[illegible].2%	32%	6%
$20-25 000	226	10 7%	60%	22%
$25-30 000	120	5 1%	[illegible]5%	39%
$30-35 000	88	3 6%	85%	56%
$35-40 000	50	2 7%	91%	69%
$40-45 000	42	2 0%	96%	85%
$45 50 000	18	2 1%	98%	91%
$50-55 000	3	0 5%	99%	95%
$55-60 000	5	8%	99%	9[illegible]%
>$60 000	10	2 [illegible]%	100%	100%

Notes

- Turnover is much higher at lower pay levels

Charlotte Employee Turnover During First 2 Years on the Job (all groups) 1996-1998

	1996		1997		1998	
	Number	% of All Terminations	Number	% of All Terminations	Number	% of All Terminations
< 1 mo	20	5.0%	18	3.8%	34	6.7%
< 2 mo	34	8.5%	36	7.4%	57	11.2%
< 3 mo	41	10.2%	54	11.3%	68	13.3%
< 6 mo	61	15.2%	[illegible]	16.1%	107	21.0%
< 1 yr	9	23.2%	12[illegible]	25.8%	158	31.0%
< 2 yrs	130	32.4%	182	38.2%	219	42.9%

Notes

- Since 1996, the number and percentage of employees leaving during their first two years on the job has significantly increased

Police Turnover 1997-1999 (ytd)

	1997				1998			
	All	Retirements	Voluntary	Involuntary	All	Retirements	Voluntary	Involuntary
Police Officer	59	1	32	6	[illegible]		[illegible]	3
Sr Police Officer I	[illegible]	3	4		7	3	4	
Sr Police Officer II	2	1	1		[illegible]		[illegible]	
Sr Police Officer III	18	[illegible]	4		10	6	[illegible]	1
Police Sergeant	5	4		1	6	6		
Police Captain	[illegible]	2			[illegible]	3		
Totals	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	19	[illegible]	4
Turnover Rate	5.8%	2.0%	3.3%	0.6%	5.9%	1.5%	4.1%	0.3%

	1999 (YTD- March 30, 1999)				1999 (Annualized)			
	All	Retirements	Voluntary	Involuntary	All	Retirements	Voluntary	Involuntary
Police Officer	5				[illegible]			
Sr. Police Officer I	[illegible]		2		[illegible]		2	
Sr Police Officer II	3	1	2			1	2	
Sr Police Officer III	[illegible]		[illegible]		[illegible]		[illegible]	
Police Sergeant	1				1	1		
Police Captain	1	1			1			
Totals	[illegible]	[illegible]		0	14	[illegible]	1	0
Turnover Rate	0%	0.7%	0.8%	0.0%	4.2%	0.9%	3.3%	0.0%

Notes

• Of the 88 Police Officers who have left during this period, 12 left during their first 3 months on the job and 24 left during their first year

Projected Pay Increase Budgets
1999

Data Source	Scope	No. of Orgs.	All Employees	Execs	Exempts	Salaried NonEx	Hourly NonEx
Amer Compensation Assn	U.S	2776		4.6%	4.4%	4.2%	4.1%
Hewitt Associates	U.S.	90+		4.5%	4.2%	4 %	3.9%
	Government	10		3.5%	3.5%	4.0%	3.6%
	South	111		4.4%	4.2%	4.2%	3.9%
William M. Mercer Inc.	U.S.	1500+	4.2%	4.3%	4.2%	4 %	3.9%
	Southeast		4.3%				
	NC	373	4.2%				
	Charlotte	12	4.0%				
The Employer's Association	Charlotte	45		4.38%	4.25%	3.83%	4.15*
Charlotte HR Dept	Charlotte	10	4.2%				

Charlotte HRD Surveys - 1999

Survey Source	Scope	# of jobs included	Response Rate	% Response
National Municipalities (Police & Fire)	1 5 000-1 million	43	50 of 69	72%
Regional Municipalities (Police & Fire)	100 000-	23	27 of 36	75%
National Municipalities (Broadbanding classes)	175 000-1 million	19	38 of 69	55%
Regional Municipalities (Broadbanding classes)	100 000-	185	27 of 36	75%
Charlotte Area Companies	Charlotte	[illegible]	17 of 86	20%
Large National/Regional Airports	U.S.	23	0 of 27	5-%
National Crime Laboratories	U.S.	17	[illegible] of 58	38%
Paratransit Agencies	U.S	6	9 of 14	64%
National Water Sewer Utilities	5,000-1 million	57	20 of 4	49%
Regional Water Sewer Utilities	100 000-	25	11 of 25	44%

External Data Sources Used by the City of Charlotte

- Watson Wyatt (ECS) Surveys
  - Office Personnel Survey
  - Technical and Skilled Trades Survey
  - Professional and Scientific Survey
  - Professional/Nursing (Hospital) Survey
  - Middle Management Survey
  - Top Management Survey
- William M Mercer Inc Surveys
  - Information Systems Survey
  - Information Technology Leadership Survey
  - Finance Accounting and Legal Survey
  - Logistics and Supply Chain Management Survey
  - Human Resources Survey
  - Call Centers Survey
  - Southeast Metropolitan Survey
- Dietrich Engineering Surveys
  - Engineering Survey
  - Drafting/Design Survey
  - Architect Survey
- National Society of Professional Engineers Survey
- PAS Construction and Construction Management Survey
- The Employers Association (Charlotte Area) Wage and Salary Surveys
- American Association of Airport Executives (AAAE) Management Survey
- City of Phoenix Executive Compensation Survey
- International Personnel Management Association City/County Compensation Report
- NC League of Municipalities Survey
- American Waterworks Association Survey
- Birmingham Water Works Board Survey
- State of NC TV Positions Survey

Charlotte's Comparison to Market

Market Indices by Pay Band - FY98 -FY99
Broadbanding Positions Only

	Start FY98	Start FY99
Band A	94 4%	92 6%
(excluding clericals)	92 5%	90 6%
Band B	92 0%	93 1%
Band C	93 8%	92 4%
Band D	95 0%	95 8%
Band E	99 8%	99 5%
Band F	102 4%	101 4%
All Bands	93 6%	93 8%

Notes

• We have experienced significant loss of market position for non-clerical positions in Band A and some loss in Band C

Labor and Trades Pay Issues

- Pay of entry level labor and trades employees
  - Changing market for these skills
  - Average % of market
    - Street Maintenance Crew Member 83 4% 75 emps
    - Utilities Crew Member 80 7% 67 emps
  - Pay level contributes to increased turnover
    - Difficulty/cost of recruiting placements
    - Quality of new hires - 5 6% involuntary termination rate in 1998
    - Cost of training

Problem Identification-FY2000

Broadbanding Pay Plan

- Ability to recruit and retain labor & trades and other high priority occupations in light of number shortage and level of quality of workers in these areas
- Ability to continue to provide competitive pay to retain existing staff

FY2000 Broadbanding Pay Goals

- Employees under 80% of market
  - Move to 80% at start of FY2000
- Employees between 80% and 90% with 4+ years tenure in their current jobs
  - Review whether movement to 90% of market is warranted and, if so, adjust at start of FY2000
- Employees over 90% of market
  - increases given based on performance, market position and funds available

Notes

• Goals for employees below 80% of market and those between 80%-90% with 4+ years tenure apply only to employees rated at the "Good" or "Far Exceeds" rating levels

FY2000 Public Safety Pay Issues

Public Safety Pay Plan Issues

- Shortage/quality of applicants
- Increased competition
- Biennial market adjustment
- Equity concerns with timing of market adjustments

Public Safety Pay Review Process

- Police Market Measure Committee
- Fire Pay Committee
- HR Dept conducted annual market survey

Police Chief's Pay Recommendations

- **Change in market measure**
- **Increases to police steps in PSPP**
  - 5% for all Police Officer and Senior Police Officer I-III steps
  - 7 5% for Police Sergeants
  - Increase for Police Captains and movement into Broadbanding
- **Annual market adjustment (instead of biennial)**
- **Educational Incentive pay given at hire (5% for AA/AS; 10% for BA/BS)**
- **Common market adjustment date (July date or cost neutral date, preferably July)**

Fire Chief's Pay Recommendations

- **Change in market measure**
- **Increases to fire steps in PSPP**
  - 5% for Firefighter I-II and Firefighter-Engineer steps
  - Additional increase for Fire Captains
  - Increase for Fire Battalion Chiefs and movement into Broadbanding
- **Annual market adjustment (instead of biennial)**
- **Educational Incentive pay given at hire (5% for AA/AS); add opportunity for 10% for BA/BS**
- **Common market adjustment date (July date or cost neutral date, preferably July)**

Police Officer Entry Pay
(under Police Chief's Recommendations)

Education	Entry	6 mos *
■ 4 Year degree	$28,902	$30,347
■ 2 Year degree	$27,526	$28,902
■ High School	$26,215	$27,526

* End of recruit school and field training (app 6 months)

FY2000 Public Safety Pay Goals

- Ensure that pay rates in Public Safety are competitive
- Enhance ability to recruit and quality of entry level Public Safety employees
- Reduce employee concerns about timing of market adjustments

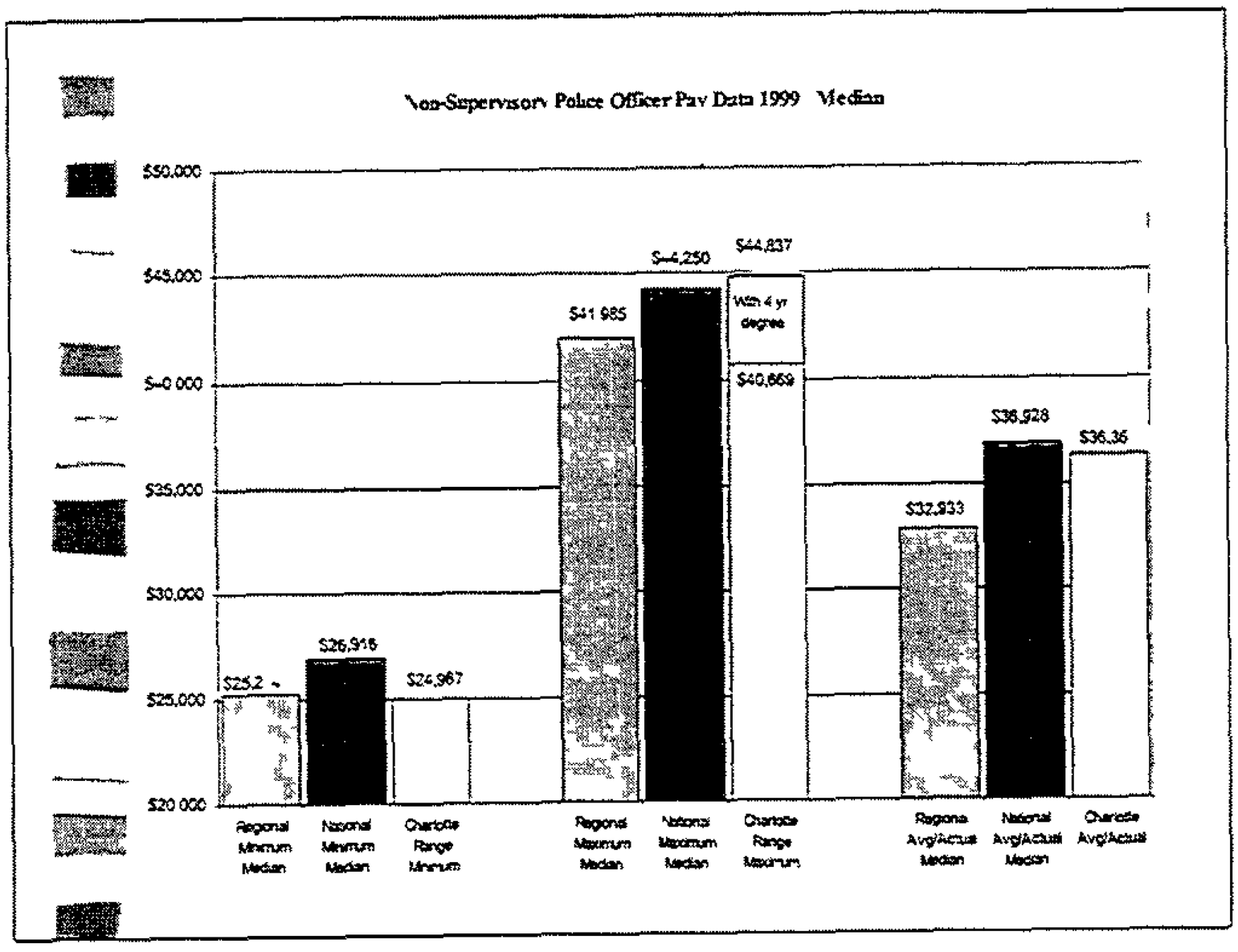
1999 Public Safety Pay Data

Charlotte HRD Public Safety Survey - 1999

Survey Source	Scope	# of jobs included	Response Rate	% Response
National Municipalities (Police & Fire)	175 000-1 million	43	50 of 69	72%
Regional Municipalities (Police & Fire)	100 000-	43	27 of 36	75%

Issues in Data Collection for Public Safety

- Anchor points for entry-level Public Safety jobs
  - What is entry level?
    - Some cities require training before hire (ex BLET)
  - What is maximum for non-supervisory positions?
    - For Police a number of cities have a detective class with limited number of allocations
  - How fast do employees move through the range?
    - How long does it take an employee to reach maximum of the range?
    - What is the average actual salary paid?



Notes

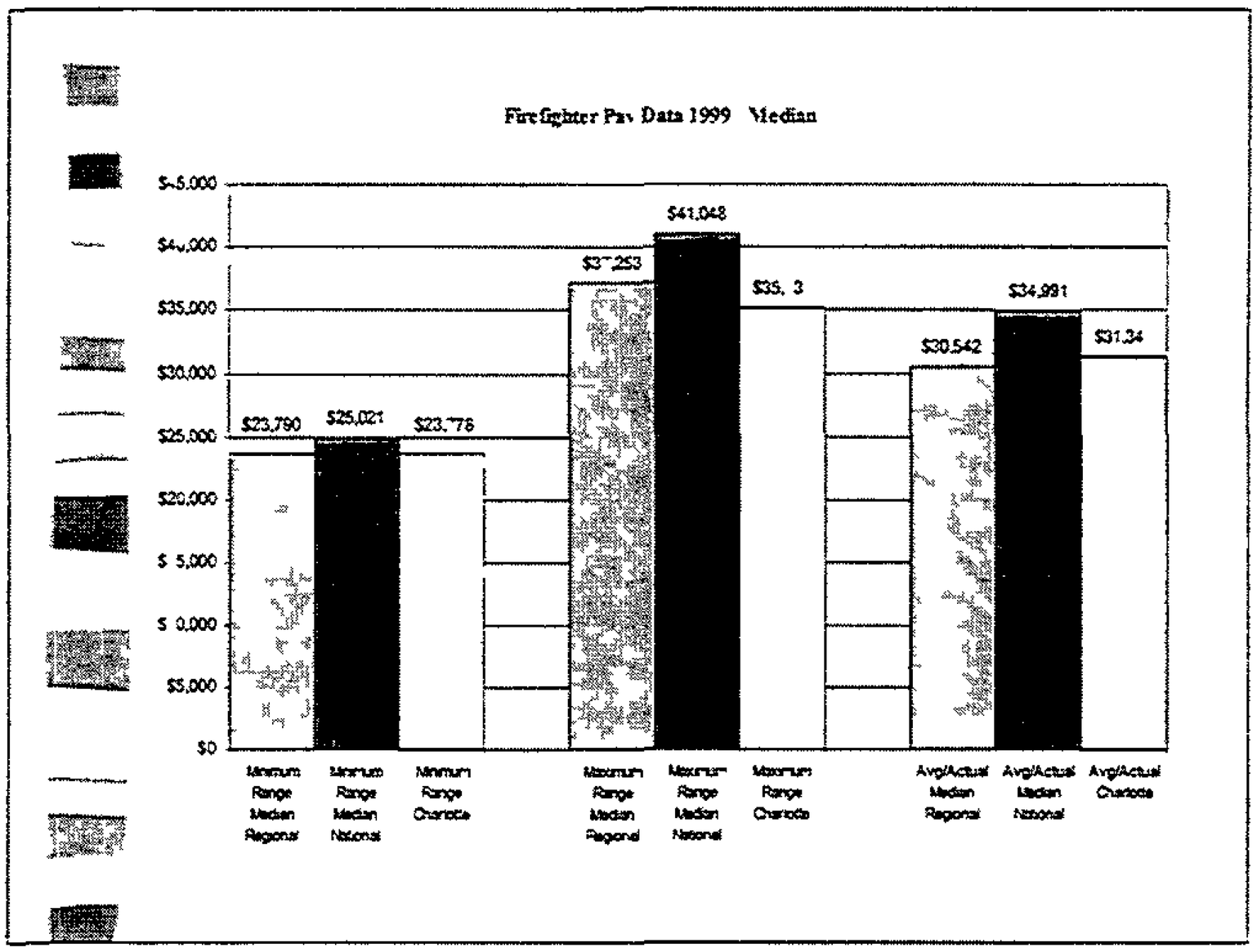
• Charlotte officers with a 2 or 4 year degree receive a 10% increase (to $27,526) at the end of recruit school and field training (app 6 months)

Comparison of Regional and National Police Data to Charlotte

Median Measure

	Regional Median Minimum	National Median Minimum	Regional Median Maximum	National Median Maximum	Regional Median Avg.Actual	National Median Avg.Actual
Police Officer	$25,2 4	$26 19o	$4 .985	$44,250	$32 933	$3o,928
Police Sergeant	$35 9	$43,049	$51 143	$5 .375	$44 08	$49,029
Police Captain	$-2 445	$52,531	$62,065	$6 .867	$57 228	$59 776

	Regional Minimums to Charlotte	National Minimums to Charlotte	Regional Maximums to Charlotte	National Maximums to Charlotte	Regional Avg Actuals to Charlotte	National Avg Actuals to Charlotte
Police Officer	99.0%	95.3%	96.9%	91 9%	110.4%	98.5%
Police Sergeant	3- 1%	109.4%	10 .5%	01 0%	13 7%	103 6%
Police Captain	128.4%	103.7%	92.2%	92.5%	99 1%	94.8%



Notes

• Charlotte firefighters with a 2 or 4 year degree receive a 10% increase (to $26,156) at the end of recruit school

Comparison of Regional and National Fire Data to Charlotte

Median Measure

	Regional Median Minimum	National Median Minimum	Regional Median Maximum	National Median Maximum	Regional Median Avg/Actual	National Median Avg/Actual
Firefighter	$23,790	$25 021	$37,2[illegible]3	$41 048	$30,542	$34,991
Firefighter-Engineer	$28,279	$37,6[illegible]6	$[illegible]0 627	$43,278	$35 485	$41 439
Fire Captain	$35 620	$4[illegible],229	$50 024	$52,3[illegible]	$45,588	$49 887
Battalion Fire Chief	$39 187	$[illegible]2 088	$62,065	$[illegible],182	$56,464	$62,91

	Regional Minimums to Charlotte	National Minimums to Charlotte	Regional Maximums to Charlotte	National Maximums to Charlotte	Regional Avg Actuals to Charlotte	National Avg Actuals to Charlotte
Firefighter	99.9%	95 0%	94.3%	85.6%	102 6%	89.6%
Firefighter-Engineer	124.2%	89.3%	95 3%	89.5%	1 0 8%	94 7%
Fire Captain	119.9%	98.8%	98.8%	9[illegible] 4%	06.7%	9[illegible].5%
Battalion Fire Chief	132.5%	99 6%	92.2%	87 8%	98.2%	88. %

Insurance Issue to Be Addressed

- Increasing insurance costs due to medical inflation
  - Medical 6% increase
  - Dental 10% increase