# AGENDA

| | |
|---|---|
| Meeting Type: | SPECIAL |
| Date: | 05/18/1999 |
| | BUDGET RETREAT |

City of Charlotte, City Clerk's Office

# City of Charlotte

**FY00 Budget Half-day Retreat**
**May 18, 1999**
**2:00 pm - 6:30 pm**

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## AGENDA

| | | Location |
|---|---|---|
| **2:00 p.m.** | **Preliminary Budget Decisions**<br>(Council Questions and Answers in Attachment 1) | **Room 267** |
| **4:15 p.m.** | **Metropolitan Transit Commission: Proposed FY2000 Interim Budget**<br>(Attachment 2) | **Room 267** |
| | **Dinner *** | **Room 270-271** |
| **5:00 p.m.** | **Update on the Center City Planning Process***<br>(Attachment 3) | **Room 270-271** |
| **6:30 p.m.** | **Joint Public Hearing with County Commission on the Proposed Storm Water Rate Increase** | **Council Chamber** |

* The Center City Plan consultants will update the County Commission at 4 00 p m in Room 270-271 Since the consultant's presentation materials will already be set up in that room, dinner and the consultant's presentation to the Mayor and Council will also be in Room 270-271 around 5 00 p m

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

# Attachment 1

## Questions and Answers

**Q6. Please provide unfunded requests by Key Business Unit priority.**

| Service Level Change Requests | | | | | | |
|---|---|---|---|---|---|---|
| May 4, 1999 | | | | | | |
| Business Unit | Priority | Description | Positions Requested | Total Request | Manager Recommended | Comments |
| Business Support | | | | | | |
| ✓ | 1 | Fleet Maintenance 3 positions per Contract #2 increases to fleet size | 3 00 | 411 606 | 22 000 | 1 position |
| | 2 | Information Technology Internet Firewall Services contract | | 40 000 | 0 | |
| ✓ | 3 | Radio Shop Training for radio infrastructure maintenance | | 25 900 | 20 300 | |
| | 4 | Surplus Property Investment Recovery Specialist for workload increase | 1 00 | 41,224 | 0 | |
| ✓ | 5 | Radio Emission Safety Standards training | | 18 000 | 18 000 | |
| ✓ | 6 | Radio Technicians workload increase | 2 00 | 94 051 | 94 051 | |
| | 7 | Document Imaging/ Workflow Software | | 150 000 | 0 | |
| | 8 | Disaster Recovery Planning Study | | 350 000 | 0 | |
| | 9 | Digital 800 Mhz Radio System | | 14 120 000 | 0 | |
| City Attorney | | | | | | |
| ✓ | 1 | Convert Part Time Attorney to Full Time for Workload | 0 25 | 17 610 | 17 610 | |
| ✓ | 2 | Summer Intern Program | | 5 383 | 5 460 | |
| City Manager | | | | | | |
| ✓ | 1 | Second Management Intern | 1 00 | 32 888 | 32 888 | |
| ✓ Corp Comm | 1 | Web/Print Graphic Designer | 1 00 | 49 801 | 49 614 | |
| | 2 | Web/ Writer/Editor | 1 00 | 51 358 | 0 | |
| ✓ | 3 | Engineering services fees for TV studio | | 36 800 | 36 800 | |
| ✓ | 4 | Maintenance & repair of TV equipment | | 42 600 | 21 650 | |
| ✓ | 5 | Training & conferences | | 5 500 | 1 575 | |
| ✓ | 6 | Advertising fees | | 20,575 | 0 | |
| ✓ | 7 | Production costs associated with new TV program | | 22 740 | 4 354 | |
| ✓ | 8 | Communication Specialist Transit Land Use | 1 00 | 71,549 | 71 549 | Charged to MTC |
| ✓ CRC | 1 | Police Review Audit Contract | | 60 000 | 25 000 | |
| | 2 | Dispute Settlement Database Reporting system | | 60 000 | 0 | |
| ✓ | 3 | Printing CRC newsletter | | 5 000 | 2 144 | |
| ✓ | 4 | Police Review Database and Public Information Campaign | | 60 000 | 10 000 | |
| ✓ Customer Service | 1 | Additional positions for workload and five new workstations | 3 00 | 117 795 | 41 070 | Funded 1 position |
| | 2 | City/County employee directory | | 25 000 | 0 | |
| ✓ Training | 1 | Convert Temporary Position to Permanent employee and add Leadership Training Spec | 2 00 | 91 328 | 76 792 | |
| ✓ | 2 | Training specialist for Technology lab | 1 00 | 62 421 | 55 447 | |
| ✓ Internal Audit | 1 | Four auditors in FY00 one Auditor and one Admin Officer in FY01 | 6 00 | 125 858 | 0 | 2 positions/no addl $ |
| Engineering | | | | | | |
| ✓ | 1 | Land Development Timely development plan reviews | 4 00 | 219 305 | 219 305 | |
| ✓ | 2 | Implementation of the 1998 Street Bonds | 14 00 | 1 037,304 | 1 037 304 | |
| ✓ | 3 | Construction inspection of 12-year resurfacing schedule | 1 00 | 56 624 | 56 624 | |
| | 4 | Land scape management contract monitors | 4 00 | 134 433 | 0 | |
| | 5 | Asset Management (Real Estate) personnel | 4 00 | 236 815 | 0 | |
| ✓ | 6 | Future Street Bonds planning and design | 3 00 | 224,595 | 224,595 | |
| ✓ | 7 | Increased building services to City facilities | | 110 000 | 44 000 | |
| ✓ | 8 | Increased services to cultural facilities | | 263 950 | 100 000 | |
| ✓ | 9 | New facilities landscape maintenance | | 30,500 | 0 | |
| | 10 | Landscape maintenance for sidewalks and weeds | | 60 000 | 0 | |
| | 11 | Renovations to medians and landscape areas | | 75 000 | 0 | |
| | 12 | Landscape maintenance of additional I 277 and Independence | | 62 000 | 0 | |
| | 13 | Repair cemetery markers and monuments | | 25 000 | 0 | |
| | 14 | Environmental monitoring of NFL practice fields | | 10 000 | 0 | |
| ✓ | 15 | CMGC space utilization | | 300 000 | 300 000 | |
| ✓ | 16 | Chamber projector replacement | | 90 000 | 0 | Purchased in FY99 |
| ✓ | 17 | Old City Hall modular furniture | | 150 000 | 75 000 | |
| ✓ | 18 | Replacement of survey equipment for 4 crews | | 80 000 | 80 000 | |
| | 19 | City administration of Zoning Ordinance | 17 00 | 1 021 045 | 0 | |
| ✓ | 20 | Extra Territorial Jurisdiction | 9 00 | 495 812 | 288 999 | January 1 2000 Start |
| | 21 | Metropolitan Planning Organization | 6 00 | 381 474 | 0 | |
| Finance | | | | | | |
| | 1 | Financial Management System Implementation | 12 00 | 601 082 | 0 | |
| | 2 | Overtures to implement Payroll Module of HRMS | 2 00 | 48 000 | 0 | |

| | Business Unit | Priority | Description | Positions Requested | Total Request | Manager Recommended | Comments |
|---|---|---|---|---|---|---|---|
| | Fire | | | | | | |
| ✓ | | 1 | Firefighter Positions to Ensure Minimum Staffing | 20 00 | 649,530 | 684 882 | |
| ✓ | | 2 | Fire Inspectors for Workload | 2 00 | 135,557 | 135,557 | |
| ✓ | | 3 | Fire Educator for Prevention Activities | 1 00 | 57 359 | 57 359 | |
| ✓ | | 4 | Replacement of Self Contained Breathing Apparatus | | 992,500 | 992,500 | |
| ✓ | | 5 | Fire Alerting System Replacement to Ensure Communications Redundancy | | 1 465 000 | 1 465 000 | |
| | | 6 | Computer Aided Dispatch System Replacement and Records Management | | 1 000 000 | 0 | |
| ✓ | | 7 | Apparatus Funding Increase | | 639 000 | 45,500 | |
| | | 8 | Terrorist Preparedness Funding (cost not covered by grants) | | 200 000 | 0 | |
| ✓ | | 9 | Fire Department Accreditation Program | | 20 000 | 15 000 | |
| ✓ | | 10 | Staffing and Operation of Fire Station #33 | 18 00 | 1 086 079 | 1 117,506 | |
| | | 11 | Telecommunicator III for Enhanced Supervision and Training | 1 00 | 49 911 | 0 | |
| | | 12 | Health and Safety Officer | 1 00 | 123 869 | 0 | |
| | | 13 | Emergency Medical Services Training Officer | 1 00 | 81 958 | 0 | |
| | | 14 | Public Information Officer | 1 00 | 77 876 | 0 | |
| | | 15 | Promotion Process Analysis | | 45 000 | 0 | |
| | | 16 | Water Systems Analyst | 1 00 | 62 194 | 0 | |
| | | 17 | Certification Incentive Program for Inspectors and Investigators | | 20 000 | 0 | Part of HR Recomm. |
| | | 18 | Communications Center Console/Furniture Upgrade | | 225 200 | 0 | |
| | | 19 | Fire Training officer | 1 00 | 81 958 | 0 | |
| | | 20 | Sixth Battalion | 3 00 | 244,589 | 0 | |
| | | 21 | Third Squad | 18 00 | 1,514 396 | 0 | |
| | | 22 | People Soft Training Module Implementation | | 40 000 | 0 | |
| | | 23 | Year 2000 Contingency | | 500 000 | 0 | |
| | | 24 | Fire Arson Technology | | 8 412 | 0 | |
| | | | | | | | |
| | Human Resources | | | | | | |
| | | 1 | Service Award Program | | 58 000 | 0 | |
| | | 2 | Pre retirement/Financial Planning Program | | 10 000 | 0 | |
| | | 3 | Cost center for PeopleSoft | 4 00 | 781,560 | 0 | |
| | | 4 | Payroll processing support | | 104 000 | 0 | |
| | | 5 | Phase II implementation | | 240 000 | 0 | |
| | | 6 | Contractual services to support system in case of turnover | | 112 000 | 0 | |
| | | 7 | Contractual training services | | 18 300 | 0 | |
| | | 8 | Implementation of training module | | 32 000 | 0 | |
| | | | | | | | |
| | Mayor & Council | | | | | | |
| ✓ | | 1 | Costs for telephones/fax equipment | | 24 674 | 24 674 | |
| ✓ | | 2 | Increase Dues and subscriptions | | 7 198 | 7 198 | |
| ✓ | | 3 | Increase Contractual services | | 107 444 | 0 | |
| | | | | | | | |
| | Neighborhood Dev | | | | | | |
| | | 1 | Additional housing referral specialists | 4 00 | 142 269 | 0 | |
| | | 2 | Additional neighborhood development specialists | 3 00 | 96 607 | 0 | |
| | | 3 | Additional housing rehab specialists | 5 00 | 196 127 | 0 | |
| | | 4 | Upgrade computer hardware | | 100 000 | 0 | |
| ✓ | | 5 | Additional neighborhood services specialists | 2 00 | 148 883 | 82 758 | |
| | | 6 | Additional Employment & Training participants training funds | | 294 223 | 0 | |
| | | 7 | Workforce Development Board position | 1 00 | 42,374 | 0 | |
| | | 8 | Planning and feasibility study for database system | | 100 000 | 0 | |
| ✓ | | 9 | Deputy Directory Position | 1 00 | 100 000 | 100 000 | |
| ✓ | | 10 | Contractual Services Educational Attainment Goals | | 75 000 | 75 000 | |
| ✓ | | 11 | Contractual Services Reengineering | | 50 000 | 50 000 | |
| | | | | | | | |
| | Planning | | | | | | |
| ✓ | | 1 | Principal Planners for MTC planning projects | 2 00 | 133 870 | 133 870 | |
| ✓ | | 2 | Implementation of 2025 Transit Land Use Plan | | 100 000 | 100 000 | |
| ✓ | | 3 | Special Design Services Contracts | | 50 000 | 50 000 | |
| ✓ | | 4 | Regional Planning Initiatives/Special Projects | | 75 000 | 50 000 | |
| | | 5 | Technology Improvements | | 60 156 | 0 | |
| | | | | | | | |
| | Police | | | | | | |
| ✓ | | 1 | Public Safety Pay Plan revisions | | 4,356 250 | 3 412 744 | |
| ✓ | | 2 | Additional police officers | 130 00 | 6,531 987 | 3 193 214 | |
| ✓ | | 3 | Computer Tech Systems Bureau expansion positions & equipment | 13 00 | 3 432 928 | 2 000 000 | |
| ✓ | | 4 | Animal Control Bureau expansion positions & equipment | 24 00 | 1 412 941 | 1 677 965 | |
| ✓ | | 5 | Nuisance Abatement Coordinator | 1 00 | 48 314 | 59 010 | |
| | | 6 | Create Criminal Intelligence Unit | 10 00 | 779 677 | 0 | |
| | | 7 | Additional positions for Administrative Support Bureau | 3 00 | 148 468 | 0 | |
| | | 8 | Implement City Taxi Cab Ordinance revisions | 3 00 | 162 313 | 0 | |
| | | 9 | Positions for Communications & Non Emergency Police Services | 78 00 | 2 645 921 | 0 | |
| | | 10 | Additional positions for Vice & Narcotics Bureau | 18 00 | 1,013 159 | 0 | |
| | | 11 | Internal Affairs expansion and relocation | 3 00 | 548 701 | 0 | |
| | | 12 | Additional positions and equipment for Crime Lab | 14 00 | 1 097 970 | 0 | |
| | | 13 | Create White Collar Crime Unit and Armed Robbery Task Force | 15 00 | 946 946 | 0 | |
| | | 14 | Establish Problem Solving Clearinghouse Unit | 6 00 | 273 992 | 0 | |
| | | 15 | Take home vehicles for SWAT Unit | | 2 017 232 | 0 | |
| ✓ | | 16 | HITS (Traffic Safety) Unit expansion | 15 00 | 1,527 149 | 703 679 | |
| | | 17 | Additional School Resource Officers and DARE Officers | 22 00 | 1 947 770 | 0 | |
| ✓ | | 18 | Additional positions and equipment for departmental training | 2 00 | 271 477 | 79 297 | |
| ✓ | | 19 | Implement recruitment strategies | | 125 484 | 0 | |
| ✓ | | 20 | Purchase radio and communications equipment | | 3 979 023 | 997 600 | |

| | Business Unit | Priority | Description | Positions Requested | Total Request | Manager Recommended | Comments |
|---|---|---|---|---|---|---|---|
| | Solid Waste | | | | | | |
| ✓ | | 1 | Reserve Employees and Trucks for West Quarter Contract | 2 00 | | 0 | 2 positions/no addtl $ |
| ✓ | | 2 | Bulky Item Collection in Multi Family Complexes Contract | | 444 600 | 200 000 | Start January 2000 |
| ✓ | | 3 | Add Positions and Vehicles for East Quarter Contract Monitoring | 3 00 | 155 365 | 148 973 | |
| ✓ | | 4 | Bulky Item Collection from Four Designated Neighborhoods--Pilot Program | 7 00 | 356 211 | 357 440 | |
| ✓ | | 5 | Convert Rollout Cart Delivery Crew to Permanent | 2 00 | 9 377 | 9 578 | |
| ✓ | | 6 | Addition of two Customer Service Reps in Customer Service Center | 2 00 | 59 049 | 59 073 | |
| ✓ | | 7 | Addition of Office Assistant III Position in Administration Div | 1 00 | 7 645 | 7 645 | |
| | | 8 | Provide new pick-up trucks to Contract Monitors | | 23 191 | 0 | |
| ✓ | | 9 | Automated Data Collection in Collection Services/Equip Lease Purchase Funding | | 121 107 | 121 107 | |
| | | 10 | Add Positions and Vehicles for North Quarter Contract Monitoring | 2 00 | 103 972 | 0 | Bid will address |
| | | 11 | Recycling Program for Small Business Garbage Customers | 2 00 | 234 864 | 0 | |
| | Transportation | | | | | | |
| ✓ | | 1 | 12 year Resurfacing Cycle | | 1 339 800 | 1 339 800 | |
| ✓ | | 2 | Contract Estimators for competition and benchmarking | 3 00 | 187 410 | 138 696 | |
| ✓ | | 3 | Implementation of 1998 Street Bonds | 3 00 | 219 411 | 273 710 | |
| | | 4 | Financial/Business Analyst for Scorecard and business plan | 1 00 | 66 853 | 0 | |
| ✓ | | 5 | Traffic signal maintenance and timing | 2 00 | 134 117 | 54 180 | |
| | | 6 | Technology | | 593 226 | 0 | |
| | | 7 | Traffic data control and entry | 2 00 | 94 716 | 0 | |
| ✓ | | 8 | Air Quality and regional planning | 1 00 | 189 292 | 177 217 | |
| | | 9 | Development plan reviews | 2 00 | 138 238 | 0 | |
| ✓ | | 10 | Bicycle planning and plan implementation | 1 00 | 73 425 | 73 175 | |
| | | 11 | Signal maintenance and enhancements and pavement markings | | 588 500 | 0 | |
| | | 12 | Council requests and special projects | | 250 000 | 0 | |
| | | 13 | GIS Specialist | 1 00 | 93 175 | 0 | |
| | | 14 | Special Events Coordinator | 1 00 | 69 369 | 0 | |
| | | 15 | Administrative support for business planning | 3 00 | 201 717 | 0 | |
| | | | Total General Fund | 586 25 | $73 530 331 | $23 303 038 | |
| | Storm Water | | | | | | |
| ✓ | | 1 | Storm Water CIP work | 8 00 | 300 952 | 481 093 | |
| | Water & Sewer | | | | | | |
| ✓ | | 1 | Power and Chemicals for Handling Increased Wastewater Flow | | 415 094 | 200 000 | |
| ✓ | | 2 | Operation/Maintenance of Expanded/Improved Wastewater Plants | 10 00 | 1 098 583 | 1 101 120 | |
| ✓ | | 3 | *Biosolids (Sludge) Handling* | | 627 600 | 427 600 | |
| ✓ | | 4 | Compliance with Sewer Overflow Regulations | 8 00 | 384 445 | 263 316 | |
| ✓ | | 5 | Backflow Ordinance Enforcement | 2 00 | 140 532 | 154,583 | |
| ✓ | | 6 | Laboratory Equipment and Information System for Improved Testing and Information Mana | | 482 335 | 33 925 | |
| ✓ | | 7 | Water Distribution Crews for Leak Service Requests and Treated Water Loss Recovery | 20 00 | 661 243 | 604 767 | |
| ✓ | | 8 | Enhanced Utility Locating Response | 1 00 | 104 737 | 101 985 | |
| ✓ | | 9 | Staff Increases for Capital Program Support (Phase I) | 4 00 | 289 404 | 256 408 | |
| ✓ | | 10 | Staff Increases for Donated Projects Special Studies and New Services | 3 00 | 166,500 | 168 346 | |
| ✓ | | 11 | Part Time Clerical to Full Time for Administration Workload | 0 25 | 4 604 | 2 008 | |
| ✓ | | 12 | Space Needs for Additional Staff at Brookshire | | 25 000 | 25 000 | |
| ✓ | | 13 | Staff Increases for Capital Program Support (Phase II) | 4 00 | 224 975 | 199 324 | |
| ✓ | | 14 | Technology Staff and Contractuals to Support Existing Systems | 2 00 | 135 421 | 135 421 | |
| ✓ | | 15 | Water Treatment Plant Maintenance Program Enhancement | 1 00 | 61 703 | 56 283 | |
| ✓ | | 16 | Backflow Inspection Program for Fire Hydrant Users | 1 00 | 62 831 | 58 816 | |
| ✓ | | 17 | Pretreatment Inspection Program for Trucked Waste Deposited at Wastewater Treatment Pla | 1 00 | 64 611 | 60,596 | |
| ✓ | | 18 | Residential and Industrial Meter Readers for Response to Growth | 9 00 | 408 651 | 394 877 | |
| ✓ | | 19 | Overtime Increase to Reduce Infrastructure Repair Backlog in Wastewater Collection | | 150 000 | 150 000 | |
| ✓ | | 20 | Zoning Request Engineer | 1 00 | 64 541 | 61 295 | |
| ✓ | | 21 | Utilities Services Technician for Donated Projects | 0 50 | 20 297 | 17 983 | |
| ✓ | | 22 | Staff Increases for Capital Program Support (Phase III) | 2 00 | 110 170 | 97 609 | |
| ✓ | | 23 | Planner for Water Distribution System Maintenance and Repair | 1 00 | 41 662 | 39 478 | |
| ✓ | | 24 | Water Quality Technician for 2nd Shift Customer Service Response | 1 00 | 37 194 | 32 953 | |
| ✓ | | 25 | TracHoe for Enhanced Safety and Handling Increased Pipe Size | | 103 800 | 103 800 | |
| ✓ | | 26 | Inductrial and Backflow Customer Education Program | | 26 156 | 26 156 | |
| ✓ | | 27 | Water Plant Instrument Maintenance for New Instrumentation | 1 00 | 65 731 | 62 358 | |
| ✓ | | 28 | Water Treatment Plant Operators to Ensure Minimum Staffing | 2 00 | 64 362 | 58 526 | |
| ✓ | | 29 | *Building Maintenance Supervisor for Administration Facility* | 1 00 | 35 043 | 31 809 | |
| ✓ | | 30 | Enhanced Public Information | | 43 205 | 43 205 | |
| ✓ | | 31 | System Protection Clerical Support | 1 00 | 28 745 | 26 384 | |
| ✓ | | 32 | Van Command Center for Water Distribution Large Incident Coordination | | 61 300 | 61 300 | |
| ✓ | | 33 | Staff Increases for Capital Program Support (Phase IV) | 4 00 | 236 446 | 209 487 | |
| ✓ | | 34 | Water Environment Federation Dues | | 30 000 | 30 000 | |
| ✓ | | 35 | Engineering Services Investigator for New Services | 1 00 | 42 722 | 39 440 | |
| ✓ | | 36 | Pretreatment Compliance Specialist for General Permitting | 1 00 | 51 458 | 47 005 | |
| ✓ | | 37 | Staff Increases for Capital Program Support (Phase V) | 5 00 | 361 255 | 320 066 | |

| | Business Unit | Priority | Description | Positions Requested | Total Request | Manager Recommended | Comments |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | Metropolitan Transit Commission | | | | | | |
| ✓ | | 1 | Chief Transit Officer and staff | 5 00 | 500 000 | 500 000 | |
| ✓ | | 2 | Transit planning for hubs and services in university/eastland area | 1 00 | 74 291 | 74 291 | |
| ✓ | | 3 | Night Service Extension (CTS Contract) | | 597 700 | 597 700 | |
| ✓ | | 4 | Express Route 61 X (Providence Road) (CTS Contract) | | 70 685 | 70 685 | |
| ✓ | | 5 | Customer Service (CTS Contract) | | 143,520 | 143,520 | |
| ✓ | | 6 | CTS Operation enhancements (CTS Contract) | | 532 195 | 532 195 | |
| ✓ | | 7 | Five Year Plan service enhancements | 8 00 | 687 791 | 687 791 | |
| ✓ | | 8 | Technology server maintenance (CTS Contract) | | 4,500 | 4 500 | |
| ✓ | | 9 | Technology grant funding (CTS Contract) | | 315 614 | 315 614 | |
| ✓ | | 10 | Lawyers Road Local Service (CTS Contract) | | 350 400 | 350 400 | |
| ✓ | | 11 | Eastland HUB/Feeder Service (CTS Contract) | | 415 400 | 415 400 | |
| ✓ | | 12 | Five Year Plan service enhancements | | 180 277 | 180 277 | |
| ✓ | | 13 | CTS Operation Enhancements (CTS Contract) | | 204 595 | 204 595 | |
| | | | | | | | |
| | | | | | | | |
| | | | Grand Total | 696 00 | $84,840,607 | $33,564,328 | |

**Q7. What is the City's legal debt limit and how does the proposed CIP impact that debt limit?**

The North Carolina Budget and Fiscal Control Act establishes the legal debt limit at 8% of assessed valuation The City of Charlotte's assessed value is $43,477,753,413, and the debt limit is $3,311,943,748

Outstanding debt obligations and the recommended FY2000-2004 Capital Investment Plan total $1,372,840,000 or 3 1% of assessed value, $2,105,380,273 under the debt ceiling

**Q8. How much of the cash reserves came from excess property taxes? Did the Manager consider this excess when considering the revenue neutral property tax recommendation?**

Cash reserves are determined following the close of each fiscal year Therefore, the $11 6 million in cash reserves available in the Manager's Recommended budget were the result of expenditure savings and over collection of revenue during the FY98 budget (which covered the time period of July 1, 1997 to June 30, 1998) The portion of cash reserves attributable to excess property taxes was $8 4 million This includes collections from that fiscal year, as well as prior year payments

Revaluation became effective with the September, 1998 tax bills Therefore, the portion of excess reserves attributable to property taxes came from the 52 5¢ property tax rate prior to revaluation This prior year revenue was not considered as part of the FY2000 recommendation to reduce the tax rate by an additional ½¢

Cash reserves available in the recommended FY2000 budget are recommended to fund the Eastside Strategy Plan

**Q9. What is the Manager's justification for recommending additional funds for the Arts and Science Council?**

City Council's policy has been to provide funding for the arts through the ASC since 1983 From 1983 to 1993, the Council regularly provided increases in annual funding

Since 1993, the City's contribution to the Arts and Science Council has not increased Additionally, the City's contribution to the ASC as a percentage of the ASC's overall budget dropped from 31% to 14% With the FY2000 recommended increase in funding, the City's contribution represents 17% of the ASC's total budget The national average for municipal contributions to arts councils is 32%

The request and recommendation for additional funding is linked to implementation of the 1998-2003 Cultural Action Plan and the Council's interest in supporting cultural diversity and community building Two initiatives -- neighborhoods and history/heritage -- at a total cost of $1 5 million, require additional funding. The requested cost sharing is $500,000 each from the City, the County and the fund drive

A portion of the neighborhood program will make grant awards for neighborhood art and cultural initiatives, ranging from neighborhood festivals, performances, and educational programs, to murals and visual art initiatives. The program is modeled after (but not a duplication of) the City's Neighborhood Matching Grants program Locating more public art projects within neighborhoods is a focus, as well as incorporating a cultural component into the City's small area plans

Relative to history and heritage, the number of organizations in our community that focus on cultural heritage and identity is increasing and most are or will be seeking some level of public funding The community's input during the development of the Cultural Action Plan displayed a strong preference for an ASC-type organization to manage funding decisions for history and heritage groups Rather than creating another organization, preferences indicated that the ASC become this organization for history and heritage in addition to the arts and sciences Accordingly, City policy would direct history and heritage groups to the ASC volunteer citizen panel review process

**Q10. Could funding for the Arts and Science Council and other eligible operating expenses be funded by the Occupancy Tax?**

Yes, The City's portion of the first 3% could be used for these expenses However, Council's current policy dedicates its portion of this revenue to the CCVB contract and to debt service on cultural facilities

The following information includes the distribution of the first 3% and a legal interpretation on the use of the funds

# CITY OF CHARLOTTE
# OFFICE OF THE CITY ATTORNEY

## Memorandum

TO Council Budget Committee

FROM Robert E Hagemann, Assistant City Attorney - 336-2651

DATE April 2, 1998

RE Occupancy Tax and Prepared Food & Beverage Tax

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This is in response to several legal questions asked at the March 17, 1998 Budget Retreat regarding the 6% occupancy tax and the 1% prepared food & beverage tax

**1. What are the statutory limitations on the use of the occupancy tax and prepared food & beverage tax revenues?**

In 1989, the General Assembly rewrote the Mecklenburg County occupancy tax enabling legislation to increase the authorized tax from 3% to 6% and authorized a 1% prepared food and beverage tax The legislation prescribed the method of distribution of the tax proceeds and the uses and priority of uses to which the proceeds could be put as follows

A) The "First 3%" Occupancy Tax

1 As the administrator of the tax, Mecklenburg County deducts up to 3% of the gross proceeds of the occupancy tax to defray the cost of administering and collecting the taxes (*i e* 3% of the 6% occupancy tax, all of which is taken from the "first 3%" tax proceeds)

2 After deduction of administrative costs pursuant to paragraph 1, 50% of the first $1,000,000, 35% of the second $1,000,000, and 25% of revenues in excess of $2,000,000 are distributed to the City of Charlotte for activities and programs aiding and encouraging convention and visitor promotion

The City of Charlotte has contracted with CCVB for activities and programs aiding and encouraging convention and visitor promotion services in exchange for the 50%-35%-25% proceeds component of the "first 3%" occupancy tax This contract is for a two-year term that began on July 1, 1997 with automatic two year term renewals The contract may be terminated by either party upon twelve months notice

3 An amount equal to 120% of the total occupancy tax revenues collected within each of the towns is distributed to the respective towns

The towns may expend these funds for acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums, and museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals

4 The remainder of the proceeds are split between Mecklenburg County and the City of Charlotte based on the ratio of expenditures by each on acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums, and museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals, excluding the City's expenditures related to the new or expanded convention center

These funds may be expended only for acquiring, constructing, financing, maintaining, operating, marketing, and promoting convention centers, civic centers, performing arts centers, coliseums, auditoriums, museums, for off-street parking for use in conjunction with these facilities, and for tourism and tourism-related programs and activities including art and cultural programs, events, and festivals

B) The "Second 3%" Occupancy Tax and the 1% Prepared Food & Beverage Tax

The City of Charlotte receives an amount equal to 3% of the gross occupancy receipts and the entire net proceeds (*i e* gross proceeds less 3% administrative cost retained by Mecklenburg County) of the 1% prepared food and beverage tax These proceeds must be applied in each fiscal year in accordance with the following priorities

1 Current obligations with respect to any financing for new convention center facilities or for any expansion of existing convention center facilities, which may include off-street parking for use in conjunction with the facilities

2 Up to $1,500,000 for marketing and promotion of new or expanded convention center facilities

3 Other costs of acquiring, constructing, maintaining, operating, marketing, and promoting new or expanded convention center facilities

The City of Charlotte has contracted with CCVB for marketing and promotion for the new convention center facilities pursuant to the second and third priority categories under

the "second 3%" and prepared foods tax expenditure language (The contract provides that CCVB and the Auditorium-Coliseum-Convention Center Authority receive 15% of net revenues split 70% to the CCVB and 30% to the Authority The contract further establishes an incentive allocation whereby 30% of the second 3% occupancy tax that exceeds the original estimates (1991) are split equally by CCVB and the Authority) This contract is an annual contract with no automatic renewal

**2. Can the monies be spent differently than they are currently being spent?**

The 50-35-25 component of the "first 3%" must be spent for activities and programs aiding and encouraging convention and visitor promotion The proceeds from the "second 3%" of the occupancy tax and the prepared meals tax must first be used to service the current debt obligations on the new convention center and then to fund up to $1,500,000 for marketing and promotion of the convention center Residual revenues may be spent for any of the purposes listed in the respective authorized purpose categories

**What legal or contractual action would have to be taken to spend the monies differently?**

Legislation amending the occupancy and prepared foods local act would be necessary in order to spend the 50-35-25 component of the "first 3%" (currently required to be spent on activities and programs aiding and encouraging convention and visitor promotion) and revenues dedicated to the first two priority categories for the "second 3%" and prepared meals tax (*i e* debt service on the new convention center and $1,500,000 for marketing and promotion) for some other purpose

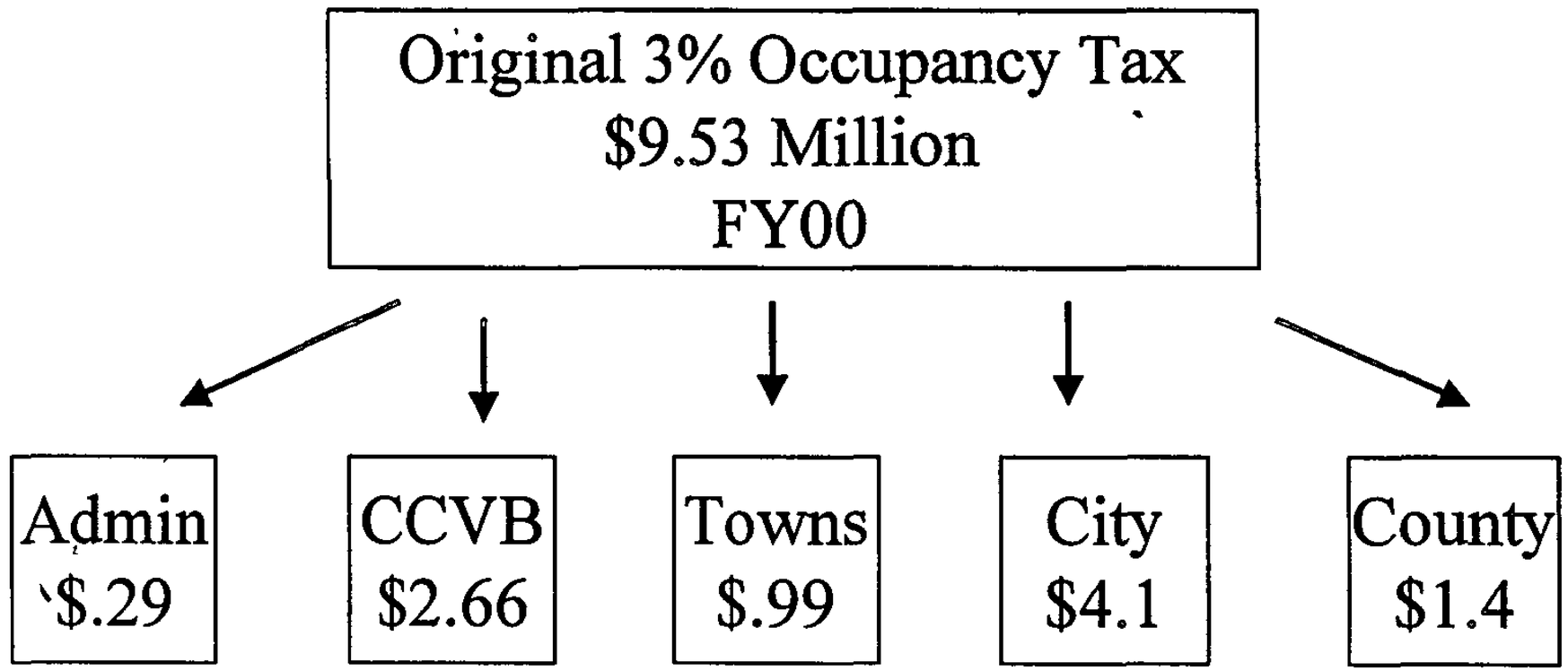
Reallocation of other categories of tax proceeds within the respective authorized purpose categories could be accomplished through the budget process

Finally, the City Council could decide to contract for all or some portion of promotional and marketing services with some entity other than CCVB or could provide such services directly

**3. Who controls the Charlotte Convention and Visitor's Bureau's budget?**

The CCVB is a private non-profit corporation The corporation is governed by a 28 member board of directors which manages the business and affairs of the corporation Monies provided to the CCVB from the occupancy and prepared food taxes are payments for services rendered pursuant to contracts with the City of Charlotte As such, the CCVB is contractually obligated to provided the services specified in the contracts

Pursuant to the City's contract with CCVB for services in exchange for the 50-35-25 component of the "first 3%" occupancy tax, for each fiscal year CCVB is required to "prepare and submit to the City an operating budget which indicates total Dedicated Revenues which the contractor estimates will be collected during the contract year and designated in reasonable detail the proposed use of all such funds "




IN MILLIONS Administration Fee 3% of gross revenue, CCVB 50% of first million, 35% of 2nd million, 25% of remaining revenue, Towns receive 120% of actual collections, City 74 78% of remaining funds, County 25 22% of remaining funds (FY99 Distribution)

**Q11. Why was the Housing Partnership request for additional funding not recommended? Describe the partnership agreement between Neighborhood Development and the Partnership.**

The Charlotte-Mecklenburg Housing Partnership requested $3 5 million for FY2000, an increase of $1 5 million The additional $1 5 million was requested for a special project on Kohler Avenue and for property acquisition in Druid Hills This work would occur over a two to three year period

Total additional revenue available to Neighborhood Development for its housing financial partners was $266,099, or an increase of 6 8% The Manager's recommended grant for the Housing Partnership for FY2000 is $2 1 million $2 million has been earmarked for the Housing Partnership's annual acquisition, rehabilitation, construction and housing financing goals in neighborhoods in which the Housing Partnership is currently engaged The FY2000 targets are being negotiated between the City and the Partnership

$100,000 will be used to plan for future housing development in the Druid Hills neighborhood The planning grant will be used to prepare a detailed housing development plan to guide the activities of the Housing Partnership and other housing developers in this community with regard to home ownership and rental projects The plan will be developed with input from the neighborhood

City staff is concerned about the impact of fully funding the Partnership's full grant request on other neighborhoods where projects have already begun Therefore, the City and the Housing Partnership staff have agreed to enter into a Partnership Agreement whereby the parties will jointly take on the planning and revitalization work along Kohler Avenue and in the Druid Hills neighborhood Utilizing the respective strengths of each, the Partnership Agreement is a mutual commitment between the City of Charlotte and the Housing Partnership to work collaboratively to improve these neighborhoods The Agreement assigns accountabilities to the respective agencies with regard to

- Project Planning/Feasibility Analysis
- Property Acquisition
- Building Construction
- Marketing/Sales
- Mortgage Financing
- Neighborhood Problem Solving/Relations

The Housing Partnership, for example, will handle property acquisitions with the City agreeing to undertake condemnations, if necessary, and handle tenant relocations Also, the Housing Partnership will handle building construction and the City will handle neighborhood relations and problem solving associated with the projects

Pursuant to the Partnership Agreement, the City will enter into a separate contract with the Housing Partnership to undertake and fund the activities described above and outline

respective roles The City and the Housing Partnership are finalizing goals under the agreement and determining the project amount to be expended and source of funds The contract will be part of City Council's budget approval

**Q12. Please provide the total amount (Federal, State and Local) of funding expended on job training in our community.**

| Source | FY98 | FY99 | FY00 |
|---|---|---|---|
| **Federal** | $1,984,045 | $3,513,343* | $1,518,265 |
| **State** | 131,044 | 106,929 | 106,929 |
| **Local** | 944,760 | 1,094,358 | 1,122,658 |
| **Total** | **$3,059,849** | **$4,714,630** | **$2,747,852** |

* Includes Welfare to Work - $1,733,201

**Q13. Please provide history on number of animal injuries/bites?**

| Type | 1995 | 1996 | 1997 | 1998 |
|---|---|---|---|---|
| Dog | 774 | 791 | 834 | 903 |
| Cat | 288 | 262 | 322 | 275 |
| Wild/Other | 40 | 34 | 37 | 24 |
| **Total** | **1,102** | **1,087** | **1,193** | **1,202** |

Other growth statistics

- Estimated owned cat and dog population in the County has grown from 247,583 in 1994 to 272,596 in 1998
- In 1998 animal control officers captured 121 wild animals per month compared to 324 per month January - April 1999

Animal control workload has increased significantly due to area growth Staffing has remained at the same level since 1990 As a result, some services have been reduced or eliminated

- Door to door canvassing of homes for rabies inoculations and animal licenses was eliminated
- Response time to calls for service has lengthened The goal is to answer 90% of calls within 30 minutes In 1998, only 77% were answered within 30 minutes
- Pick up and delivery of human traps for nuisance wildlife was eliminated
- Pick up of owner released animals was eliminated

This request includes 12 animal control officers, 4 animal control supervisors, 3 dangerous dog task force officers, and 5 veterinary technicians The Fire Department's minimal staffing formula was used to determine the number of animal control officers needed Benefits of the increased staffing include

- Response time to calls for service will be shortened
- Greater enforcement of the animal control ordinance This would include identifying unlicensed animals In 1998, 80,545 animal licenses were issued bringing in $622,000 in revenue This represents only 30% of the estimated 272,596 owned cats and dogs in the area Raising the "license rate" to at least 50% would bring in about $500,000 revenues
- Improve service to the Shelter's walk in customers
- Provide 24/7 coverage to assist police officers who bring in injured animals with emergency needs
- Operate a mobile rabies and license clinic in communities
- Provide a resource officer to speak in schools and community meetings about animal management and the animal control ordinance
- Work with police officers in community problem solving activities related to nuisance animals

**Q14. Could the Neighborhood Improvement Bonds in the recommended CIP be given to the Housing Partnership?**

The 1996 Neighborhood Improvement Bonds were approved for the construction of public improvements (such as storm drainage, sidewalk, curb and gutter, landscaping, and street reconstruction) in 18 neighborhoods identified as being in distress All of these funds have been earmarked for completion of this work, most of which is under construction

$32 million in Neighborhood Improvement Bonds is proposed in the CIP for a November 2000 bond referendum for similar public infrastructure improvements The Housing Partnership does not provide these services Staff recommends that this work continue to be implemented by the City of Charlotte Engineering and Property Management Key Business

**Q15. What is the equivalent in officer time that we expect to gain from police technology improvements?**

The "Master Police Information System Strategic Plan" cites 500 police officers time as the gain to be generated The improvements include

- Laptops for each officer funded by COPS 95 grant
- Records management and CAD system funded by COPS 96 grant
- Information systems, such as problem solving and investigations modules, funded by COPS 98 grant

Laptops for the officers have been purchased, but the systems are not operational The gain will not be realized until the officers can use the systems via the laptops.

**Q16. Please provide an update on the gainsharing program and career development programs?**

**Gainsharing Program:** The Competition-Based Gainsharing Plan approved by Council is an incentive program which is self-funded from savings achieved against 1) competitively-bid projects when the City is the low bidder, or 2)"optimization" projects "Optimization" is the application of benchmark standards (work processes, staffing, quality, etc ), developed during a successful competitive bid process in other similarly situated organizational units which have not been competed If the unit completes the work for less than the bid amount, up to one-half of the difference between the contract amount and final actual cost may be shared with employees

The program is working well, and has provided incentives to employees within several of the key business units, which have won bids, to continue to provide efficient and effective services Examples of where gainsharing payments have been made are Solid Waste Services, Special Transportation Services, and Utilities Other contracts are in the initial bid year, which means there will probably be gainsharing payments in other units at later dates

The gainsharing program in Solid Waste Services is in effect for the employees of the west quarter contract Gainsharing is paid when the savings during any quarter exceed $ 1,000 25% is paid to the employees immediately following the audit for the "successful" quarter The remaining 75% and the entire savings if less than $1,000 is placed in a pool to accrue through the contract year If costs for future months exceed the bid amount, the pool can be used to make up the difference At the end of each contract year, any money remaining in the pool will be shared evenly, with 50% being split among employees (up to 25% of their base salaries) and 50% being returned to SWS-ConCol for investment in technology, equipment, training or other efficiency measures.

In the first contract year, employees received gainsharing monies after the first quarter They should receive some gainsharing monies at the end of the first contract year

**Employee Incentive Program:** Under the employee Incentive Program approved by Council, The City Manager sets a challenging Citywide savings goal Also, each Key Business Unit develops a number of business unit targets tied to organizational core values or business plans In FY98, KBU's were required to link targets to corporate and departmental Balanced Scorecards If the savings goal is met, half of the savings go into incentive pools This amount is divided by the number of eligible employees Each employee receives half of their share if the City meets its savings goal, the remaining half is tied to achieving departmental targets

**Career Development Program:** The Broadbanding Pay Plan approved by City Council included a Career Development component

The primary basis for the Career Development Program is to be able to recognize employees for assuming additional and more complex responsibilities Although broadbanding rewards employees for their performance, Career Development encourages employees to assume job duties outside of their normal job description, thereby increasing flexibility and productivity Additionally, the City needed to be able to address issues such as temporary promotions, correcting market/pay relationships, and incenting employees to become licensed/certified in specific areas that will result in a higher level of productivity and/or add value to the organization Career Development increases may be granted as base pay or lump sum

Key Business Units have utilized Career Development funds to reward a wide variety of efforts, including

Utilities provides career development increases to employees who have achieved or acquired water/wastewater treatment certification within 18 months of employment and for obtaining voluntary higher levels of certification in their specific field

Neighborhood Development has used career development to recognize new responsibilities resulting from reorganization

Finance is using career development to recognize milestones in the development of their Utility Billing system

Most Key Business Units have assigned some employees additional duties as they work to increase productivity and do more with less Career Development is used frequently to recognize those employees whose duties have increased sufficiently to warrant a change to a higher level position.

**Q17. Please provide attrition statistics by occupation as well as overall rates. How do we compare?**

Included in the FY2000 Pay and Benefits Recommendation Report is information regarding employee turnover Attachment B in the report includes for each of the six bands within the City's Broadbanding Pay System and for Police and Fire, total turnover, as well as turnover associated with retirements, voluntary, and involuntary turnover Also included at the bottom of

Attachment B is total turnover information for the City for 1996, 1997, and 1998 National and regional employee turnover information collected by the Bureau of National Affairs is also included for comparative purposes Attachment C in the report reflects turnover in City positions by salary level and turnover by rank in the Police Department

Attached is another chart titled "Employee Turnover January 1996-December 1998 The information on this chart indicates the following overall turnover has increased in each of the last three years, and both voluntary and involuntary turnover has increased each year Regarding the increase in involuntary turnover, this reflects a decrease in the quality of the employees we can currently hire in a tight labor market, which is expected to continue

Also attached is a chart titled "Reasons for Leaving City Employment" This information indicates that for each of the last three years, the number of employees who indicated they left for a better job has increased Also, a majority of those who left voluntarily indicated they left for a better job This chart also indicates that in a survey of 200 employees who left the City in the first half of 1998, that pay was an issue with 54% of the respondents

# Employee Turnover
# January 1996 - December 1998

## Turnover Rate by Year

| By Year | Total Turnover | Turnover Rate | Voluntary | Turnover Rate | Involuntary | Turnover Rate |
|---|---|---|---|---|---|---|
| 1996 | 401 | 8.7% | 230 | 5.0% | 67 | 1.5% |
| 1997 | 477 | 10.3% | 293 | 6.3% | 78 | 1.7% |
| 1998 | 510 | 10.9% | 292 | 6.2% | 94 | 2.0% |

# Reasons for Leaving City Employment

- **1996**
  - 121 of 230 voluntary terminations indicated that they were leaving for a "better job".
- **1997**
  - 157 of 293 voluntary terminations indicated that they were leaving for a "better job".
- **1998**
  - 165 of 292 voluntary terminations indicated that they were leaving for a "better job".
- ESC post-exit survey of 200 employees who left City employment during the first half of 1998 shows that pay was an issue with 54% of respondents.

# Attachment 2

A copy of the Metropolitan Transit Commission Interim Budget for FY2000 follows this page

# METROPOLITAN TRANSIT COMMISSION

# FY 2000

## INTERIM YEAR PROGRAM

APRIL 21, 1999

METROPOLITAN
TRANSIT
COMMISSION

FY 2000

INTERIM YEAR PROGRAM

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**April 21, 1999**

Part One

# FY 2000 Program Overview

## FY 2000: The "Interim Year"

- FY 2000 (beginning July 1, 1999) is referred to as the "interim year" because it is not until FY 2001 that a program will be prepared under the full-year planning cycle established in the Transit Governance Interlocal Agreement

  Under the Interlocal Agreement, the first permanent program is to be presented to the Metropolitan Transit Commission by December 15, 1999, with the MTC adopting a recommended capital and operating program by March 31, 2000 That first permanent program takes effect on July 1, 2000 -- the beginning of FY 2001

- Section IX of the Interlocal Agreement allows the Metropolitan Transit Commission to recommend "interim" transit programs to be funded in FY 2000 The MTC's recommended interim programs must be approved by the Mecklenburg Board of County Commissioners and the Charlotte City Council prior to any action by the City of Charlotte to fund these FY 2000 initiatives

  This section of the Agreement does permit the Charlotte City Council to proceed with funding (through its FY 2000 budget) the FY 2000 capital and operating components of the City's five-year transit program and requested Mecklenburg County Human Services transportation activities

- Section VII of the Interlocal Agreement describes the annual process and schedule for development and recommendation of capital and operating programs It specifies that by December 15, 1999, and each year thereafter, the Chief Transit Official is to submit proposed capital and operating programs to the MTC

  Following MTC review and opportunities for input from parties to the Agreement and the public, the MTC is to recommend these programs to the Board of County Commissioners and Charlotte City Council by March 31, 2000 (and annually thereafter)

## Interim Program Objectives

- **Corridors**

  The philosophy of the "interim year" capital program is to proceed aggressively in all five corridors with the planning activities mandated by Federal transit investment and environmental regulations This approach will maximize future opportunities to obtain Federal and State funding of rapid transit projects by identifying a "locally preferred alternative" (i e light rail, bus rapid transit, high occupancy vehicle facilities, etc ) for each corridor

- **Expanded Service**

  The approach used in preparing the FY 2000 operating program was conservative The introduction of most new transit services outside Charlotte will await completion in late 1999 of the five-year countywide transit plan The budget does include funds for staff in City departments and the Towns to accelerate rapid transit/land use planning in the corridors

## Financing Principles

- The FY 2000 operating program reflects financing principles outlined in Section VIII of the Interlocal Agreement Essentially, these principles provide for the transfer of various revenue from each jurisdiction to a combined fund These revenue sources include

  - transit sales tax revenues
  - fares, fees, rents, and other transit charges
  - state and federal grants and other intergovernmental transfers
  - local maintenance-of-effort for transit services

- "Maintenance of Effort" amounts are included in the FY 2000 budget for Charlotte, Mecklenburg County, and Huntersville These amounts represent all capital and operating expenditures for transit services in FY 1998 other than those funded (a) through federal or State grants, (b) from other intergovernmental transfers, or (c) from fares, fees, rents, or other service charges

## Program Totals

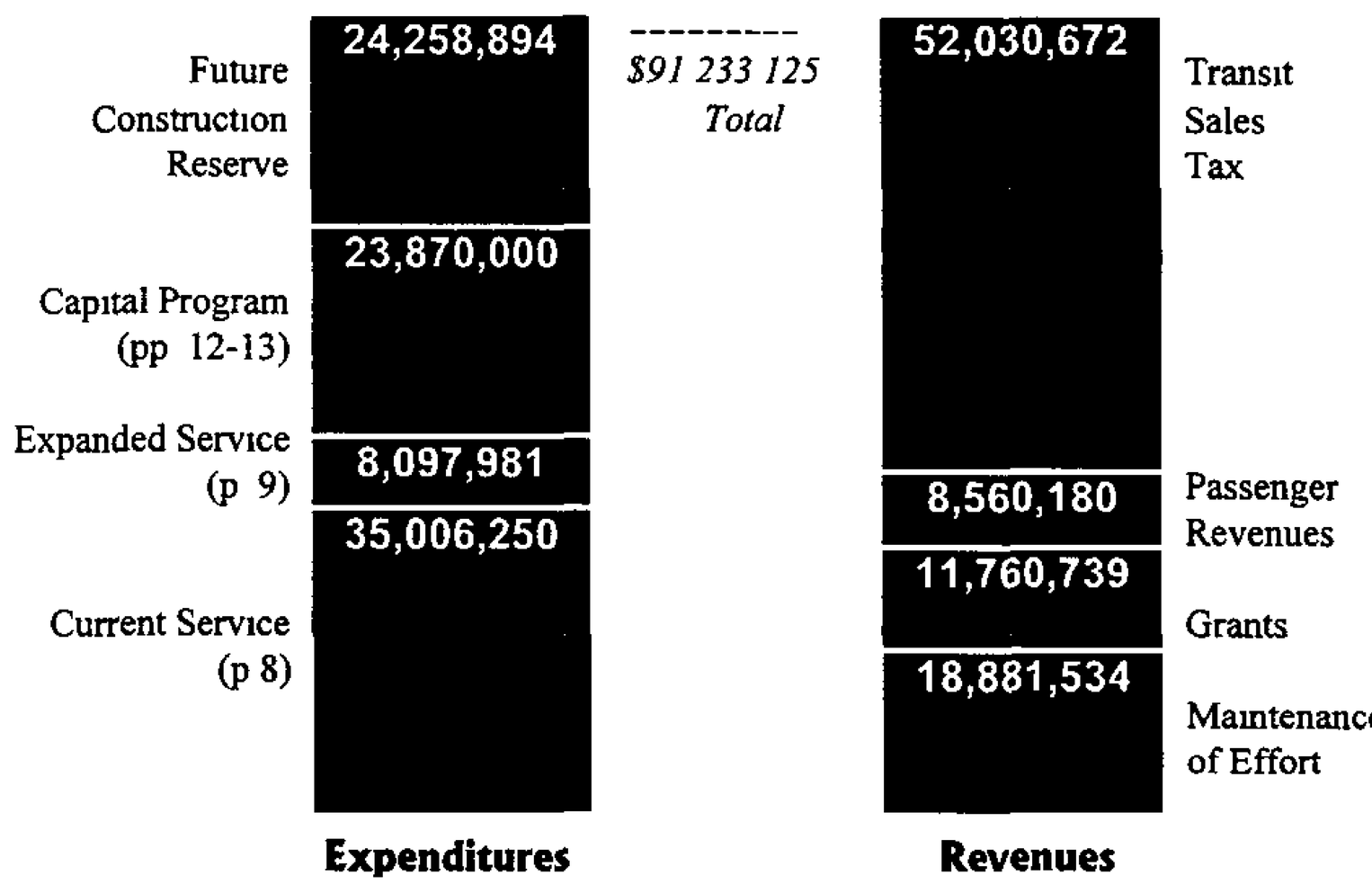
*(see pages 7-13 for detail)*

### Expenditures

| | |
|---|---|
| Operating | |
| Current Service | 35,006,250 |
| Expanded Service | 8,097,981 |
| *Sub-Total* | *43 104 231* |
| Capital | |
| Capital Program | 23,870,000 |
| Future Construction Reserve | 24,258,894 |
| *Sub-Total* | *48,128,894* |
| *Total* | **$ 91,233,125** |

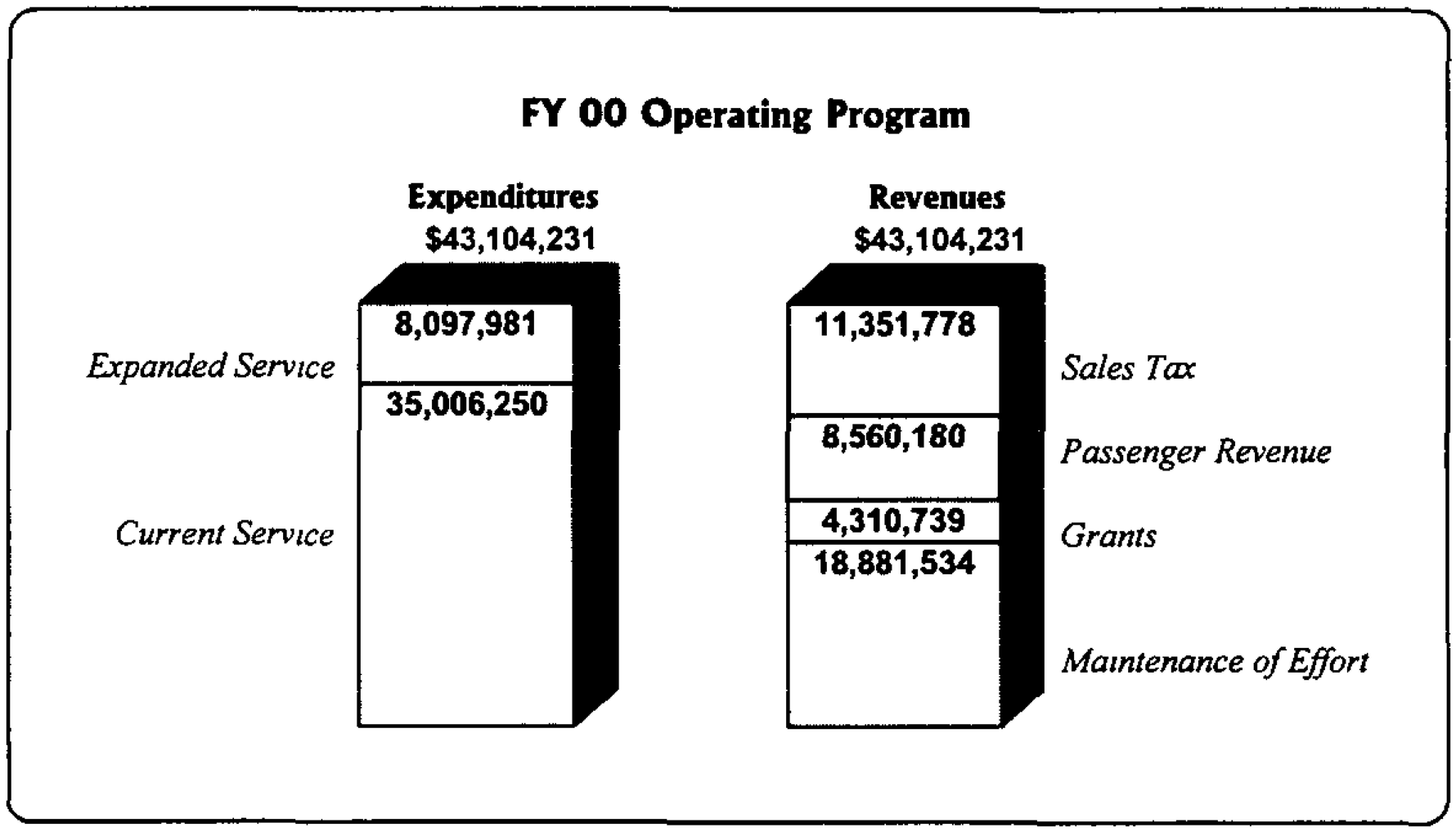
### Revenues

| | |
|---|---|
| Maintenance-of-Effort | 18,881,534 |
| Federal and State Grants | 11,760,739 |
| Passenger Revenues | 8,560,180 |
| Half-Percent Sales Tax | 52,030,672 |
| *Total* | **$ 91,233,125** |



## Operating Program: Key Points

*(see pages 7-9 for detail)*

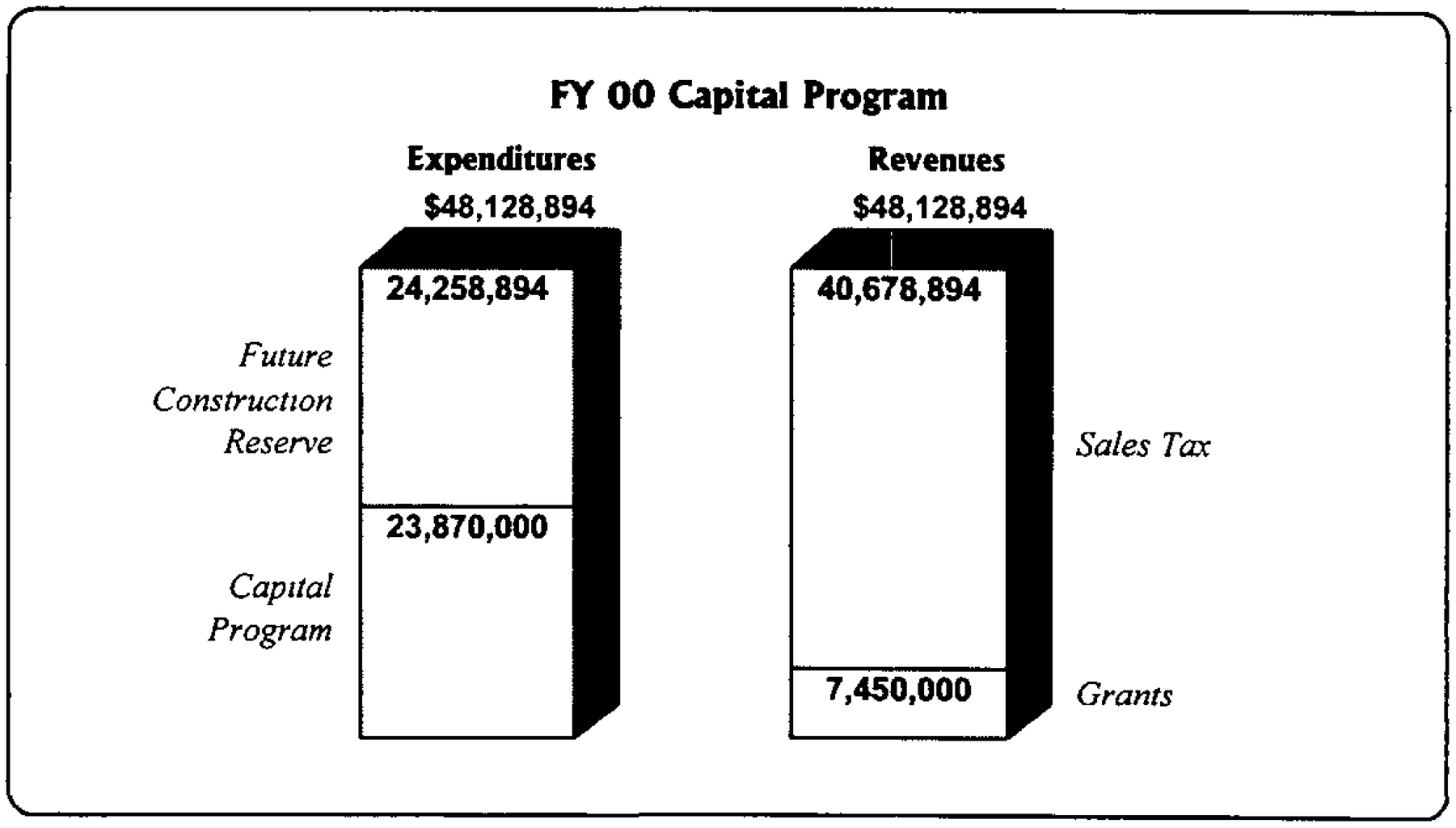



### Expanded Service

- Implement transit service improvements programmed for Year 3 of Charlotte's *Five-Year Transportation Plan*
- Expand hours for customers to obtain transit information from customer service representatives, either by telephone or at the Charlotte Transportation Center
- Expand Mecklenburg County's Human Services Transportation programs
- Accelerate transit and land use planning in all five corridors with new staff
- Hire the Chief Transit Official and his/her support staff
- Start up new transit services, including cross-county express routes, expanded express services between selected towns and Charlotte, and town circulator services

## Capital Program: Key Points

*(see pages 11-13 for detail)*




### Rapid Transit

- Prepare a new five-year capital and operating program for expanding transit services throughout Mecklenburg County, including development of service standards and performance monitoring

- Undertake detailed transit and land use studies in the remaining four corridors, similar to the work already underway in the South Corridor

- Complete the Environmental Impact Study for the South Corridor, including selection of the "locally preferred alternative "

- Consider the possible purchase of a site along the South Corridor which may have potential for a station location or a maintenance and operations facility

- Seek Federal and State grants to offset the maximum percentage of rapid transit capital expenditures

**Transit** *(next page)*

**Transit**

- Continue to replace Charlotte Transit buses and Metro Vanpool vans as they reach the end of their service lives (12 years for buses, 5 years for vans)
- Purchase 20 additional vans to increase Metro Vanpool to 75 vehicles, a 36 percent expansion
- Plan and design new transit centers for Arrowood and Eastland
- Purchase new automatic vehicle location equipment and on-board security cameras for Charlotte Transit buses
- Apply for a Federal formula grant of $5 2 million to offset a portion of these capital expenditures

Part Two

# FY 2000 Program Summary

| | Current FY 99 | Proposed FY 00 |
|---|---|---|
| **Expenditure Summary** | | |
| **Current Service** | | |
| Planning, Contract Management, Project Support | $ 1,977,966 | $ 2,195,045 |
| Transit Contracted Services | 2,178,267 | 2,546,352 |
| Special Transportation Service | 3,353,613 | 3,243,825 |
| Support from City Departments | 682,726 | 728,683 |
| Charlotte Transit Administration, Operations, Maintenance | 23,561,062 | 23,325,688 |
| Transportation Center Operations | 709,081 | 950,000 |
| County Social Services (DSS) Transportation | 1,967,170 | 2,016,657 |
| *Sub-Total* | *34,429,885* | *35,006,250* |
| **Expanded Service** | | |
| City Five-Year Plan Service Improvements | 0 | 2,003,216 |
| County Social Services (DSS) Transportation Expansion | 0 | 1,912,632 |
| Transit/Land Use Start-Up (CDOT) | 185,000 | 556,133 |
| Transit/Land Use Start-Up (Others) | 0 | 900,000 |
| Chief Transit Official and Staff | 70,000 | 500,000 |
| County Transit Services | 0 | 2,226,000 |
| *Sub-Total* | *255,000* | *8,097,981* |
| **Operating Program Sub-Total** | **$ 34,684,885** | **$ 43,104,231** |
| **Capital Expenditures** | | |
| Capital Program (pp 11-13) | 20,929,000 | 23,870,000 |
| Future Construction Reserve | 0 | 24,258,894 |
| **Capital Program Sub-Total** | **$ 20,929,000** | **$ 48,128,894** |
| **Total Expenditures** | **$ 55,358,885** | **$ 91,233,125** |

## Revenue Summary

| | | |
|---|---|---|
| Maintenance-of-Effort, including | | $ 18,881,534 |
| City of Charlotte | 18,400,000 | |
| Mecklenburg County | 464,034 | |
| Town of Huntersville | 17,500 | |
| Federal and State Grants, including | | 11,760,739 |
| City of Charlotte | 10,300,000 | |
| Mecklenburg County | 1,460,739 | |
| Passenger Revenues, including | | 8,560,180 |
| City of Charlotte | 8,300,000 | |
| Mecklenburg County | 260,180 | |
| Half-Percent Sales Tax | | 52,030,672 |
| **Total Projected Revenue** | | **$ 91,233,125** |

# FY 2000 PROGRAM EXPENDITURES

| | FY 99 | FY 00 | Change |
|---|---|---|---|
| **Current Service** | | | |
| **Planning, Contract Management, Project Support**<br>Provides for project and program management, fiscal control and planning/assessment functions for the county-wide transit effort Includes staff for Vanpool Services, Uptown Transportation Assistance/ Information Center, Transit Planning, Administration, Communications/ Marketing, and Disabled Client Certification | $ 1,977,966 | $ 2,195,045 | 11.0% |
| **Transit Services Contracted with Private Providers**<br>• Beatties Ford Hub (EZ Rider Northwest)<br>• University City Hub (Uni-Park Rider)<br>• EZ Rider -- West, North, Cityview<br>• Charlotte-Rock Hill Commuter Service<br>• Charlotte-Concord Commuter Service<br>• Center City Circuit<br>• SouthPark Hub (to be implemented)<br>• Guaranteed Ride Home | 2,178,267 | 2,546,352 | 16.9% |
| **Special Transportation Service**<br>Provides for transportation services to the disabled, as required by the Americans with Disabilities Act | 3,353,613 | 3,243,825 | - 3.3% |
| **Support from City Departments**<br>Provides for administrative support by departments (Budget, Finance, Legal, etc ) | 682,726 | 728,683 | 6.7% |
| **Charlotte Transit Administration**<br>Provides on-site administration, including personnel, safety, financial, payroll, etc | 1,523,787 | 1,877,690 | 23.2% |
| **Charlotte Transit Operations**<br>Operation of routes and schedules, including the cost of drivers' salaries, fuel, and system insurance | 16,661,360 | 16,002,598 | -0.3% |
| **Charlotte Transit Maintenance**<br>Maintenance of 170 buses | 5,375,915 | 5,445,400 | 1.3% |
| **Uptown Transportation Center Operations**<br>Partnership with Bank of America to provide the City s share of the Transportation Center s operating expenses | 709,812 | 950,000 | 34.0% |

## FY 2000 PROGRAM EXPENDITURES

| | FY 99 | FY 00 | Change |
|---|---|---|---|
| **County Social Services (DSS) Transportation**<br>Provides transportation to sheltered workshops adult day care centers, congregate nutrition sites and medical facilities | 1,967,170 | 2,016,657 | 2 5% |
| **Current Service Sub-Total** | **$ 34,429,885** | **$ 35,006,250** | **1.6%** |
| **Expanded Service** | | | |
| **Five-Year Plan Service Improvements**<br>• Expanded operating hours and express service for Charlotte Transit<br>• Expanded hours for Transportation Center customer assistance<br>• Improved customer/marketing services<br>• Expanded vanpool operations | 0 | 2,003,216 | |
| **Social Services Transportation Improvements**<br>• Expanded services to sheltered workshops, adult day care centers, etc<br>• Service to elderly for shopping and recreation<br>• Service to Veterans Hospitals and Clinics | 0 | 1,912,632 | |
| **Transit/Land Use Start-Up (CDOT)**<br>Provides CDOT staff to carry out County-wide work program | 185,000 | 556,133 | |
| **Transit/Land Use Start-Up (Others)**<br>Provides funds for staff needed in Mecklenburg Towns City Finance Planning, and Corporate Communications for first year plan implementation | 0 | 900,000 | |
| **Chief Transit Official and Staff**<br>Provides for additional management and administration of county-wide transit effort | 70,000 | 500,000 | |
| **County Transit Services**<br>Funds for first year service for Towns Includes circulation services within the towns, plus new routes connecting towns with each other and Charlotte Also includes potential Charlotte Transit local service extensions to Matthews and Pineville | 0 | 2,226,000 | |
| **Expanded Service Sub-Total** | **$ 255,000** | **$ 8,097,981** | |
| **Operating Program Sub-Total** | **$ 34,684,885** | **$ 43,104,231** | |

## FY 2000 PROGRAM EXPENDITURES

| | FY 99 | FY 00 |
|---|---|---|
| **Capital Expenditures** | | |
| **FY 2000 Capital Investment Plan Funding**<br>Detail on expenditures and reserves listed on pages 9-11 | 20,929,000 | 23,870,000 |
| **Future Construction Reserve**<br>Balance of sales tax revenue, set aside for long-range rapid transit projects | 0 | 24 ,258,894 |
| **Capital Expenditures Sub-Total** | **$ 20,929,000** | **$ 48,128,894** |
| **Total Program Expenditures** | **$ 55,613,885** | **$91,233,125** |

Part Three

# Capital Program

| | Proposed FY 00 |
|---|---|

## Expenditure Summary

### Rapid Transit

| | |
|---|---|
| Countywide Service Plan | $ 300,000 |
| Transitway Right-of-Way Protection | 5,000,000 |
| North/South Corridor Transitway | 5,000,000 |
| Corridor Studies (Independence, University, Airport) | 4,500,000 |
| *Sub-Total* | ***14,800,000*** |

### Transit

| | |
|---|---|
| Purchase of New Buses | 1,750,000 |
| Replacement of Buses | 3,500,000 |
| Purchase of New Vanpool Vehicles | 500,000 |
| Replacement of Vanpool Vehicles | 350,000 |
| Purchase of New Service Vehicles | 70,000 |
| Replacement of Service Vehicles | 60,000 |
| New Transit Centers | 300,000 |
| Intelligent Transit Systems | 1,260,000 |
| Re-Construct Maintenance and Operations Center Parking Lot | 800,000 |
| Purchase of Maintenance and Service Equipment | 280,000 |
| Purchase of Office Equipment | 200,000 |
| *Sub-Total* | ***9,070,000*** |
| **Total Capital Expenditures** | **$ 23,870,000** |

## Revenue Summary

### Rapid Transit

| | |
|---|---|
| Federal "New Start" Grant | 2,000,000 |
| NCDOT ' New Start" Grant Match | 250,000 |
| Sales Tax Revenue | 12,550,000 |
| *Sub-Total* | ***14,800,000*** |

### Transit

| | |
|---|---|
| Federal Transit Administration Entitlement Grant | 5,200,000 |
| Sales Tax Revenue | 3,870,000 |
| *Sub-Total* | ***9,070,000*** |
| **Total Projected Revenue** | **$ 23,870,000** |

*Note The Capital Program totals are included in the FY 2000 Program on pages 7 and 10*

| Project Title | FY 00 |
|---|---|
| **Rapid Transit** | |
| **Countywide Service Plan**<br>• Develop a five-year capital and operating plan for countywide service expansion<br>• Develop service standards and a performance monitoring system for transit services operated throughout the county | $ 300,000 |
| **Transitway Right-of-Way Protection**<br>• Purchase or lease existing rail rights-of-way as they become available through abandonment or joint use agreements<br>• Acquire available parcels in transitway corridors for maintenance and/or station facilities | 5,000,000 |
| **North/South Corridor Transitway**<br>• Prepare second phase of Environmental Impact Study for South Corridor (Federal 80%, State 10%)<br>• Prepare first phase of Environmental Impact Study for North Corridor (Federal 80%, State 10%) | 5,000,000 |
| **Corridor Studies**<br>• Independence Corridor<br>• University Corridor<br>• Airport Corridor | 4,500,000 |
| **Rapid Transit Sub-Total** | $ 14,800,000 |
| **Transit** | |
| **Purchase of New Buses**<br>• Buy seven (7) full-sized Charlotte Transit buses to add trips on Independence express bus lanes and implement extensions to University City and the airport | $ 1,750,000 |
| **Replacement of Buses**<br>• Purchase fourteen (14) full-sized buses to replace 1987 models (Following delivery of these buses, plus 26 more ordered in FY 99, the oldest vehicles in Charlotte Transit s fleet will be ten 1990 models ) | 3,500,000 |
| **Purchase of New Vanpool Vehicles**<br>• Buy twenty (20) vans, increasing number of Metro Vanpools to 75 (Five-Year Plan goal was to have 71 vanpools by the end of FY 2000) | $ 500,000 |

| | FY 00 |
|---|---|
| **Replacement of Vanpool Vehicles**<br>• Replace fourteen (14) vans which are older than five years | 350,000 |
| **Purchase of New Service Vehicles**<br>• Buy supervisory vehicles for Charlotte Transit (compact car) and Special Transportation Service (accessible minivan which can be used to transport clients, if necessary) | 70,000 |
| **Replacement of Service Vehicles**<br>• Purchase two (2) supervisory vehicles for Charlotte Transit and Special Transportation Service | 60,000 |
| **New Transit Centers**<br>• Plan and design transit hubs at Arrowood and Eastland, as recommended in the Five-Year Plan<br>• New transit centers at Beatties Ford, University City, and Airport hubs will be located during corridor studies<br>• (Total cost of each transit center is estimated at $1,500,000, subject to passenger amenities included in the center design ) | 300,000 |
| **Intelligent Transit Systems**<br>• Equip Charlotte Transit buses with Automatic Vehicle Location equipment<br>• Install on-board surveillance equipment on Charlotte Transit buses | 1,260,000 |
| **Re-Construct Transit Maintenance and Operations Parking Lot**<br>• Replace concrete parking lot at Charlotte Transit s maintenance facility (Total estimated cost of lot re-construction is $1 600,000, half of the cost has already been funded from the FY 98 Federal grant and the remaining half will be financed from the FY 2000 Federal entitlement grant ) | 800,000 |
| **Purchase of Maintenance and Service Equipment**<br>• Replace 1975 tow truck for Charlotte Transit, this model cannot tow the new NOVA low-floor buses<br>• Purchase various equipment and tools needed for bus repair | 280,000 |
| **Purchase of Office Equipment**<br>• Acquire computer hardware and software<br>• Purchase needed office furniture and equipment | 200,000 |
| **Transit Sub-Total** | $ 9,070,000 |

| | |
|---|---|
| **Capital Program Total** | $ 23,870,000 |

## Metropolitan Transit Commission

Parks Helms, Chair
*Chair, Mecklenburg Board of County Commissioners*

Randy Kincaid, Vice-Chair
*Mayor, Town of Davidson*

| | |
|---|---|
| Pat McCrory | *Mayor, City of Charlotte* |
| Pam Syfert | *Charlotte City Manager* |
| Gerald Fox | *Mecklenburg County Manager* |
| Wes Southern | *Mayor, Town of Cornelius* |
| Barry Webb | *Cornelius Town Manager* |
| Leamon Brice | *Davidson Town Administrator* |
| Randy Quillen | *Mayor, Town of Huntersville* |
| Ed Humphries | *Huntersville Town Manager* |
| R Lee Myers | *Mayor, Town of Matthews* |
| Ralph Messera | *Matthews Town Manager* |
| Robert G Fox, Jr | *Mayor, Town of Mint Hill* |
| Todd Lamb | *Mint Hill Town Administrator* |
| George C Fowler | *Mayor, Town of Pineville* |
| Mary Ann Creech | *Pineville Town Administrator* |

# Attachment 3

## *Center City 2010 Plan*

**May 18, 1999**

**Presentation Agenda for the County Commission (4:00 p.m.) and**

**the Mayor and City Council (5:00 p.m.)**

Purpose — Update the elected officials on the process and progress of the *Center City 2010 Plan* and provide opportunity for input regarding any ideas, concerns or issues pertaining to the Center City urban design and development

The Consultant Team has three objectives for this presentation including

1. Presenting materials and data analysis from the first Community Workshop
2. Discussing the Consultant's approach to the concept plan and the development to-date
3. Collecting Council's answers to approximately six (6) questions regarding initial concept plan development

---

**Agenda:**

I Introduction of Richard Heapes, Project Director (approx 5 minutes)

II PowerPoint Presentation (approx 25 minutes)

A Charlotte Center City 2010 Plan Why? What? How? Who? (as adapted from Community Meeting 1)

B Report on Community Workshop 1 (March 30, 1999) Overview and Results

III City and County Officials Participation (approx 25 minutes)

A Testing of Results from Community Workshop 1

Richard Heapes will lead the City and County Officials in an exercise to spur discussion about the conclusion of the workshop and to solicit comments for incorporation into the concept plan A question will be posed to the group such as "During Community Workshop 1, what do you think was the most common answer

to the question 'what is your greatest frustration with Center City transportation?'" Following solicitation of responses, Richard will reveal the result we obtained and ask the group if they agree with the community's conclusion The Consultant Team will lead the officials through six representative questions from each of the 2010 Plan topic areas

B Continuation of PowerPoint Presentation Putting the "Concept" in the Concept Plan

Next, Richard will describe some of the initial concepts the consultant team has developed which serve as the foundation for the Concept Plan

IV Headed to Community Workshop 2 What to Expect? What Efforts Will We Undertake Between Now and Then? (approx 5 minutes)

A Community Workshop 2 A Presentation of the Concept Plan to the Community

Richard Heapes will give an overview of Community Workshop 2 to be held on June 29, 6 30 pm at the Charlotte Convention Center

CHARLOTTE.

# PRELIMINARY

# FY2000 & FY2001

*Operating Plan*

**AND**

# FY2000 - FY2004

*Capital Investment Plan*

**Mayor**
*Patrick McCrory*

**Mayor Pro Tem**
*Lynn Wheeler*

**City Council**
*Rod Autrey*
*Charles Baker*
*Patrick D Cannon*
*Malachi Greene*
*Michael J Jackson*
*Nasif Rashad Majeed*
*Don D Reid*
*Al Rousso*
*Tim Sellers*
*Sara Spencer*

**City Manager**
*Pamela A Syfert*

CHARLOTTE.

May 3, 1999

To the Honorable Mayor Patrick McCrory and Charlotte City Council

On behalf of a dynamic, fiscally sound City organization I am pleased to submit to you the City's FY2000 and FY2001 Operating Budgets and the FY2000-2004 Capital Investment Plan The budget recommendations reflect the Mayor and Council's longstanding focus areas, as well as the priorities you have identified for our community for the upcoming year

The pace of our growth, and the strength of Charlotte's economy, has been discussed at your annual retreat in Pinehurst and your budget retreats this Spring In the past year

- 16,780 building permits were issued with a value in excess of $2 1 billion
- Eleven million square feet of additional commercial space was occupied by 609 new or expanding firms
- Over 18,000 new jobs were created

However, as growth accelerates in future years in surrounding counties and as the outer belt is completed, we will have to work harder to keep jobs and the tax base in Charlotte

Last year's property revaluation in Mecklenburg County, which increased our assessed valuation from $33 5 million to $40 2 million, illustrates the pace of our economy As a result of revaluation, the property tax rate last year was reduced from 52 5¢ to 47 2¢ per $100 of valuation At that time, I informed you that we would revisit the tax rate this year once reassessment appeals were processed With this process now substantially complete, **I am recommending to you an additional ½¢ downward adjustment in the property tax rate to a new rate of 46.7¢** Although our short-term economic picture is very positive, the long-term financial picture for City revenues is less clear

While this growth and economic vitality have placed Charlotte in an enviable financial position in 1999, it also requires expansion of the public infrastructure that supports this growth The impact of growth on City services, and its subsequent impact on customer service, is clearly evident in my budget recommendations Consider that

- The City's corporate limits expand by an average of 6 7 square miles per year,
- In the 1990s the City added enough citizens through annexation to equate to North Carolina's eighth largest City,
- Solid Waste adds an average of 5,000 garbage collection customers every year,
- The number of land development projects will double by the completion of this five-year capital budget,
- Charlotte-Mecklenburg Utilities adds an average of 1,000 new customers a month,
- The miles of City streets increases by an average of 45 each year

Charlotte's expansion both in private and public sector services makes it even more critical to pay close attention to the Mayor and Council's focus areas, and to your policies that support them The recommendations included in my budget can best be highlighted through their linkages with the focus areas

Community Safety

The Mayor and Council have made Policing Evaluation and Direction a top priority for 1999 To that end, one of the key action steps in the Community Safety focus area plan is *the expansion of community policing* **My recommended budget includes 130 additional community police officers, a cost of $9 million** Also recommended is a doubling in size of the traffic safety unit, as well as a significant expansion of the Animal Control Bureau to address customer service and public safety issues

**In the Fire Department, the recommended budget includes 20 additional firefighters** to ensure minimum staffing levels at all times, as well as staffing, trucks and capital facilities necessary to open **Fire Station #33** in the Pine Island/Northwoods/Long Creek area of the City The budget also includes $2.2 million to fund replacement of fire trucks and $500,000 to replace self-contained breathing apparatus for all firefighters

To support both Police and Fire and the expansions occurring in each, my recommended capital budget includes **$18.2 million to expand the Police and Fire Training Academy,** including a defensive driving range, and **$5.5 million to construct four fire stations in upcoming annexation areas.**

City Within a City (CWAC)

The CWAC focus area identifies three broad goals to accomplish its mission of strengthening neighborhoods improve community safety, improve the physical environment and improve economic opportunity

The Community Safety focus area directly supports several initiatives within the City Within a City focus area Violent crime is twice as high in CWAC as in the rest of the City, while juvenile crime is 30% higher Preventing the next crime is not just an enforcement issue, but a community issue that requires the involvement of neighborhoods in deterring crime and finding solutions to reduce crime

There is a close correlation between the physical environment of neighborhoods and business corridors and both economic vitality and quality of life. In 1996, the Mayor and City Council invested $32 million in neighborhood infrastructures to revitalize 18 CWAC neighborhoods With a balance of only $2 million left from those bonds, **my budget recommends another $32 million for the neighborhood improvement program for the November 2000 bond referendum** These funds go to improve streets, sidewalks, storm water facilities and other infrastructure that are either lacking or substandard in CWAC **My budget also recommends $68 million for housing and related programs and reserves $30 million in debt capacity** to address issues such as the community's strategic housing plan, another of the Mayor and Council's priorities for 1999

Preparing people for employment and placing people in jobs where they can become self-sufficient is important to creating neighborhood stability in CWAC, where unemployment is five times greater than the rest of Charlotte, one in six families lives below the poverty line and 69% of adults over age 25 have less than a high school diploma Neighborhood action plans, which are tailored to the specific needs of neighborhoods, are the primary means through which these problems are addressed **The recommended budget includes $3.5 million for job training and placement, as well as additional staffing sufficient to initiate six additional neighborhood action plans during FY2000.**

Economic Development

The Economic Development focus area also includes three broad goals, which focus on providing support for the City's businesses, supporting urban initiatives and making strategic infrastructure investments It encompasses five of the Mayor and Council's twelve priorities for 1999 long-range planning for the City, business retention strategies, business revitalization strategies, and the Eastside and West Side strategy plans

**Entering a second phase of the West Side Strategy Plan ($8 million) and initiating the Eastside Strategy Plan ($11.1 million) are recommended in my budget.** Both of these plans address all components of the Economic Development goals, as well as several related Council 1999 priorities The budget also provides continued support for projects begun in 1998, including the Center City 2010 Plan, the trolley, the Convention Center Hotel, and First and Third Wards infrastructure The arena process also continues **The recommended budget reserves $60 million in tourist-related debt capacity** to maintain flexibility for eligible projects

Adequate transportation systems, both ground and air, are crucial to economic development The budget includes continued implementation of the **Airport Master Plan**, as well as initiatives to fully integrate corridor planning and land use initiatives into the new, **county wide transit system**

Transportation

The largest new investment in the recommended budget is in fact the new county wide public transit system, another of your priorities The Metropolitan Transit Commission has under consideration a $91 million annual transit budget The annual receipts of the ½¢ sales tax dedicated to public transit are estimated at $52 million and will begin to be received in August 1999

The recommended budget also includes **$155 million in General Obligation Bonds for road needs,** which will be prioritized by the Mayor and Council over the next several months My recommendation to you is to prioritize road needs across types of improvement (widenings, construction, minor roadways, intersections, etc ) and across funding responsibilities (State and local)

The operating budget for transportation includes a **quicker resurfacing cycle for City-maintained streets by decreasing the average street resurfacing cycle from 14 to 12 years** Staffing is also recommended to address issues such as bicycle planning and air quality

Restructuring Government

The guiding policy of restructuring government is to shift resources from within the existing revenue stream to higher priorities Going into FY2000, we have realized $9.1 million in annual savings from managed competition **The FY2000 budget includes an additional annualized savings of $1.5 million from the East quadrant Solid Waste bid and a reduction of 31 additional positions** Operating expenses in most City Key Businesses are increasing in FY2000 for the first time since 1991

My recommended budget also includes **$5 million to complete Year 2000** computer system remediation, as well as technology funding to support our recent investments in Police technology and the City's overall technological infrastructure

Because the City's greatest resources are its employees, I am recommending a **$13.5 million employee pay and benefits package** These adjustments are targeted to our public safety and labor and trades employees, as well as to all employees significantly below the market rate for their positions In all cases compensation adjustments are tied to job performance

Conclusion

The City's financial position remains extremely strong and this budget maintains all of the policies and practices that preserve our AAA bond rating **In fact, my recommended budget includes a gradual increase in cash reserves from 10% to 16% by FY2003** Charlotte is one of only three cities in the United States in which the City, its County and its State are all rated AAA by both major ratings agencies

We remain a model for strategic planning, performance measurement and problem solving, not just among public sector entities, but among private businesses as well Successful public-private ventures remain a critical part of Charlotte's success You have established policies and priorities and supported an organization that businesses and other cities look to for innovation and solid management practices The budget that I have recommended to you meets all of your policies and priorities and, I believe, will continue to build on them

I am pleased to recommend to you the FY2000 Operating Budget and the FY2000-2004 Capital Investment Plan

Respectfully,

Pamela A Syfert

Pamela A Syfert
City Manager

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# City of Charlotte
# FY2000 and FY2001 Operating Budget Plan
# &
# FY2000-FY2004 Capital Investment Plan

## Executive Summary

This Executive Summary for the City's FY2000 and FY2001 operating budget and the FY2000-2004 Capital Investment Plan describes the major decisions and issues in this year's Manager's Recommended Budget

Included in this summary is

- An overview of tax rate and projected revenues
- An overview of the operating budgets by Fund
- A review of the major changes in this recommended budget
- An overview of the City's five year capital investment plan

The FY2000 assessed property value is estimated at $43,477,753,413, an increase of $3,286,991 630, or 8 2% over FY99's budget estimate Of this increase, $453,740,799, or 13 8% is attributed to the 1999 annexation

Key components of the tax rate distribution are as follows

- The tax rate decreases ½¢ as a result of applying a revenue-neutral policy to the 1998 Revaluation

- Property tax support for Storm Water continues to be phased out in ¼¢ intervals over 4 years The objective is to make Storm Water an enterprise fund as of FY2001, which means it generates all of its revenues through fees and charges The third ¼¢ is part of the ½¢ property tax reduction The fourth ¼¢ in FY2001 is factored into the debt service model

# Operating Budget Summaries
## FY2000

The total operating budget equals $641 6 million, a 5 7% increase, primarily from expansions in Police and Fire, implementation of the 1998 Street Bonds, establishment of the Metropolitan Transit Commission (MTC) and expansion of Aviation and Water and Sewer infrastructure The $355 3 million capital budget while remaining at virtually the same level of funding as in FY99 ($355 1 million) includes continued improvements in the Airport's capacity and cargo areas of $81 3 million Also included are three new initiatives the MTC's initial year of capital projects at $23 9 million the initial $8 0 million funding for the Eastside Strategy Plan, and participation in the Dalton Village Infrastructure project for $2 0 million

**Summary of Expenditures - All Funds (In Millions)**
**(Net of Transfers)**

| Fund/Activity | Operating | Capital | Total |
|---|---|---|---|
| General | $276 0 | | $276 0 |
| Water and Sewer | 63 6 | 120 7 | 184 3 |
| Aviation | 48 0 | 97 7 | 145 7 |
| Neighborhood Development | 10 2 | 23 3 | 33 5 |
| Metropolitan Transit Commission | 43 1 | 23 9 | 67 0 |
| Powell Bill | 21 1 | | 21 1 |
| Safe Light | 1 1 | | 1 1 |
| Municipal Service Districts | 1 1 | | 1 1 |
| Debt Service | 162 3 | | 162 3 |
| Risk Management | 0 6 | | 0 6 |
| Stadium Parking Deck | 0 2 | | 0 2 |
| Convention Center | 4 7 | | 4 7 |
| Storm Water Utility | 9 6 | 23 7 | 33 3 |
| General CIP | | 43 2 | 43 2 |
| Transportation CIP | | 22 8 | 22 8 |
| **Total Budget** | **$641.6** | **$355.3** | **$996.9** |

## FY2000 Operating Budget Summaries - continued

- The City continues its emphasis on community safety with the addition of 146 police officers, and funding for new radios and additional enhancements to the Police Department s information systems at a cost of $7 0 million in the General Fund

- The City s initiatives to upgrade its technology-related infrastructure continue in FY2000 $7 0 million is provided to continue the City's priority on mission critical systems requiring year 2000 remediation

- 355 positions are added and 35 are eliminated

  146 police officers, a nuisance abatement coordinator and an investigative technician are added in Police to enhance Community policing

  24 field officers and support staff are added in Animal Control to improve customer service and response times

  20 firefighters are added to ensure minimum staffing

  2 fire inspectors and 1 fire educator are added to enhance plans review response and community fire safety education

  31 positions are eliminated in Solid Waste Services related to the East Quarter competition process

  5 positions are added in Solid Waste Services for expansion of services into the 1999 annexation areas, another 9 positions are added for customer service improvements for bulky item collection and telephone service requests

  22 positions are added in Engineering and Property Management (EPM) for more timely plan reviews (4), Extra Territorial Jurisdiction (ETJ) standards development (9) Storm Water program inspections (8), and street resurfacing inspection (1)

  17 positions are added in EPM for the capital program

  17 positions are added for support of the Metropolitan Transit Commission

  70 75 positions are added in Charlotte Mecklenburg Utilities for system expansion workload

  19 25 positions are added for other workload increases

  4 unfunded civilian positions are eliminated in Police

- Public Safety radio system upgrades total $997 600 in Police
- The Water and Sewer rate increases 4 8%, an average increase of $1 28 per month for customers, due to growing demands of facilities expansion and environmental protection
- Firefighter self-contained breathing apparatus (SCBA) are replaced for $992,500
- $6 0 million is provided for replacement of Police and Fire emergency response vehicles
- The City's average street resurfacing cycle is increased from 14 to 12 years at a cost of $1 3 million to the Powell Bill Fund
- The initial year's funding of the Metropolitan Transit Commission totals $91 2 million
- Neighborhood Development continues to implement neighborhood action plans, expanding into six new neighborhoods

# Operating Budget Summaries
## FY2001

The total operating budget totals $659 3 million, a 2 8% increase primarily for the recurring costs associated with the FY2000 expansions in public safety, for increased debt service, and the continued expansion of water and sewer and storm water services

**Summary of Expenditures - All Funds (In Millions)**
**(Net of Transfers)**

| Fund/Activity | Operating | Capital | Total |
|---|---|---|---|
| General | $282 6 | | $282 6 |
| Water and Sewer | 65 1 | 112 6 | 177 7 |
| Aviation | 48 9 | 169 1 | 218 0 |
| Neighborhood Development | 8 6 | 29 2 | 37 8 |
| Metropolitan Transit Commission * | 43 1 | 23 9 | 67 0 |
| Powell Bill | 20 7 | | 20 7 |
| Safe Light | 1 4 | | 1 4 |
| Municipal Service Districts | 1 2 | | 1 2 |
| Debt Service | 170 9 | | 170 9 |
| Risk Management | 0 6 | | 0 6 |
| Stadium Parking Deck | 0 2 | | 0 2 |
| Convention Center | 5 2 | | 5 2 |
| Storm Water Utility | 10 8 | 24 7 | 35 5 |
| General CIP | | 35 7 | 35 7 |
| Transportation CIP | | 84 0 | 84 0 |
| **Total Budget** | **$659.3** | **$479.2** | **$1,138.5** |

* The newly formed Metropolitan Transit Commission has elected to provide a one-year budget plan for FY2000, its initial year of operation For purposes of comparison the same amounts have been included in FY2001

## FY2000 Operating Budget Summaries - continued

- A net increase in the General Fund reflects the recurring costs of the FY2000 expansions in Public Safety ($7 5 million)

- The water and sewer rate is projected to increase to 4 2%

- A net increase of 35 positions is projected

  18 positions are added in Fire to staff Fire Station #33, the Northwest annexation fire station

  17 positions are added in Water and Sewer for continued system expansion workload

# Position Allocations
# By Fund

| Key or Support Business | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|---|
| Police | 1,814 50 | 1,812 50 | 1,980 50 | 1,980 50 |
| Fire | 852 00 | 851 00 | 874 00 | 892 00 |
| Solid Waste | 248 00 | 258 00 | 249 00 | 249 00 |
| Transportation | 399 25 | 400 25 | 400 25 | 400 25 |
| Engineering & Property Management | 219 00 | 225 00 | 256 00 | 256 00 |
| Planning | 41 00 | 44 00 | 46 00 | 46 00 |
| Mayor/Council | 5 00 | 6 00 | 6 00 | 6 00 |
| City Attorney | 14 25 | 14 25 | 14 50 | 14 50 |
| City Clerk | 6 00 | 6 00 | 6 00 | 6 00 |
| City Manager | 56 00 | 64 00 | 72 00 | 72 00 |
| Human Resources | 18 50 | 18 50 | 18 50 | 18 50 |
| Finance | 98 00 | 100 00 | 100 00 | 100 00 |
| Business Support Services | 168 75 | 168 00 | 171 00 | 171 00 |
| Budget and Evaluation | 12 00 | 12 00 | 12 00 | 12 00 |
| **Total General Fund** | **3,952.25** | **3,979.50** | **4,205.75** | **4,223.75** |
| Water and Sewer | 654 75 | 658 75 | 729 50 | 746 50 |
| Aviation | 226 00 | 226 00 | 226 00 | 226 00 |
| Storm Water | 49 00 | 49 00 | 57 00 | 57 00 |
| Metropolitan Transit Commission | 80 25 | 82 25 | 96 25 | 96 25 |
| Neighborhood Development | 102 00 | 102 00 | 103 00 | 103 00 |
| Risk Management | 20 00 | 20 00 | 20 00 | 20 00 |
| **Total All Funds** | **5,084.25** | **5,117.50** | **5,437.50** | **5,472.50** |

# General Fund

## Revenues (in millions)

| Revenue Sources | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| Property Tax | $149 6 | $162 2 | $167 0 |
| Sales Tax 1% | 35 0 | 37 5 | 39 1 |
| Utility Franchise Tax | 22 0 | 24 2 | 24 9 |
| Police Services | 9 6 | 6 9 | 7 2 |
| Inventory Reimbursement | 6 3 | 6 5 | 6 5 |
| Solid Waste Fee | 6 5 | 7 0 | 7 3 |
| Business Privilege | 5 8 | 7 4 | 7 5 |
| Intangibles Tax | 4 7 | 4 8 | 4 7 |
| **Sub-Total** | **$239.5** | **$256.5** | **$264.2** |
| Other Revenues | 37 5 | 33 3 | 35 3 |
| **Total Revenues** | **$277.0** | **$289.8** | **$299.5** |
| Transfers and Fund Balances | 10 4 | 11 1 | 11 6 |
| **Total General Fund** | **$284.9** | *** $300.9** | *** $311.1** |
| **Percent Change** | **-** | **5.6%** | **3.4%** |

## Expenditures (in millions)

| | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| Police | $ 113 3 | 116 6 | 121 9 |
| Fire | 45 2 | 48 9 | 51 1 |
| Solid Waste | 27 1 | 29 2 | 29 5 |
| General Government | 48 7 | 52 4 | 51 2 |
| CDOT and Street Lights | 18 9 | 21 1 | 21 6 |
| County Programs | 2 1 | 2 7 | 2 4 |
| Contributions to Other Funds | 15 8 | 14 7 | 17 8 |
| Engineering and Property Management | 13 8 | 15 3 | 15 6 |
| **Total General Fund** | **$284.9** | *** $300.9** | *** $311.1** |
| **Percent Change** | **-** | **5.6%** | **3.4%** |

* Includes June 30 1999 Annexation

# General Fund Revenue Highlights

## FY2000

Total revenue increases by 5 6% from the FY99 revised budget

- Major changes in revenues include
  - ☐ Annexation-related revenues totaling $1 6 million
  - ☐ Net property tax revenue increases $12 6 million or 8 4%,
  - ☐ Sales tax revenue increases $2 5 million, or 7 0%
  - ☐ Utility franchise revenue increases $2 2 million, or 10 0%,
  - ☐ Business Privilege Licenses revenue increases $1 6 million, or 27 6%,
  - ☐ Federal grants for hiring police officers and purchasing equipment total $2 6 million,
  - ☐ One-time Federal grants for Police technology enhancements end in FY2000, an $8 2 million decrease in funding, and
  - ☐ Police Services revenue decreases $2 7 million, or 28%, reflecting the impact of annexation on the distribution of population within the County's unincorporated areas

## FY2001

Total revenue increases by $10 1 million, or 3 4% from the FY2000 budget

- Major changes include
  - ☐ Net property tax revenue increases $4 8 million, or 3 0%,
  - ☐ Sales tax revenue increases $1 6 million, or 4 2%
  - ☐ Utility franchise revenue increases $ 7 million, or 3 0%, and
  - ☐ Federal grants for continued funding of police officers added in FY2000 increase by $1 1 million, or 42%

# General Fund Expenditure Highlights

## FY2000 and FY2001

The General Fund supports many of the traditional governmental services, such as Police, Fire, garbage collection, and street maintenance Following is the recommended allocation of General Fund expenditures for FY2000 and FY2001

**General Fund - Summary of Expenditures**
**(In millions)**

| | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| Police | $113 3 | $116 6 | $121 9 |
| Fire | 45 2 | 48 9 | 51 1 |
| Solid Waste | 27 1 | 29 2 | 29 4 |
| Transportation | 12 2 | 14 0 | 14 4 |
| Engineering and Property Management | 13 8 | 15 3 | 15 6 |
| Planning | 2 9 | 3 2 | 3 1 |
| Mayor and Council | 0 8 | 0 8 | 0 9 |
| City Attorney | 1 1 | 1 2 | 1 2 |
| City Clerk | 0 4 | 0 4 | 0 4 |
| City Manager | 5 0 | 5 7 | 5 9 |
| Human Resources | 1 5 | 1 6 | 1 7 |
| Finance | 7 1 | 8 6 | 8 8 |
| Business Support | 7 2 | 8 2 | 8 2 |
| Budget and Evaluation | 0 8 | 0 9 | 0 9 |
| Non-Departmentals | 46 5 | 46 3 | 47 6 |
| **Total General Fund Expenditures** | **$284.9** | **$300.9** | **$311.1** |

## General Fund Expenditure Highlights - continued

- Service level changes totaling $13 3 million in General Fund increases in FY2000 include
  - ☐ Expanding the Police Department's community oriented policing initiatives by adding 146 police officers
  - ☐ Adding 20 firefighter positions in Fire to ensure minimum staffing levels
  - ☐ Improving customer service in key businesses
    - ▸ Police adding 24 field officers and support staff and a new computer system at Animal Control to improve response time to service requests and to increase the Shelter's operating hours
    - ▸ Solid Waste Services - adding 2 customer service representatives to improve response time to service requests
    - ▸ Engineering - adding 4 positions in Land Development to meet service standards on plan reviews
    - ▸ City Manager's Customer Service Division - adding a position to support the City's new customer service information system
- City services are extended into the areas annexed June 30, 1999 total $865,000 and add an additional 5 positions in Solid Waste Services
- Continuing the City's competition initiatives include
  - ▸ Implementing the bid results for the Solid Waste Services East Quadrant, which yields annualized savings of $1 5 million and reduces 31 positions
  - ▸ Adding 2 positions in Transportation to coordinate the Department's competition efforts
- The City-wide technology improvements are continued, including $9 million in FY2000 for remaining Year 2000 remediation projects and continued police technology upgrades
- Support for the community s*cultural agencies is increased by $500 000 for the Arts and Science Council's Cultural Action Plan

# Water and Sewer Fund

## Water and Sewer Rates

- Recommended to increase 4 8% in FY2000 4 2% in FY2001 and between 4 2% and 4 8% annually between FY2002 and FY2004 The increases are needed to fund growth in customer demand, capital investments in infrastructure, and technology implementation

- Average monthly water/sewer bill for residential customers will be $27 85 in FY2000 up from $26 57

## Expenditures

- FY2000 operating expenses increase by 9 9% for a total of $68 148 590 (excluding transfers)

- FY2000 contributions to debt service and the Capital Investment Plan increase 25 9% from FY99 for a total of $67,237,700

- FY2001 operating expenses increase by 3 1% over FY2000 for a total of $70,232 956 (excluding transfers)

- FY2001 contributions to debt service and the Capital Investment Plan increase 6 6% over FY2000 for a total of $71 735 700

# Aviation Fund

## Revenues

- FY2000 operating revenues are projected to increase by 13 5%, or $8 6 million
  - ☐ Concessions, Parking and Interest on Investments revenues account for $6 2 million of the increase, which reflects the 37% growth in originating passengers since 1995
  - ☐ Terminal and Airfield user fees account for most of the remaining increase
- FY2001 revenues are projected to increase by $640 324 above FY2000 This increase also relates to Concessions and Terminal and Airfield usage

## Expenditures

- FY2000 operating expenses are increased by $5 1 million over FY99 This increase relates to
  - capital outlay (25% increase), such as 8 new parking shuttles and 14 vehicle replacements
  - terminal building operating expenses (16 6% increase), including increases in building and grounds maintenance, irrigation, and terminal upfit items
- FY2001 operating expenses are increased by $134,315 over FY2000
- Contribution to Debt Service Funds expenses increase by $178,035 in FY2000 and decrease by $324,800 in FY2001
- Discretionary Funds and Transfers increase by $3 3 million in FY2000 and $1 2 million in FY2001

# Metropolitan Transit Commission

The FY2000 Interim Budget was presented to the Metropolitan Transit Commission (MTC) on April 21, 1999 The MTC is scheduled to approve a recommended budget for City Council and the Board of Mecklenburg County Commissioners approval on May 26, 1999 Below is an overview of the budget

## Revenues

- The FY2000 interim budget totals $91 233 125 Below is a breakdown of the major sources of revenue

| | |
|---|---|
| Half-Percent Sales Tax | $52,030,672 |
| Town of Huntersville | 17,500 |
| Mecklenburg County | 2,184,953 |
| City of Charlotte | 37,000,000 |
| **Total** | **$91,233,125** |

## Expenditures

- The FY2000 interim budget is divided into three parts - *current services* (operations that are already in place), *expanded services* (proposed additional services above those currently provided) and *capital program* (infrastructure investments)

  *Current services total $35,006,250*, and include the following
  - Charlotte Transit Service (CTS)
  - Special Transit Service (STS)
  - Contracted transportation routes
  - County Department of Social Services (DSS)
  - Planning and program management services

  *Expanded services total $8,097,981*, and include the following
  - Fourth year implementation of the Five-Year Transit Plan
  - DSS county-wide expansion
  - Land-use initiatives (corridor planning)
  - Expanded county transit services

  *Capital Program expenditures total $23,870,000*, and include the following
  - These funds provide for continuation of the existing and expanded transit services ($9,070,000) and rapid transit ($14,800,000)

  *Future Construction Reserve* expenditures total $24,258,894
  - These funds are excess revenues over expenditures for FY2000

# Neighborhood Development Funds

## Revenues

- FY2000 total revenues decrease $1,637,124, or by 13 9%
  - Grant revenues for the Lead Based Paint Abatement Program decrease $1,391,493, or by 32%
  - Employment and Training grant revenues decrease $733,812, or by 31%, primarily due to a one-time carry forward in FY 99
  - Contributions from the Community Development Block Grant increase $121,454, or by 9 9%
  - Contributions from the General Fund increase $366,927, or by 9 6%
- FY 2001 total revenues decrease by $1 538 874, or by 15 1%, primarily due to the completion of the Lead Based Paint Abatement Program

## Expenditures

- FY2000 operating expenditures increase $1 973,592 or by 14 7%
  - Housing Services Program expenditures decrease by $1,778,022, or by 24 7%, due to a decrease in Lead Based Paint Abatement program expenditures
  - Employment and Training and Business Services program expenditures decrease $620 047, or by 15 9% primarily due to a one-time carry forward in FY 99
  - Key Business Support program expenditures increase by $300 494 or 33 6% due to service level and current level changes including
    - Contracts for reengineering work processes and educational goals assessment- $125 000
    - Addition of a Deputy Director - $100 000
    - Increase in staff training - $13 000
  - Neighborhood Services program expenditures increase by $123,983, or by 8 5% due to the addition of two neighborhood services specialist positions

- FY2001 expenditures decrease by $1,498,454, or 13 1%
  - Housing Services program expenditures decrease $1,606,222, or by 29 7% due to the completion of the Lead Based Paint Abatement Program
  - Employment and Business Services program expenditures increase $64,456, or by 2 0%
  - Key Business Support Unit program expenditures decrease $15,940, or by 1 3%
  - Neighborhood Services program expenditures increase $59 252, or by 3 8%

# Powell Bill Fund

## Revenues

- FY2000 total operating revenues are projected to increase by 5 8%, or $958 045
  - The State gas tax refund is estimated to increase by 7 3%
  - Interest on investments is estimated to decrease by 11 5%
- The Fund continues to use fund balance to balance revenues and expenditures The fund balance contributions are as follows $3 695,626 in FY2000 and $3,727489 in FY2001

## Expenditures

- FY2000 expenditures are increasing 9 0%, or $1,752,012
  - Changes in the budget include
    - $1 339 800 for an increased average resurfacing frequency from 14 to 12 years
    - $50,000 for increased curb repair and replacement
    - $1,153,661 decrease in annexation expenses
    - $67,000 increase in storm water fees

# Storm Water Fund

## Revenues

- Revenues are projected to increase by $1,983,762 (10 7%) from FY99 to FY2000, and by $503,957 from FY2000 to FY2001 (2 6%)

- FY2000 continues a 4-year plan to phase-out of the Storm Water Fund's reliance on the property tax The plan was approved in FY97 (implemented in FY98) to provide debt capacity for roads and neighborhoods Elements of the plan include

  - 0023¢ of the property tax support for Storm Water is recommended to be eliminated in FY2000 as part of the property tax adjustment

  - 0022¢ of the property tax support is maintained in the Storm Water Fund for FY2000

  - 0022¢ of the remaining property tax support is transferred in FY2001 to the Municipal Debt Service Fund for bond referenda planned in 2000 and 2002

- Storm Water fee revenues are projected to increase by $2,392,249 (14 2%) in FY2000, and by $1,901,367 (10 2%) in FY2001 The residential customer will see an average 8 5% increase in monthly bills from $3 30 to $3 58 Further increases in Storm Water fees are projected beyond FY2001 to support aggressive implementation of the Storm Water capital program

## Expenditures

- Operating budget expenditures are increasing $852 877 (9 8%) from FY99 to FY2000, and by $54,377 ( 6%) from FY2000 to FY2001 The increase in FY2000 is due to the addition of 8 construction inspector positions and costs associated with computer modeling

- Pay-As-You-Go capital expenditures are decreasing by $901,733 (12 6%) from FY99 to FY2000, and by $1 671,364 (26%) from FY2000 to FY2001 This decrease is due to a shift from Pay-As-You-Go capital expenditures to greater reliance on debt-financed capital expenditures

- Storm Water Debt Service Fund expenditures are increasing by $1,915,325 (216%) from FY99 to FY2000 and by $850 000 (30 3%) from FY2000 to FY2001, again reflecting the shift from Pay-As-You-Go to debt financing for the capital program

# Municipal Service Districts Fund

District 1 was established by City Council in 1978 for the purpose of promoting investment in the Central Business District Area District 1 encompasses the entire center city and includes the property between Brookshire Freeway, Independence/Stonewall streets and Interstate 77

Districts 2 and 3 were formed by City Council in 1985 and is a smaller section of property in the heart of the center city Their purpose is to promote and market programs to ensure continued economic growth for the center city District 2 encompasses property one block wide around the perimeter of District 3 District 3 encompasses the property between Church and College Streets and Stonewall and Eighth Streets

## District 1

## Revenues

- The recommended budget maintains the FY99 tax rate of 1 93 cents per $100 assessed valuation
- Assessed value is $2,154 503,700 for FY2000 and $2,219,138,811 for FY2001
- Total revenue is $617 209 for FY2000 and $633,845 for FY2001
- Estimated June 30, 1999 fund balance is $158,154

## Expenditures

- The recommended budget includes an increase in marketing and promotions to help fund website development and the new Uptown Guidesigns Program The Guidesigns Program will provide for several new signs to include a "way-finder" system which denotes several key buildings and attractions in the Center City
- Funding for the *Center City Circuit,* a free shuttle bus that provides transportation to most areas of the Center City
- District 1 funds part of the reimbursement for the City s special events coordinator position

# District 2

## Revenues

- The recommended budget maintains the FY99 tax rate of 1 40 cents per $100 assessed valuation
- Assessed value is $931,928,667 for FY2000 and $959,886,527 for FY2001
- Total revenue is $128 801 for FY2000 and $132,292 for FY2001
- Estimated June 30, 1999 fund balance is $12,984

## Expenditures

- The recommended budget includes implementing recommendations from the 2010 Center City Plan that was completed in 1999 to develop strategies to further make the Center City a vibrant place to live, work, and visit
- Funding for the Trolley Corridor Plan is included in the budget to support the development of businesses along the trolley corridor and to promote the aesthetics of trolley stations
- District 2 supports some of the funding for the Rock Hill Commuteride program to support commuting as a transportation alternative for employers with offices in the Center City

# District 3

## Revenues

- The recommended budget maintains the FY99 tax rate of 2 89 cents per $100 assessed valuation
- Assessed value is $1,044,511,277 for FY2000 and 1,075,846,615 for FY2001
- Total revenue is $411,685 for FY2000 and $422,898 for FY2001
- Estimated June 30, 1999 fund balance is $39,367

## Expenditures

- The recommended budget includes money for the creation of a Special Events office and the hiring of a Special Event Coordinator to coordinate numerous functions for the Center City
- Mall management expenses for the Tryon Street area are funded through District 3 to provide the Information Carts, decorative flags and banners for the mall area, and a contribution to the City's horticulture program
- District 3 funds 33 % of the rent for the 5,000 square feet *Info Charlotte Marketing Center* located on the first floor of the Chamber of Commerce s Tryon Street Office
- Funding for a Center City Farmers Market

# Capital Investment Plan

## Revenues

- The Preliminary FY2000-2004 Capital Investment Plan totals $1,451,144,431, the largest capital program in the City's history and a 10% increase over the current five-year plan
- Strong financial management and a vibrant economy contribute to the City's continued designation as a AAA credit risk - the highest credit rating achievable
- The capital program is divided into three parts General Government, Water and Sewer, and Aviation Major sources of revenues for these parts are described below
  - General Government totals $576 5 million and is funded by $409 3 million in bonds (authorized and proposed), $38 3 million in grants, and $128 9 million in cash (including $88 6 million in pay-as-you-go and current revenues)
  - Water and Sewer totals $413 1 million and is funded by $387 8 million in revenue bonds and $25 3 million in contributions from the water and sewer operating fund fund balance
  - Aviation totals $461 million and is funded by $287 1 million in revenue bonds, $173 8 million in Federal Aviation Administration grants, and $100,000 in contributions from the aviation operating fund fund balance
- The property tax rate dedicated to the Pay-As-You-Go Fund is recommended to continue at 2 25¢
- The property tax rate dedicated to the Municipal Debt Service Fund is recommended to decrease from 6 7¢ to 6 43¢, a 27¢ reduction

## Expenditures

- The budget includes $330 million in new General Government debt capacity over the next five years Recommended uses of this capacity are as follows
  - $60 million reversed for tourist/tourist related needs
  - $16 million for Police and Fire Training Academy Expansion
    - $5 5 million for Annexation Fire Stations

- $32 million for Neighborhood Improvement Bonds
- $8 million for the West Side Strategy Plan
- $155 million for Street Improvement Bonds
- $23 5 million reduction incapacity due to aggressive implementation
- $30 million in unprogrammed capacity

- The budget includes $88 6 million in Pay-As-You-Go and Current Revenue for General Government projects Major new projects include

  - $2 million for Dalton Village Infrastructure
  - $700,000 for Pedestrian Safety
  - $1 million for Connectivity
  - $2 25 million for the Charlotte-Mecklenburg Development Corporation
  - $11 1 million for the Eastside Strategy Plan
  - $1 million for Charlotte-Mecklenburg Government Center Building Improvements
  - $250,000 for Cemetery Roads

- Major new Water and Sewer projects included

  - $20 million for North Mecklenburg Water Plant expansion
  - $15 4 million for Briar Creek Relief Sewer
  - $15 million for Tri-County Wastewater Treatment Plant

- Major new Aviation projects include

  - $20 million for Overlay 18R/36L
  - $30 million for Gate Expansions

# Strategic Planning, Budgeting, and Evaluation

This FY2000 and FY2001 budget document visually integrates the City of Charlotte's activities of strategic planning, budgeting, and evaluation

- **Strategic Planning:** The City of Charlotte Councilmembers annually review the priorities and expectations of the Charlotte citizens and produce a strategic plan for achieving success in meeting citizen expectations This strategic plan communicates Council's initiatives across five Focus Areas

  - Community Safety
  - Transportation
  - City Within A City
  - Economic Development
  - Restructuring Government

- **Budgeting:** Business units within the City organization are responsible for meeting the needs outlined in the Focus Area Plans in addition to meeting the demands of general government The City organization creates a two-year programmatic budget based on the outlined Focus Area priorities, and the City's plan for providing services

- **Evaluation:** The success of meeting citizens' expectations and addressing Focus Area priorities is measured through the evaluation tool known as the City's **Balanced Scorecard** process The Balanced Scorecard outlines expectations for success across four perspectives

The Customer's Expectations
The Financial Health of the Organization
The Internal Process of Providing Services
The Learning & Growth of Employee Resources

Using these four perspectives Council created a Corporate Scorecard which identifies the **Corporate Objectives** for the organization Business units are then challenged to deliver City services in a manner that achieves the corporate objectives Business units are also responsible for developing **outcome measures** to indicate how well an objective is being achieved and the impact for our community

This document summarizes programs and the expenditures planned for each Focus Area Corporate Objectives that maintain a Customer Perspective are specifically highlighted Please note that currently, City programs are costed within a single business unit and do not cross business unit organizational structures However, in many cases, programs impact more than a single Focus Area and in many cases more than one Corporate Objective

For example, the Employment & Business Services provided by Neighborhood Development not only support Economic Development Focus Area but also the City Within A City Focus Area In addition, this program not only "Promotes Economic Opportunity" but it also "Strengthens Neighborhoods" - both Corporate objectives Likewise, Aviation provides services that not only support Transportation but also Economic Development Therefore, it is important to remember that programs are related in many instances and also provide multiple impacts on our community

In order to avoid duplication of planned expenditures, programs are presented as assigned to the Focus Area where the strongest relationship exists In addition to the five Focus Areas, a category of "General Government" is used to illustrate the costs of providing mandated and chartered services as well as the cost of support associated with conducting business and providing services efficiently and effectively

# 1999 City of Charlotte

## City Council Focus Areas

- Community Safety
- City Within A City
- Transportation
- Restructuring Government
- Economic Development

## Corporate Scorecard

**Customer Perspective**

- Reduce Crime
- Increase Perception of Safety
- Strengthen Neighborhoods
- Enhance Service Delivery
- Maintain Competitive Tax Rate
- Provide Safe Convenient Transportation
- Promote Economic Opportunity

**Financial Perspective**

- Secure Funding/Service Partners
- Maximize Benefit/Cost
- Grow the Tax Base
- Maintain AAA Rating

**Internal Process Perspective**

- Streamline Customer Interactions
- Promote Community Based Problem Solving
- Improve Productivity
- Increase Positive Contacts
- Increase Infrastructure Capacity

**Learning & Growth Perspective**

- Enhance Information Management
- Achieve Positive Employee Climate
- Close Skills Gap

# COMMUNITY SAFETY

In the next two years, Charlotte faces a number of challenges in its efforts to decrease crime and improve the perception of citizen safety While we know that there are many challenges in building a safe community, we believe that we have unprecedented opportunities to do so through community problem oriented policing, a widespread collaborative approach to neighborhood based service delivery, and through citizens who are becoming educated, engaged, and empowered partners in combating crime and disorder Our Corporate Objectives for Community Safety include

**Reduce Crime**

**Increase Perception of Safety**

| | (millions) |
|---|---|
| **Police Services** | $116 6 |
| **Fire Services**<br>Prevention<br>Investigation<br>Emergency Management | 2 2 |
| **Transportation Services**<br>SafeLight Program | 1 1 |
| **Police & Fire Academy** | 2 1 |
| **Total Community Safety Focus Area Plan** | **$122.0** |

**Significant Corporate Outcome Measures**

- ❑ Decrease speeding and red light violations in targeted areas
- ❑ Increase ratings in perception of safety in targeted neighborhoods as based on surveys conducted throughout 1999
- ❑ Reduction in rate of juvenile arrests and victimization during the target hours in the school year
- ❑ Reduction of crime and victimization in the target neighborhoods or commercial districts

# TRANSPORTATION

Charlotte is entering an era of significant transportation opportunities A long-range rapid transit plan -- with a newly-dedicated revenue stream -- will create new mobility choices over the next 25 years The same revenue source also means funding for immediate transit service improvements in City Council's "Five-Year Transportation Plan " New road bonds will expedite pressing needs on State roads in the City Ongoing local road improvements are being supplemented by newly-authorized funds for sidewalk construction and by developing plans for bicycle facilities and for pedestrian safety Major State projects including the I-485 outer belt, the Independence expressway, the widening of I-77 -- as well as the State's plans for expanded inter-city passenger rail service -- will impact the City and region's transportation network in the coming years

The airport -- our regional gateway to the global economy -- looks to a new runway and (expanded air service) and also envisions a multimodal center that could connect air, rail, bus, passenger and freight transportation to points all over the world Our Corporate Objective for Transportation is to

**Provide Safe, Convenient Transportation**

| | (millions) |
|---|---|
| **Transportation Services, Capital Investment Roads & Intersections** | $36 8 |
| **Metropolitan Transit Commission** | 67 0 |
| **Engineering & Property Management**<br>Design | 2 3 |
| **Aviation Services, Capital Investment & Debt Service** | 170 9 |
| **Non-Departmental Other Accounts**<br>Street Lighting | 7 1 |
| **Planning Services**<br>Transportation Planning | 1 |
| **Street Repair (Powell Bill)** | 21 1 |
| **Total Transportation Area Plan** | **$305.3** |

**Significant Corporate Outcome Measures**

- ❑ Increase in state funding for roadway programs beyond current allocation from the North Carolina equity formula
- ❑ A formal interlocal agreement among all eight entities for a county-wide mass transit system, consistent with the principles established in the 2025 Integrated Transit and Land Use Plan
- ❑ A pattern of private investment that shifts office and multi-family development to the corridors at a percentage meeting or exceeding benchmark targets in the 2025 plan
- ❑ Creation of a federally approved plan that meets standards and spells out any remedial measures required to receive federal funding for federal air quality standards

# ECONOMIC DEVELOPMENT

Charlotte has enjoyed healthy employment and population growth in the 1990s This growth has been the key to the economic success and prosperity of our City and County Most forecasts and indicators point to continued strong growth beyond the year 2000 At the same time, other trends suggest we need to address some emerging issues Population is growing even faster than expected Since 1990, we have grown from 395,000 to an estimated 539,000 in 1999 making Charlotte the nation's 32nd largest city However, much of that growth is from annexation, and eventually we will approach the geographic limits to more annexation Job growth will continue to be strong in total numbers -- but the competition is getting stiffer As growth accelerates in surrounding counties, and as segments of the Outer Belt are completed, we will have to work harder to keep jobs and tax base in Charlotte The ever changing global economy will continue to impact sectors of the local economy, and we must anticipate and respond to these changing forces, particularly in ensuring a skilled workforce The quality of growth is more important than the quantity Sustaining prosperity, and assuring access of all residents to it, is what helps define success in economic development

**Promote Economic Opportunity**

| | (millions) | | (millions) |
|---|---|---|---|
| **Neighborhood Development Programs**<br>Employment & Business Services | $3 3 | **Business Support Services Programs**<br>Minority & Women s Business Enterprises | 3 |
| **City Manager's Economic Development Division** | 1 | **Economic Development Capital Investment** | 32 5 |
| **Planning Programs**<br>Economic Development | 3 | | |
| **Municipal Service Districts (Uptown)** | 1 2 | **Non-Departmental - Other Accounts**<br>Convention & Visitor s Bureau | 2 7 |
| **Convention Center Operations & Debt Services** | 22 7 | **Non-Departmental - Community Agencies**<br>Carolinas Partnership | 1 |
| **Aviation Services**<br>Development<br>Disadvantaged Business Enterprise | 7 | **Total Economic Development Focus Area Plan** | **$63.9** |

**Significant Corporate Outcome Measures**

- Adoption by City Council of Urban Economic Policy 2000
- Reduction in businesses relocating from Charlotte
- Percentage increase in Convention Center bookings between 1999 and 2000
- Completion $8 million in capital improvements contained in the West Side Strategic Plan

# CITY WITHIN A CITY

City Within A City (CWAC) is a comprehensive approach to meeting the economic development and quality of life issues in Charlotte's older urban neighborhoods and business districts Since its inception in 1991, successes have been achieved in CWAC to improve quality of life and economic opportunities in neighborhoods Critical challenges still exist Unemployment is up to five times higher in CWAC neighborhoods than in other Charlotte neighborhoods and one out of six families lives below the poverty level Education is a concern, with only 31% of CWAC adults over 25 years of age having high school diplomas Deterioration of a number of inner-city business corridors and business districts encourages businesses to move and while overall housing deterioration in CWAC is considered low, 18 neighborhoods are regarded as having low-quality housing Violent crime in CWAC is twice as high as in the rest of the City of Charlotte and juvenile crime is 30% higher 24 of the 73 neighborhoods within CWAC are considered to have low organizational capacity -- an important key to a neighborhood's long-term sustainability

**Strengthen Neighborhoods**

| | (millions) |
|---|---|
| **Neighborhood Development Services** | $6 8 |
| **Planning Programs** | |
| Neighborhood Planning | 1 |
| **Total City Within A City Focus Area Plan** | **$6.9** |

**Significant Corporate Outcome Measures**

- Improvement in the Quality of Life Index rating in the target neighborhoods
- Implementation of the housing strategic plan that provides for the preservation of the housing stock, expands the supply of low and moderate-income housing and supports family housing support services
- Increase in the high school graduation rate and vocation participation for CWAC students
- Increase the number of businesses and jobs in distressed business districts to provide needed consumer business services and job opportunities in CWAC

# RESTRUCTURING GOVERNMENT

As we move toward 2000, the challenge is to serve a dynamic, growing and diverse community with quality services at competitive costs Our organization and service delivery practices must support and facilitate the achievement of goals in the other four Council priority focus areas Today accountability is defined by results Accountability for our organization means increased emphasis on results and a strong focus on outcomes rather than activities The major areas of emphasis for Restructuring Government over the next two years include service delivery, competition and privatization, workforce recruitment and retention, workforce development, and technology

**Enhance Service Quality**

**Maintain Competitive Tax Rate**

| | (millions) |
|---|---|
| **Engineering & Property Management**<br>Asset Management | $0 7 |
| **City Manager Services**<br>Training & Development<br>Technology Learning Center | 1 4 |
| **Human Resources Services** | 1 6 |
| **Business Support Services**<br>Competition and Internal Consulting<br>and Privatization Competition Advisory Committee | 3 |
| **Total Restructuring Government Focus Area Plan** | **$4.0** |

**Significant Corporate Outcome Measures**

- ❑ Implement 100% of current annual competition/privatization plan
- ❑ Achieve rating of "excellent" or "good" in service delivery by at least 75% of citizens surveyed
- ❑ 100% of priority technology systems are Year 2000 compliant by December 31, 1999 without failure
- ❑ Conduct workforce needs and trends availability study and explore strategies by April 2000

# GENERAL GOVERNMENT

Many of the services offered by the City are those that are outlined in the City's charter or that are mandated through various legislation In addition, services included here are the support processes to conduct business in an efficient, effective manner and those services that are perhaps unique to our community and contribute to citizens' quality of life

| | (millions) | | (millions) |
|---|---|---|---|
| **Fire Services** | $44 8 | **Risk Management** | $0 6 |
| **Solid Waste Services** | 29 2 | **Finance** | 4 6 |
| **Engineering & Property Management Services** | 12 3 | **Budget & Evaluation** | 9 |
| **Planning Services** | 2 6 | **Non-Departmental- Employee Related** | 3 1 |
| **Water and Sewer** Operations Capital Investment, and Debt Service | 249 1 | **Non-Departmental-Cultural Agencies** | 2 7 |
| | | **Non-Departmental-Community Agencies** | 4 |
| **Storm Water** Operations Capital Investment and Debt Service | 36 7 | **Non-Departmental-All Other** | 8 0 |
| | | **General Debt Service** | 50 3 |
| **Mayor & Council** | 8 | **General Capital Investments** | 8 6 |
| **City Attorney** | 1 2 | **County Administered** | 2 7 |
| **City Clerk** | 4 | **Stadium Parking Deck** | 2 |
| **City Manager** | 4 5 | | |
| **Neighborhood Development Capital Investment** | 23 4 | | |
| **Business Support Services** | 7 8 | **Total General Government** | **$494.9** |

**Significant Corporate Outcome Measures**

- Higher drinking water standards than required by state or federal regulations
- Interest rate savings on debt as result of AAA rating responsible investment activities and fiscal policy
- Improved productivity through reduction of lost time and costs associated with workers compensation
- Increased satisfaction and streamlined customer service interactions for city services as indicated by ratings on citizen survey
- Reduction in errors and response time for customers through improved technology

# Introduction

The City of Charlotte's City Manager presents this recommended operating budget for FY2000 & FY2001 and the FY2000-2004 Capital Investment Plan to the City Council and the public for comment The budget process includes several workshops and a public hearing which is scheduled for May 24, 1998 for input from Charlotte's citizens

This **Preliminary Operating and Capital Investment Plan"** *provides descriptions of the operating services* provided by the City a breakdown of individual programs and a recommended budget for providing these programs in FY2000 and FY2001 This document also provides a detailed description of the capital projects that are planned for the next five years (FY2000-FY2004) and the funding sources to support those projects

Please note

- This document will be reviewed by Council and any approved changes requested will be reflected in a final line-item document known as the Final Operating Plan As such, this **Preliminary Operating Plan is a companion document** since the Preliminary provides description information which is not duplicated in the Final

- The **"Final Operating Plan** will be available in August 1999 The document will provide line-item detail for each of the operating centers within the City

- The **"Final Capital Investment Plan"** (available August 1999) will provide the same information as the Preliminary Capital Investment Plan It will reflect any changes specified by Council after their review and adoption of the proposed budget in June 1999

In addition to these three primary budget documents there is also an **Executive Summary** which highlights the City Manager s recommendations

# POLICE

The Charlotte Mecklenburg Police Department provides patrol investigative and traffic enforcement services to the citizens of Charlotte Mint Hill and unincorporated Mecklenburg County The department builds problem solving partnerships with citizens to prevent the next crime maintain order reduce fear and address the root causes of crime and disorder

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 1 980 50 | $116 616 898 | 9 4% |

## Overview/Changes

146 additional officers are recommended with 75% federal grant funding over the next 3 years - $9 0 million

A nuisance abatement coordinator is recommended - $59 010

Animal Control funding is recommended to increase $1 7 million to add 24 positions to support public safety

- 12 animal control officers
- 3 Dangerous Dog Task Force officers
- 4 supervisors
- 5 veterinary technicians
- *Replacement of existing computer system and hardware*

## Significant Impacts Within Council Focus Areas

Problem solving activities continue to be emphasized through development and implementation of a manpower/workload allocation model which focuses on community oriented policing efforts

Charlotte continues collaborative efforts to reduce the rate of juvenile crime and victimization by developing initiatives in conjunction with Charlotte-Mecklenburg schools Mental Health and Social Services

Police is addressing customer concerns through development and implementation of an action plan for reengineering Animal Control services

## Outcome Measures

Achieve citizen satisfaction ratings of 70% or above on customer satisfaction surveys administered in all 12 patrol districts

Answer 85% of phone calls to Police Communications (911) Non emergency Police Services and the Adam Service Area Center within 30 seconds with a daily call abandonment rate of less than 10%

Benchmark cases cleared in each UCR (Uniform Crime Report) Part One Offense category against national averages

**Recommended Increases:**

- $7 3 million annual operating increase and $1 7 million start-up costs add 146 officers with 75% federal grant funding over the first three years Included are
  - 130 police officers - based on a manpower analysis formula similar to the model used by International Association of Chiefs of Police additional officers are needed to move forward with plans to expand community oriented policing and increase crime prevention activities
  - 14 Highway Interdiction and Traffic Safety (HITS) Officers and an investigative technician to promote safe streets with traffic enforcement and awareness
  - 2 Training officers to support the department s increased hiring activities and growth in the police force

- $3 4 million increases the police public safety pay plan by 5% Officers receive a 5% market adjustment and officers not at top pay receive an additional 5% step increase Sergeants receive 7 ½% Captains are transferred to the broadbanding pay system with a 5% step increase and an opportunity for a merit increase of 0 8%

- $2 million funds an expansion of the Computer Technology Division This expansion is necessary to implement new systems and maintain existing systems such as CAD, GIS mapping and the knowledge based systems, which support all police public safety programs

- $997,600 replaces 232 police officer radios All officer radios are scheduled for replacement over the next few years This complies with plans for converting the county-wide 800 MHz analog system to a digital system The digital system provides greater transmitting capacity, stronger signals, and increased security The analog radios currently used are no longer manufactured

- $900 000 annual operating increase and $771 000 in start-up costs add 24 positions and a new computer system to the Animal Control Division These changes will allow extended operating hours to the public
  - 12 animal control officers, 3 dangerous dog task force officers and 4 supervisors allow greater participation in community oriented policing enhanced service delivery and quicker response to customer requests regarding animal nuisances
  - 5 veterinary technicians improve customer service by providing quicker responses for walk-in customers

- $59 010 funds a nuisance abatement coordinator position which was implemented with the Weed and Seed Program The Coordinator s responsibility is to respond to community concerns regarding public nuisances

**Recommended Decreases:**

- 4 civilian positions (two helicopter pilots, a training supervisor and a recreation supervisor) are deleted The Department has chosen to use sworn staff for these functions

**Unfunded Requests:**

- $2 7 million for an expansion of the Investigations Division operations to address increased white collar crime and vice and narcotic offenses by increasing investigator allocations and by expanding the use of technology to collect related data and analyze criminal activity

- $2 6 million for an expansion of the Communications Bureau to handle a projected 20% increase in the number of 911 calls and an increase in the Non-emergency Police Services unit to improve customer service by reducing the daily rate of call abandonment and the call waiting period

**Unfunded Requests - continued:**

- $2 0 million for take home vehicles for the SWAT team
- $1 9 million for additional School Resource and DARE Officers The addition would allow the officers to become more involved in elementary level schools to provide more training and to participate in more community programs such as Right Moves for Youth
- $1 1 million for additional Crime Lab staff and equipment to handle increased service requests
- $548 701 for an increase in staff and relocation of the Internal Affairs Unit This would provide resources for increased workload related to a larger police force It would also allow more time for proactive efforts in internal issues
- $273 992 for a Problem Solving Clearinghouse Unit to support Community Problem Oriented Policing
- $162 313 for two taxicab inspectors and implementing a computer system The additions would provide staff to handle anticipated inspection increases related to a new ordinance requiring all vehicles for hire to be inspected and to implement a system for tracking related data
- $148 468 for positions in Administrative Services to support the growth in the Department s staff and fiscal activity
- $125 484 for 4 vehicles for the Recruitment Section for outside activities such as attending job fairs

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Operations - Community Policing**<br>Provides a full range of uniformed police services including patrol Lakes Enforcement K 9 helicopter school resource officers DARE Crime Prevention noise control street crimes burglary investigations PAL and traffic enforcement | | | |
| **Adam Service Area** | 372 00 | $18 076 228 | $19 163 172 |
| **Baker Service Area** | 301 00 | 15 370 271 | 16 323 274 |
| **Charlie Service Area** | 349 00 | 17 588 351 | 18 705 467 |
| **David Service Area** | 302 00 | 16 119 126 | 17 292 539 |
| ***Sub-total Community Policing*** | **1,374 00** | **$67,153,976** | **$71,484,452** |
| **Operations - Investigations**<br>Provides investigative services for major felonies committed within the service area including crimes committed by juveniles and against juveniles and violations of the sale and use of illegal narcotics prostitution pornography and gambling laws Support is also provided for the Violent Crimes Task Force Crimestoppers Court Liaison and Criminal Justice System Support the District Attorney s Office Domestic Violence Unit Juvenile Crime Unit SHOCAP and the Crime Laboratory Unit | | | |
| **Felony Investigations Bureau** | 128 00 | 6 582 885 | 6 706 065 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Family Services Bureau** | 34 00 | $1 975 719 | $2 007 938 |
| **Vice & Narcotics Investigations Bureau** | 45 00 | 2 592 391 | 2 631 180 |
| **Crime Laboratory Bureau** | 39 00 | 2 097 227 | 2 140 306 |
| **Sub-total Investigations** | **246 00** | **$13,248,222** | **$13,485,489** |
| **Police Support Services, Administrative**<br>Provides executive and managerial leadership of the Department s mission programs operations philosophies policies and directives and balanced scorecard Provides administrative support for personnel and pay plan management payroll purchasing insurance and employee benefits accounting processes budget preparation and management, grants contracts special projects and general administrative support to the Police Chief and Charlotte Mecklenburg Police Department executive and command staffs Provides special project support respective to time and management studies reengineering and process mapping Processes maintains and distributes crime statistics and analysis crime related data GIS information maps reports and other requested data | 61 00 | 7 301 403 | 7 578 154 |
| **Police Support Services Technological**<br>Manages information systems both hardware and software Designs implements and maintains department s system needs and long range plans | 17 00 | 5 240 677 | 5 316 528 |
| **Police Support Services Recruitment & Training**<br>Administers recruitment and background investigations of all police officers Provides training including firearms for recruits and in service officers Manages the computer training lab Citizen s Academy Charlotte Mecklenburg Police Institute and the Police/Fire Training Academy | 32 00 | 2 809 870 | 2 824 229 |
| **Police Support Services Operational**<br>Provides support for emergency and non-emergency communications records and property management Services include dispatching emergency 911 calls within Charlotte Mint Hill Davidson Davidson College and unincorporated Mecklenburg County processing non-emergency calls from the Charlotte Mecklenburg service area monitoring the activities of all police units in the field managing police reports for criminal offenses and traffic accidents securing criminal evidence and managing the department s equipment facilities and vehicle fleet | 217 50 | 16 184 316 | 17 189 691 |
| **Operations Animal Control**<br>Receives and handles requests for service 24 hours per day 7 days a week Enforces all City and County animal control ordinances within the Charlotte Mecklenburg Police Department service area Provides animal intake services Manages the required animal licensing program Provides and manages animal intake and adoption services and animal euthanasia services as necessary and manages the City s contract for animal spay/neuter services | 83 00 | 4 678 434 | 3 975 671 |
| **Total Police Services** | **1,980.50** | **$116,616,898** | **$121,854,214** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Community Policing | $62 224 133 | $67 153 976 | 7 9% | $71 484 452 | 6 4% |
| Investigations | 12 624 661 | 13 248 222 | 4 9% | 13 485 489 | 1 8% |
| Police Support Services Administrative | 7 796 816 | 7 301 403 | (6 4)% | 7 578 154 | 3 8% |
| Police Support Services Technological | 3 185 127 | 5 240 677 | 64 5% | 5 316 528 | 1 4% |
| Police Support Services Recruitment & Training | 2 803 750 | 2 809 870 | 0 2% | 2 824 229 | 0 5% |
| Police Support Services Operational | 15 054 679 | 16 184 316 | 7 5% | 17 189 691 | 6 2% |
| **Sub-total Police Services** | **$103,689,166** | **$111,938,464** | **8.0%** | **$117,878,543** | **5.3%** |
| Operations Animal Control | 2 865 776 | 4 678 434 | 63 3% | 3 975 671 | (15 0)% |
| **Total Police & Animal Control Services** | **$106,554,942** | **$116,616,898** | **9.4%** | **$121,854,214** | **4.5%** |
| Off-setting Revenues | (22 823 629) | (12 791 437) | (44 0)% | (13 033 652) | 1 9% |
| **Net General Fund Cost** | **$83,731,313** | **$103,825,461** | **24.0%** | **$108,820,562** | **4.8%** |
| **Positions** | **1,812.50** | **1,980.50** | **9.3%** | **1,980.50** | **0.0%** |

# FIRE

The Charlotte Fire Department provides fire prevention rescue fire suppression fire investigation arson investigation and first responder medical services to the citizens of Charlotte Additionally the department provides non-emergency services in

fire code enforcement
construction plans review
hazardous materials permitting
fire safety education
emergency management planning

Department preparedness is provided via training logistics and administration

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 874 | $48 856 277 | 8 1% |

## Overview/Changes

Increase firefighter staffing by 20 positions to ensure minimum staffing at all times - $684 882

Purchase equipment and staff a new annexation fire station in the northwest $1,117 506

Add inspectors and an educator to enhance plans review response and community education - $192 916

Replace self-contained breathing apparatus equipment - $992,500

## Significant Impacts Within Council Focus Areas

The addition of 2 inspector positions will enhance the department s ability to respond to development requests, thus positively impacting economic development efforts

Community safety will be positively impacted by increased community education efforts related to fire safety and by the staffing of a new annexation fire station in FY2001 and by the provision of resources to ensure minimum staffing

## Outcome Measures

Maintain an average response time within 3% (approximately 8 seconds) of the average response time over the past four fiscal years FY99 target is 4 minutes and 14 seconds (plus or minus 3%)

Answer 99 5% of calls within two rings or 8 seconds Calls are received directly or are referred from E911 MEDIC or the Charlotte-Mecklenburg Police Department

Reduce the arson rate (incendiary fires per 10 000 population) and the per capita arson loss by 2% from 5 9 incendiary fires per 10 000 population and $3 81 per capita arson loss in FY98

Achieve and maintain a 30% clearance rate by the Fire Investigation Task Force The clearance rate was 26% in FY98

## Amendments to Budget

**Recommended Increases:**

- $1,465 000 in technology funding provides replacement of the Fire Alerting System to achieve Year 2000 compliance
- $684 882 adds 20 firefighter positions to ensure minimum staffing
- $135 557 adds 2 fire inspectors in response to workload Charlotte continues to experience significant development These inspectors are needed to respond to the planned and projected certificate of occupancy workload
- $57 359 adds a fire educator position for increased prevention education in the community Requests for Fire Education programs continue to increase Implementation of neighborhood action plans has also resulted in an increased workload
- $496 250 is included each year in the Capital Equipment Fund for the replacement of self-contained breathing apparatus (SCBA) Current equipment is nearing the end of its 10-year life and must be replaced
- $45 500 in FY2000 and $46,683 in FY2001 is included in the Capital Equipment Fund for the known increased costs of annual apparatus replacement per contractual agreements
- $348,000 is included in FY2000 and $769 506 is included in FY2001 for staffing and equipment associated with operation of Station 33 the annexation fire station This change adds 18 positions in FY2001
- $15,000 is included each year for the department s participation in a national accreditation program to ensure that the highest standards are being maintained by the department

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $1,514,396 for the addition of a third squad and associated equipment to enhance rescue response
- $1 250 000 for replacement of the current computer aided dispatch (CAD) system to provide an enhanced records management system, and upgrades to console furniture This request is being evaluated in association with the Police CAD replacement and the recent MEDIC CAD replacement
- $700 000 per year increase in apparatus replacement funding to enhance replacement schedule Current annual replacement funding totals $1 8 million
- $500 000 for the provision of a Year 2000 technology contingency in the event that unanticipated needs arise This request has been incorporated with the City s overall Year 2000 compliance effort
- $244 589 for the addition of a sixth battalion to reduce the geographic size of battalion areas and enhance emergency response
- $205 920 for technology upgrades and equipment replacements

**Unfunded Requests - continued:**

- $200,000 to supplement anticipated grant funding for emergency preparedness Supplemental funding needs will be considered as they arise

- $123 868 for an Health and Safety Officer and associated equipment These duties are currently assigned to the department s Logistics Officer Fire Department management prefers dedicated staff

- $163 916 for 2 additional training positions for increased staff and required training workload

- $77 876 for a Public Information Officer These duties are currently handled by a Captain on reassignment Fire Department management prefers dedicated staff

- $65 000 for contractual promotion process analysis and for a certification incentive program to improve staff retention rates A certification incentive program is included as part of pay plan change recommendations

- $62 194 for staff to evaluate proper operation of back-flow prevention devices associated with fire hydrants and monitor water supply availability This would supplement the work done by Charlotte Mecklenburg Utilities with more concentrated monitoring

- $49 911 for an additional telecommunicator position for workload and scheduling

- $40,000 for training in association with the City's replacement Human Resource Management System (HRMS) This request will be integrated with the City's overall plan for implementation of the new HRMS

- $8 412 for technology associated with arson

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Emergency Response** | | | |
| **Operations**<br>Provides for 24 hours per day 7 days a week emergency response to calls for fire suppressions medical emergencies technical rescue aircraft emergencies and non-emergency services In FY98 fire companies made 96 244 responses to 59 490 calls for emergency service | 801 00 | $44 666 798 | $46 866 300 |
| **Communications**<br>Provides for 24 hours a day 7 days a week receiving and dispatching of calls for emergency and non-emergency services (59 490 calls in FY98) | 23 00 | 1 056 276 | 1 088 168 |
| **Sub-Total Emergency Response** | **824 00** | **$45,723,074** | **$47,954,468** |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Support Services** | | | |
| **Training**<br>Provides training for firefighter recruits and continuing education in fire suppression emergency medical services technical rescue and hazardous materials mitigation and management Firefighters must have 92 hours per person of in service training annually to keep their certifications | 8 00 | $672 659 | $703 755 |
| **Logistics**<br>Provides for the purchase storage and distribution of equipment and supplies to firefighters fire stations and support locations and for the maintenance and repair of personal protective equipment self-contained breathing apparatus and small equipment | 4 00 | 219 392 | 225 852 |
| **Sub-Total Support Services** | **12 00** | **$892,051** | **$929,607** |
| **Education, Enforcement, and Planning** | | | |
| **Fire Prevention**<br>Provides for enforcement of the North Carolina fire code through building inspections review of construction plans and for fire and accident safety and prevention education in the community Inspectors performed 22 699 inspections in FY98 and generated $548 590 in permit and plans review fees | 25 00 | 1 393 243 | 1 361 260 |
| **Fire Investigation**<br>Provides for investigation of fires to determine origin and cause preparation of cases for prosecution in coordination with police investigation work with Juvenile Fire Setters Program In FY98 515 fires were investigated and 304 were incendiary in origin | 7 00 | 397 738 | 405,550 |
| **Emergency Management**<br>Provides for development coordination and implementation of plans for response to disasters in Mecklenburg County and for monitoring of incidents involving hazardous materials | 5 00 | 450 171 | 461 842 |
| **Subtotal Education, Enforcement, and Planning** | **38 00** | **$2,241,152** | **$2,228,652** |
| **Total Fire Services** | **874.00** | **$48,856,277** | **$51,112,727** |

# Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Operations | $40 867 295 | $44 666 798 | 9 3% | $46 866 300 | 4 9% |
| Communications | 1 510 662 | 1 056 276 | (30 1)% | 1 088 168 | 3 0% |
| Training | 691 681 | 672 659 | (2 8)% | 703 755 | 4 6% |
| Logistics | 204 837 | 219 392 | 7 1% | 225 852 | 2 9% |
| Fire Prevention | 1 063 178 | 1 393 243 | 31 0% | 1 361 260 | (2 3)% |
| Fire Investigations | 427 649 | 397 738 | (7 0)% | 405 550 | 2 0% |
| Emergency Management | 411 772 | 450 171 | 9 3% | 461 842 | 2 6% |
| **Total Fire Services** | **$45,177,074** | **$48,856,277** | **8.1%** | **$51,112,727** | **4.6%** |
| **Off-setting Revenues** | (2 562 396) | (2 815 004) | 9 9% | (2 928 301) | 4 0% |
| **Net General Fund Cost** | **$42,614,678** | **$46,041,273** | **8.0%** | **$48,184,426** | **4.7%** |

| | | | | | |
|---|---|---|---|---|---|
| **Positions** | **851.00** | **874 00** | **2.7%** | **892.00** | **2.1%** |

# SOLID WASTE SERVICES

Solid Waste Services provides progressive and responsible leadership in the delivery of cost effective services of refuse collection street cleaning and neighborhood quality of life The services ensure the community s quality of life by promoting public health sanitation and a healthy environment

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 249 | $29 160 762 | 7 6% |

## Overview/Changes

SWS competed against four private companies and submitted the lowest bid for providing residential collection services in the East Quarter of the City The bid becomes effective in January 2000 The $1 6 million annualized savings includes the elimination of 31 positions

City annexation of four areas (Ballantyne West Boulevard Sardis Road and South Boulevard/US521 on June 30 1999) will add 5 positions and increase the budget by $426 517

Bulky item collection service in multi-family complexes will be put to bid in FY2000

Addition of new Neighborhood Service cost center will promote vital neighborhoods and develop programs to make Charlotte a cleaner safer City

Addition of two customer service representatives will enhance response time to service requests

## Significant Impacts Within Council Focus Areas

Strengthen neighborhoods by introducing "Graffiti Watch" groups to reduce gang-related graffiti incidences in the CWAC neighborhoods

## Outcome Measures

Reduce code violations by 25% in Clean Sweep and special bulky trash collection communities by providing public education

Reduce service complaints by 5% by focusing on training and providing cost effective customer service

Maintain 4 0 level rating on Center City Performance Survey on the appearance of Uptown

**Recommended Increases:**

- $421 517 adds 5 positions and operating expenses such as landfill charges for the June 30, 1999 annexation areas These costs are partially offset by increased solid waste user fees of $79 812 in FY2000 and $85 900 in FY2001 Approximately 4 300 single and multi-family residences will be added

- $357 440 adds 7 positions and 5 vehicles for bulky item collection services in four targeted neighborhoods (Wilmore Villa Heights Hampshire Hills and Old Savannah) SWS plans to collect bulky items on a routine weekly basis eliminating the need for customers to call to schedule a pick-up The crew will also handle scheduled special cleanups and illegal dump collections for the entire City

- $200,000 in FY2000 and $400 000 in FY2001 provides for bulky item pickup service in the multi-family complexes by a private vendor This change completely privatizes this service City-wide

- $121 707 in FY2001 to install computer devices in all trucks for automating collection of route data currently collected manually This will reduce error rates and provide accurate information to improve overall service productivity

- $59 073 adds 2 customer service representatives to meet the City s emphasis on customer service This will lower the call abandonment rates on telephone service requests and enhance collection crews response times

- $9 578 converts the roll-out cart delivery crew to 2 permanent positions This service has been contracted out on two separate occasions but in each case the contractor defaulted This conversion will ensure consistent and effective service

- $7 654 converts a temporary clerical position to permanent The position will assist in handling route data for all collection services as well as an increased administrative workload

**Recommended Decreases:**

- Savings of $754 895 in FY2000 and $1,572 787 in FY2001 result from the elimination of 31 positions in the East quadrant The City competed against four national private companies and won the contract Solid Waste Services proposes to provide the residential collection service at $6 28 per month the nearest competitor's rate was $8 per month

The net impact of the competition affects other quadrants in the City The savings in the General Fund are offset by the following recommended increases

- $148 973 adds 3 contract monitor positions and vehicles for the East quadrant residential collection service contract The City s competition policy requires contract monitors be placed in each contracted division

- $103 972 adds 2 contract monitor positions in FY2001 This request will be funded when the North quadrant is competed in FY2001 This will be consistent with the City s policy of providing contract monitors in each contracted division

- Adds 2 positions and trucks in the West quadrant to maintain a necessary level of manpower and equipment reserve With other quadrants of the City moving into competition it is becoming difficult to rent services from other quarters No additional funding is necessary for this change as the contract for the West Quarter provides funding for these services

**Unfunded Requests:**

- $234 864 for 2 positions and vehicles to offer cardboard and paper products recycling to small business garbage collection customers This request would provide recycling services to approximately 3 350 small businesses that do not qualify for dumpster service

- $23 191 to provide 2 new trucks for existing contract monitors

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Residential Solid Waste Collection Services**<br>Provides four separate weekly solid waste collection services to all single family units and multiple family complexes of less than 30 units each Each service collect different materials with disposal at different sites and at different rates North Carolina state law and the City s participation in the Solid Waste Management Plan requires yard waste tires recyclables and recyclable white goods to be disposed of separately from garbage | | | |
| **Residential Collection North Quarter**<br>Provides weekly curbside garbage recyclables yard waste collection service and scheduled service for collection of bulky items and tires to all residential units in the area identified as the North Quarter of the City | 64 25 | $4 477 699 | $4 636 586 |
| **Residential Collection· East Quarter**<br>Provides weekly curbside garbage recyclables yard waste collection service and scheduled service for collection of bulky items and tires to all residential units in the area identified as the East Quarter of the City | 39 50 | 4 018 463 | 3 117 960 |
| **Residential Collection· South Quarter - Contracted Browning- Ferris Industries (BFI)**<br>Administers contract with BFI and provides field monitoring for residential solid waste collection in the South Quarter of the City - | 6 50 | 3 056 808 | 3 119 159 |
| **Residential Collection. West Quarter - Contracted (SWS-ConCol)**<br>Operates under the terms of the Memorandum of Understanding between the City of Charlotte and a City accounting entity SWS ConCol to provide weekly curbside garbage recyclables yard waste and scheduled bulky item and tire collection to all areas identified as the West Quarter of the City | 29 50 | 2 123 009 | 2 143 597 |
| **Multi-family Collection - Garbage and Recyclables Collection from Multi-family Complexes**<br>Provides contract with Container Corporation of Carolina for the collection of garbage recyclables and bulky items from multi family complexes | 1 25 | 1 886 552 | 2 136 485 |
| **Commercial Trash Collection**<br>Provides weekly trash collection service to small businesses and public trash receptacles within the City limits | 8 00 | 492 551 | 510 947 |
| **Landfill Disposal Costs**<br>Administers agreements/contracts on solid waste disposal tonnage and compensation | 1 50 | 7 459 901 | 7 966 604 |
| **Garbage and Recycling Containers**<br>Delivers rollout carts and recycling bins to residential units within the City limits Administers contracts with container vendors relative to repairs and compensation | 4 25 | 525 123 | 551 600 |
| **Street Cleaning**<br>Provides sweeping and weed control services on major thoroughfares and cut through streets on an as needed basis | 17 50 | 1 052 344 | 1 092 148 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Clean Street Rights of Way**<br>Provides debris removal from rights-of way of major thoroughfares and streets Provides 24 hour emergency removal of debris which may cause traffic hazards on City streets | 29 75 | $1 156 034 | $1 193 410 |
| **Dead Animal Collection**<br>Provides the removal of small dead animals from streets and right of ways Also provides for removal of small dead animals placed at the curb by citizens and collection of small dead animals from veterinarians | 2 00 | 78 732 | 80 076 |
| **Central Business District Maintenance**<br>Provides cleaning of sidewalks and structures maintenance of fixtures and removal of debris in the Tryon Street Mall area | 14 00 | 768 427 | 789 137 |
| **Special Event Support**<br>Provides support for special events in and around the Central Business District Support includes management of barricades assistance with site preparation and utility connections placement and service of temporary trash receptacles cleaning and trash removal before during and after events | 0 50 | 126 915 | 126 929 |
| **Tryon Street Mall Decorative Lights**<br>Administers contracts for year round decorative lighting in the Tryon Street Mall trees with additional lighting during the Christmas season | 0 25 | 79 923 | 81 323 |
| **Code Enforcement**<br>Enforces the City Code requiring the removal of weeds grass trash illegal signs junk graffiti and abandoned/hazardous/junk vehicles from private property | 18 25 | 1 074 324 | 1 094 511 |
| **Neighborhood Services**<br>Promotes vital neighborhoods and develops programs to ensure Charlotte is a clean and safe city | 7 00 | 357 440 | 365 799 |
| **Annexation**<br>Extends all solid waste collection services to the four annexation areas effective June 30 1999 | 5 00 | 426 517 | 440 123 |
| **Total Solid Waste Services** | **249.00** | **$29,160,762** | **$29,446,394** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Residential Solid Waste Collection Services * | $8 123 842 | $0 | (100 0)% | $0 | N/A |
| Residential Collection North Quarter* | 0 | 4 477 699 | N/A | 4 636 586 | 3 5% |
| Residential Collection East Quarter* | 0 | 4 018 463 | N/A | 3 117 960 | (22 4)% |
| Residential Collection South Quarter - Contracted (BFI) | 3 212 332 | 3 056 808 | (4 8)% | 3 119 159 | 2 0% |
| Residential Collection West Quarter - Contracted (SWS) | 2 171 135 | 2 123 009 | (2 2)% | 2 143 597 | 1 0% |
| Multi-family Collection Services - Contracted | 1 584 281 | 1 886 552 | 19 1% | 2 136 485 | 13 2% |
| Commercial Trash Collection | 463 714 | 492 551 | 6 2% | 510 947 | 3 7% |
| Landfill Disposal Costs | 6 862 209 | 7 459 901 | 8 7% | 7 966 604 | 6 8% |
| Garbage and Recycling | 437 292 | 525 123 | 20 1% | 551 600 | 5 0% |
| Street Cleaning | 1 012 623 | 1 052 344 | 3 9% | 1 092 148 | 3 8% |
| Clean Streets Rights of Way | 1 063 565 | 1 156 034 | 8 7% | 1 193 410 | 3 2% |
| Dead Animal Collection | 73 386 | 78 732 | 7 3% | 80 076 | 1 7% |
| Central Business District Maintenance | 805 018 | 768 427 | (4 5)% | 789 137 | 2 7% |
| Special Events Support | 130 398 | 126 915 | (2 7)% | 126 929 | 0 0% |
| Tryon Street Mall Decorative Lights | 74 031 | 79 923 | 8 0% | 81 323 | 1 8% |
| Code Enforcement | 1 085 074 | 1 074 324 | (1 0)% | 1 094 511 | 1 9% |
| Neighborhood Services | 0 | 357 440 | N/A | 365 799 | 2 3% |
| Annexation | 0 | 426 517 | N/A | 440 123 | 3 2% |
| **Sub-total Solid Waste Services** | **$27,098,900** | **$29,160,762** | **7.6%** | **$29,446,394** | **1.0%** |
| Off-setting Revenues | (6 540 039) | (7 090 770) | 8 4% | (7 448 090) | 5 0% |
| **Net General Fund Cost** | **$20,558,861** | **$22,069,992** | **7.4%** | **$21,998,304** | **(0.3)%** |
| **Positions** | **258.00** | **249.00** | **(3.5)%** | **249.00** | **0.0%** |

*Effective FY2000 Solid Waste Services reorganized all residential collection services by geographical area

# TRANSPORTATION

The Charlotte Department of Transportation provides planning and coordination of the City s transportation system improvements In addition, the Department develops traffic control plans for construction projects maintains roads, fabricates installs and maintains signs, and reviews development plans for enforcement of transportation ordinances

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 400 25 | $30,134,510 | 13 3% |

## Overview/Changes

The street resurfacing schedule is increased from 14 to 12 years at a cost of $1,339,800

10 position vacancies in Street Maintenance are traded for 10 new positions for the following purposes
- competition coordination and monitoring (2)
- street bond implementation (4)
- air quality and transportation planning (2)
- signal system timing adjustments (1)
- Bicycle Master Plan implementation (1)

## Significant Impacts Within Council Focus Areas

Organize the Metropolitan Transit Commission (MTC) to implement the 2025 Transit/Land Use Plan, resulting in an effective regional transportation system

Accelerate state road improvements and enhance City Within A City and other neighborhoods with sidewalk construction

Promote community safety through continuation of the SafeLight Program, and introduction of the Pedestrian Safety and Connectivity Programs in the capital budget

## Outcome Measures

Reduce the number of high accident and congested intersection locations city-wide

Achieve a 90 or higher rating of road conditions based on the Institute of Transportation Research and Education (ITRE) rating scale

Reduce commute time

Increase the number of Uptown parking spaces by 50 percent to 1 200 available spaces

## Amendments to Budget

**Recommended Increases:**

- $1 339 800 increases the street resurfacing schedule from 14 to 12 years The City s street conditions rating dropped from 96 to 90 over a five year period (This cost is fully covered by the Powell Bill Fund )

- The budget changes below reflect the addition of 10 positions These position increases are off-set by position reductions in the Street Maintenance Division for a net increase in positions of 0 The funding ($204 940) in Street Maintenance associated with the 10 position trades, however is transferred to a contractual line item to facilitate contracted work

  - $69 348 adds 2 positions to identify coordinate and monitor competition efforts within the department (A portion of the cost is charged to the Powell Bill Fund )

  - $118 145 adds 2 positions to address air quality, roadway and transit modeling and development of a regional transportation model (A portion of the cost is charged to the Metropolitan Transit Commission )

  - $70 652 adds 4 positions to implement road and neighborhood (Connectivity and Pedestrian Safety) capital projects (These costs are charged to the capital budget and a state transportation planning grant )

  - $54 180 adds a Signal System Technician to update signal system timing patterns, which will enhance the efficiency of traffic flow at signalized intersections

  - $73 425 adds a Bicycle Planner to implement the Bicycle Master Plan and to facilitate community-wide bicycle use

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $57 491 in current level line item increases

- $268 570 in additional administrative support (4 positions)

- $838 500 for special projects and enhanced street maintenance

- $138 238 for development plan reviews (2 positions)

- $79 937 for additional signal maintenance (1 position)

- $94 716 for accident data entry (2 positions)

- $93 175 for a GIS Specialist and related computer equipment (1 position)

- $69 369 for a transportation special events coordinator (1 position)

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Move Traffic** | | | |
| **Traffic Control**<br>Installs maintains and replaces traffic control signs signals pavement markings and railroad crossing devices | 52 00 | $2 908 641 | $2 882 857 |
| **Traffic Signal Operation and Accident Analysis**<br>Operates the City s traffic signal system Collects and analyzes traffic accident data and recommends safety modifications | 21 00 | 1 373 506 | 1 414 950 |
| **Engineering**<br>Designs new signals signs and pavement markings Designs and reviews road project plans and construction traffic control plans Monitors construction traffic control on contract work Inspects installation and maintenance of traffic control devices Monitors street resurfacing Includes costs to maintain railroad crossings | 26 00 | 1 395 972 | 1 425 113 |
| **Employee Safety Program**<br>Develops monitors and enforces CDOT employee safety policies Ensures compliance with OSHA regulations | 1 00 | 89 229 | 90 073 |
| **Customer Service**<br>Responds to citizen inquiries/complaints Issues street use permits Monitors railroad crossing and school zone safety Conducts neighborhood traffic studies Evaluates traffic control device requests | 12 00 | 683 946 | 690 410 |
| **Sub-total Move Traffic** | **112 00** | **$6,451,294** | **$6,503,403** |
| **Maintain Streets and Rights-of-Way** | | | |
| **Street Maintenance (Powell Bill)**<br>Provides funds from the State gasoline tax to resurface mill and seal cracks on City maintained streets Installs and maintains wheelchair ramps and curb & gutter Provides storm and other emergency response for ice and snow removal Purchases materials and vehicles used to maintain City streets and bridges | 180 00 | 21 908 751 | 22 413 178 |
| **Street Construction and Repair**<br>Provides surface repair patching and resurfacing Restores and repairs utility cuts and repairs sidewalks Evaluates City streets for annual resurfacing | 77 00 | 2 798 329 | 2 950 562 |
| **Storm Drainage Repair**<br>Replaces improves and maintains drainage ditches gutters catch basins and drainage pipes This expense is partially funded by the Storm Water Fund | 0 00 | 3 806 736 | 3 862 239 |
| **Sub-total Maintain Streets and Rights-of Way** | **257 00** | **$28,513,816** | **$29,225,979** |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Planning and Regulation** | | | |
| **Transportation Planning**<br>Collects land use and transportation data analyzes information gathered and prepares short and long range plans and programs (e g 2015 Transportation Plan Traffic Operations Plan) Supports Mecklenburg Union Metropolitan Planning Organization in compliance with planning mandates of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 Analyzes capacity deficiencies and plans roadway improvements | 22 25 | $1 104 486 | $1 140 791 |
| **Unified Planning Work Program (UPWP)**<br>Provides for administrative support to the Metropolitan Planning Organization | 0 00 | 312 978 | 327 399 |
| **Land Development and Regulation**<br>Reviews land development plans and ordinances determines thoroughfare requirements and driveways negotiates public/private joint venture projects Processes abandonment of right-of way petitions | 4 00 | 350 166 | 353 475 |
| **Sub-total Planning and Regulation** | **26 25** | **$1,767,630** | **$1,821,665** |
| **Street Lights, SafeLight and Park It!** | | | |
| **Street Lights**<br>Administers the City's Street Lighting Program Annual utility expenses are reflected in the Non Departmental section of the General Fund | 1 00 | 75 954 | 76 670 |
| **SafeLight**<br>Promotes vehicle safety at signalized intersections by photographing violators Program is administered contractually and operates as a separate fund City administrative costs are reflected in this budget See Fund Summaries section for additional information | 2 00 | 167 202 | 150 079 |
| **Park It!**<br>Enhances uptown parking by allowing on street parking during specified periods Program is administered contractually Revenues in excess of expenditures are estimated at $325 939 in FY2000 and $325 438 in FY2001 | 2 00 | 1 416 173 | 1 529 441 |
| **Sub-total Street Lights, SafeLight and Park It!** | **5 00** | **$1,659,329** | **$1,756,190** |
| **Annexation**<br>Includes one time funding costs in FY2000 for signal system installations and subsurface road work and recurring costs for street resurfacing aerial photography and pavement marking materials | 0 00 | 405 292 | 81 388 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Contribution to Capital Programs** | | | |
| **General Capital Fund**<br>Transfers Powell Bill funding for bridge repair and replacement<br>See Capital Investment Plan for additional information | 0 00 | $0 | $865 000 |
| **Sub-total Transportation Services** | **400.25** | **$38,797,361** | **$40,253,625** |
| Less Departmental Charges | | (8 662 851) | (8 412 110) |
| **Total Transportation Services** | **400.25** | **$30,134,510** | **$31,841,515** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Traffic Control | $2 724 600 | $2 908 641 | 6 8% | $2 882 857 | (0 9)% |
| Traffic Signal Operation and Accident Analysis | 1 232 515 | 1 373 506 | 11 4% | 1 414,950 | 3 0% |
| Engineering | 1 220 088 | 1 395,972 | 14 4% | 1 425 113 | 2 1% |
| Employee Safety Program | 76 069 | 89 229 | 17 3% | 90 073 | 0 9% |
| Customer Service | 583 071 | 683 946 | 17 3% | 690 410 | 0 9% |
| Street Maintenance (Powell Bill) | 20 023 827 | 21 908 751 | 9 4% | 22 413 178 | 2 3% |
| Street Construction and Repair | 2 453 189 | 2 798 329 | 14 1% | 2 950 562 | 5 4% |
| Storm Drainage Repair | 3 662 117 | 3 806 736 | 3 9% | 3 862 239 | 1 5% |
| Transportation Planning | 813 174 | 1 104 486 | 35 8% | 1 140 791 | 3 3% |
| Unified Planning Work Program | 260 237 | 312 978 | 20 3% | 327 399 | 4 6% |
| Land Development and Regulation | 298 520 | 350 166 | 17 3% | 353 475 | 0 9% |
| Street Lights | 64 750 | 75 954 | 17 3% | 76 670 | 0 9% |
| SafeLight | 104 723 | 167 202 | 59 7% | 150 079 | (10 2)% |
| Park It! | 1 046 595 | 1 416 173 | 35 3% | 1 529 441 | 8 0% |
| Annexation | 0 | 405 292 | N/A | 81 388 | (79 9)% |
| **Sub-total Transportation Operations** | **$34,563,475** | **$38,797,361** | **12.3%** | **$39,388,625** | **1.5%** |
| Contribution To Capital Program (Powell Bill) | 250 500 | 0 | (100 0)% | 865 000 | N/A |
| **Sub-total Transportation Services** | **$34,813,975** | **$38,797,361** | **11.4%** | **$40,253,625** | **3.8%** |
| Less Departmental Charges | (8 222 855) | (8 662 851) | 5 4% | (8 412 110) | (2 9)% |
| **Total Transportation Services** | **$26,591,120** | **$30,134,510** | **13.3%** | **$31,841,515** | **5.7%** |
| Off setting Revenues | (17 074 270) | (20 667 245) | 21 0% | (20 933 101) | 1 3% |
| **Net General Fund Cost** | **$9,516,850** | **$9,467,265** | **(0.5)%** | **$10,908,414** | **15.2%** |
| **Positions** | **400.25** | **400.25** | **0.0%** | **400.25** | **0.0%** |

# METROPOLITAN TRANSIT COMMISSION

The Metropolitan Transit Organization (MTC) is charged with overseeing and approving the maintenance, operation and development of a Mecklenburg County and regional transit system which moves people quickly easily and safety The MTC is responsible for implementing goals included in the *2025 Integrated Transit/Land Use Plan for Charlotte Mecklenburg July 1998*

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 96 25 | $91 233 125 | 64 0% |

## Overview/Changes

Transfer existing Charlotte Transit Services (CTS) Special Transportation Services (STS) and the County Social Service transportation program (DSS) to the MTC ($35 0 million)

Expand transit services with $2 million for the 5 Year Transportation Plan $1 9 million for DSS, $1 4 million for land use planning $2 2 million for county-wide service expansions and $ 5 million for administration (including the addition of 14 positions)

Implement a one-year (FY2000) interim capital budget totaling $23 9 million with $9 million for existing programs (including 14 replacement buses and 7 new buses) and $14 8 million for rapid transit initiatives (corridor planning and right-of-way protection)

Reserve $24 3 *million for future capital projects*

## Significant Impacts Within Council Focus Areas

Approval of the ½% sales tax and implementation of the Metropolitan Transit Commission is a cornerstone achievement within the Transportation focus area and 1 of 5 top Council priorities for 1999

Enhance business retention neighborhood/business revitalization and economic development within the City (3 of 6 high Council priorities for 1996)

Improve transportation system in City Within A City neighborhoods to provide access to jobs shopping and recreation

## Outcome Measures

Proactively build relations with the development community

Establish a formalized structure for regional transit collaboration

Gain public input and identify locally preferred alternatives for rapid transit

Implement the 2015 Transportation Plan develop the 2020 Transportation Plan

# Metropolitan Transit Commission Program Summary

| | FY99 Budget | FY2000 Budget |
|---|---|---|
| **Expenditure Summary** | | |
| Current Service | | |
| Planning Contract Management Project Support | $ 1 977 966 | $ 2 195,045 |
| Transit Contracted Services | 2 178 267 | 2 546,352 |
| Special Transportation Service | 3 353 613 | 3,243,825 |
| Support from City Departments | 682 726 | 728,683 |
| Charlotte Transit Administration Operations Maintenance | 23 561,062 | 23 325,688 |
| Transportation Center Operations | 709 081 | 950,000 |
| County Social Services (DSS) Transportation | 1 967 170 | 2 016,657 |
| **Sub-total** | **$34,429,885** | **$35,006,250** |
| Expanded Service | | |
| City Five-Year Plan Service Improvements | 0 | 2 003 216 |
| County Social Services (DSS) Transportation Expansion | 0 | 1 912 632 |
| Transit/Land Use Start-Up (CDOT) | 185 000 | 556 133 |
| Transit/Land Use Start-Up (Others) | 0 | 900 000 |
| Chief Transit Official and Staff | 70,000 | 500,000 |
| County Transit Services | 0 | 2 226,000 |
| **Sub-total** | **$255,000** | **$8,097,981** |
| **Operating Program Sub-total** | **$ 34,684,885** | **$ 43,104,231** |
| **Capital Expenditures** | | |
| Capital Program | 20 929 000 | 23 870 000 |
| Future Construction Reserve | 0 | 24 258,894 |
| **Capital Program Sub-total** | **$20,929,000** | **$48,128,894** |
| **Total Expenditures** | **$55,613,885** | **$91,233,125** |

| **Revenue Summary** | | |
|---|---|---|
| Maintenance-of-Effort including | | $18 881,534 |
| City of Charlotte | 18 400 000 | |
| Mecklenburg County | 464 034 | |
| Town of Huntersville | 17 500 | |
| Federal and State Grants including | | 11 760 739 |
| City of Charlotte | 10 300 000 | |
| Mecklenburg County | 1 460 739 | |
| Passenger Revenues including | | 8,560,180 |
| City of Charlotte | 8 300 000 | |
| Mecklenburg County | 260 180 | |
| Half-Percent Sales Tax | | 52,030 672 |
| **Total Projected Revenue** | | **$91,233,125** |

| | FY99 Budget | FY2000 Budget |
|---|---|---|
| **Current Service** | | |
| **Planning, Contract Management, Project Support**<br>Provides for project and program management fiscal control and planning/assessment functions for the county-wide transit effort Includes staff for Vanpool Services Uptown Transportation Assistance/ Information Center Transit Planning Administration Communications/ Marketing and Disabled Client Certification | $1 977 966 | $2 195 045 |
| **Transit Services Contracted with Private Providers**<br>• Beatties Ford Hub (EZ Rider Northwest)<br>• University City Hub (Uni-Park Rider)<br>• EZ Rider - West North Cityview<br>• Charlotte-Rock Hill Commuter Service<br>• Charlotte-Concord Commuter Service<br>• Center City Circuit<br>• SouthPark Hub (to be implemented)<br>• Guaranteed Ride Home | 2 178 267 | 2 546 352 |
| **Special Transportation Service**<br>Provides for transportation services to the disabled as required by the Americans with Disabilities Act | 3 353 613 | 3 243 825 |
| **Support from City Departments**<br>Provides for administrative support by departments (Budget Finance Legal etc ) | 682 726 | 728 683 |
| **Charlotte Transit Administration**<br>Provides on-site administration including personnel safety financial payroll etc | 1 523 787 | 1 877 690 |
| **Charlotte Transit Operations**<br>Operation of routes and schedules including the cost of drivers salaries fuel and system insurance | 16 661 360 | 16 002 598 |
| **Charlotte Transit Maintenance**<br>Maintenance of 170 buses | 5 375 915 | 5 445 400 |
| **Uptown Transportation Center Operations**<br>Partnership with Bank of America to provide the City s share of the Transportation Center's operating expenses | 709 081 | 950 000 |
| **County Social Services (DSS) Transportation**<br>Provides transportation to sheltered workshops adult day care centers congregate nutrition sites and medical facilities | 1 967 170 | 2 016 657 |
| **Current Service Sub-total** | **$34,429,885** | **$35,006,250** |

| | FY99 Budget | FY2000 Budget |
|---|---|---|
| **Expanded Service** | | |
| **Five-Year Plan Service Improvements**<br>• Expanded operating hours and express service for Charlotte Transit<br>• Expanded hours for Transportation Center customer assistance<br>• Improved customer/marketing services<br>• Expanded vanpool operations | $0 | $2 003 216 |
| **Social Services Transportation Improvements**<br>• Expanded services to sheltered workshops adult day care centers etc<br>• Service to elderly for shopping and recreation<br>• Service to Veterans Hospitals and Clinics | 0 | 1 912 632 |
| **Transit/Land Use Start-Up (CDOT)**<br>Provides CDOT staff to carry out County-wide work program | 185 000 | 556 133 |
| **Transit/Land Use Start-Up (Others)**<br>Provides funds for staff needed in Mecklenburg Towns City Finance Planning and Corporate Communications for first year plan implementation | 0 | 900 000 |
| **Chief Transit Official and Staff**<br>Provides for additional management and administration of county wide transit effort. | 70 000 | 500 000 |
| **County Transit Services**<br>Funds for first year service for Towns Includes circulation services within the towns plus new routes connecting towns with each other and Charlotte Also includes potential Charlotte Transit local service extensions to Matthews and Pineville | 0 | 2 226 000 |
| **Expanded Service Sub-Total** | **$255,000** | **$8,097,981** |
| **Operating Program Sub-Total** | **$34,684,885** | **$43,104,231** |
| **Capital Expenditures** | | |
| **FY 2000 Capital Investment Plan Funding**<br>Detail on expenditures and reserves listed on pages 9 11 | 20 929 000 | 23 870 000 |
| **Future Construction Reserve**<br>Balance of sales tax revenue set aside for long range rapid transit projects | 0 | 24 258 894 |
| **Capital Expenditures Sub-Total** | **$20,929,000** | **$48,128,894** |
| **Total Program Expenditures** | **$55,613,885** | **$91,233,125** |

# Neighborhood Development

Neighborhood Development provides affordable housing housing code enforcement job training and placement small business lending and development neighborhood leadership development and problem solving to Charlotte s neighborhoods While these services are provided to all City neighborhoods, the primary focus is on the maintenance preservation and revitalization of the City s inner-city neighborhoods

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 103 | $10 913 549 | (15 3%) |

## Overview/Changes

Two Neighborhood Services Specialists will be added to implement action plans in six more targeted neighborhoods

A deputy director is recommended to provide managerial assistance for daily operations

## Significant Impacts Within Council Focus Areas

Efforts to strengthen neighborhoods continue by increasing the supply of affordable housing and the percentage of homeownership

Activities for promoting economic opportunities include increasing the number of small businesses by concentrating efforts and targeting specific business districts

Attempts to grow the tax base include increasing investments in targeted CWAC neighborhoods

Staff is implementing code tracking system to improve productivity and enhance response to service requests

## Outcome Measures

Encourage community participation in problem solving and increase neighborhood participation in community activities by 20%

Implement action plans for community problem solving in nine targeted neighborhoods

Increase neighborhood reinvestment as measured by increasing annual building permit values by 11%

Complete housing code tracking system implementation by December 1999

## Amendments to Budget

**Recommended Increases:**

- $100 000 adds a deputy director to provide managerial assistance for daily operations
- $75 000 is included for a consulting contract to determine how the city can best contribute to educational attainment goals for Charlotte-Mecklenburg
- $82 758 funds 2 neighborhood service specialists to work with targeted neighborhoods to implement action plans for resolving community problems
- $50 000 funds a consulting contract to reengineer work processes

**Recommended Decreases:**

- None

**Unfunded Requests.**

- $338,396 for 4 housing referral specialists and 5 housing rehabilitation specialists to increase code enforcement in targeted City Within a City neighborhoods
- $294 223 to increase training and employment opportunities to residents of targeted pockets of poverty
- $100,00 for a planning and feasibility study to track workload information
- $96 707 for 2 neighborhood development specialists and a loan agent to increase investments in targeted neighborhoods
- $50 000 for upgrading computer hardware
- $42 374 for adding an administrative position to assist the Workforce Development Board in monitoring activities

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Neighborhood Services** | 19 00 | $1 576 196 | $1 635 448 |
| **Employment & Business Services** | 27 00 | 3 288 553 | 3 353 009 |
| **Housing Services** | 40 00 | 5 417 039 | 3 810 817 |

**Neighborhood Services**
Empowers neighborhoods through developing neighborhood leadership skills engaging in problem solving initiatives helping to coordinate the implementation of neighborhood plans and providing neighborhood support services

Key services are

- Neighborhood Based Problem Solving
- Neighborhood Plan Implementation Coordination
- Leadership Training (HANDEL)
- Neighborhood Matching Grants
- Neighborhood Centers
- Electronic Neighborhoods
- Mayor s Mentoring Alliance
- Annual Neighborhood Symposium

**Employment & Business Services**
Prepares disadvantaged adults and youth for employment provides access to jobs develops and assists businesses and business organizations in targeted geographies and supports Enterprise Communities

Key services are

- Adult Job Training
- Youth Employment Programs (Summer &Year Round)
- Workforce Development Board Support
- Small Business Relations
- Economic Development Loans
- Business Corridor Development

**Housing Services**
Preserves the existing housing stock expands the supply of low and moderate income housing and provides self sufficiency programs for low and moderate income families

Key services are

- Housing Code Enforcement
- Relocation Services
- Rehabilitation
- New Housing Development
- Self Sufficiency Counseling
- Infrastructure Development
- Lead Base Paint Abatement

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Key Business Support Unit**<br>Provides leadership compliance financial and human resource systems to the Key Business | 17 00 | $1 193 809 | $1 177 869 |

Key services are

- Policy Coordination
- Balanced Scorecard/Business Planning/Competition
- Budgeting Fiscal Control and Compliance Monitoring
- Human Resources Management
- Training and Development Coordination
- Communications
- Technology Support
- Customer Service

| | | | |
|---|---|---|---|
| **Sub-total Neighborhood Development Services** | **103.00** | **$11,475,597** | **$9,977,143** |
| Less Departmental Charges | | (562 048) | (561 356) |
| **Total Neighborhood Development Services** | **103.00** | **$10,913,549** | **$9,415,787** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Neighborhood Services | $1 452 213 | $1 576 196 | 8 5% | $1 635 448 | 3 8% |
| Employment & Business Services | 3 908 600 | 3 288 553 | (15 9)% | 3 353 009 | 2 0% |
| Housing Services | 7 195 061 | 5 417 039 | (24 7)% | 3 810 817 | (29 7)% |
| Key Business Support Unit | 893 315 | 1 193 809 | 33 6% | 1 177 869 | (1 3)% |
| **Sub-total Neighborhood Development Services** | **$13,449,189** | **$11,475,597** | **(14 7)%** | **$9,977,143** | **(13.1)%** |
| Less Departmental Charges | (560 000) | (562 048) | 0 4% | (561 356) | (0 1)% |
| **Total Neighborhood Development Services** | **$12,889,189** | **$10,913,549** | **(15.3)%** | **9,415,787** | **(13.7)%** |
| Off setting Revenues | (9 068 352) | (6 726 235) | (25 8)% | (5 118 632) | (23 9)% |
| **Net General Fund Cost** | **$3,820,837** | **$4,187,314** | **9.6%** | **$4,297,155** | **2.6%** |

| | | | | | |
|---|---|---|---|---|---|
| **Positions** | **102.00** | **103.00** | **1.0%** | **103.00** | **0.0%** |

# Neighborhood Development Financial Partners

| Financial Partner | Funding Source | FY99 Funding | FY2000 Request | FY2000 Budget | FY2001 Request | FY2001 Budget |
|---|---|---|---|---|---|---|
| Charlotte Mecklenburg Housing Partnership - Affordable Housing | Innovative Housing CDBG HOME | $2 000 000 | $3 500 000 | $2 100 000 | $4 100 000 | $2 184 000 |
| Crisis Assistance Energy Assistance | Innovative Housing | 100 289 | 130,000 | 105 303 | 145 000 | 109 515 |
| Crisis Assistance Emergency Rent | Innovative Housing | 104 000 | 120 000 | 109 200 | 135 000 | 113 568 |
| Bethlehem Center After School Enrichment | CDBG | 165 178 | 198 189 | 184 178 | 206 117 | 191 545 |
| Gethsemane After School Enrichment | CDBG | 460 174 | 605 344 | 502 011 | 629 558 | 522 091 |
| YWCA Scattered Site | Innovative Housing | 86 843 | 121 182 | 106 182 | 121 182 | 110 429 |
| St Paul Baptist After School Enrichment | CDBG | 43 463 | 45 457 | 47 788 | 47 230 | 49 699 |
| Charlotte Mecklenburg Board of Education After School Enrichment | CDBG | 156 000 | 260 000 | 171 600 | 260 000 | 178 464 |
| YMCA Success by Six | Innovative Housing | 45 794 | 46 826 | 46 826 | 48 699 | $48 699 |
| Child Care Resources | JTPA General Fund | 0 | * | * | * | * |
| Employment Security Commission | JTPA | 0 | * | * | * | * |
| Senior Center | JTPA General Fund | 0 | * | * | * | * |
| UJAAMA Inc | Innovative Housing | 200 000 | 3 year contract | 256 250 | 3 year contract | TBD |
| Consumer Credit Counseling | Innovative Housing | 271 700 | 3 year contract | 266 202 | 3 year contract | TBD |
| **Total Neighborhood Development Financial Partners** | | **$3,633,441** | **$5,026,998** | **$3,895,540** | **$5,692,786** | **$3,508,010** |

**** Services provided by these agencies are being competitively awarded***

# ENGINEERING AND PROPERTY MANAGEMENT

The Engineering and Property Management business is organized into three functional areas 1) the planning, design and construction of the city s infrastructure 2) the management and maintenance of the city s real property assets and 3) the regulation and inspection of private sector subdivision and land development activities These functional areas are

Engineering Services
Management of City Buildings Landscapes Real Estate and Assets
Storm Water and Land Development

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 313 | $24,873 613 | 14 8% |

## Overview/Changes

Land Development increases by 4 positions to ensure timely development plan reviews and another 9 positions to exercise the City s Extra Territorial Jurisdiction

Engineering Services increases by 18 positions to implement the $98 3 million in 1998 Street Bonds and to plan for future street projects to accelerate implementation

Storm Water increases by 8 positions to perform capital project inspection work previously performed by Engineering Services (now dedicated to neighborhood and road projects )

## Significant Impacts Within Council Focus Areas

Implement Transportation systems that enable people and goods to move easily and safely within the City and region

Develop new land development permitting computer system by April 2000, enhancing the City s ability to promote Economic Development by streamlining plan reviews

Maintain an up to-date status of all City properties and work with the Privatization and Competition Advisory Committee to dispose of unneeded properties Restructuring Government

Strengthen City Within A City and other neighborhoods by aggressive implementation of the Neighborhood Improvement Bonds and the Storm Water Capital Investment Plan

Promote economic opportunity by increasing the percent of projects contracted to minority/women owned businesses

## Outcome Measures

Reduce backlog of 94 storm water flood control projects

Reduce backlog of 500 storm drain repairs

## Amendments to Budget

**Recommended Increases:**

- $1 035 944 adds 14 positions for implementation of the 1998 Street Bond projects (This cost is fully charged to the capital budget)
- $481 093 adds 8 positions in Storm Water for inspection work previously performed by Engineering
- $375 000 provides for building modifications and furniture associated with increases in positions for departments residing in the Charlotte-Mecklenburg Government Center, such as the Metropolitan Transit Commission
- $288 999 adds 9 positions to implement Extra Territorial Jurisdiction (ETJ), imposing City development standards on development one mile outside the City limits The number of positions recommended is based on current service levels, not taking into account higher development levels in the ETJ (60% of this cost is recovered from user fees ) Funding assumes the ETJ would become effective on January 1 2000
- $244,595 adds 3 positions to implement early planning for November 2000 road bond referendum projects (This cost is fully charged to the capital budget )
- $219 305 adds 4 positions in Land Development to meet turn-around service standards for development plan reviews The number of plan reviews has increased by 39% since FY94 (60% of this cost is recovered from user fees )
- $80 000 funds replacement of outdated (11 years old) survey equipment
- $56 624 adds 1 position for construction inspection associated with the increase in street resurfacing schedule from 14 to 12 years (This cost is fully charged to the Powell Bill Fund )

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $1 021 045 to implement City administration of the Zoning Ordinance (17 positions)
- $497 281 in current level line item increases
- $381 474 for additional staff support for the Metropolitan Planning Organization (6 positions)
- $273 950 for enhanced City facilities building maintenance
- $236 815 to enhance asset management efforts (4 positions)
- $152 500 for enhanced landscape management
- $134 433 to monitor contracted landscape management work (4 positions)

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Storm Water Services** | | | |
| **Water Quality**<br>Provides the administration of the water quality program public education testing and flow measurement | 3 00 | $908 314 | $913 752 |
| **Maintenance**<br>Provides the physical upkeep of the existing storm drainage system | 45 00 | 6 612 369 | 6 649 889 |
| **Infrastructure Planning**<br>Provides the programming policy and database development for management evaluation and planning for the storm drainage system | 9 00 | 2 062 460 | 2 073 879 |
| **Sub-total Storm Water Services** | **57 00** | **$9,583,143** | **$9,637,520** |
| **Engineering and Capital Projects** | | | |
| **Real Estate**<br>Appraises and acquires property on behalf of the City for Engineering CMU and Neighborhood Development capital projects | 12 00 | 548 156 | 575 617 |
| **Asset Management**<br>Inventories and sells all City owned parcels considered to be surplus Conducts lease negotiations Operations are offset with revenues generated from asset sales | 4 00 | 657 349 | 668 308 |
| **Special Projects**<br>Manages building facility construction projects such as annexation fire stations building renovations Americans with Disabilities compliance program and other major facility projects | 6 00 | 489 167 | 495 311 |
| **Design**<br>Manages consultant design contracts and designs street and intersection projects in house Coordinates the implementation of the CIP program with other City departments | 35 00 | 2 269 565 | 2 279 169 |
| **Construction**<br>Provides on-site inspection of construction contractors work to ensure compliance with plan specifications and City standards | 22 00 | 1 245 836 | 1 248 635 |
| **Internal Services/Administration**<br>Administers the departmental operating and capital budgets coordinates the Citywide Capital Budget and job costing system produces project schedules and management information Provides technology and administrative support to the Department | 15 00 | 1 449 778 | 1 408 997 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Contracts**<br>Calculates construction cost estimates administers the bid process writes negotiates and awards professional service contracts monitors compliance with MWBD goals Monitors use of private contractors for maintenance and repair of roof systems pest control elevators sprinkler systems and parking deck management | 9 00 | $765 498 | $773 879 |
| **Survey**<br>Provides survey services to all departments (except CMU) Manages survey contracts | 16 50 | 804 549 | 812 862 |
| **Mapping**<br>Provides mapping services to all departments (except CMU) and manages mapping consultant contracts provides geographic information system (GIS) mapping services and operates map room for the Department | 6 50 | 491 319 | 497 259 |
| **Sub-total Engineering Capital Projects** | **126 00** | **$8,721,217** | **$8,760,037** |
| **Land Development Services**<br>Administers the Subdivision Ordinance and provides on-site review of all building projects Administers commercial land development regulations to ensure compliance with City standards and ensures compliance with the City Tree Ordinance | 37 00 | 2 076 378 | 2 379 832 |
| **Landscape Management** | | | |
| **Uptown Greenspace, City Property, and Landscape Project Management**<br>Provides landscape and grounds maintenance for 7 uptown parks 49 City buildings and over 200 median/island landscape projects either through City or contract forces | 11 00 | 2 532 164 | 2 581 326 |
| **Right-of-Way and Vacant City Property**<br>Provides maintenance at 55 vacant City lots and over 1 400 street shoulder segments | 14 00 | 994 088 | 1 018 297 |
| **Cemeteries**<br>Operates and maintains six cemeteries Operating expenses are partially offset by operating revenues | 8 00 | 555 811 | 565 548 |
| **Tree Planting and Maintenance**<br>Plants and maintains trees through citizens co op programs and other volunteer efforts maintains existing and new street trees planted through capital and other programs | 16 00 | 1 611 669 | 1 651 527 |
| **Sub-total Landscape Management** | **49 00** | **$5,693,732** | **$5,816,698** |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Building Maintenance** | | | |
| **Maintenance**<br>Provides preventive maintenance and repairs for 168 City owned facilities including HVAC electrical and construction maintenance and painting | 24 00 | $1 940 984 | $1 993 583 |
| **Governmental Plaza Services**<br>Provides operating support and overall management of CMGC and Old City Hall Includes general maintenance custodial mail delivery and other services | 17 00 | 3 139 432 | 2 903 140 |
| **Sub-total Building Maintenance** | **41 00** | **$5,080,416** | **$4,896,723** |
| **Maintenance of Cultural Facilities and Agencies** | | | |
| **Cultural Facilities**<br>Provides funding under the Council approved Cultural Action Plan for custodial utilities and other services for City-owned facilities leased by cultural agencies | 3 00 | 2 027 496 | 2 038 904 |
| **Sub-total Engineering and Property Management Services** | **313 00** | **$33,182,382** | **$33,529,714** |
| Less Departmental Charges | | ($8 308 769) | ($8 281 863) |
| **Total Engineering and Property Management Services** | **313.00** | **$24,873,613** | **$25,247,851** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Storm Water Quality | $789 996 | $908 314 | 15 0% | $913 752 | 0 6% |
| Storm Water Maintenance | 5 450 973 | 6 612 369 | 21 3% | 6 649 889 | 0 6% |
| Storm Water Infrastructure Planning | 1 658 992 | 2 062 460 | 24 3% | 2 073 879 | 0 6% |
| Real Estate | 619 608 | 548 156 | (11 5)% | 575 617 | 5 0% |
| Asset Management | 619 347 | 657 349 | 6 1% | 668 308 | 1 7% |
| Special Projects | 424 105 | 489 167 | 15 3% | 495 311 | 1 3% |
| Design | 1 766 398 | 2 269 565 | 28 5% | 2 279 169 | 0 4% |
| Construction | 940 382 | 1 245 836 | 32 5% | 1 248 635 | 0 2% |
| Internal Services/Administration | 1 153 825 | 1 449 778 | 25 7% | 1 408 997 | (2 8)% |
| Contracts | 578 499 | 765 498 | 32 3% | 773 879 | 1 1% |
| Survey | 573 423 | 804 549 | 40 3% | 812 862 | 1 0% |
| Mapping | 409 907 | 491 319 | 19 9% | 497 259 | 1 2% |
| Land Development Services | 1 413 323 | 2 076 378 | 46 9% | 2 379 832 | 14 6% |
| Uptown Greenspace City Property and Landscape Management | 2 481 777 | 2 532 164 | 2 0% | 2 581 326 | 1 9% |
| Right-of-Way & Vacant City Property | 1 025 798 | 994 088 | (3 1)% | 1 018 297 | 2 4% |
| Cemeteries | 527 829 | 555 811 | 5 3% | 565 548 | 1 8% |
| Tree Planting and Maintenance | 1 689 213 | 1 611 669 | (4 6)% | 1 651 527 | 2 5% |
| Building Maintenance | 1 719 123 | 1 940 984 | 12 9% | 1 993 583 | 2 7% |
| Governmental Plaza Services | 4 139 017 | 3 139 432 | (24 2)% | 2 903 140 | (7 5)% |
| Cultural Facilities | 2 015 527 | 2 027 496 | 0 6% | 2 038 904 | 0 6% |
| **Sub-total Engineering & Property Management Services** | **$29,997,062** | **$33,182,382** | **10.6%** | **$33,529,714** | **1.0%** |
| Less Departmental Charges | (8 333 735) | (8 308 769) | (0 3)% | (8 281 863) | (0 3)% |
| **Total Engineering & Property Management Services** | **$21,663,327** | **$24,873,613** | **14 8%** | **$25,247,851** | **1 5%** |
| Off-setting Revenues | (17 560 261) | (19 607 425) | 11 7% | (19 802 357) | 1 0% |
| **Net General Fund Cost** | **$12,436,801** | **$13,574,957** | **9.2%** | **$13,727,357** | **1 1%** |
| **Positions** | **274.00** | **313 00** | **14 2%** | **313.00** | **0.0%** |

# Cultural Facilities Related Costs
# FY95 - FY2001

| Fiscal Year | Operation and Maintenance | Capital Maintenance | Pay-As-You-Go Capital Improvements | Annual Cultural Facility Debt Retirement |
|---|---|---|---|---|
| 2001 | $2 038,904 | $370 500 | $0 | $2 594 758 |
| 2000 | $2 027,496 | $205,000 | $0 | $2,617,708 |
| 1999 | $2 015 527 | $662,841 | $750,000 (Discovery Place lunch area) | $2,910,986 |
| 1998 | $1 934 839 | $183,659 | $0 | $3,340,959 |
| 1997 | $1 789 923 | $116 990 | $0 | $3,537,574 |
| 1996 | $1 565,298 | Not Available* | $0 | $3,351,630 |
| 1995 | $1,351,486 | Not Available* | $0 | $2,914,415 |

* Prior to 1997, the City s capital maintenance expenses were not recorded by individual facility

# PLANNING

The Planning Commission provides advice and technical expertise to assist elected officials Planning Commission members public agencies and citizens in understanding and dealing with key community issues and priorities The Planning Commission staff services include land use planning development services neighborhood planning economic development and capital facilities planning transportation planning and coordination historic districts and research and geographic information

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 46 | $3 166 215 | 11 1% |

## Overview/Changes

Two positions are added for transportation planning ($133 870) This expense will be charged to the Metropolitan Planning Commission

Contractual services are increased to respond to Council directives including 2025 Transit Land Use Plan Implementation Planning for Our Future regional planning initiatives special design services and training ($200 000)

## Significant Impacts Within Council Focus Areas

Strengthen neighborhoods by developing strategic plans for Charlotte s Eastside South Park and the I-485/Providence Road interchange area and establish a neighborhood-based problem solving office

Promote economic opportunity by developing the Economic Development Strategic Plan Update for Charlotte Mecklenburg developing and supporting plans to guide reinvestment in the Center City, and developing draft business corridor plans for the West Morehead and Plaza Central corridors

Provide safe, convenient transportation by completing outlined time-frame of corridor land use proposals to support transit

Improve service quality by creating and sharing a community vision and communicating the long term direction of City and County planning actions

## Outcome Measures

Complete 50% of the Economic Development Strategic Plan which is a two-year project

Achieve 4 5 overall customer satisfaction rating (5 point scale)

Process 100% of historic district certificates of appropriateness zoning petitions and subdivision requests within the established time frames

## Amendments to Budget

**Recommended Increases:**

- $133 870 funds 2 positions for transportation planning (1999 Council Retreat top priority)
- $100 000 funds the 2025 Transit Land Use Plan Implementation (1999 Council Retreat top priority)
- $75 000 funds the Airport Intermodal Transit Study (Transportation Focus Area Objective)
- $50 000 funds Special Design Services for urban corridors overlay zoning district
- $28 872 increases funding for printing and publishing documents such as "Planning for Our Future "
- $25 000 increases funding for regional planning initiatives and special projects

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $77 300 for technology improvements

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Land Use Planning**<br>Prepares and updates comprehensive district neighborhood special project and urban design plans | 8 50 | $605 300 | $592 890 |
| **Economic Development and Capital Facilities**<br>Develops business corridor revitalization plans prepares Ten-Year Capital Needs Assessments coordinates School Facilities Master Plan and supports City and County Capital Programs | 4 50 | 337 780 | 309 131 |
| **Transportation Planning**<br>Develops and updates long-range transportation plans supports the Metropolitan Planning Organization and assists with transit/transportation initiatives | 5 00 | 406 111 | 353 789 |
| **Neighborhood Planning**<br>Provides program development planning services neighborhood assessments plan development facilitation technical and problem solving support for neighborhoods throughout Charlotte and Mecklenburg County and for City Within a City | 2 00 | 148 622 | 157 644 |
| **Development Services**<br>Administers the rezoning special use permit vested right certification and text amendment processes Coordinates the review and approval of all land subdivision planned multi family and all other site plans to assure conformance with applicable land development regulations and policies | 10 50 | 727 558 | 719 006 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Historic Districts**<br>Protects Charlotte s historically significant areas structures and sites and maintains present historic districts by processing petitions for HDC review and issuing Certificates of Appropriateness | 2 00 | $126 717 | $128 115 |
| **Research and Geographic Information**<br>Develops and maintains planning and land use data bases current base maps zoning maps and planning maps and the Geographic Information System and other mapping technology to meet customer needs | 5 00 | 347 504 | 340 660 |
| **Planning Commission and City/County Support**<br>Responds to elected officials Planning Commission and City/County management requests | 1 50 | 115 539 | 124 116 |
| **Special Projects**<br>Provides research and technical services in response to special requests from the City Council Board of County Commissioners or the Planning Commission Manages and coordinates the City of Charlotte s ongoing annexation activities from the initial identification of potential areas to the follow up implementation after an ordinance is adopted Provides planning services in cooperation with other governmental jurisdictions and facilitates coordinated planning throughout the area | 4 25 | 402 911 | 309 133 |
| **Departmental Operations**<br>Prepares and maintains a business plan and work program an activity based costing/management system a budget and evaluation system a personnel evaluation process clerical operations and training and customer service strategies | 2 75 | 214 513 | 220 702 |
| **Sub-total Planning Services** | **46.00** | **$3,432,555** | **$3,255,186** |
| Less Departmental Charges | | (266 340) | (125 693) |
| **Total Planning Services** | **46.00** | **$3,166,215** | **$3,129,493** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Land Use Planning | $475 968 | $605 300 | 27 2% | $592 890 | (2 1)% |
| Economic Development | 390 394 | 337 780 | (13 5)% | 309 131 | (8 5)% |
| Transportation Planning | 122 408 | 406 111 | 231 8% | 353 789 | (12 9)% |
| Neighborhood Planning | 237 373 | 148 622 | (37 4)% | 157 644 | 6 1% |
| Development Services | 613 634 | 727 558 | 18 6% | 719 006 | (1 2)% |
| Historic Districts | 124 206 | 126 717 | 2 0% | 128 115 | 1 1% |
| Research and Geographic Information | 340 952 | 347 504 | 1 9% | 340 660 | (2 0)% |
| Planning Commission and City/County Support | 103 579 | 115 539 | 11 5% | 124 116 | 7 4% |
| Special Projects | 289 162 | 402 911 | 39 3% | 309 133 | (23 3)% |
| Departmental Operations | 153 021 | 214 513 | 40 2% | 220 702 | 2 9% |
| **Sub-total Planning Services** | **$2,850,697** | **$3,432,555** | **20.4%** | **$3,255,186** | **(5.2)%** |
| Less Departmental Charges | 0 | (266 340) | N/A | (125 693) | (52 8)% |
| **Total Planning Services** | **$2,850,697** | **$3,166,215** | **11.1%** | **$3,129,493** | **(1.2)%** |
| Off-setting Revenues | (200 564) | (212 774) | 6 1% | (221 285) | 4 0% |
| **Net General Fund Cost** | **$2,650,133** | **$2,953,441** | **11.4%** | **$2,908,208** | **(1.5)%** |

| | | | | | |
|---|---|---|---|---|---|
| **Positions** | **44.00** | **46.00** | **4.5%** | **46.00** | **0.0%** |

# CHARLOTTE MECKLENBURG UTILITIES

Charlotte Mecklenburg Utilities provides services to over 600,000 residents and most businesses in Mecklenburg County Services include the treatment of over 30 billion gallons of water for drinking, the treatment of over 30 billion gallons of wastewater, maintenance of over 5,400 miles of water and sewer mains, and infrastructure design and development

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 729 50 | $130,908,951 | 16 7% |

## Overview/Changes

Operation and maintenance of expanded/improved water and wastewater plants ($1,905,887)

Engineering support for infrastructure maintenance and construction ($1,402,911)

Operation and maintenance of the water distribution and wastewater collection systems ($1,324,646)

Response to increased meter reading workload ($394,880)

Enhanced system protection efforts ($373 540)

Increased administrative and technical support for expanded operations ($301,368)

## Significant Impacts Within Council Focus Areas

Economic Development is enhanced by continued strategic investment in infrastructure through capital project development and infrastructure maintenance Increased staff resources are included in the budget to enhance support capital program developments

City Within a City efforts include an emphasis on water and sewer main rehabilitation and repair

Restructuring Government is impacted by contractual operation of selected water and wastewater treatment plants contractual residuals management and implementation of the new Utility Billing System

## Outcome Measures

Continue to meet higher drinking water standards than state and federal regulations dictate

Maintain reasonable water and sewer rates The percentage increase in water and sewer rates is 4 8% for FY2000 and projected to range from 4 2% to 4 5% over the next four years The average monthly residential bill will increase from $26 57 to $27 85 for FY2000

Provide responsive services by responding to water leak requests within targeted times (2 weeks for routine 48 hours for priority and 24 hours for emergency)

Provide response services by responding to sewer overflows within one hour

## Amendments to Budget

**Recommended Increases:**

- $1,519 118 funds increased cost of operating wastewater treatment plants as a result of increased wastewater flow completed plant expansions and installation of new equipment Adds 7 positions and funding for increased chemicals power and supplies in FY2000 $81 777 funds 3 additional positions in FY2001

- $794 340 adds 14 additional engineering positions to support the $413 million proposed FY2000-2004 Capital Investment Plan implementation and the over $200 million in active existing project balances which may not have been encumbered by the end of FY99 Support will focus on system extensions system rehabilitation, and special projects 5 additional positions are added in FY2001 for further support at a cost of $339,490 Included in these costs is a total of $120 000 in equipment purchases which will be lease purchased All costs associated with this increase and applicable department overhead will be charged to Capital Investment Plan projects

- $168 346 adds 3 5 engineering positions to support increased workload related to donated projects customer inquires requiring special studies and new service requests $15 000 of the cost noted is for equipment which will be lease purchased 2 positions are added in FY2001 at a cost of $100 735 to further support new services and zoning requests

- $604,767 adds 20 positions (4 additional Water Distribution construction crews) to respond to water leak requests on a more timely basis and to reduce the amount of treated water which is lost through leaks $37 000 of the cost is for equipment which will be lease purchased (Note large equipment associated with these crews was purchased mid-year in FY99 at a cost of $685,940 and can be utilized as replacement equipment should Council choose not to adopt this increase )

- $413 316 adds 7 positions for Wastewater Collection off street cleaning and overflow remediation crews and increased overtime appropriations to enhance response to repair requests

- $293 629 adds 5 positions for System Protection staff for inspection and compliance assurance related to waste that is trucked to wastewater treatment plants backflow prevention in association with fire hydrant use the oil and grease program and backflow inspection previously performed by County Building Standards This funding also includes resources for training customers $60 000 of the FY2000 cost is for equipment which will be lease purchased In FY2001 an additional $79,911 is included for 2 positions for general permitting and backflow inspection previously performed by County Building Standards $15 000 of that cost is for equipment which will be lease purchased

- $301 368 adds 4 25 positions and contractual expense for growth in the need for support services Increases are related to continued operation and maintenance of existing technology laboratory testing building maintenance and space needs at the Brookshire Administration building membership dues in the Water Environment Federation and contractual assistance in the provision of public information

- $275 729 adds 3 positions and equipment to operate and maintain recently completed water treatment plant improvements and expansions In FY2001 a position is included at a cost of $29 263 to supplement these efforts $47 000 of these costs are for equipment which will be lease purchased

**Recommended Increases - continued:**

- $267 085 adds a position equipment and ULOCO membership fees in Water Distribution to enhance customer service response and coordination for locate requests, emergencies and job requiring work on large pipes In FY2001 $39 478 adds a position for enhanced work planning $170 850 of these costs are for equipment which will be lease purchased

- $263 371 adds 6 additional meter readers in response to customer account growth $131,506 adds 3 additional meter readers in FY2001 in anticipation of continued workload growth $114 903 of these costs are for equipment which will be lease purchased

**Recommended Decreases:**

- None

**Unfunded Requests:**

- None

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Water Treatment and Pumping**<br>Provides for production and delivery of more than 31 billion gallons of treated water from three plants to meet all applicable quality standards | 81 25 | $9 573 053 | $9 654 349 |
| **Water Distribution**<br>Provides for repairs to over 2 750 miles of water mains and over 170 000 service connections whenever needed By the end of calendar year 1999 service connections are projected to increase to over 175 000 | 123 00 | 7 225 250 | 7 371 293 |
| **Meter Maintenance and Water Services**<br>Includes testing and maintaining all metering devices and responding to more than 99 000 customer requests for service and investigation of leaks or complains | 67 75 | 3 923 744 | 4 001 771 |
| **Water Taps and System Construction**<br>Provides for replacement of minor water mains new services for customers and customer service | 22 25 | 4 302 215 | 4 381 864 |
| **Wastewater Treatment**<br>Provides for the treatment of over 30 billion gallons of wastewater at five plants to meet all applicable quality standards | 99 25 | 17 098 735 | 18 113 612 |
| **Wastewater Collection**<br>Provides for the maintenance of a collection system of over 2 700 miles of lines | 110 25 | 7 579 544 | 7 765 639 |
| **Sewer Service Connections and Mains**<br>Includes installation of new or replacement minor sewer lines and customer service | 23 75 | 1 617 378 | 1 649 800 |
| **System Protection**<br>Provides protection of the wastewater system by monitoring industrial discharge | 33 25 | 1 780 767 | 1 898 015 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Engineering**<br>Provides planning design and contract administration of water and sewer projects to ensure system infrastructure and capacity | 128 75 | $3 034 960 | $3 044 667 |
| **Meter Reading and Billing**<br>Provides for reading meters to produce data for computation of monthly water and sewer bills for over 170 000 customers accounts (also includes costs of Finance Revenue Billing Activity) | 40 00 | 6 359 605 | 5 615 687 |
| **Capital Program Support**<br>Capital facilities normally provided by CMU through the five year Capital Improvement Program (CIP) but not yet in place may be financed by a customer in order to expedite the construction of such facilities Upon completion and final acceptance of the facility the customer will be reimbursed from these appropriated funds for eligible costs of the project | 0 00 | 5 737 213 | 6 651 812 |
| **Sub-total Charlotte Mecklenburg Utilities Operating** | **729.50** | **$68,232,464** | **$70,148,509** |
| **Contribution to Debt Service Fund** | | **62,089,200** | **66,671,200** |
| **Contribution to Capital Program** | | **5,184,500** | **5,064,500** |
| **Sub-total Charlotte Mecklenburg Utilities Services and Fund Transfers** | **729.50** | **$135,506,164** | **$141,884,209** |
| Less Departmental Charges | | (4 597 213) | (5 097 811) |
| **Total Charlotte Mecklenburg Utilities Services** | **729.50** | **$130,908,951** | **$136,786,398** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Water Treatment and Pumping | $8 604 326 | $9 573 053 | 11 3% | $9 654 349 | 0 8% |
| Water Distribution | 6 640 632 | 7 225 250 | 8 8% | 7 371 293 | 2 0% |
| Meter Maintenance and Water Service | 3 605 313 | 3 923 744 | 8 8% | 4 001 771 | 2 0% |
| Water Taps and System Construction | 3 948 704 | 4 302 215 | 9 0% | 4 381 864 | 1 9% |
| Wastewater Treatment | 15 021 514 | 17 098 735 | 13 8% | 18 113 612 | 5 9% |
| Wastewater Collection | 7 013,621 | 7,579,544 | 8 1% | 7,765,639 | 2 5% |
| Sewer Service Connections and Mains | 1 490 042 | 1 617 378 | 8 5% | 1 649 800 | 2 0% |
| System Protection | 1 625 242 | 1 780 767 | 9 6% | 1 898 015 | 6 6% |
| Engineering | 3 181 542 | 3 034 960 | (4 6)% | 3 044 667 | 0 3% |
| Meter Reading and Billing | 6 078 322 | 6 359 605 | 4 6% | 5 615 687 | (11 7)% |
| Capital Program Support | 4 796 236 | 5 737 213 | 19 6% | 6 651 812 | 15 9% |
| **Sub-total Charlotte Mecklenburg Utilities Services** | **$62,005,494** | **$68,232,464** | **10.0%** | **$70,148,509** | **2.8%** |
| Contribution to Debt Service Fund | 52 012 000 | 62 089 200 | 19 4% | 66 671 200 | 7 4% |
| Contribution to Capital Program | 1 439 280 | 5 184 500 | 260 2% | 5 064 500 | (2 3)% |
| **Sub-total Charlotte Mecklenburg Utilities Services and Fund Transfers** | **$115,456,774** | **$135,506,164** | **17.4%** | **$141,884,209** | **4.7%** |
| Less Departmental Charges | (3 292 846) | (4 597 213) | 39 6% | (5 097 811) | 10 9% |
| **Total Charlotte Mecklenburg Utilities Services** | **$112,163,928** | **$130,908,951** | **16.7%** | **$136,786,398** | **4.5%** |
| **Positions** | **658.75** | **729.50** | **10.7%** | **746.50** | **2.3%** |

# AVIATION

Aviation meets the air transportation needs of our region by providing the facilities and supporting services for airlines whose services are vital to the region s economy

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 226 | $72 606 155 | 13 5% |

## Overview/Changes

Budgeted revenues and projected expenditures are increased by $8 6 million or 13 5% from FY99 to FY2000

The budget does not include any service level changes

The largest increase in current level is Parking Services with expenses increased by $856 798 or 30 5% These expenses are completely offset by a projected increased in parking revenues of $4 6 million or 38 6%

## Significant Impacts Within Council Focus Areas

Continue restructuring government and efforts to improve service quality by expanding public parking, upgrading public parking information systems remodeling and renovating the ticket lobby and baggage claim lobby and improving the landscaped areas appearance

Develop airport transportation system that will relieve congestion and improve safety by completing B-Ramp Expansion and the Environmental Impact Statement for the Third Parallel Runway

Promote economic development opportunities by facilitating expansion of the US Airways hub

## Outcome Measures

10% increase in public parking during FY99 31% increase in public parking since FY97 (8 438 to 11 248)

Achieve overall rating of 5 5 or higher for customer service per the PLOG Research Inc annual survey of passengers in 38 airports

Complete B Ramp expansion by September 1999 Complete Environment Impact Statement for Third Parallel Runway by June 1999

Add 975 new skilled jobs by providing financing and development for the $19 million Crossroads project

Add 188 new highly skilled jobs by providing financing and development for the $13 million US Airways Training Base expansion

## Amendments to Budget

- None

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Administration, Coordination and Communication** | | | |
| **Finance and Administration**<br>Provides financial and administrative services for the Airport including contract negotiations for Airport space leases budget monitoring and personnel management | 20 00 | $2 613 339 | $2 973 303 |
| **Public Information and Arts Administration**<br>Communicates information to the general public concerning the Airport s services programs and implementation of the Airport Arts Master Plan | 3 00 | 521 659 | 526 080 |
| **Community Programs**<br>Coordinates the noise abatement program Manages the land acquisition process provides a planning liaison for the community | 5 00 | 439 608 | 415 380 |
| **Development**<br>Coordinates continued development and implementation of the Airport Master Plan | 9 00 | 567 770 | 597 300 |
| **Disadvantaged Business Enterprise**<br>Coordinates the Airport s Disadvantaged Business Enterprise Program and Americans with Disabilities Act compliance and education | 1 00 | 74 099 | 75 043 |
| **Sub-total Administration, Coordination and Communication** | **38 00** | **$4,216,475** | **$4,587,106** |
| **Facility Operations and Maintenance** | | | |
| **Parking Services**<br>Operates Airport parking facilities and shuttle service oversees taxi ground transportation contracts and the taxi dispatcher | 30 00 | 3 670 228 | 4 104 014 |
| **Safety and Operations**<br>Provides security for all Airport buildings and grounds Ensures safe traffic movement through the facility | 49 00 | 2 786 240 | 3 028 721 |
| **Equipment Services**<br>Repairs and maintains Airport vehicles and equipment | 8 00 | 1 216 201 | 1 236 780 |
| **Field Maintenance**<br>Maintains airfield pavement areas adjacent to runways planted areas safety areas and vehicular roadways Ensures cleanliness of exterior public areas | 46 00 | 2 703 947 | 2 736 035 |
| **Building Maintenance**<br>Maintains and repairs HVAC plumbing electrical conveyor and jetway systems Provides painting carpentry and minor remodeling services for tenants | 51 00 | 5 071 615 | 4 845 527 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Facility Utilities**<br>Includes all telephone water electricity and natural gas costs for the Airport | 0 00 | $3 459 960 | $3 628 557 |
| **Janitorial Services**<br>Ensures that terminal cleanliness is maintained Service is contracted | 4 00 | 1 928 102 | 2 279 241 |
| **Administrative and Fire Services Support**<br>Compensates the General Fund for administrative support (such as Budget Finance Manager etc) and Fire Department services for Crash/Fire/Rescue on Airport property | 0 00 | 2 589 083 | 2 723 398 |
| **Sub-total Facilities Operations and Maintenance** | **188 00** | **$23,425,376** | **$24,582,273** |
| **Sub-total Aviation Operating** | **226 00** | **$27,641,851** | **$29,169,379** |
| Capital and Discretionary Funds | | 44 964 304 | 44 077 100 |
| **Total Aviation Services** | **226 00** | **$72,606,155** | **$73,246,479** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Finance and Administration | $2 326 794 | $2 613 339 | 12 3% | $2 973 303 | 13 8% |
| Public Information and Arts Administration | 440 479 | 521 659 | 18 4% | 526 080 | 0 8% |
| Community Programs | 328 616 | 439 608 | 33 8% | 415 380 | (5 5)% |
| Development | 541 156 | 567 770 | 4 9% | 597 300 | 5 2% |
| Disadvantaged Business Enterprise | 73 298 | 74 099 | 1 1% | 75 043 | 1 3% |
| Parking Services | 2 813 430 | 3 670 228 | 30 5% | 4 104 014 | 11 8% |
| Safety and Operations | 2 529 656 | 2 786 240 | 10 1% | 3 028 721 | 8 7% |
| Equipment Services | 1 024 406 | 1 216 201 | 18 7% | 1 236 780 | 1 7% |
| Field Maintenance | 2 778 173 | 2 703 947 | (2 7)% | 2 736 035 | 1 2% |
| Building Maintenance | 4 526 691 | 5 071 615 | 12 0% | 4 845 527 | (4 5)% |
| Facility Utilities | 3 207 750 | 3 459 960 | 7 9% | 3 628 557 | 4 9% |
| Janitorial Service | 1 755 614 | 1 928 102 | 9 8% | 2 279 241 | 18 2% |
| Administrative and Fire Services Support | 2 583 796 | 2 589 083 | 0 2% | 2 723 398 | 5 2% |
| **Sub-total Aviation Operations** | **$24,929,859** | **$27,641,851** | **10.9%** | **$29,169,379** | **5.5%** |
| Cargo/Terminal/Airfield Improvements | 5 916 174 | 8 270 000 | 39 8% | 6 530 000 | (21 0)% |
| Contribution to Capital and Discretionary Funds | 33 151 865 | 36 694 304 | 10 7% | 37 547 100 | 2 3% |
| **Total Aviation Services** | **$63,997,898** | **$72,606,155** | **13.5%** | **$73,246,479** | **0.9%** |
| ***Positions*** | **226.00** | **226.00** | **0.0%** | **226 00** | **0.0%** |

# MAYOR & COUNCIL

The Office of Mayor and Council provides leadership and strategic vision that fosters the creation of a government organization that provides quality, city services which are innovative and cost competitive, encourages the development of a workforce that is skilled and motivated, and establishes a platform for a safe city characterized by sustained growth and development and economic health

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99:** |
|---|---|---|
| 18* | $847,523 | 6 6% |

*includes Mayor & 11 Councilmembers

## Overview/Changes

The FY2000 budget for Mayor and Council includes a council-approved increase in monthly expense allowance

## Significant Impacts Within Council Focus Areas

During FY99, Council developed their two-year strategic focus for City service delivery The Strategic Plan describes critical, service delivery initiatives that address community challenges and consists of five focus areas

Economic Development
Transportation
Community Safety
City Within A City
Restructuring Government

## Outcome Measures

The Mayor and Council focus continues to emphasize community investment through

- completion of $8 million in capital improvements as part of the West Side Strategy Plan,
- adopting formal interlocal agreement for a county-wide mass transit system consistent with the 2025 Integrated Transit and Land Use Plan
- development of a comprehensive traffic safety strategy, and
- implementation of housing strategic plan that expands the supply of low- and moderate-income housing

## Amendments to Budget

**Recommended Increases:**

- $24 674 funds monthly telephone service for Mayor and Council fax machines City Council CMGC office telephones and cellular phones
- $19 800 funds Council approved expense allowance increase
- $7,198 covers annual increase in current dues and subscriptions such as the League of Municipalities and the National Conference of Mayors

**Recommended Decreases:**

- None

**Unfunded Requests:**

- None

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Mayor and Council**<br>Provides policy leadership for the City of Charlotte | 0 | $550 890 | $546 659 |
| **Administrative Support**<br>Provides support to Mayor and City Council | 6 00 | 296 633 | 307 495 |
| **Total Mayor and Council Services** | **6 00** | **$847,523** | **$854,154** |

## Budget Summary

| PROGRAM | FY99 REVISED BUDGET | FY2000 BUDGET | PERCENT CHANGE | FY2001 BUDGET | PERCENT CHANGE |
|---|---|---|---|---|---|
| Mayor & Council | $508 924 | $550 890 | 8 2% | $546 659 | (0 8)% |
| Administrative Support | 286 270 | 296 633 | 3 6% | 307 495 | 3 7% |
| **Total Mayor & Council Services** | **$795,194** | **$847,523** | **6 6%** | **$854,154** | **0 8%** |
| **Positions** | **6 00** | **6.00** | **0.0%** | **6.00** | **0.0%** |

# CITY ATTORNEY

The City Attorney s Office provides legal services to the City Council and the City s Key Businesses Legal services include legal review consultation and litigation

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 14 50 | $1 195 847 | 6 3% |

## Overview/Changes

The Attorney s Office is increasing hours of a permanent part time Attorney to full time in response to increased Capital Program workload associated with right-of-way purchases/condemnations contract reviews etc ($17 610)

The Office is also participating in a summer law school intern program as a means of providing low cost research assistance ($5,460)

## Significant Impacts Within Council Focus Areas

Support restructuring government through legal education of the workforce utilization of Internet for research and co-counseling with the private sector

Support the objectives of the Transportation and Economic Development focus areas by exploring legal options to obtain increased funding for state roads and drafting legislation concerning economic development initiatives

## Outcome Measures

Provide legal services at 25% less than the cost per hour for private sector legal services

Develop policies for outside legal service contracts to achieve consistency and accountability

Publish six issues of LegalEase and provide seminars on current legal topics for clients

## Amendments to Budget

**Recommended Increases**

- $17 610 increases the hours of a part time attorney to full time to respond to an increased Capital Investment Program workload Costs will be charged to the Capital Investment Plan

- $5 382 adds a summer intern program to employ a law student to perform legal research to assist with attorney workload

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $43 000 for computer upgrades development of a lawsuit tracking system and purchase of an additional printer These items were requested to update existing technology resources to replace the manual tracking of lawsuit status and for increased printing volume

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Legal Counsel**<br>Provides legal advice and information to the Mayor City council and City departments Provides education for the organization through a legal newsletter and training sessions Researches and prepares ordinances resolutions and legal opinions Provides legal advice on such matters as contracts bid processes competitions and annexations Represents the City and its personnel in all aspects of contract law Administers agreements for professional services with outside counsel | 10 00 | $884 001 | $910 425 |
| **Litigation (Lawsuit Response)**<br>Represents the City and its personnel at all levels of federal and state courts and real estate condemnation proceedings Represents the City and City departments in arbitration or mediation of lawsuits Negotiates settlement of lawsuits Acts as co-counsel with outside counsel on lawsuits | 4 50 | 476 000 | 490 229 |
| **Sub-total City Attorney Services** | **14.50** | **$1,360,001** | **$1,400,654** |
| Less Departmental Charges | | (164 154) | (169 632) |
| **Total City Attorney Services** | **14.50** | **$1,195,847** | **$1,231,022** |

# CITY CLERK

The City Clerk provides meeting minutes, records and research services The Clerk also supports the Civil Service Board and Citizens Review Board, and coordinates appointments to 36 citizen committees

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 6 | $415 529 | 10 8% |

## Overview/Changes

Operating expenses were increased for postage printing advertising training and information technology services related to inflation

## Significant Impacts Within Council Focus Areas

Improve service quality and continue to restructure government by converting old records to compact disc and reducing customer response time for research requests

## Outcome Measures

Transcribe edit and distribute meeting minutes within 30 days 98% of the time

## Amendments to Budget

- None

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Support to City Council**<br>Attends and records proceedings of all City Council meetings prepares the Speaker s List for such meetings collects assembles and distributes agenda for Zoning and Council meetings and coordinates Council s appointments to 36 boards commissions and committees | 3 25 | $241 138 | $246 060 |
| **Records and Research Services**<br>Maintains official archives of the City s legal records and Council actions researches issues and responds to inquiries from City Council citizens and staff and prepares and submits requests for legal advertising for the City | 1 50 | 38 234 | 38 382 |
| **Support to Civil Service Board and Citizens Review Board**<br>Organizes attends and records Civil Service and Citizens Review Board meetings schedules hearings as needed and maintains personnel and other records for uniformed Police and Fire employees | 0 25 | 24 257 | 25 921 |
| **Office Administration**<br>Provides administration of City Clerk s Office including personnel functions and record keeping dispenses various licenses and permits and signs and microfilms City contracts | 1 00 | 111 900 | 104 239 |
| **Total City Clerk Services** | **6.00** | **$415,529** | **$414,602** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| City Council Support | $236 243 | $241 138 | 2 1% | $246 060 | 2 0% |
| Records and Research Services | 26 249 | 38 234 | 45 7% | 38 382 | 0 4% |
| Civil Service Board Support | 22 499 | 24 257 | 7 8% | 25 921 | 6 9% |
| Office Administration | 89 997 | 111 900 | 24 3% | 104 239 | (6 8)% |
| **Total City Clerk Services** | **$374,988** | **$415,529** | **10.8%** | **$414,602** | **(0.2)%** |
| **Positions** | **6.00** | **6 00** | **0 0%** | **6 00** | **0.0%** |

# CITY MANAGER

The City Manager s Office provides policy support to Mayor and Council and guidance and leadership to the City organization to ensure that key business activities and service delivery are consistent with City Council policies and Focus Area initiatives The City Manager s Office consists of divisions that are responsible for

Corporate Training and Development
Customer Service and Information
Corporate Communications
Economic Development Initiatives
Internal Audit
Community Relations Initiatives

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 72 | $5 758 638 | 14 0% |

## Overview/Changes

FY2000 budget includes additional resources to more closely align these divisions with the strategic vision and mission of the City organization Additional resources have been recommended for organizational training skills development financial oversight and auditing and external priorities for community-wide public information campaigns and communication The budget also includes additional resources for a Police Review process audit and public information campaign

## Significant Impacts Within Council Focus Areas

The City Manager s staff continues to focus on restructuring government including

- continuing implementation of city-wide customer service standards for enhanced service delivery and
- customized training support to Key Business Units as requested and software training based on needs assessment to enhance knowledge management capabilities

Community Safety remains a priority and includes efforts to increase the perception of safety by promoting police community relations providing community-based mediation and promoting cultural diversity

## Outcome Measures

Service delivery rating by citizens as reported in the biannual citywide phone survey of city services

New jobs created in the service and manufacturing sectors

Average number of training hours per employee

## Amendments to Budget

**Recommended Increases:**

- $121,350 adds 2 positions in the Corporate Communications Division a graphic designer ($49 801) for design workload, including internet and a communications specialist for increased workload associated with the Metropolitan Transit Commission (MTC) This expense will be reimbursed by the MTC

- $90 644 adds 2 positions in Training Division due to increased workload associated with technology center management and with leadership development

- $84 000 funds 2 auditor positions in Internal Audit to respond to increases in overall workload related to competition audits non-competition audits and reviewing requests for proposals

- $62 421 adds a position to the Technology Learning Center The Technology Learning Center was opened in FY99 in response to increased demand for technology training and emphasis on skill development

- $62,254 adds engineering services for the television studio and maintenance and repair of television equipment in the Corporate Communications Division

- $43 597 adds a position in Customer Service Division to support the Emerald Information System

- $35 000 funds the Police Review Process audit contract and public information campaign in Community Relations These funds will allow the citizen subcommittees established by City Council in June 1997 to contract with an outside firm to conduct periodic reviews

- $32 888 funds a management intern in the City Manager's Office to respond to increasing demands for management and executive information

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $125,858 for 3 auditor positions and an administrative officer position in Internal Audit related to workload increases

- $99 350 for 2 positions and 5 new workstations in Customer Service Division to enhance responsiveness to increased customer calls

- $97 171 for Web Writer/Editor in Corporate Communications Division related to workload increases at the corporate and key business unit level

- $60 000 for Dispute Settlement Database in Community Relations Committee to improve management reporting capabilities

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **City Manager Services** | | | |
| **Leadership/Support to Mayor and Council**<br>Includes providing leadership to implement Council policies coaching and counseling Key Business Executives and employees Also includes developing strategic plans and communicating to the organization Provides policy support to Mayor and Council facilitates Council committees develops policy proposals provides for and responds to Council requests and reviews and approves Council meeting agendas | 4 00 | $856 197 | $882 673 |
| **Liaison to Other Organizations**<br>Develops partnerships for City s economic development and regional initiatives coordinates City support for special events facilitates and promotes City s partnership with the business community and neighborhoods and provides support in Raleigh and Washington for the City s legislative agenda | 4 00 | 422 034 | 435 084 |
| **Administrative Support**<br>Provides support to management staff by overseeing daily operations preparing and monitoring budgets tracking assignments from the leadership team executive team and City Council meetings Plans and coordinates special projects | 6 00 | 318 360 | 323 265 |
| **Customer Service and Information Center**<br>Provides high quality information and service contacts for both internal and external customers and offers customer service consulting and training to internal work groups | 16 00 | 781 339 | 780 617 |
| **Training & Development Division** | | | |
| **Training & Development**<br>Assesses individual and group training needs Designs develops and delivers training interventions coordinates and provides professional management and organizational development activities | 7 00 | 428 802 | 451 705 |
| **Technology Learning Center**<br>Identifies technology training needs Develops and delivers technology training | 2 00 | 166 736 | 170 895 |
| **Corporate Communications Division**<br>Provides strategic communications planning design and implementation services for the City-wide corporate plan City Council focus areas and initiatives and individual key business plans Also provides communications support for major policy/citizen involvement issues | 17 00 | 1 430 494 | 1 457 821 |
| **Economic Development Division**<br>Provides leadership on City council economic development priorities develops and implements business retention strategies and provides directions and input on City Economic Development Strategy | 1 00 | 100 000 | 100 000 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Internal Audit**<br>Performs financial and operational audits of City operating businesses performs pre-contract financial system evaluations supports the City s competition efforts through review and evaluation of costs | 6 00 | $540 737 | $555 006 |
| **Community Relations Committee**<br>Administers the City s Fair Housing and Public Accommodation ordinances investigates allegations of police misconduct administers the Dispute Settlement program and provides staff support to 30 member Community Relations Committee to promote and monitor community harmony | 9 00 | 718 731 | 698 228 |
| **Total City Manager Services** | **72.00** | **$5,758,638** | **$5,855,294** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Leadership/Support to Mayor and Council | $755 860 | $843 653 | 11 6% | $882 673 | 4 6% |
| Liaison to Other Organizations | 372 575 | 429 786 | 15 4% | 435 084 | 1 2% |
| Administrative support | 276 820 | 318 360 | 15 0% | 323 265 | 1 5% |
| Customer Service | 746 525 | 781 339 | 4 7% | 780 617 | (0 1)% |
| Training & Development Division Training & Development | 439 201 | 428 802 | (2 4)% | 451 705 | 5 3% |
| Training & Development Division - Technology Learning Center | 0 | 166 736 | N/A | 170 895 | 2 5% |
| Corporate Communications Division | 1 369 547 | 1 430 494 | 4 5% | 1 457 821 | 1 9% |
| Economic Development Division | 100 000 | 100 000 | 0 0% | 100 000 | 0 0% |
| Internal Audit | 337 882 | 540 737 | 60 0% | 555 006 | 2 6% |
| Community Relations Committee | 650 850 | 718 731 | 10 4% | 698 228 | (2 9)% |
| **Sub-total City Manager Services** | **$5,049,260** | **$5,758,638** | **14.0%** | **$5,855,294** | **1.7%** |
| Off-setting Revenues | ($293 896) | ($302 948) | 3 1% | ($302 760) | (0 1)% |
| **Net General Fund Cost** | **$4,755,364** | **$5,455,690** | **14.7%** | **$5,552,534** | **1.8%** |
| **Positions** | **64.00** | **72 00** | **12 5%** | **72.00** | **0.0%** |

# HUMAN RESOURCES

The Human Resources staff provides human resources services which anticipate, respond to and focus on customer needs The Office provides guidance and assistance to key business units in support of the City organization s goal to provide quality services with a skilled motivated and fairly compensated workforce

| Number of Employees: | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 18 50 | $1 642,330 | 8 7% |

## Overview/Changes

None

## Significant Impacts Within Council Focus Areas

Human Resources staff efforts for enhancing service delivery include
- coordinating City job fairs for hard to fill positions
- *participating in conversational Spanish classes to accommodate a diverse labor market*

Achieve positive employee climate through Human Resource initiatives
- developing annual pay recommendations such that the city-wide average market index is between 95-100% of market, and
- incorporating diversity plans into the City's organizational culture

## Outcome Measures

Achieve a rating of 4 on a 5-point scale of internal customer service quality

Ensure that city-wide average market index is between 95% - 100% of market

Reduce number of vacancies in hard to-fill positions

Reduce lost work time due to child care/elder care issues

Increase organizational diversity awareness efforts

## Amendments to Budget

**Recommended Increases:**

- None

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $781,560 to establish the Human Resources Management System to facilitate tracking costs associated with implementation and maintenance of PeopleSoft
- $240 000 for Phase II implementation of PeopleSoft payroll system
- $224 000 for contractual services to support payroll service in case of turnover
- $104,000 for payroll processing support
- $36 600 for contractual training services
- $32 000 for training module
- $58,000 to develop and enhance employee recognition and service award program
- $10 000 to develop and enhance pre-retirement planning classes

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Key Business Unit Services**<br>Provides guidance and assistance to KBU s on a wide range of human resources issues including personnel decisions problem resolution policy interpretation and legal compliance Develops employment policies coordinates employee recruitment selection and placement activities Processes pay changes as developed by KBU s | 6 25 | $554 840 | $559 597 |
| **ADA & Work-Family Services**<br>Provides technical assistance to KBU s regarding Americans with Disabilities Act (ADA) compliance administers Affirmative Action Plan administers work family programs | 1 75 | 155 356 | 158 220 |
| **Compensation**<br>Develops and administers employee pay plans develops compensation policy and new compensation and rewards programs including incentive and gainsharing programs ensures Fair Labor Standards Act compliance | 1 75 | 155 356 | 158 220 |
| **Human Resources Management Services**<br>Manages the process for Human Resources Management System (HRMS) selection procurement and implementation | 1 00 | 88 775 | 89 935 |
| **Benefits**<br>Administers employee benefits programs such as health insurance life insurance disability retirement and deferred compensation Monitors contracts for group insurance plans | 4 75 | 421 679 | 433 022 |
| **Employee Relations**<br>Coordinates employee grievance process monitors employee assistance program contract represents the City in Equal Employment Opportunity Commission charges ensures compliance with Family and Medical Leave Act provides policy development and administration of City s drug and alcohol testing and education programs and conducts special investigations | 3 00 | 266 324 | 266 475 |
| **Total Human Resources Services** | **18.50** | **$1,642,330** | **$1,665,469** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Key Business Unit Services | $499 310 | $554 840 | 11 1% | $559 597 | 0 9% |
| ADA and Work-Family Services | 144 226 | 155 356 | 7 7% | 158 220 | 1 8% |
| Compensation | 150 437 | 155 356 | 3 3% | 158 220 | 1 8% |
| Human Resources Management Services | 151 797 | 88 775 | (41 5)% | 89 935 | 1 3% |
| Benefits | 335 945 | 421 679 | 25 5% | 433 022 | 2 7% |
| Employee Relations | 229 289 | 266 324 | 16 2% | 266 475 | 0 1% |
| **Total Human Resources Services** | **$1,511,004** | **$1,642,330** | **8.7%** | **$1,665,469** | **1.4%** |
| **Positions** | **18.50** | **18.50** | **0.0%** | **18.50** | **0.0%** |

# BUSINESS SUPPORT SERVICES

With emphasis on mobility, technology and procurement Business Support Services (BSS) provides services including information technology infrastructure planning and management, fleet management and vehicle maintenance radio communications procurement of goods and services and surplus property disposal In addition BSS provides advice and technical expertise in administering the Council's Minority and Women Owned Business Development program the Cable Franchise Oversight Committee and the City s competition initiatives

| **Number of Employees:** | **FY2000 Budget:** | **Percent Change from FY99.** |
|---|---|---|
| 171 | $8 243 731 | 14 9% |

## Overview/Changes

Continues the City's technological infrastructure enhancements with $1 2 million for increased maintenance and support

Supports a growing vehicle and radio inventory by adding 3 technician positions ($116 051) training ($29,300) and replacement shop equipment ($120 500)

Conversion to a new office automation environment with a reduced cost of ownership

## Significant Impacts Within Council Focus Areas

Assist in maximizing police presence and increased perception of community safety by ensuring the availability of public safety equipment

Support development of a business environment and provide economic opportunities through the Council's Minority and Women Owned Business Development program

## Outcome Measures

Refocus the Council s Minority and Women Owned Business Development (MWBD) program on business growth by conducting workshops for MWB owners

Reduce the total cost of ownership for computer desktop systems and improve productivity by minimizing staff downtime through the establishment of consistently "well-managed" desktops

Reduce cycle time and cost per purchase order by reengineering the procurement processes

Reduce the total cost of ownership and maintenance of vehicles and improve productivity by minimizing staff downtime through effective management of preventative maintenance as well as the potential for unscheduled repairs

**Recommended Increases:**

- $1 2 million provides the Information Technology (IT) Division with funding for recurring support and maintenance on the City s technology infrastructure upgrades and enhancements $722,000 of these funds are for contracted support such as Oracle database administration and Microsoft consulting services Other costs include licensing ($180 000), hardware for repair trade-outs ($45,000) recurring maintenance on upgraded equipment ($149,000) and extending data lines to outlying City offices ($48 000)

- $111 500 provides the Fleet Maintenance Division with funding for the purchase of replacement shop equipment necessary for the repair of the City s vehicles This equipment ($70,980) includes a brake lathe a tire changer and electrical systems and emissions analyzers Also included are replacement of 14 mobile radios ($40 520) to allow the Division to communicate with its internal (City) customers to more efficiently handle service requests

- $95 000 provides funding to the surplus property disposal for rental and upfit of a new auction facility The old site at the airport was no longer available and another suitable site had to be located A private site was found on North I-85 Service Road to lease after a search among existing City and County- owned properties was unsuccessful A short-term lease is recommended pending completion of a business case study regarding the best method of surplus property disposal

- $94 051 adds 2 Electronics Technician positions to radio communications for the increased workload related to the City's expanded wireless communications inventory

- $22 000 adds an Auto Services Technician position to the Fleet Maintenance Division for the workload increases associated with the repair and maintenance of the City's vehicle fleet This position will be added in January 2000 when the City s FY2000 fleet additions will be arriving

- $20 300 in FY2000 and $30 600 in FY2001 provides for training in radio communications on equipment maintenance This training, when completed in January 2001 will allow the City to conduct maintenance in-house that currently costs $246 000 annually under an outside contract Savings for FY2001 of $123 000 have been reduced from the budget

- $18 000 funds FCC- mandated Radio Emissions Safety testing in radio communications This one-time funding will provide training and equipment for staff to conduct the required tower inspections, as opposed to an annual fee of $45 000 for contract services

**Recommended Decreases:**

- None

**Unfunded Requests**

- $350 000 for contractual information technology systems Disaster Recovery Planning

- $150 000 for document imaging and workflow software

- $41 000 for an additional position in surplus property

- $40,000 for contractual internet firewall services IT Division staff will continue to address the instances of internet attacks on an as needed basis

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Procurement Services** | | | |
| **MWBD Program**<br>Maximizes opportunities for women and minority-owned businesses to conduct business with the City | 2 25 | $263 816 | $268 047 |
| **Competition and Internal Consulting**<br>Assists City businesses with privatization/competition endeavors monitors tracks and reports all public/private competition bids and new privatization areas supports the City s Privatization/Competition Advisory Committee and assists businesses in the analysis of processes and procedures and overall business performance | 2 00 | 172 534 | 172 687 |
| **Contracts Monitoring and Cable Franchise Oversight**<br>Develops and implements contract monitoring systems for technology service and commodities contracts Monitors cable operator s performance administers City s Cable Communications Ordinance and Cable television franchise agreements and ombudsman for cable subscriber problems service as liaison to the City s Cable Oversight Committee and performs other duties related to cable specified in City/County interlocal agreements | 5 25 | 316 232 | 324 590 |
| **Contracts Services**<br>Develops the City s technology and services contracts Provides consulting services to other key and support businesses in their efforts to develop service contracts | 5 50 | 418 089 | 430 227 |
| **Commodities**<br>Coordinates the procurement of commodities for both the City and County to ensure the legal efficient and timely purchase of goods and services | 8 50 | 1 011 519 | 1 028 400 |
| **Sub-total Procurement Services** | **23.50** | **$2,182,190** | **$2,223,951** |
| **Equipment Management** | | | |
| **Radio Communications**<br>Provides programming and repair services for portable mobile fixed station communications assets of the City Provides technical advice in communications systems design and procurement Ensures the installation of mobile radio equipment into City vehicles adheres to industry established standards | 11 25 | 1 501 170 | 1 394 744 |
| **Fleet Management**<br>Develops vehicle specifications determines replacement schedules recommends equipment types for purchase based on user needs and looks for best value for the dollar spent manages the Loan Car Fleet activity | 8 50 | 794 260 | 771 575 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Fleet Maintenance Service (Contracted Service)**<br>Provides total vehicle maintenance for equipment assigned to be serviced at each of the three shops (Louise Avenue Seigle Avenue and Sweden Road) Includes preventative maintenance mechanical repairs accident repairs capital improvements to the existing equipment etc | 74 50 | $8 800 046 | $9 276 825 |
| **Surplus Property Disposal**<br>Identifies markets and sells surplus and recyclable goods for the City and County | 1 00 | 213 135 | 214 179 |
| **Sub-total Equipment Management** | **95.25** | **$11,308,611** | **$11,657,323** |
| **Information Technology** | | | |
| **Core Services**<br>Manages the City s data and voice communications infrastructure by providing needs analysis design testing and installation for the software and hardware on which the City s computer and telephone systems operate | 36 00 | 4 843 177 | 4 834 836 |
| **Custom Services**<br>Provides client services training consulting services to computer and telephone users and provides repair services for the software and hardware on the City s telephone and computer systems Designs codes tests new computer systems and maintains existing computer systems for customers such as the Customer Service System Fire Computer Aided Dispatch System GEAC Financial System etc | 16 25 | 3 331 650 | 4 132 517 |
| **Sub-total Information Technology** | **52.25** | **$8,174,827** | **$8,967,353** |
| **Sub-total Business Support Services** | **171 00** | **$21,665,628** | **$22,848,627** |
| Less Departmental Charges | | (13 421 897) | (14 694 641) |
| **Total Business Support Services** | **171.00** | **$8,243,731** | **$8,153,986** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| MWBD Program | $252 200 | $263 816 | 4 6% | $268 047 | 1 6% |
| Competition and Internal Consulting | 165 104 | 172 534 | 4 5% | 172 687 | 0 1% |
| Contracts Monitoring and Cable Franchise Oversight | 297 332 | 316 232 | 6 4% | 324,590 | 2 6% |
| Contracts Services | 403 188 | 418 089 | 3 7% | 430 227 | 2 9% |
| Commodities | 970 474 | 1 011 519 | 4 2% | 1 028 400 | 1 7% |
| Radio Communications | 1 207 113 | 1 501 170 | 24 4% | 1 394 744 | (7 1)% |
| Fleet Management | 634 120 | 794 260 | 25 3% | 771 575 | (2 9)% |
| Fleet Maintenance Service (Contracted Service) | 8 469 219 | 8 800 046 | 3 9% | 9 276 825 | 5 4% |
| Surplus Property Disposal | 101 608 | 212 135 | 109 8% | 214 179 | 0 5% |
| Core Services | 3 619 216 | 4 843 177 | 33 8% | 4 834 836 | (0 2)% |
| Custom Services | 2 837 899 | 3 331,650 | 17 4% | 4 132 517 | 24 0% |
| **Sub-total Business Support Services** | **18,957,473** | **21,665,628** | **14.3%** | **22,848,627** | **5.5%** |
| Less Departmental Charges | (11 779 987) | (13 421 897) | 13 9% | (14 694 641) | 9 5% |
| **Total Business Support Services** | **7,177,486** | **8,243,731** | **14.9%** | **8,153,986** | **(1.1)%** |
| Off-setting Revenues | (327 200) | (430 733) | 31 6% | (434 468) | 0 9% |
| **Net General Fund Cost** | **$6,850,286** | **$7,812,998** | **14.1%** | **$7,719,518** | **(1.2)%** |
| **Positions** | **168.00** | **171.00** | **1.8%** | **171.00** | **0.0%** |

# FINANCE

The Finance Key Business provides cash management debt management revenue forecasting services and annual financial reports for the City It is also responsible for the risk management and liability insurance programs of the City This business unit provides internal services such as payroll and check dispersement as well as external services such as water and sewer billing The business unit is divided into five divisions -- administration accounting revenue risk management and treasury

| **Number of Employees:** | **FY2000 Budget:** | **Percentage Change from FY99:** |
|---|---|---|
| 120 00 | $9 758 089 | 15 5% |

## Overview/Changes

The Risk Management Division will use $2 2 million from the Loss Fund to build a Defensive Driving Range to be located across from the Police and Fire Training Academy The return on investment is expected to take eight years and will be achieved by lower automobile accident payouts by the City and through user fees to other municipalities and governments City employees drive 32 million miles per year

The new Utility Billing System will be fully implemented in FY2000 This system will provide faster customer service along with billing notices that are more detailed and easily understood

The Revenue Division will spend $775 000 in capital equipment purchases over the next two fiscal years to provide better billing services for the many municipal and county bills coordinated through the division

## Significant Impacts Within Council Focus Areas

Shorten time from utility meter reading to bill date and provide bill payment services by credit card through restructuring government initiatives

Provide and maintain strong financial management policies and practices to provide the necessary resources to address growth issues and to support all focus areas

## Outcome Measures

Process 100% of the Utility payments on the day they are received

Achieve a positive survey response rate of 95% by water sewer and storm water billing customers

Shorten timeframe from utility meter reading to bill date from 13 days to 10 days

## Amendments to Budget

**Recommended Increases:**

- $1 150,832 increase in Revenue Division provides funding to complete implementation of the Utility Billing System This expense will be offset by revenues from Charlotte-Mecklenburg Utilities and the County Storm Water Fund

- $350 000 increase in FY2000 for Remittance Processing Stations for Revenue's billing functions This increase is dependent upon the Revenue Division winning the bid for this service in FY2000

- $100 000 in FY2000 for a letter extractor for Revenue s billing functions

- $2 2 million ($1 1 million in each fiscal year) will be used from the Loss Fund in Risk Management to cover the capital costs of a Defensive Driving Range to be located across from the Police and Fire Academy $750 000 was budgeted in the 1995 Capital Investment Plan and will also be utilized for this project

**Recommended Decreases:**

- None

**Unfunded Requests:**

- $601,082 in FY2000 and $929 536 in FY2001 to hire 12 positions to implement a new city-wide Financial Management System to provide cost accounting capabilities and eliminate the need for two financial systems being used in some business units This request will be reconsidered in FY02 to allow time for the current technology projects underway to be successfully implemented

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **General Management**<br>Provides general management, leadership and coordination of the department quality/team process | 6 00 | $635 036 | $628 722 |
| **Debt and Cash Management**<br>Provides debt management for over $1 3 billion in outstanding debt and the future issuance of several hundred million dollars in general obligation and revenue bonds Provides financial and economic forecasts and analysis relative to annual operating and capital budgeting used in setting the City s annual property tax rate and water/sewer rates fees and charges for operating funds pay as you go funds and capital project funds | 5 00 | 430 600 | 446 242 |
| **Payroll**<br>Includes processing payroll for an average 5 117 permanent and temporary employees | 3 50 | 348 914 | 369 616 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Disbursements**<br>Obtains authorization and documentation for payment of the City's liabilities microfilms records prepares and distributes approximately 52 000 accounts payable checks and prepares related reports | 11 50 | $703 086 | $725 273 |
| **Receivables**<br>Includes processing loans and other miscellaneous payments due to the City | 4 00 | 268 481 | 277 851 |
| **General Accounting**<br>Maintains all accounting records monitors budgets and prepares cost analyses for information and management decision making Prepares federal state and other mandated reports financial statements and the Comprehensive Annual Financial Report reconciles bank statements and maintains and coordinates automated financial systems | 20 00 | 1 439 334 | 1 498 265 |
| **Revenue Accounts** | | | |
| **Water and Sewer Accounts**<br>Services 215 000 accounts for the Charlotte Mecklenburg Utilities | 41 00 | 3 262 218 | 3 672 839 |
| **Storm Water Accounts**<br>Services 135 000 accounts for City and Mecklenburg County Storm Water services | 6 00 | 1 359 818 | 1 148 200 |
| **Other Accounts**<br>Services other miscellaneous accounts such as animal licenses transit passes and Neighborhood Development loan collection | 3 00 | 87 593 | 75 572 |
| **Sub-total Finance Services** | **100 00** | **$8,651,392** | **$8,796,275** |
| **Risk Management** | | | |
| **Risk Management Services**<br>Includes coordination of policies and insurance and risk financing for the City County School System and selected small agencies | 5 00 | 386 988 | 403 692 |
| **Automobile and General Liability Claims**<br>Provides processing of claims utilizing internal staff and contract services and litigation management | 6 00 | 386 399 | 315 065 |
| **Workers' Compensation Claims**<br>Provides processing of claims management of medical evaluation and treatment contracts and litigation management | 5 00 | 303 549 | 312 947 |

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Loss Control**<br>Provides industrial hygiene services accident investigation and safety program development Serves the City County and Board of Education in minimizing or preventing exposure to fortuitous loss Includes performing such activities as OSHA compliance audits administration of hearing conservation programs air sampling for toxic substances and indoor air quality and defensive driving education | 4 00 | $271 417 | $282 924 |
| **Sub-total Risk Management** | **20 00** | **$1,268,350** | **$1,314,628** |
| **Sub-total Finance Services** | **120 00** | **$9,803,430** | **$10,157,208** |
| Less Departmental Charges | | (45 341) | (46 305) |
| **Total Finance Services** | **120.00** | **$9,758,089** | **$10,110,903** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| General Management | $594 457 | $635 036 | 6 4% | $628 722 | 6 8% |
| Debt and Cash Management | 415 757 | 430 600 | 3 4% | 446 242 | 3 6% |
| Payroll | 268 976 | 348 914 | 22 9% | 369 616 | 29 7% |
| Disbursements | 650 477 | 703 086 | 7 5% | 725 273 | 8 1% |
| Receivables | 276 420 | 268 481 | (3 0)% | 277 851 | (2 9)% |
| General Accounting & Financial Reporting | 1 258 230 | 1 439 334 | 12 6% | 1 498 265 | 14 4% |
| Water and Sewer Accounts | 2 496,099 | 3 262 218 | 23 5% | 3 672 839 | 30 7% |
| Storm Water Accounts | 1 015 983 | 1,359 818 | 25 3% | 1 148 200 | 33 8% |
| Other Accounts | 219 639 | 87 593 | (150 7)% | 75,572 | (60 1)% |
| Risk Management Services | 396 225 | 386 988 | (2 4)% | 403 692 | (2 3)% |
| Automobile and General Liability Claims | 290 525 | 306 399 | 5 2% | 315 065 | 5 5% |
| Workers Compensation Claims | 300 587 | 303 546 | 1 0% | 312 947 | 1 0% |
| Loss Control | 263 597 | 271 417 | 2 9% | 282,924 | 3 0% |
| **Sub-total Finance Services** | **$8,446,972** | **$9,803,430** | **16.1%** | **$10,157,208** | **3.6%** |
| Less Departmental Charges | 0 | (45 341) | N/A | (46 305) | 2 1% |
| **Total Finance Services** | **$8,446,972** | **$9,758,089** | **15.5%** | **$10,110,903** | **2.4%** |
| Off-setting Revenues | (4 869 914) | (5 217 544) | 7 1% | (5 439 372) | 4 3% |
| **Net General Fund Cost** | **$3,577,058** | **$4,540,545** | **26.9%** | **$4,671,531** | **2.9%** |

| | | | | | |
|---|---|---|---|---|---|
| **Positions** | **120.00** | **120.00** | **0.0%** | **120.00** | **0.0%** |

# BUDGET AND EVALUATION

The Budget and Evaluation Office is responsible for the development and oversight of the City s annual operating budget and the five year capital investment plan In addition the Office also provides policy and management analysis coordination of the City Council s business agenda and the implementation of the organization s performance management process

| Number of Employees· | FY2000 Budget: | Percent Change from FY99: |
|---|---|---|
| 12 | $921 961 | 7 6% |

## Overview/Changes

None

## Significant Impacts Within Council Focus Areas

Maintain a competitive tax rate by presenting operating and capital budget recommendations which maintain or reduce the property tax rate

Maintain the AAA bond rating by adhering to the principles of capital investment in order to preserve and/or grow the tax base and provide a diversified portfolio of capital investments

## Outcome Measures

Maximize benefit for cost by providing budget analyst services at a cost that is at or below the cost of similar consulting services in the private sector and the per capita cost of management analysis services in comparable cities

## Amendments to Budget

- None

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Budget Development** | | | |
| **Operating Budget**<br>Provides for preparation and monitoring of the annual operating budget | 5 00 | $378 004 | $379 995 |
| **Capital Investment Plan**<br>Provides for preparation and monitoring of the capital investment plan | 2 00 | 147 514 | 148 015 |
| **Management Information Systems** | | | |
| **Balanced Scorecard/Internal Information Systems**<br>Includes implementation of the Balanced Scorecard management reporting system throughout the organization and participation in the development of various internal information systems throughout the City | 2 50 | 184 392 | 191 605 |
| **Council Business Agenda Preparation and Special Studies/Initiatives**<br>Includes coordinating of the Council agenda process coordinating and conducting special studies coordinating implementation of management information initiatives (Balanced Scorecard program/activity costing) and performing long range financial planning | 2 50 | 212 051 | 213 300 |
| **Total Budget and Evaluation Services** | **12.00** | **$921,961** | **$932,915** |

## Budget Summary

| Program | FY99 Revised Budget | FY2000 Budget | Percent Change | FY2001 Budget | Percent Change |
|---|---|---|---|---|---|
| Operating Budget | $347 220 | $378 004 | 8 9% | $379 995 | 0 5% |
| Capital Investment Plan | 139 084 | 147 514 | 6 1% | 148 015 | 0 3% |
| Balanced Scorecard/Internal Information Systems | 176 494 | 184 392 | 4 5% | 191 605 | 3 9% |
| Council Business Agenda Preparation & Special Studies/Initiatives | 194 083 | 212 051 | 9 3% | 213 300 | 0 6% |
| **Total Budget and Evaluation Services** | **$856,881** | **$921,961** | **7.6%** | **$932,915** | **1.2%** |
| **Positions** | **12.00** | **12.00** | **0.0%** | **12.00** | **0.0%** |

# NON-DEPARTMENTAL ACCOUNTS

| PROGRAM | FY99 REVISED BUDGET | FY2000 BUDGET | PERCENT CHANGE | FY2001 BUDGET | PERCENT CHANGE |
|---|---|---|---|---|---|
| Employee Related | $3 154 700 | $3,267 800 | 3 6% | $3 356 500 | 2 7% |
| Contributions to Other Funds | 15 760 096 | 14 745 451 | (6 4)% | 17 800 907 | 20 7% |
| Cultural Agencies | 2 209 580 | 2 674 580 | 21 0% | 2 674 580 | 0 0% |
| Community Agencies | 523 081 | 410 056 | (21 6)% | 410 972 | 0 2% |
| County Administered | 2 057 247 | 2 678 634 | 30 2% | 2 428 927 | (9 3)% |
| Other Accounts | 22 784 421 | 22 518 981 | (1 2)% | 20 968 701 | (6 9)% |
| **Total Non-Departmental Services** | **$46,489,125** | **$46,295,502** | **(0 4)%** | **$47,640,587** | **2.9%** |
| Off-setting Revenues | (3,247,072) | (3,607,117) | 11 1% | (4,243,797) | 17 7% |
| **Net General Fund Cost** | **$43,242,053** | **$42,688,385** | **(1.3)%** | **$43,396,790** | **1 7%** |

## Amendments to Budget

**Recommended Increases:**

- $500,000 in FY2000 and FY2001 increases funding for the Arts and Science Council s expansion to include history and heritage organizations and to begin a Neighborhood Grants Program

- $366,927 in FY2000 and $109 825 in FY2001 provides the General Fund's share of changes within the Neighborhood Development Key Business These changes include the addition of a deputy director and funding for a KBU-wide reengineering study Additional information is provided in the Neighborhood Development section of this document

- $427,303 in FY2000 and $120 776 in FY2001 funds increased electricity expenses for the City's street lights This includes $146,108 for the 1999 annexation areas

- $322 819 in FY2000 and $208 059 in FY2001 adds the increase in Occupancy Tax collections which are paid to the Charlotte Convention and Visitors Bureau for the City s promotion and marketing expenses

- $317 787 funds the Fall 1999 City elections expenses incurred by the Mecklenburg County-administered Elections Office In FY2001 the funding decreases by $249 707 due to no City elections

**Recommended Increases - continued:**

- $303,600 in FY2000 funds an increase in the City s Storm Water Fee paid to Mecklenburg County The 33% increase is attributed to the County's expansion of its Storm Water Program FY2001 funding is budgeted at the same level The City Storm Water Fee increases 10% each year, or $265 750 for FY2000 and $293 025 for FY2001

- $80,000 in FY2000 funds increases for fleet-related expenses As the City s vehicle inventory increases so do the road use taxes and the need for third-party accident repair funds These accidents are fault of the other driver and the City is eventually reimbursed by their insurance companies However the delay between the need for repairs and the receipt of payments causes the need for this account

- $75 000 in FY2000 funds the City s share of the Federal Program Representative FY2001 funding is budgeted at the same level This funds the City s 50% share of an annual contract for a local government liaison Mecklenburg County funds the remaining 50%

- $25 000 in FY2000 and FY2001 increases the City s funding for the Carolinas Partnership to create a film division The Deloitte & Touche review of Carolinas Partnership found film production in Charlotte yielded a return on investment of $518 for each $1 invested through the Partnership

**Recommended Decreases·**

- Children s Services Network ($50 000) and Crimestoppers ($100 000) did not request continued funding

- $1 356 572 is decreased in FY2000 for the General Fund s share of debt service

- $500,000 in FY2000 and an additional $1 500 000 in FY2001 is decreased for City-wide technology improvements The upgrades to the City-wide technological infrastructure continue but at a lower funding level than the previous year

- $402,733 is decreased for the City's biennial Annexation administrative expenses

- $275,000 is decreased for the Independence Center Parking Deck ground lease Beginning in FY2000 the payment for this lease drops from $300,000 to $25,000 annually according to the lease agreement *This lease extends through FY2017 Beginning in FY2001 the City also begins* sharing in the Parking Deck's revenue for an estimated $400,000 annually

**Unfunded Requests:**

- $221,905 for the Charlotte Convention and Visitors Bureau (CCVB) beyond its dedicated Occupancy Tax revenue stream for additional marketing of Charlotte as a tourism destination Funding may be reconsidered in the future following the completion of the five-year strategic plan for travel and tourism in Charlotte

- $200 000 for The Black Chamber of Commerce of NC to assist with opening and operating a Black Heritage and Cultural Tourism Department

- $20 000 for The Carolina Computer Access Center to operate a technology-related education resource center

- $12 000 for The Festival in the Park organization for its annual visual and performing arts event

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Employee Related Expenses** | | | |
| **Retiree Insurance**<br>Provides the City's share for 1 375 retired employees in the health insurance program | | $2 660 000 | $2 750 000 |
| **Employee Insurance - Administrative Expense**<br>Provides funding for expenses incurred through administration of the City's employee health insurance program | | 30 000 | 30 000 |
| **Fireman's Retirement**<br>Represents the appropriation for the cost of the actuarial study required by law | | 11 000 | 11 500 |
| **Unemployment Insurance (ESC)**<br>Represents annual billing from the Employment Security Commission for unemployment insurance | | 75 000 | 75 000 |
| **Employee Assistance Program**<br>Funds counseling for employees with personal problems which have an adverse affect on their job performance These problems may include alcohol/drug addiction or emotional distress | | 65 000 | 65 000 |
| **Wellness Program**<br>Provides funding for the "City Life" Wellness Program and health education classes elderly and child care assistance and City Employee Day at Carowinds | | 221 000 | 221 000 |
| **Employee Training Program**<br>Provides funding for Citywide training for programs common to all departments | | 205 800 | 204 000 |
| **Sub-total Employee Related Expenses** | | **$3,267,800** | **$3,356,500** |
| **Contributions to Other Funds** | | | |
| **Contribution to Neighborhood Development**<br>Provides a contribution to support Housing Code Enforcement activities to supplement federal jobs programs and to fund the former General Fund departments of Neighborhood Services and Economic Development. | | 4 187 314 | 4 297 139 |
| **Municipal Debt**<br>Provides a contribution to support the Charlotte Mecklenburg Government Center debt service (from rent savings) the capital facilities and capital outlay lease/purchase agreements and the transfer of interest earnings to support the Capital Program | | 10 367 013 | 13 305 000 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Contribution to CIP**<br>Transfers the incremental property tax proceeds from Woodlawn Business Park and the CityFair UDAG-related developments to the Capital Program | | $191 124 | $198 768 |
| **Sub-total Contribution to Other Funds** | | **$14,745,451** | **$17,800,907** |
| **Cultural Agencies**<br>Administered by the Arts and Science Council supports cultural and arts agencies in the City | | **$2,674,580** | **$2,674,580** |
| **Community Agencies** | | | |
| **Library**<br>Provides funding for maintenance for the Charlotte Mecklenburg Library contributed according to legal requirements | | 2 500 | 2 500 |
| **Youth Involvement Council**<br>Funds youth education programs on the issues affecting our world community and lives and challenges them to identify their role in the community | | 40 000 | 40 000 |
| **United Family Services - Victim Assistance**<br>Provides funding for Victim Assistance a United Family Services program that provides counseling and guidance for crime victims and their families | | 264 127 | 274 492 |
| **Sister Cities**<br>Supports an international cultural exchange program | | 31 833 | 27 463 |
| **Stop the Killing/The Crusade**<br>Funds the organization s community efforts and campaigns designed to reduce violence and crime in targeted Charlotte communities | | 40 000 | 40 000 |
| **Mayor's International Cabinet**<br>Funds support of promoting the development of Charlotte as an international city by emphasizing the global community and its relationship to citizenry civic leadership and regional industry | | 31 596 | 26 517 |
| **Sub-total Community Agencies** | | **$410,056** | **$410,972** |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **County-Administered** | | | |
| **Elections Office**<br>Provides the City's share of the normal operating expenses of the County Elections Office and an additional amount during Mayor and City Council election years | | $1 455 034 | $1 205 327 |
| **County Storm Water**<br>Provides for the City's payment of its County Storm Water fees | | 1 223 600 | 1 223 600 |
| **Sub-total County-Administered** | | **$2,678,634** | **$2,428,927** |
| **Other Accounts** | | | |
| **General Fund Contingency**<br>Provides a source of funds for unanticipated expenses that may occur during the year and a reserve for new programs | | 500 000 | 500 000 |
| **Convention and Visitor's Bureau**<br>Funds the Bureau's operating expenses for promoting tourism and conventions in the City The amount is based on a portion of projected collection of the first 3% of the occupancy tax and a $35 000 City contribution | | 2 696 767 | 2 904 826 |
| **Annual Audit**<br>Represents the pro rata amount chargeable to the General Fund for the annual audit. | | 31 150 | 32 250 |
| **Financial Partners Performance Reviews**<br>Provides funding for independent performance reviews of a portion of the City's financial partners | | 250 000 | 250 000 |
| **Technology**<br>Provides funding the City's year 2000 remediation | | 7 000 000 | 5 500 000 |
| **Street Lighting**<br>Represents the operating costs for the City's street lighting system | | 7 127 303 | 7 248 079 |
| **Centralina Council of Governments**<br>Funds the City's annual membership to the Centralina Council of Governments | | 81 324 | 83 400 |
| **Independence Plaza Parking**<br>Funds the ground lease agreement. | | 25 000 | 25 000 |
| **Charlotte-Mecklenburg Government Center Parking**<br>Provides funding for utilities and maintenance of the CMGC parking deck. | | 283 648 | 283 791 |
| **Reimbursable Accident Repairs**<br>Provides funding for the repair of accident-damaged vehicles by third parties | | 250 000 | 250 000 |

## Services Provided

| | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **City Burials**<br>Funds burials in City-owned cemeteries for low-income or disadvantaged people | | $5 000 | $5 000 |
| **Carolinas Partnership**<br>Provides the City's share for developing a marketing strategy for the community | | 101 715 | 101 715 |
| **Road Use Tax**<br>Funds the State tax for all title transfers and new purchases on City vehicles Requires 3% of purchase price not to exceed $1 000 per vehicle | | 130 000 | 130 000 |
| **Protocol Services**<br>Provides assistance to City officials with regards to visiting dignitaries and international protocol | | 11 000 | 11 000 |
| **Federal Program Representative**<br>Provides the City s share of a joint City County contract for a local government liaison with the Federal and State governments | | 75 000 | 75 000 |
| **Emergency Management - Duke Power Grant**<br>Represents a grant received from Duke Power for operating and equipment costs for emergency responses | | 30 000 | 30 000 |
| **Emergency Management - Chemical**<br>Funds Emergency Management programs especially in the areas of capital projects | | 32 500 | 32 500 |
| **City Storm Water Fee**<br>Provides for the annual impervious area payment for storm water services Impervious areas include City roads buildings parking lots and sidewalks | | 2 928 250 | 3 221 275 |
| **Community Safety Plan Contracts**<br>Provides funding for contracts associated with evaluation of the Community Safety Plan | | 58 000 | 58 000 |
| **Citizens Review Board**<br>Funds operating expenses for the volunteer citizens committee which reviews Police related incident complaints | | 11 000 | 11 000 |
| **Charlotte-Mecklenburg Government Center Rent**<br>Funds building rent for areas not occupied by City departments (restaurant news organizations and Sister Cities) and areas that are unoccupied | | 103 138 | 95 641 |
| **Maintenance of Public Spaces**<br>Provides funding for facility maintenance expenses for over street walkways and other facilities not assigned to specific departments | | 67 523 | 70 224 |
| **Privatization Competition Advisory Committee**<br>Funds operating expenses for the volunteer citizens committee which works with City staff on competitive bids and asset management | | 50 000 | 50 000 |

| Services Provided | FY2000 Positions | FY2000 Budget | FY2001 Budget |
|---|---|---|---|
| **Reserve for Annexation Start-up**<br>Provides funding for the administrative costs of the City s biennial annexation process | | $670 663 | $0 |
| **Subtotal Other Accounts** | | **$22,518,981** | **$20,968,701** |
| **Total Non-Departmental Services** | | **$46,295,502** | **$47,640,587** |

# General Fund Financial Partners

| Financial Partner | Funding Source | FY99 Funding | FY2000 Request | FY2000 Funding | FY2001 Request | FY2001 Funding |
|---|---|---|---|---|---|---|
| Arts & Science Council | General Fund | $2,174,580 | $2,674,580 | $2,674,580 | $2,808,300 | $2,674,580 |
| Carolinas Partnership | General Fund | 76,715 | 101,715 | 101,715 | 101,715 | 101,715 |
| Centralina Council of Governments | General Fund | 79,301 | 81,324 | 81,324 | 83,400 | 83,400 |
| Charlotte Sister Cities | General Fund | 28,355 | 41,584 | 31,833 | 41,374 | 27,463 |
| Charlotte Philharmonic Orchestra | General Fund | 35,000 | 0 | 0 | 0 | 0 |
| Children s Services Network | General Fund | 50,000 | 0 | 0 | 0 | 0 |
| Convention & Visitors Bureau | General Fund | 2,163,750 | 2,918,672 | 2,696,767 | 3,210,500 | 2,904,826 |
| Crimestoppers | General Fund | 100,000 | 0 | 0 | 0 | 0 |
| Mayor's International Cabinet | General Fund | 17,714 | 39,500 | 31,596 | 41,870 | 26,517 |
| Stop the Killing/The Crusade | General Fund | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| United Family Services - Victim Assistance | General Fund | 244,512 | 267,197 | 264 127 | 277,885 | 274,492 |
| Youth Involvement Council | General Fund | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| **Total General Fund Partners** | | **$5,049,927** | **$6,204,572** | **$5,961,942** | **$6,645,044** | **$6,172,993** |

# Municipal Service Districts

Municipal Service Districts revenue support the Charlotte Center City Partners

## District I

Municipal Service District I was established by City Council in 1978 for the purpose of promoting investment in the central business area This district encompasses the property between Brookshire Expressway Independence/Stonewall and Interstate 77 An FY2000 tax rate of 1 93¢ per $100 assessed valuation is recommended no change from FY99 The assessed value is $3 222 279,390 for FY2000

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|---|
| **Revenues** | | | | |
| Property Taxes | $521 633 | $539 946 | $607,907 | $624 543 |
| State Reimbursement | 10 200 | 10 200 | 9,302 | 9,302 |
| Interest on Investments | 4 000 | 4 000 | 0 | 0 |
| Fund Balance Contribution | 97 125 | 0 | 0 | 0 |
| **Total Municipal Service District I Revenues** | **$632,958** | **$554,146** | **$617,209** | **$633,845** |
| **Expenditures** | | | | |
| Contractual Services | $610 758 | $529 146 | $592 209 | $609,185 |
| City Services | 22 200 | 25 000 | 25,000 | 24 660 |
| **Total Municipal Service District I Expenditures** | **$632,958** | **$554,146** | **$617,209** | **$633,845** |

# Districts 2 & 3

Districts 2 and 3 were approved by City Council in 1985 Their purpose is to promote and market programs to ensure continued economic growth for the center city

# District 2

This district is a one block wide band around District 3 (excluding some parts of the Fourth Ward Park Area) An FY2000 tax rate of 1 4¢ per $100 of assessed valuation is recommended, no change from FY99 The assessed value is $931 928 667 for FY2000

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|---|
| **Revenues** | | | | |
| Property Taxes | $109,673 | $116,631 | $127,534 | $131,025 |
| State Reimbursement | 1,300 | 1 400 | 1,267 | 1,267 |
| Interest on Investments | 0 | 0 | 0 | 0 |
| Fund Balance Contribution | 20 125 | 0 | 0 | 0 |
| **Total Municipal Service District 2 Revenues** | **$131,098** | **$118,031** | **$128,801** | **$132,292** |
| **Expenditures** | | | | |
| Contractual Services | $126,498 | $112 881 | $123 581 | $127 417 |
| City Services | 4 600 | 5 150 | 5 220 | 4 875 |
| **Total Municipal Service District 2 Expenditures** | **$131,098** | **$118,031** | **$128,801** | **$132,292** |

# District 3

This district encompasses the property between Church, College Stonewall and Eighth Streets An FY2000 tax rate of 2 89¢ per $100 of assessed valuation is recommended no change from FY99 The assessed value is $1,450 418 985

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget |
|---|---|---|---|---|
| **Revenues** | | | | |
| Property Taxes | $315,069 | $339,069 | $409,740 | $420,953 |
| State Reimbursement | 2,400 | 2,400 | 1,945 | 1,945 |
| Interest on Investments | 1,200 | 1,200 | 0 | 0 |
| Fund Balance Contribution | 57,750 | 0 | 0 | 0 |
| **Total Municipal Service District 2 Revenues** | **$376,419** | **$342,669** | **$411,685** | **$422,898** |
| **Expenditures** | | | | |
| Contractual Services | $363,219 | $327,819 | $396,565 | $407,773 |
| City Services | 13,200 | 14,850 | 15,120 | 15,125 |
| **Total Municipal Service District 2 Expenditures** | **$376,419** | **$342,669** | **$411,685** | **$422,898** |

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

Effective July 1 1999 the City s storm water debt service accounts will be maintained separately in the new Storm Water Debt Service Fund Prior to this change storm water debt service was included in the Municipal Debt Service Fund

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Property Tax | $25 137 006 | $27 036 718 | $27 400 694 | $29 186 063 | 1 3% |
| Intangibles Tax | 796 618 | 886 607 | 848 243 | 846 442 | -4 3% |
| Occupancy Tax | 3 253 765 | 3 907 417 | 4 141 862 | 4 266 118 | 6 0% |
| Sales Tax | 7 905 805 | 9 124 989 | 9 450 339 | 9 892 118 | 3 6% |
| State Reimbursements | 1 089 109 | 1 095 880 | 1 095 880 | 1 095 880 | 0 0% |
| Interest on Investments | 2 477 864 | 1 800 000 | 1 725 000 | 1 687 500 | -4 2% |
| Interest Transferred from Other Funds | | | | | |
| General | 5 130 297 | 3 600 000 | 3 450 000 | 3 375 000 | -4 2% |
| Other | 4 204 796 | 5 388 614 | 3 470 000 | 2 175 000 | 35 6% |
| Contribution from Other Funds | | | | | |
| General | 8 233 839 | 9 032 591 | 6 917 013 | 9 930 000 | 23 4% |
| General CIP | 1 547 323 | 0 | 0 | 0 | |
| Transit CIP | 2 483 | 0 | 0 | 0 | |
| Powell Bill | 800 000 | 0 | 0 | 0 | |
| Storm Water | 296 780 | 886 675 | 0 | 0 | 100 0% |
| Cityfair Parking Deck | 583 267 | 642 100 | 0 | 0 | 100 0% |
| Stadium Parking Deck | 901 827 | 860 234 | 857 233 | 858 295 | -0 3% |
| County Share CMGC and Park and Rec L/P | 1 368 037 | 1 342 795 | 1 334 163 | 1 300 913 | -0 6% |
| Contribution from Aud/Coliseum/Conv Ctr Au | 1 100 000 | 1 100 000 | 250 000 | 250 000 | 77 3% |
| Other | 1 147 019 | 1 133 171 | 1 129 193 | 929 791 | -0 4% |
| **Total Revenues** | **$65,975,835** | **$67,837,791** | **$62,069,620** | **$65,793,120** | **-8.5%** |
| **Expendi ures** | | | | | |
| Bond Retirement | $21 452 762 | $25 416 625 | $25 201 940 | $26 495 750 | 0 8% |
| Interest on Bonds | 14 886 947 | 15 306 992 | 15 492 562 | 14 272 771 | 1 2% |
| Bond Issue Expense | 110 543 | 250 000 | 250 000 | 250 000 | 0 0% |
| Lease Pu chase Agreements | | | | | |
| Equipment | 6 024 797 | 7 032 685 | 5 918 000 | 8 930 000 | 15 9% |
| Municipal Facilities | 1 757 018 | 0 | 0 | 0 | |
| Cityfair Parking Deck | 583 268 | 154 763 | 0 | 0 | 100 0% |
| Stadium Parking Deck | 877 041 | 860 234 | 857 233 | 858 295 | -0 3% |
| CMPD Headquarters | 1 139 581 | 1 137 694 | 1 139 154 | 1 138 674 | 0 1% |
| Police Service Area Stations | 856 723 | 876 923 | 875 758 | 878 320 | 0 1% |
| Garage Lease Costs | 432 053 | 410 000 | 390 000 | 177 500 | -4 9% |
| Bank Charges and Other | 76 332 | 100 000 | 100 000 | 100 000 | 0 0% |
| Contribution to General Fund | 1 435 367 | 35 000 | 35 000 | 35 000 | 0 0% |
| **Total Expenditures** | **$49,632,432** | **$51,580,916** | **$50,259,647** | **$53,136,310** | **-2.6%** |
| **Excess Revenues over Expenditures** | **$16,343,403** | **$15,347,869** | **$11,736,460** | **$12,580,782** | **-23.5%** |

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

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Contribution from Water and Sewer Operating Fund | $38 815 112 | $49 012 000 | $59 089 200 | $63 771 200 | 20 6% |
| Interest on Investments | 124 230 | 29 000 | 150 000 | 150 000 | 417 2% |
| Interest Transferred from Other Funds | 14 394 659 | 7 700 000 | 5 520 000 | 5 150 000 | -28 3% |
| **Total Revenues** | **53,334,001** | **56,741,000** | **64,759,200** | **69,071,200** | **14 1%** |
| **Expenditures** | | | | | |
| **Water Debt Service** | | | | | |
| Bond Retirement | 9 927 513 | 11 656 500 | 12 273 745 | 12 801 140 | 5 3% |
| Interest on Bonds | 14 249 763 | 10 930 800 | 13 994 685 | 14 714 198 | 28 0% |
| **Total Water Debt Service** | **24,177,276** | **22,587,300** | **26,268,430** | **27,515,338** | **16.3%** |
| **Sewer Debt Service** | | | | | |
| Bond Retirement | 9 794 725 | 14 246 900 | 15 288 855 | 15 973 360 | 7 3% |
| Interest on Bonds | 14 046 012 | 12 095 800 | 19 650 915 | 22 123 502 | 62 5% |
| **Total Sewer Debt Service** | **23,840,737** | **26,342,700** | **34,939,770** | **38,096,862** | **32.6%** |
| **Other Expenditures** | | | | | |
| Bank Charges | 43 959 | 50 000 | 50 000 | 50 000 | 0 0% |
| Cost of Issuance | 21 159 | 250 000 | 850 000 | 850 000 | 240 0% |
| Refunding Bond Escrow Agent | | 3 398 000 | | | -100 0% |
| Equipment Lease Purchase | 905 504 | 1 050 000 | 945 000 | 896 000 | -10 0% |
| Small Town Debt Service | 1 792 500 | 1 752 000 | 1 706 000 | 1 663 000 | -2 6% |
| Lease Purchase Agreement | 89 922 | 90 000 | 0 | 0 | -100 0% |
| **Total Other Expenditures** | **2,853,044** | **6,590,000** | **3,551,000** | **3,459,000** | **-46 1%** |
| **Total Expenditures** | **50,871,057** | **55,520,000** | **64,759,200** | **69,071,200** | **16.6%** |
| **Excess Revenues over Expenditures** | **$2,462,944** | **$1,221,000** | **$0** | **$0** | **-100 0%** |

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

| | FY98 Actual | Revised FY99 Budget | FY 2000 Budget | FY 2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Contribution from Aviation Operating | $24 056 328 | $22 654 000 | $24 632 900 | $24 290 100 | 8 7% |
| Innterest on Investments | 2 406 590 | 1 395 000 | 1 305 000 | 1 205 000 | 6 5% |
| **Total Revenues** | **$26,462,918** | **$24,049,000** | **$25,937,900** | **$25,495,100** | **7 9%** |
| **Fund Balance** | 9 845 170 | 714 000 | 0 | 0 | |
| **Total Revenues and Fund Balance** | **$36,308,088** | **$24,763,000** | **$25,937,900** | **$25,495,100** | **4 7%** |
| **Expenditures** | | | | | |
| Bond Retirement | $6 345 000 | $6 680 000 | $7 495 000 | $7 760 000 | 12 2% |
| Interest on Bonds | 16 422 066 | 15 285 000 | 15 930 400 | 15 517 600 | 4 2% |
| Fees | 769 295 | 717 500 | 647 500 | 637 500 | -9 8% |
| Transfers to Operating Fund | 1 594 825 | 1 505 000 | 1 290 000 | 1 200 000 | 14 3% |
| Lease Purchase | 196 302 | 195 500 | 195 000 | 0 | 0 3% |
| Refunding Bond Escrow Agent | 7 445 826 | 0 | 0 | 0 | |
| Cost of Bond Sale | 339 631 | 0 | 0 | 0 | |
| Restricted for Future Years | 3 195 143 | 380 000 | 380 000 | 380 000 | 0 0% |
| **Total Expenditures** | **$36,308,088** | **$24,763,000** | **$25,937,900** | **$25,495,100** | **4.7%** |

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

| | FY98 Actual | Revised FY99 Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Taxes | | | | | |
| Occupancy | $7 840 496 | $8 600 000 | $9 500 000 | $10 400 000 | 10 5% |
| Prepared Food | 10 241 339 | 11 400 000 | 12 400 000 | 13 400 000 | 8 8% |
| **Total Taxes** | **18,081,835** | **20,000,000** | **21,900,000** | **23,800,000** | **9.5%** |
| Proceeds from Sale of COPS | | | 10 100 000 | | |
| Interest on Investments | 1 633 279 | 1 500 000 | 1 600 000 | 1 700 000 | 6 7% |
| **Total Revenues** | **19,715,114** | **21,500,000** | **33,600,000** | **25,500,000** | **56.3%** |
| **Fund Balance** | **4,230,145** | **0** | **0** | **0** | |
| **Total Revenues and Fund Balance** | **23,945,259** | **21,500,000** | **33,600,000** | **25,500,000** | **56.3%** |
| **Expenditures** | | | | | |
| Promotion and Marketing | 3 092 065 | 3 646 000 | 3 793 000 | 4 249 000 | 4 0% |
| Administration | 80 688 | 50 000 | 100 000 | 100 000 | 100 0% |
| Contribution to Coliseum Authority (Operating Deficit) | 292 788 | 750 000 | 772 000 | 796 000 | 2 9% |
| Transfers to Other Funds | | | | | |
| Convention Center Debt Service | 11 879 718 | 12 268 000 | 13 493 500 | 16 408 500 | 10 0% |
| General Capital Improvement | 8 600 000 | 1 500 000 | 0 | 0 | -100 0% |
| **Total Expenditures** | **23,945,259** | **18,214,000** | **18,158,500** | **21,553,500** | **-0.3%** |
| **Reserved for Future Years** | **0** | **3,286,000** | **15,441,500** | **3,946,500** | **369 9%** |

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

| | FY98 Actual | Revised FY99 Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Contribution from Convention Center Tax Fund | $11 879 718 | $12 268 000 | $13 493 500 | $16 408 500 | 10 0% |
| Interest on Investments | 791 518 | 770 000 | 770 000 | 770 000 | 0 0% |
| Proceeds from Sale of COPS | | | 3 750 000 | 2 400 000 | |
| **Total Revenues** | **$12,671,236** | **$13,038,000** | **$18,013,500** | **$19,578,500** | **38.2%** |
| **Fund Balance** | **376,075** | **0** | **0** | **0** | |
| **Total Revenues and Fund Balance** | **$13,047,311** | **$13,038,000** | **$18,013,500** | **$19,578,500** | **38.2%** |
| **Expenditures** | | | | | |
| Bond Retirement | $3 740 000 | $3 965 000 | $4 575 000 | $6 430 000 | 15 4% |
| Interest on Bonds | 9 296 729 | 9 062 000 | 9 663 500 | 10 713 500 | 6 6% |
| Cost of COPS Sale | | | 3 750 000 | 2 400 000 | |
| Fees | 10 582 | 11 000 | 25 000 | 35 000 | 127 3% |
| **Total Expenditures** | **$13,047,311** | **$13,038,000** | **$18,013,500** | **$19,578,500** | **38.2%** |

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

Effective July 1, 1999 the City's storm water debt service accounts will be maintained separately in the new Storm Water Debt Service Fund Prior to this change, storm water debt service was included in the Municipal Debt Service

| | FY2000 Budget | FY2001 Budget | Percent Change (FY2000 to FY 2001) |
|---|---|---|---|
| **Revenues** | | | |
| Contribution from Storm Water Operating | $2 802 000 | $3 652 000 | 30 3% |
| Proceeds from Sale of Bonds | 575 000 | 0 00 | -100 0% |
| **Total Revenues** | **$3,377,000** | **$3,652,000** | **8.1%** |
| **Expenditures** | | | |
| Bond Retirement | $806 000 | $845 000 | 4 8% |
| Interest on Bonds | 1,996,000 | 2,782 000 | 39 4% |
| Cost of Sale | 575,000 | 0 00 | -100 0% |
| Fees | 0 00 | 25 000 | |
| **Total Expenditures** | **$3,377,000** | **$3,652,000** | **8.1%** |

# City of Charlotte
# Stadium Parking Deck Fund
# Summary of Revenues and Expenditures

| | FY98 Actual | Revised FY99 Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY 2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Parking Fees | $446 125 | $618 000 | $625 000 | $630 000 | 1 1% |
| Rent | 420 308 | 460 225 | 458 620 | 459 190 | -0 3% |
| Contributions | 108 844 | 21 000 | 21 000 | 21 000 | 0 0% |
| Interest on Investments | 8 706 | 46 000 | 45 000 | 45 000 | 2 2% |
| **Total Revenues** | **983,983** | **1,145,225** | **1,149,620** | **1,155,190** | **0 4%** |
| **Fund Balance** | **123,626** | **0** | **0** | **0** | |
| **Total Revenues and Fund Balance** | **1,107,609** | **1,145,225** | **1,149,620** | **1,155,190** | **0 4%** |
| **Expenditures** | | | | | |
| Operations | 205 782 | 210 000 | 220 000 | 225 000 | 4 8% |
| Contribution to Debt Service | 901 827 | 860 234 | 857 233 | 858 295 | -0 3% |
| **Total Expenditures** | **1,107,609** | **1,070,234** | **1,077,233** | **1,083,295** | **0.7%** |
| **Reserved for Future Years** | **$0** | **$74,991** | **$72,387** | **$71,895** | **-3.5%** |

## City of Charlotte
## All Funds
## Summary of Expenditures
## (Net Of Transfers)
## FY2000

| Fund/Activity | Operating | Capital | Total |
|---|---|---|---|
| General | $275 970 615 | | $275 970 615 |
| Water and Sewer | 63 635 251 | $120 673 700 | 184 308 951 |
| Aviation | 47 973 255 | 97 735 808 | 145 709 063 |
| Neighborhood Development | 10 163 001 | 23 359 246 | 33 522 247 |
| Metropolitan Transit Commission * | 43 104 231 | 23 870 000 | 66 974 231 |
| Powell Bill | 21 123 227 | | 21 123 227 |
| Safe Light | 1 111 883 | | 1 111 883 |
| Municipal Service Districts | 1 157 695 | | 1 157 695 |
| Debt Service | 162 312 247 | | 162 312 247 |
| Risk Management | 595 508 | | 595 508 |
| Stadium Parking Deck | 220 000 | | 220 000 |
| Convention Center | 4 665 000 | | 4 665 000 |
| Storm Water Utility | 9 583 143 | 23 715 000 | 33 298 143 |
| General CIP | | 43 170 826 | 43 170 826 |
| Transportation CIP | | 22 775 000 | 22 775 000 |
| **TOTAL BUDGET** | **$641,615,056** | **$355,299,580** | **$996,914,636** |

## City of Charlotte
## All Funds
## Summary of Expenditures
## (Net Of Transfers)
## FY2001

| Fund/Activity | Operating | Capital | Total |
|---|---|---|---|
| General | $282 618 075 | | $282 618,075 |
| Water and Sewer | 65 050 698 | $112 654 125 | 177 704 823 |
| Aviation | 48 906 379 | 169 169 583 | 218 075 962 |
| Neighborhood Development | 8 601 325 | 29 178 615 | 37 779 940 |
| Metropolitan Transit Commission * | 43 104 231 | 23 870 000 | 66 974 231 |
| Powell Bill | 20 723 226 | | 20 723 226 |
| Safe Light | 1 393 193 | | 1 393 193 |
| Municipal Service Districts | 1 189 035 | | 1 189 035 |
| Debt Service | 170 898 110 | | 170 898 110 |
| Risk Management | 616 333 | | 616 333 |
| Stadium Parking Deck | 225 000 | | 225 000 |
| Convention Center | 5 145 000 | | 5 145 000 |
| Storm Water Utility | 10 853 261 | 24 680 000 | 35 533 261 |
| General CIP | | 35 715 988 | 35 715 988 |
| Transportation CIP | | 83 970 000 | 83 970 000 |
| **TOTAL BUDGET** | **$659,323,866** | **$479,238,311** | **$1,138,562,177** |

* The newly formed Metropolitan Transit Commission has elected to provide a one year budget plan for FY2000 its initial year of operation For purposes of comparison the same amounts have been included in FY2001

## City of Charlotte
## General Fund
## Summary of Expenditures

| Key or Support Business | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| Police | $106 279 589 | $113 254 226 | $116 616 898 | $121 854 214 | 3 0% |
| Fire | 44 601 066 | 45 177 074 | 48 856 277 | 51 112 727 | 8 1% |
| Sol d Waste | 25 073 695 | 27 098 899 | 29 160 761 | 29 446 394 | 7 6% |
| Transportation | 10 540 643 | 12 168 688 | 13 972 116 | 14 377 272 | 14 8% |
| Engineering & Property Management | 11 499 215 | 13 763 369 | 15 290 632 | 15 609 734 | 11 1% |
| Planning | 2 800 856 | 2 962 353 | 3 166 215 | 3 129 493 | 6 9% |
| Mayor and Council | 679 291 | 798 551 | 847 523 | 854 154 | 6 1% |
| City Attorney | 1 116 297 | 1 124 831 | 1 195 847 | 1 231 022 | 6 3% |
| City Clerk | 381 245 | 381 482 | 415 529 | 414 602 | 8 9% |
| City Manager | 4 207 361 | 5 052 720 | 5 758 638 | 5 855 294 | 14 0% |
| Human Resources | 1 480 574 | 1 511 004 | 1 642 330 | 1 665 469 | 8 7% |
| Finance | 6 501 102 | 7 089 140 | 8 553 010 | 8 786 776 | 20 6% |
| Business Support Services | 4 539 828 | 7 177 486 | 8 243 731 | 8 153 986 | 14 9% |
| Budget and Evaluation | 854 564 | 856 881 | 921 961 | 932 915 | 7 6% |
| Non Departmentals | 46 973 249 | 46 489 125 | 46 295 502 | 47 640 587 | -0 4% |
| **Total General Fund Expenditures** | **$267 528,576** | **$284,905,829** | **$300 936,970** | **$311,064,639** | **5 6%** |

## City of Charlotte
## General Fund
## Summary of Positions

| Key or Support Business | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| Police | 1 814 50 | 1 812 50 | 1 980 50 | 1 980 50 | 9 3% |
| Fire | 852 00 | 851 00 | 874 00 | 892 00 | 2 7% |
| Solid Waste | 248 00 | 258 00 | 249 00 | 249 00 | 3 5% |
| Transportation | 399 25 | 400 25 | 400 25 | 400 25 | 0 0% |
| Engineering & Property Management | 219 00 | 225 00 | 256 00 | 256 00 | 13 8% |
| Planning | 41 00 | 44 00 | 46 00 | 46 00 | 4 5% |
| Mayor and Council | 5 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Attorney | 14 25 | 14 25 | 14 50 | 14 50 | 1 8% |
| City Clerk | 6 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Manager | 14 00 | 14 00 | 14 00 | 14 00 | 0 0% |
| Community Relations | 9 00 | 9 00 | 9 00 | 9 00 | 0 0% |
| Corporate Communications | 14 00 | 15 00 | 17 00 | 17 00 | 13 3% |
| Customer Service | 9 00 | 15 00 | 16 00 | 16 00 | 6 7% |
| Economic Development | | 1 00 | 1 00 | 1 00 | 0 0% |
| Internal Audit | 4 00 | 4 00 | 6 00 | 6 00 | 50 0% |
| Training | 6 00 | 6 00 | 9 00 | 9 00 | 50 0% |
| Human Resources | 18 50 | 18 50 | 18 50 | 18 50 | 0 0% |
| Finance | 98 00 | 100 00 | 100 00 | 100 00 | 0 0% |
| Business Support Services | 168 75 | 168 00 | 171 00 | 171 00 | 1 8% |
| Budget and Evaluation | 12 00 | 12 00 | 12 00 | 12 00 | 0 0% |
| **Total General Fund Positions** | **3 952.25** | **3,979.50** | **4 205 75** | **4,223 75** | **5 7%** |

# City of Charlotte
# Summary of Position Allocations
# By Fund

| Key or Support Business | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| Police | 1 814 50 | 1 812 50 | 1 980 50 | 1 980 50 | 9 3% |
| Fire | 852 00 | 851 00 | 874 00 | 892 00 | 2 7% |
| Solid Waste | 248 00 | 258 00 | 249 00 | 249 00 | 3 5% |
| Transportation | 399 25 | 400 25 | 400 25 | 400 25 | 0 0% |
| Engineering & Property Management | 219 00 | 225 00 | 256 00 | 256 00 | 13 8% |
| Planning | 41 00 | 44 00 | 46 00 | 46 00 | 4 5% |
| Mayor/Council | 5 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Attorney | 14 25 | 14 25 | 14 50 | 14 50 | 1 8% |
| City Clerk | 6 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Manager | 14 00 | 14 00 | 14 00 | 14 00 | 0 0% |
| Community Relations | 9 00 | 9 00 | 9 00 | 9 00 | 0 0% |
| Corporate Communications | 14 00 | 15 00 | 17 00 | 17 00 | 13 3% |
| Customer Service | 9 00 | 15 00 | 16 00 | 16 00 | 6 7% |
| Economic Development | | 1 00 | 1 00 | 1 00 | 0 0% |
| Internal Audit | 4 00 | 4 00 | 6 00 | 6 00 | 50 0% |
| Training | 6 00 | 6 00 | 9 00 | 9 00 | 50 0% |
| Human Resources | 18 50 | 18 50 | 18 50 | 18 50 | 0 0% |
| Finance | 98 00 | 100 00 | 100 00 | 100 00 | 0 0% |
| Business Support Services | 168 75 | 168 00 | 171 00 | 171 00 | 1 8% |
| Budget and Evaluation | 12 00 | 12 00 | 12 00 | 12 00 | 0 0% |
| **Total General Fund** | **3,952.25** | **3,979.50** | **4,205 75** | **4,223.75** | **5 7%** |
| Water and Sewer | 654 75 | 658 75 | 729 50 | 746 50 | 10 7% |
| Aviation | 226 00 | 226 00 | 226 00 | 226 00 | 0 0% |
| Storm Water | 49 00 | 49 00 | 57 00 | 57 00 | 16 3% |
| Metropolitan Transit Commission | 80 25 | 82 25 | 96 25 | 96 25 | 17 0% |
| Neighborhood Development | 102 00 | 102 00 | 103 00 | 103 00 | 1 0% |
| Risk Management | 20 00 | 20 00 | 20 00 | 20 00 | 0 0% |
| **Total All Funds** | **5,084 25** | **5,117.50** | **5,437.50** | **5,472.50** | **6.3%** |

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

| Key or Support Business | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| Police | 1 814 50 | 1 812 50 | 1 980 50 | 1 980 50 | 9 3% |
| Fire | 852 00 | 851 00 | 874 00 | 892 00 | 2 7% |
| Solid Waste | 248 00 | 258 00 | 249 00 | 249 00 | 3 5% |
| Transportation | 399 25 | 400 25 | 400 25 | 400 25 | 0 0% |
| Engineering & Property Management | 268 00 | 274 00 | 313 00 | 313 00 | 14 2% |
| Planning | 41 00 | 44 00 | 46 00 | 46 00 | 4 5% |
| Mayor/Council | 5 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Attorney | 14 25 | 14 25 | 14 50 | 14 50 | 1 8% |
| City Clerk | 6 00 | 6 00 | 6 00 | 6 00 | 0 0% |
| City Manager | 14 00 | 14 00 | 14 00 | 14 00 | 0 0% |
| Community Relations | 9 00 | 9 00 | 9 00 | 9 00 | 0 0% |
| Corporate Communications | 14 00 | 15 00 | 17 00 | 17 00 | 13 3% |
| Customer Service | 9 00 | 15 00 | 16 00 | 16 00 | 6 7% |
| Economic Development | 0 00 | 1 00 | 1 00 | 1 00 | 0 0% |
| Internal Audit | 4 00 | 4 00 | 6 00 | 6 00 | 50 0% |
| Training | 6 00 | 6 00 | 9 00 | 9 00 | 50 0% |
| Human Resources | 18 50 | 18 50 | 18 50 | 18 50 | 0 0% |
| Finance | 118 00 | 120 00 | 120 00 | 120 00 | 0 0% |
| Business Support Services | 168 75 | 168 00 | 171 00 | 171 00 | 1 8% |
| Budget and Evaluation | 12 00 | 12 00 | 12 00 | 12 00 | 0 0% |
| Utilities | 654 75 | 658 75 | 729 50 | 746 50 | 10 7% |
| Aviation | 226 00 | 226 00 | 226 00 | 226 00 | 0 0% |
| Metropolitan Transit Commission | 80 25 | 82 25 | 96 25 | 96 25 | 17 0% |
| Neighborhood Development | 102 00 | 102 00 | 103 00 | 103 00 | 1 0% |
| **Total All Funds** | **5,084.25** | **5,117.50** | **5,437.50** | **5,472.50** | **6.3%** |

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

| Key or Support Business | FY99 to FY2000 Budget | FY2000 to FY2001 Budget |
|---|---|---|
| Police | 168 00 | |
| Fire | 23 00 | 18 00 |
| Solid Waste | (9 00) | |
| Transportation | | |
| Engineering & Property Management | 31 00 | |
| Planning | 2 00 | |
| Mayor/Council | | |
| City Attorney | 0 25 | |
| City Clerk | | |
| City Manager | | |
| Community Relations | | |
| Corporate Communications | 2 00 | |
| Customer Service | 1 00 | |
| Economic Development | | |
| Internal Audit | 2 00 | |
| Training | 3 00 | |
| Human Resources | | |
| Finance | | |
| Business Support Services | 3 00 | |
| Budget and Evaluation | | |
| **Total General Fund** | **226.25** | **18 00** |
| Water and Sewer | 70 75 | 17 00 |
| Aviation | | |
| Storm Water | 8 00 | |
| Metropolitan Transit Commission | 14 00 | |
| Neighborhood Development | 1 00 | |
| Risk Management | | |
| **Total All Funds** | **320 00** | **35 00** |

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

| Operating Revenues | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| Variable Rate Revenues | $87 419 514 | $91 220 159 | $103 609 642 | $111 515 824 | 13 6% |
| Fixed Rate Revenues | 5 763 808 | 5 696 369 | 5 891 512 | 6 149 055 | 3 4% |
| Specific Service and Capacity Charges | 11 716 123 | 12 430 838 | 14 610 000 | 14 810 000 | 17 5% |
| Industrial Waste Surcharges | 3 256 693 | 3 343 079 | 2 560 000 | 2 560 000 | 23 4% |
| Other | 273 508 | 300 392 | 250 000 | 250 000 | 16 8% |
| Interest on Investments | 3 176 365 | 3 000 000 | 3 000 000 | 2 900 000 | 0 0% |
| Fund Balance | | | 987 797 | | |
| **Total Revenues** | **$111,606,011** | **$115,990,837** | **$130,908,951** | **$138,184,879** | **12.9%** |
| **Operating Expenditures** | | | | | |
| Personal Services | $21 855 853 | $24 955 453 | $29 044 791 | $30 631 805 | 16 4% |
| Operating Expense | 28 225 892 | 28 701 892 | 29 026 430 | 29 822 814 | 1 1% |
| Capital Outlay | 481 696 | 461 000 | 447 900 | 254 200 | 2 8% |
| Non Departmental | 10 959 997 | 11 163 968 | 10 769 078 | 10 544 644 | 3 5% |
| Departmental Charges | (5 592 767) | (6 569 665) | (5 652 948) | (6 202 765) | 14 0% |
| **Sub-total Operating** | **$55,930,671** | **$58,712,648** | **$63,635,251** | **$65,050,698** | **8.4%** |
| **CIP and Debt Service Support** | **$43,212,854** | **$53,451,280** | **$67,273,700** | **$71,735,700** | **25 9%** |
| **Total Expenditures** | **$99,143,525** | **$112,163,928** | **$130,908,951** | **$136,786,398** | **16 7%** |
| **Excess Revenues over Expenditures** | **$12,462,486** | **$3,826,909** | **$0** | **$1,398,481** | **-100 0%** |

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

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Property Tax | $2 608 377 | $1 940 000 | $935 242 | | 51 8% |
| Impervious Surface Fee City | 3 025 000 | 3 327 500 | 3 660 250 | 4 026 275 | 10 0% |
| Impervious Surface Fee Other | 10 820 892 | 11 089 133 | 13 148 632 | 14 683 974 | 18 6% |
| Interest on Investments | 227 857 | 250 000 | 400 000 | 384 103 | 60 0% |
| Payment from County Storm Water | | | 446 271 | | |
| Other | 135 836 | | | | |
| **Total Revenues** | **16,817,962** | **16,606,633** | **18,590,395** | **19,094,352** | **11 9%** |
| **Fund Balance** | | **172,496** | **55,203** | | **-68 0%** |
| **Total Revenues and Fund Balance** | **16,817,962** | **16,779,129** | **18,645,598** | **19,094,352** | **11 1%** |
| **Expenditures** | | | | | |
| Operating Budget | $6 722 349 | $8 730 266 | $9 583 143 | $9 637 520 | 9 8% |
| Transfer to Storm Water Capital Project Fund | 9 760 000 | 7 162 188 | 6 260 455 | 4 589 091 | 12 6% |
| Transfer to Storm Water Debt Service Fund | 296 780 | 886 675 | 2 802 000 | 3 652 000 | 216 0% |
| Future Capital Projects | | | | 1 215 741 | |
| **Total Storm Water Expenditures** | **16,779,129** | **16,779,129** | **18,645,598** | **19,094,352** | **11 1%** |

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

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Operating Revenues** | | | | | |
| Terminal and Airfield Usage | $24 713 326 | $25 585 345 | $26 647 230 | $27 016 615 | 4 2% |
| Concessions | 15 522 342 | 15 131 013 | 17 241 925 | 17 414 344 | 14 0% |
| Parking | 15 745 494 | 11 903 244 | 16 500 000 | 16 665 000 | 38 6% |
| Cargo Area and Ground Rents | 5 487 117 | 5 498 170 | 5 500 000 | 5 555 000 | 0 0% |
| Other | 2 757 001 | 2 803 126 | 3 102 000 | 3 133 020 | 10 7% |
| Interest on Investments | 3 984 645 | 3 077 000 | 3 615 000 | 3 462 500 | 17 5% |
| **Total Revenues** | **$68,209,925** | **$63,997,898** | **$72,606,155** | **$73,246,479** | **13.5%** |
| **Operating Expenditures** | | | | | |
| Personal Services | $8 108 501 | $9 047 115 | $10 184 472 | $10 610 207 | 12 6% |
| Operating Expense | 14 692 663 | 18 345 442 | 21 997 096 | 21 354 336 | 19 9% |
| Capital Outlay | 699 957 | 854 680 | 1 141 200 | 833 500 | 33 5% |
| Transfer to General Fund Administrative and Fire Support Services | 2 480 337 | 2 598 796 | 2 589 083 | 2 723 398 | 0 4% |
| **Sub-Total Operating Budget** | **$25,981,458** | **$30,846,033** | **$35,911,851** | **$35,521,441** | **16 4%** |
| Contribution to Debt Service Funds | 24 056 328 | 22 654 000 | 24 632 900 | 24 290 100 | 8 7% |
| Discretionary Funds and Transfers | 18 172 139 | 10 497 865 | 12 061 404 | 13 434 938 | 14 9% |
| **Total Expenditures** | **$68,209,925** | **$63,997,898** | **$72,606,155** | **$73,246,479** | **13.5%** |

# City of Charlotte
# Metropolitan Transit Commission (MTC)
# Summary of Revenues and Expenditures

| | FY2000 Interim Budget |
|---|---|
| **Revenues** | |
| Half-Percent Sales Tax | $52 030 672 |
| Town of Huntersville Contribution | 17 500 |
| Mecklenburg County Contribution | 2 184 953 |
| City of Charlotte Contribution | 37 000 000 |
| **Total MTC Revenues** | **$91,233,125** |
| **Expenditures** | |
| **Current Services·** | |
| Planning Contract Management Project Support | 2 195 045 |
| Transit Contracted Services | 2 546 352 |
| Special Transportation Service | 3 243 825 |
| Support from City Departments | 728 683 |
| Charlotte Transit Service | 23 325 688 |
| Transportation Center Opertations | 950 000 |
| County Social Services (DSS) Transportation | 2 016 657 |
| Sub-total Current Services | $35 006 250 |
| **Expanded Services** | |
| City Five-Year Plan Service Improvements | 2 003 216 |
| County Social Service (DSS) Transportation Expansion | 1 912 632 |
| Transit/Land Use Start-Up (CDOT) | 556 133 |
| Transit/Land-Use Start-Up (Others) | 900 000 |
| Chief Transit Official and Staff | 500 000 |
| County Transit Services | 2 226 000 |
| Sub-total Expanded Services | $8 097 981 |
| **Capital Expenditures.** | |
| Capital and Planning Projects | 23 870 000 |
| Future Construction Reserve | 24 258 894 |
| Sub total Capital Expenditures | $48 128 894 |
| **Total MTC Expenditures** | **$91,233,125** |

# City of Charlotte
# Powell Bill Fund
# Summary of Revenues and Expenditures

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| State Gas Tax Refund | $14 799 456 | $15 169 556 | $16 277 601 | $16 730 737 | 7 3% |
| Interest on Investments | 1 265 592 | 1 300 000 | 1 150 000 | 1 125 000 | 11 5% |
| Other | 222 625 | | | | |
| **Total Revenues** | **$16,287,673** | **$16,469,556** | **$17,427,601** | **$17,855,737** | **5 8%** |
| **Fund Balance** | | **$2,901,659** | **$3,695,626** | **$3,732,489** | **27 4%** |
| **Total Revenues and Fund Balance** | **$16,287,673** | **$19,371,215** | **$21,123,227** | **$21,588,226** | **9 0%** |
| **Expenditures - Operating** | | | | | |
| Contracted Resurfacing | $4 848 537 | $5 686 378 | $8 688 200 | $9 110 110 | 52 8% |
| Repairs by City Forces | 4 815 747 | 5 785 588 | 5 843 237 | 5 947 283 | 1 0% |
| Equipment Rent/Purchase | 2 507 105 | 2 544 675 | 2 616 011 | 2 588 611 | 2 8% |
| Sidewalk Repairs | 0 | 700 000 | 700 000 | 700 000 | 0 0% |
| Street Drainage Maintenance | 18 471 | 124 273 | 88 000 | 88 000 | 29 2% |
| Traffic Control Improvements | 497 092 | 402 946 | 412 585 | 419 901 | 2 4% |
| Snow Removal | 61 681 | 60 000 | 60 000 | 60 000 | 0 0% |
| Physical Inventory of Streets | 9 191 | 12 000 | 12 000 | 12 000 | 0 0% |
| Curb Repair and Replacement | 443 881 | 500 000 | 550 000 | 600 000 | 10 0% |
| Pavement Management System | | 65 000 | 0 | 80 000 | 100 0% |
| Non System Residential Streets | 20 200 | 50 000 | 50 000 | 50 000 | 0 0% |
| Wheel Chair Ramps | 150 000 | 150 000 | 150 000 | 150 000 | 0 0% |
| Annexation | 920 596 | 2 374 855 | 1 221 194 | 112 321 | 48 6% |
| Storm Water Program Fees | 605 000 | 665 000 | 732 000 | 805 000 | 10 1% |
| **Sub-Total Operating** | **$14,897,501** | **$19,120,715** | **$21,123,227** | **$20,723,226** | **10.5%** |
| **Expenditures - Capital** | | | | | |
| Bridge Replacement and Repair | $13 453 | $250 500 | | $865 000 | 100 0% |
| Railroad Crossing Improvements | 46 025 | | | | |
| Loop Detector Replacement | 64 200 | | | | |
| Contribution to Debt Service Fund | 800 000 | | | | |
| **Sub-Total Capital** | **$923,678** | **$250,500** | | **$865,000** | **-100 0%** |
| **Total Expenditures** | **$15,821,179** | **$19,371,215** | **$21,123,227** | **$21,588,226** | **9 0%** |

# City of Charlotte
# SafeLight Program
# Summary of Revenues and Expenditures

| | FY98 Actual | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Change (FY99 to FY2001) Change |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Citations | $0 | $7 300 000 | $1 825 250 | $2 432 950 | 75 0% |
| **Total Revenues** | **$0** | **$7,300,000** | **$1,825,250** | **$2,432,950** | **-75 0%** |
| **Expenditures** | | | | | |
| Administrative/Program Expenses | $0 | $100 000 | $159 863 | $144 029 | 59 9% |
| Contractual Expenses | | 1 733 316 | 952 020 | 1 249 164 | 45 1% |
| **Total Expenditures** | **$0** | **$1,833,316** | **$1,111,883** | **$1,393,193** | **-39 4%** |
| **Revenues in Excess of Expenditures - Reserved for Future Programs** | | **$5,466,684** | **$713,367** | **$1,039,757** | **-87 0%** |

# City of Charlotte
# Neighborhood Development
# Consolidated
# Summary of Revenues and Expenditures

| | FY98 Actual | FY99 Revised Budget | FY 2000 Budget | FY 2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| JTPA IIA IIB IIC III | 1 746 994 | 2 027 799 | 1 473 453 | 1 476 707 | 27 3% |
| JTPA Older Worker Grant | 30 297 | 31 477 | 30 280 | 30 280 | 3 8% |
| JTPA Incentive Grant | 41 384 | 60 783 | 39 832 | 39 832 | 34 5% |
| JTPA Technical Assistance Grant | 4 390 | 3 000 | 3 000 | 3 000 | 0 0% |
| One Stop Implementation Grant | 153 081 | 145 228 | | | 100 0% |
| NC Employment & Training Grant | 131 044 | 106 929 | 106 929 | 106 929 | 0 0% |
| School to-Work Grant | 7 910 | 12 090 | | | 100 0% |
| Lead Based Paint Grant | 65 411 | 4 368 169 | 2 976 676 | 1 263 982 | 31 9% |
| Community Development Block Grant | 944 049 | 1 221 461 | 1 342 715 | 1 403 440 | 9 9% |
| Contribution from General Fund | 3 609 513 | 3 820 387 | 4 187 314 | 4 297 155 | 9 6% |
| **Total Revenues** | **6,734,073** | **11,797,323** | **10,160,199** | **8,621,325** | **-13.9%** |
| **Expenditures** | | | | | |
| Employment Division | 1 071 664 | 1 555 588 | 931 971 | 972 220 | 40 1% |
| Child Care Contract | 272 564 | 131 044 | 131 044 | 131 044 | 0 0% |
| Dislocated Worker Contract | 355 466 | 346 727 | 346 727 | 346 727 | 0 0% |
| Disabled Worker Contract | 40 000 | 40 000 | 40 000 | 40 000 | 0 0% |
| Education & Training Courses | 698 661 | 668 548 | 741 811 | 741 811 | 11 0% |
| Older Worker Program | 30 297 | 30 280 | 30 280 | 30 280 | 0 0% |
| Summer Programs | 452 244 | 552 159 | 526 019 | 526 019 | -4 7% |
| One Stop Implementation | 131 044 | 145 228 | | | 100 0% |
| School to Work | 7 910 | 12 090 | | | 100 0% |
| Key Business Executive | 435 054 | 473 455 | 767 201 | 727 293 | 62 0% |
| Financial Services | 393 170 | 419 867 | 426 608 | 450 576 | 1 6% |
| Business Services | 365 385 | 426 936 | 540 701 | 564 908 | 26 6% |
| Neighborhood Services | 1 483 180 | 1 452 213 | 1 576 196 | 1 635 448 | 8 5% |
| Housing Code Enforcement (Housing sup | 1 054 221 | 1 079 210 | 1 097 648 | 1 143 395 | 1 7% |
| Lead Abatement Program | 65 411 | 4 368 169 | 2 976 676 | 1 263 982 | 31 9% |
| Physical Development | 944 049 | 1 221 461 | 1 342 715 | 1 403 440 | 9 9% |
| **Sub Total** | **7,800,320** | **12,922,968** | **11,475,597** | **9,977,143** | **-11.2%** |
| Less | | | | | |
| Charges to Community Development Blo | 506 247 | 565 645 | 753 350 | 794 462 | 33 2% |
| Charges to General CIP | 560 000 | 560 000 | 562 048 | 561 356 | 0 4% |
| **Total Expenditures** | **6,734,073** | **11,797,323** | **10,160,199** | **8,621,325** | **-13 9%** |

# City of Charlotte
# Employment & Training Fund (6345)
# Summary of Revenues and Expenditures

| | FY98 Actual | FY99 Revised Budget | FY 2000 Budget | FY 2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| JTPA IIA IIB IIC III | 1 746 994 | 2 027 799 | 1 473 453 | 1 476 707 | 27 3% |
| JTPA Older Worker Grant | 30 297 | 31 477 | 30 280 | 30 280 | 3 8% |
| JTPA Incentive Grant | 41 384 | 60 783 | 39 832 | 39 832 | 34 5% |
| JTPA Technical Assistance Grant | 4 390 | 3 000 | 3 000 | 3 000 | 0 0% |
| One Stop Implementation Grant | 153 081 | 145 228 | | | 100 0% |
| NC Employment & Training Grant | 131 044 | 106 929 | 106 929 | 106 929 | 0 0% |
| School to-Work Grant | 7 910 | 12 090 | | | 100 0% |
| Contribution from the General Fund | 944 750 | 1 094 358 | 1 094 358 | 1 131 353 | 0 0% |
| **Total Revenues** | **3,059,850** | **3,481,664** | **2,747,852** | **2,788,101** | **-21.1%** |
| **Expenditures** | | | | | |
| Employment Division | 1 071 664 | 1 555 588 | 931 971 | 972 220 | 40 1% |
| Child Care Contract | 272 564 | 131 044 | 131 044 | 131 044 | 0 0% |
| Dislocated Worker Contract | 355 466 | 346 727 | 346 727 | 346 727 | 0 0% |
| Disabled Worker Contract | 40 000 | 40 000 | 40 000 | 40 000 | 0 0% |
| Education & Training Courses | 698 661 | 668 548 | 741 811 | 741 811 | 11 0% |
| Older Worker Program | 30 297 | 30 280 | 30 280 | 30 280 | 0 0% |
| Summer Programs | 452 244 | 552 159 | 526 019 | 526 019 | 4 7% |
| One Stop Implementation | 131 044 | 145 228 | | | -100 0% |
| School to-Work | 7 910 | 12 090 | | | 100 0% |
| **Total Expenditures** | **3,059,850** | **3,481,664** | **2,747,852** | **2,788,101** | **-21.1%** |

# City of Charlotte
# Neighborhood Development Fund (6806)
# Summary of Revenues and Expenditures

| | FY98 Actuals | FY99 Revised Budget | FY2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Operating Revenues** | | | | | |
| Lead Based Paint Grant | 65 411 | 4 368 169 | 2 976 676 | 1 263 982 | 31 9% |
| Contribution from General Fund | 2 664 763 | 2 726 029 | 3 092 956 | 3 165 802 | 13 5% |
| **Total Revenues** | **2,730,174** | **7,094,198** | **6,069,632** | **4,429,784** | **-14 4%** |
| **Operating Expenditures** | | | | | |
| Key Business Executive | 435 054 | 473 453 | 767 201 | 727 293 | 62 0% |
| Financial Services | 393 170 | 419 862 | 426 608 | 450 576 | 1 6% |
| Business Services | 365 385 | 426 936 | 540 701 | 564 908 | 26 6% |
| Neighborhood Services | 1 483 180 | 1 452 213 | 1 576 196 | 1 635 448 | 8 5% |
| Housing Code Enforcement | 1 054 221 | 1 079 210 | 1 097 648 | 1 143 395 | 1 7% |
| Lead Abatement Program | 65 411 | 4 368 169 | 2 976 676 | 1 263 982 | 31 9% |
| **Sub Total** | **3,796,421** | **8,219,843** | **7,385,030** | **5,785,602** | **-10 2%** |
| Less | | | | | |
| Charges to Comunity Development Block Grant | 506 247 | 565 645 | 753 350 | 794 462 | 33 2% |
| Charges to General CIP | 560 000 | 560 000 | 562 048 | 561 356 | 0 4% |
| **Total Expenditures** | **2,730,174** | **7,094,198** | **6,069,632** | **4,429,784** | **-14 4%** |

# City of Charlotte
# Community Development - Target Areas Fund (6911)
# Summary of Revenues and Expenditures

| | FY98 Actual | FY99 Revised Budget | FY 2000 Budget | FY2001 Budget | Percent Change (FY99 to FY2000) |
|---|---|---|---|---|---|
| **Operating Revenues** | | | | | |
| Community Development Block Grant | 944 049 | 1 221 461 | 1 342 715 | 1 403 440 | 9 9% |
| **Total Revenues** | **944,049** | **1,221,461** | **1,342,715** | **1,403,440** | **9.9%** |
| **Operating Expenditures** | | | | | |
| Physical Development | 944 049 | 1 221 461 | 1 342 715 | 1 403 440 | 9 9% |
| **Total Expenditures** | **944,049** | **1,221,461** | **1,342,715** | **1,403,440** | **9.9%** |

## Executive Summary

FY2000 represents a project implementation and planning year Two events during the current fiscal year influence the planning process

- In November 1998, the voters approved $98 3 million in additional street and sidewalk improvement bonds
- In January 1999, $270 million in additional general government debt capacity was identified at Council's Retreat

One goal reflected in the planning process is the City's desire to implement road projects more quickly Our intent is to complete planning and design for new road projects before the voters approve the projects This accelerated schedule targets enabling the voters to drive on roads 3 years after approving a bond referendum

This Preliminary CIP schedules $216 5 million in debt-financed road, neighborhood and building projects over the next 5 years The largest part of this debt - $155 million - is for roads The proposed road program is recommended for referral to Council's Transportation Committee for approval of a roads list and implementation process Action from the Transportation Committee is requested prior to completion of the FY2001-2005 CIP in June 2000

Major budget changes in the Preliminary FY2000-2004 CIP compared with the current (FY99-2003) CIP are as follows.

*General Government*

- $216 5 million in proposed general obligation bonds for the following projects

  $155 million in road and sidewalk bonds

  $40 million in neighborhood improvement bonds, including $8 million in additional West Side projects

  $21 5 million in certificates of participation for expansion of the Police and Fire Academy ($16 million) and annexation fire stations ($5 5 million)

- Major new Pay-As-You-Go and Current Revenue projects include

  $11 1 million for Eastside Strategy Plan projects

  $2 0 million for Dalton Village infrastructure

  $1 7 million for Pedestrian Safety and Connectivity

  $2 25 million for Charlotte-Mecklenburg Development Corporation land acquisition

*Water and Sewer*

- Major new projects include.

  $20 million for North Mecklenburg Water Plant expansion

  $15 4 million for Briar Creek Relief Sewer

  $15 million for Tri-County Wastewater Treatment Plant

*Aviation*

- Major new projects include

  $20 0 million for Overlay 18R/36L

  $30 million for Gate Expansions

# Capital Investment Plan
# Program Policies

City Council's Capital Investment Plan policies are as follows

1 To evaluate capital project requests according to the following priorities

| | |
|---|---|
| 1st Priority | Retrofit Existing Facilities |
| 2nd Priority | Replacement of Existing Facilities |
| 3rd Priority | Expansion of Existing Facilities |
| 4th Priority | New Facilities |

2 To prioritize capital project funding to comply with federal and state mandates

3 To continue a capital plan which meets the highest priority needs

4 To ensure that existing infrastructure is maintained and replaced

5 To provide for some new capital projects to help meet the highest priority community growth needs

6 To provide a balanced capital plan which will not fund all identified needs, but will fund projects in a variety of program areas

7 To ensure that the Capital Investment Plan will be the platform for economic development in the community

8 Preservation of the existing tax base is a fundamental principle for City capital investment decision-making

9 The City will continue to form partnerships with citizens and businesses to leverage public dollars making this a community of choice for living, working and leisure activities

10 Neighborhoods are the foundation of the community, a reinvestment program focusing on all neighborhoods should be an emphasis in a comprehensive capital investment strategy

# Capital Investment Plan
# Financial Policies

City Council's Capital Investment Plan financial policies are as follows

1 General government debt policies

- Diversify revenue sources dedicated to capital formation and debt service
- Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source Examples of financing strategies include
  - Pay-As-You-Go Funding
  - Grants
  - Debt
- Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
- Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e g , percent of outstanding debt to assessed value)

2 The dedication of specific revenue to the capital plan will be maintained in the Municipal Debt Service Fund In FY2000, the specific revenues recommended for dedication to the Municipal Debt Service Fund include

- **6.43¢ of the property tax rate, a .27¢ decrease from the current year.**
- A portion of the City's proceeds from the Occupancy Tax
- Investment (interest) income
- ½¢ Sales Tax authorized in January 1987
- Other/miscellaneous revenues including a portion of the intangibles tax, ABC profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt cost for the Charlotte-Mecklenburg Government Center

3 Municipal Debt Service Fund Balance will be maintained at an adequate level to cover debt costs

- The ratio of debt service fund balance to actual debt service costs will approximate 50%

4 Pay-As-You-Go Tax Fund will be used in conjunction with long-term debt financing to finance capital projects

5 Asset sales will be dedicated to the Capital Investment Plan The retirement of any outstanding debt on sold assets will be the first priority of sales proceeds

6 General Fund fund balance will increase from 10% to 16% of the operating budget over a four-year period beginning in FY2001 Funding in excess of the 16% General Fund fund balance is dedicated to Pay-As-You-Go capital expenditures, unless otherwise directed by Council

7 Enterprise Funds' capital plans will be established on a self-sustaining basis (Water and Sewer and Airport)

- Water and Sewer and Airport capital projects are financed from revenues generated from user fees and charges

- The Water/Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents

- Storm Water is scheduled to become a self-sustaining Enterprise Fund in FY01, at which time it will rely solely on Storm Water fees and charges

# 1997-98 Capital Needs Advisory Committee
# Core Concepts

These core concepts were developed by the Capital Needs Advisory Committee, and served to guide the Committee in their decision-making process The core concepts were offered by the Committee as a guide to the City Council and the City Manager in making future capital investment decisions for this community

1 The City of Charlotte has a finite budget and should function within the budget

2 The City of Charlotte should maintain its current AAA credit rating

3 Capital investments, which lower operating costs, should be identified separately in the budgeting process to provide priority status The Council should set expected payback/return on investment goals for the project

4 The City of Charlotte should maximize on existing capital investments such as the convention center, the airport and existing infrastructure

5 The City of Charlotte must plan now for a multi-faceted approach to facilitate transportation into and out of the Central Business District

6 The City of Charlotte should preserve and enhance its green spaces, streams and other natural assets

7 Criteria for selection of any capital project for funding should emphasize safety for the citizens of Charlotte

8 The Committee supports City-County capital planning for site selection and joint use of capital facilities

9 The City of Charlotte should be proactive in leveraging private investments to find innovative solutions to support economic development, including neighborhood revitalization and preservation

10 The City of Charlotte should carefully plan and utilize its resources so as to provide for the basic infrastructure of the City, and have funds available for economic development

11 The City of Charlotte should continue with long-range capital planning efforts with emphasis on "forward thinking "

12 The City of Charlotte should preserve the uptown and keep it healthy by placing value on public investments that support small scale projects which reach all segments of our citizens

13 The City should place a priority on economic development projects that have the potential to attract higher skill and higher paying employment opportunities

14 Where appropriate, the City should consider development and planning policies that would clearly minimize the need for future capital expenditures

# Bond Financing

Major components of the Capital Investment Plan financing include existing (authorized) debt and additional debt capacity Below is the debt status of the capital plan under consideration

**General Government Debt Status and Recommendations**

Existing bond projects

- $27 million in Environmental Protection Bonds were approved by the voters in November 1993 $16 5 million of the bonds have been appropriated by City Council The FY2000-2004 CIP schedules a need for $300,000, leaving $10 2 million not scheduled Staff is evaluating options that will be presented in the FY2001-2005 CIP

- $32 million in Neighborhood Improvement Bonds were approved by the voters in November 1996 The FY2000-2004 CIP schedules the remaining $2 9 million over the next two fiscal years

- $66 4 million in Street Bonds were approved by the voters in November 1996 The FY2000-2004 CIP schedules the remaining $20 million over the next three fiscal years

- $20 5 million in 1998 Two-Thirds Bonds were authorized by City Council in the FY99 CIP for West Side and center city projects The FY00-2004 CIP schedules the remaining $11 8 million over the next two fiscal years

- $98 3 million in Street Bonds were approved by the voters in November 1998 $2 2 million were appropriated by City Council last November to award planning contracts The FY2000-2004 CIP schedules the remaining $96 1 million over the next four fiscal years

Additional recommended bond projects

- $330 million in additional general government debt capacity were identified at Council's Retreat in January $60 million of the debt capacity are tourist/tourist-related capacity from the occupancy tax The Preliminary FY2000-2004 CIP includes the following financing strategy

  1 Reserve the $60 million in tourist/tourist related debt for a future capital project to be determined by City Council

  2 $21 5 million in Certificates of Participation (COPs) for expansion of the Police and Fire Academy ($16 million) and annexation fire stations ($5 5 million)

3 $40 million in general obligation bonds for Neighborhood Improvements ($32 million) and the second phase of the West Side Strategy Plan projects ($8 million) in November 2000

4 $155 million in general obligation bonds for Street Improvements, with $55 million in November 2000 and $100 million in 2002

5 Debt capacity is reduced by $23 5 million due to a more aggressive capital project implementation schedule The January 1999 debt model (presented at Council's Retreat) made assumptions as to how fast bond expenditures would be made After more analysis of the implementation schedule, staff has concluded that the program can be implemented more quickly

6 $30 million in bond capacity is not programmed

Summary of General Government Debt Capacity

| **Total Capacity over the next 5 years** | **$330.0 million** |
|---|---|
| Reserve for future tourist/tourist related need | ($60 0 million) |
| Police and Fire Academy Expansion (COPs) | ($16 0 million) |
| Annexation Fire Stations (COPs) | ($5 5 million) |
| Neighborhood Improvement Bonds | ($32 0 million) |
| West Side Strategy Plan | ($8 0 million) |
| Street Improvement Bonds | ($155 0 million) |
| Aggressive implementation schedule | ($23 5 million) |
| **Unprogrammed Capacity** | **$30 million** |

**Storm Water Debt Status**

- The storm water capital program totals $102 3 million over the next five years and includes the following programs
  - $41 0 million for Flood Control
  - $34 6 million for the 10-year Repair Schedule
  - $15 3 million for Channel Restoration

- $5 0 million for Economic Development
- $3 5 million for coordination with the Neighborhood Improvements Program
- $2 9 million for Pollution Control

- The expanded capital program increases fees as follows
  - Residential increase of 8 5% (from $3 30 to $3 58 per month)
  - Commercial increase of 10%
  - City increase of 10%

- FY2000 is the third year of a four-year plan to phase-out property tax support to the Storm Water Fund The 0023¢ scheduled for transfer to the Municipal Debt Service Fund is recommended to be eliminated as part of a property tax adjustment The remaining 0022¢ in the Storm Water Fund is scheduled to be transferred to the Municipal Debt Service Fund in FY2001

- The storm water capital program is funded with $78 2 million in revenue bonds and $24 1 million in Pay-As-You-Go funding from storm water fees.

**Water and Sewer Debt Status**

- The Water and Sewer financing plan projects the need for $178 million in Water Revenue Bonds and $210 million in Sewer Revenue Bonds over the next five years.

- Major projects included for debt financing are
  - $52 8 million for water and sewer extensions
  - $45 5 million for water and sewer line rehabilitation or replacement
  - $43 7 million for Franklin Water Plant rehabilitation and upgrades
  - $42 9 million for regional project developments
  - $38 8 million for new water and sewer mains and outfalls
  - $37 9 million for water and wastewater treatment plant rehabilitations and upgrades
  - $30 5 million for the southwest water supply project
  - $28 4 million for McAlpine Creek Relief Sewer

- $24 0 for annexation water and sewer mains
- $20 million for future expansion of the North Mecklenburg Water Treatment Plant
- $15 4 million for Briar Creek Relief Sewer
- $7 9 million for other projects including water tanks, special studies, and land acquisition

# Pay-As-You-Go and Current Revenues

The Pay-As-You-Go Fund was established after General Revenue Sharing was eliminated by the federal government in 1986 The Fund provides cash investments for relatively small capital projects The Fund, along with the current revenues of Capital Reserve (contribution from the General Fund fund balance in excess of the 10% - 16% beginning in FY2004 - minimum reserve), Asset Management (property sales) and other one-time revenues, maintains the financial policy of diversified revenue sources for the Capital Investment Plan

**The Sales Tax and Auto Tax currently dedicated to the Transit Fund are transferred to the Pay-As-You-Go Fund, where the City's Maintenance of Effort contribution to the Metropolitan Transit Commission ($18.4 million) is budgeted.**

**The Pay-As-You-Go Fund property tax rate is recommended to remain at 2.25¢.**

Pay-As-You-Go revenues provide $88 7 million in funding for housing, economic development and facility investments The five-year totals from these revenues are as follows

- $53 7 million from Pay-As-You-Go (annual property tax revenue)
- $3 3 million from Pay-As-You-Go Fund Balance
- $21 2 million from Capital Reserve (General Fund fund balance in excess of the required 10% reserve at June 30, 1998 transferred to the capital program)
- $182,000 from Asset Management (land sales)
- $7 3 million from the Convention Center for the Rail Corridor/Trolley Project
- $3 0 million in Private Contributions for the Rail Corridor/Trolley Project

Major new Pay-As-You-Go capital projects include

- $2 million for *Dalton Village Infrastructure*
- $700,000 for *Pedestrian Safety*
- $1 million for *Connectivity*
- $2 25 million for the *Charlotte-Mecklenburg Development Corporation*
- $11 1 million for the *Eastside Strategy Plan*
- $1 million for *Charlotte-Mecklenburg Government Center Building Improvements*
- $250,000 for *Cemetery Roads*

The next page provides a fiscal year breakdown of these revenue sources as well as the projects recommended for funding

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|

## PAY-AS-YOU-GO AND CURRENT REVENUES SUMMARY

### REVENUES

| | | | | | | |
|---|---|---|---|---|---|---|
| **Pay-As-You-Go Revenues** | | | | | | |
| Property Tax (@ $ 0225) | $9 588 112 | $9 925 288 | $10 162 187 | $10 467 052 | $10 781 064 | $50 923 703 |
| State Reimbursement | 372 361 | 372,361 | 372 361 | 372 361 | 372 361 | 1 861 805 |
| Interest Income | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Sales Tax | 9 200 000 | 9 500 000 | 9 785 000 | 10 078 550 | 10 380 906 | 48 944 456 |
| Auto Tax | 9 200 000 | 9 476 000 | 9 760 280 | 10 053 088 | 10 354 681 | 48 844 049 |
| **Sub-Total** | **28,560,473** | **29,473,649** | **30,279,828** | **31,171,051** | **32,089,012** | **151,574,013** |
| **Current Revenues** | | | | | | |
| Capital Reserve | 17 304 674 | 2 550 000 | 607 704 | | 700 076 | 21 162 454 |
| Pay-As-You-Go Fund Balance | 850 000 | 650 000 | 650 000 | 550 000 | 550 000 | 3 250 000 |
| Asset Management | 182 000 | | | | | 182,000 |
| Convention Center Contribution | 7 320 000 | | | | | 7 320 000 |
| Private Sector Contribution-Trolley | 3 000 000 | | | | | 3 000 000 |
| **Sub-Total** | **28,656,674** | **3,200,000** | **1,257,704** | **550,000** | **1,250,076** | **34,914,454** |
| **TOTAL REVENUES** | **$57,217,147** | **$32,673,649** | **$31,537,532** | **$31,721,051** | **$33,339,088** | **$186,488,467** |

### EXPENDITURES

| | | | | | | |
|---|---|---|---|---|---|---|
| Contribution to MTC (MOE) | 18 400 000 | 18 400 000 | 18 400 000 | 18 400 000 | 18 400 000 | 92 000 000 |
| Neighborhood Matching Grants | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| Small Area Plan Capital Projects | 300 000 | 300 000 | 300 000 | 300 000 | 300 000 | 1 500 000 |
| Dalton Village Infrastructure* | 2 000 000 | | | | | 2 000 000 |
| Neighborhood Traffic Calming | 250 000 | 250 000 | 250 000 | 250 000 | 250 000 | 1 250 000 |
| Pedestrian Safety* | 300 000 | 100 000 | 100 000 | 100 000 | 100 000 | 700 000 |
| Connectivity* | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Innovative Housing Program | 3 463 647 | 3 602 192 | 3 746 280 | 3 896 131 | 4 051 976 | 18 760 226 |
| HOME Grant Match | 520 500 | 541 320 | 562 972 | 585 491 | 608 911 | 2 819 194 |
| In Rem Remedy | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| Bicycle Facilities | 100 000 | 100 000 | 100 000 | | | 300 000 |
| Rail Corridor/Trolley | 16 000 000 | | | | | 16 000 000 |
| Infrastructure Grant Program | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Business Corridor Revitalization | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| C-M Development Corp * | 1 125 000 | | 1 125 000 | | | 2 250 000 |
| Eastside Strategy Plan* | 8 000 000 | 3 150 000 | | | | 11 150 000 |
| Underground Storage Tanks | | | 775 000 | 380 000 | 250 000 | 1 405 000 |
| York Road Landfill | | | 150 000 | 150 000 | 150 000 | 450 000 |
| Americans with Disabilities | 900 000 | 500 000 | | | | 1 400 000 |
| Fire Station Female Bathrooms | 400 000 | | | | | 400 000 |
| Building Maintenance Program | 2 600 000 | 2 662 050 | 2 700 000 | 2 800 000 | 2 900 000 | 13 662 050 |
| Parking Lot Repair Program | 83 000 | 83 000 | 81 000 | 83 000 | 83 000 | 415 000 |
| Annexation Fire Stations | | | | 944 791 | 1 809 614 | 2 754 405 |
| CMGC - Building Improvements* | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Cemetery Roads* | | 250 000 | | | | 250 000 |
| Discovery Place Lunch Area | 675 000 | | | | | 675 000 |
| **TOTAL EXPENDITURES** | **$57,217,147** | **$32,038,562** | **$30,392,252** | **$29,989,413** | **$31,003,501** | **$180 640,875** |

** indicates new projects*

# Amended/New General Government Capital Projects

**Amended Projects**

- ***Bicycle Facilities*** - $100,000 scheduled annually for FY2000-2003, with $2 5 million planned in a proposed 2002 bond referendum

- ***Building Maintenance Program*** - increased funding from $2 0 million to $2 6 million and adjusted annually for cost increases

- ***Americans with Disabilities Act*** - $1 1 million in supplemental funding for additional projects identified

- ***West Side Strategy Plan*** - $8 million in supplemental funding scheduled for FY2001 for additional projects identified

**New Projects**

- ***Neighborhood Improvement Program*** - $32 million included for November 2000 bond referendum

- ***Dalton Village Infrastructure*** - $2 million as the City's participation in the Hope VI Grant Includes funding for street, sidewalks, curb and gutter and landscaping.

- ***Pedestrian Safety and Connectivity*** - $1 7 million included to implement new programs

- ***Street Improvement Bonds*** - $155 million included for bond referenda in 2000 ($55 million) and 2002 ($100 million)

- ***Eastside Strategy Plan*** - $11 1 million included for improvements along Central Avenue, Albemarle Road, Pence Road, Hickory Grove Road, The Plaza, Norland Road, and the Eastland Mall area

- ***Charlotte-Mecklenburg Development Corporation Land Acquisition*** - $2 25 million is included as the City's contribution to acquire land to promote economic development along the Wilkinson Boulevard Corridor

- ***Police and Fire Academy Expansion*** - $18 2 million, is included for architectural services, space needs analysis and construction of a major addition/new facility, also includes construction of a defensive driving training facility

- *Charlotte-Mecklenburg Government Center Improvements* - $200,000 annually for capital replacements identified during the year and to serve as a capital reserve fund

- *Cemetery Roads* - $250,000 for expanded roads at Evergreen and Oaklawn Cemeteries to open up new areas for sale, resulting in enhanced revenues

# Unfunded Capital Projects

Currently unfunded FY2000-04 General Government capital projects total $102,161,950. Major unfunded projects are highlighted below

| Project Title | Five-Year Amount Requested |
|---|---|
| Innovative Housing Program | $ 10,500,000 |
| City-Within-A-City Loan Program | 5,000,000 |
| West Charlotte Business Incubator | 800,000 |
| Digital Radio System | 13,900,000 |
| Central Yard - Planning | 1,000,000 |
| Additional Fire Station Renovations | 3,000,000 |
| Indoor Firing Range | 4,800,000 |
| C-M Government Center Parking Deck | 9,000,000 |
| Building Maintenance Program | 386,950 |
| Real Estate Investments | 1,500,000 |
| Charlotte Center City Partners - North Tryon Streetscape Improvements | 1,025,000 |
| Discovery Place Lighting | 450,000 |
| Discovery Place Aquarium (50% of total cost) | 35,000,000 |
| Discovery Place Classrooms | 600,000 |
| Discovery Place Phase II Expansion | 11,500,000 |
| Housing Authority - Dalton Village Phase II | 1,700,000 |
| Housing Authority - Fairview Homes | 2,000,000 |
| **Total** | **$102,161,950** |

Currently unfinanced FY2000-04 Water and Sewer projects total $13,632,525 These projects are included in the capital program to provide for developer participation

| Currently unfinanced Water Projects | |
|---|---|
| Lancaster Hwy Water Main from Providence Rd West to SC Line | $750,000 |
| Eastfield Road Water Main | 780,000 |
| York Road Water Main from Shopton Rd to Lake Wylie | 1,079,375 |
| Water Main Along Plaza Road Ext To Cabarrus County Line | 760,000 |
| Water Main Along Davidson-Concord and Ramah Church Road to Hawassee Road | 870,000 |
| Caldwell Road Water Main | 660,000 |
| **Total** | **$4,899,375** |

| Currently unfinanced Sewer Projects | |
|---|---|
| Ridge Road Pump Station, Force Main, and Gravity Line | $ 750,000 |
| Beaver Dam Creek Outfall, Lift Station, and Force Main | 3,770,000 |
| Pump Station At North Fork of Crooked Creek | 200,000 |
| Studman Branch Outfall | 453,150 |
| Clems Branch Outfall | 390,000 |
| Marvin Branch Trunk Line | 1,960,000 |
| Rozzelles Ferry Lift Station and Force Main | 240,000 |
| Hamilton-Smith Lift Station and Force Main | 970,000 |
| **Total** | **$8,733,150** |

# Capital Investment Plan
# Outsource/Privatization Status

Under State law the City is required to competitively bid major construction projects The City also utilizes the Council approved selection process for professional service providers including architects, engineering firms, project management and other specialized services for construction of capital projects

The information below provides the dollar amount that is currently contracted to private firms for capital project implementation

| **Capital Project Fund** | **Amount** |
|---|---|
| General | $ 36,566,633 |
| Storm Water | 9,679,587 |
| Public Transportation | 5,622,632 |
| Water and Sewer | 68,740,790 |
| Aviation | 5,687,758 |
| **Total Contracts** | **$126,297,400** |

# CITY OF CHARLOTTE
# PRELIMINARY FY00-04 CAPITAL INVESTMENT PLAN

| Program Category | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **NEIGHBORHOODS** | | | | | | |
| Neighborhoods | $10,750,000 | $16,085,000 | $14,350,000 | $14,350,000 | $10,350,000 | $65,885,000 |
| Housing | 12,609,246 | 13,093,615 | 13,597,359 | 14,121,253 | 14,666,103 | 68,087,576 |
| Storm Water | 23,715,000 | 24,680,000 | 22,145,000 | 16,320,000 | 15,475,000 | 102,335,000 |
| Sub-Total Neighborhoods | $47,074,246 | $53,858,615 | $50,092,359 | $44,791,253 | $40,491,103 | $236,307,576 |
| **TRANSPORTATION** | | | | | | |
| Local Roads | $5,445,000 | $62,100,000 | | $78,000,000 | | $145,545,000 |
| State Roads | 13,700,000 | 19,000,000 | 6,600,000 | 42,800,000 | | 82,100,000 |
| Intersections | 2,085,000 | 800,000 | | | | 2,885,000 |
| Other | 1,545,000 | 2,070,000 | 1,100,000 | 1,000,000 | 1,000,000 | 6,715,000 |
| Sub-Total Transportation | $22,775,000 | $83,970,000 | $7,700,000 | $121,800,000 | $1,000,000 | $237,245,000 |
| **ECONOMIC DEVELOPMENT** | | | | | | |
| Economic Development | $32,502,826 | $13,470,938 | $3,490,776 | $2,412,407 | $2,460,904 | $54,337,851 |
| Airport | 97,735,808 | 169,169,583 | 106,474,333 | 29,036,000 | 58,566,000 | 460,981,724 |
| Water | 25,624,500 | 57,434,125 | 42,235,000 | 20,534,000 | 39,334,000 | 185,161,625 |
| Sewer | 95,049,200 | 55,220,000 | 32,319,400 | 27,080,600 | 18,310,000 | 227,979,200 |
| Sub-Total Economic Development | $250,912,334 | $295,294,646 | $184,519,509 | $79,063,007 | $118,670,904 | $928,460,400 |
| **FACILITY INVESTMENTS** | $10,668,000 | $22,245,050 | $6,268,000 | $4,557,791 | $5,392,614 | $49,131,455 |
| **TOTAL PROGRAM** | $331,429,580 | $455,368,311 | $248,579,868 | $250,212,051 | $165,554,621 | $1,451,144,431 |

| Program Category | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|

## TOTAL GENERAL GOVERNMENT REVENUES SUMMARY

### BONDS

| | | | | | | |
|---|---|---|---|---|---|---|
| 1993 Environmental Bonds | $150 000 | $150 000 | | | | $300 000 |
| 1996 Neighborhood Bonds | 2 200 000 | 735 000 | | | | 2,935,000 |
| 1996 Street Bonds | 8,425,000 | 11 055 000 | 500 000 | | | 19 980,000 |
| 1998 Two Thirds Bonds | 8 460,000 | 3 360 000 | | | | 11 820 000 |
| 1998 Street Bonds | 17 750,000 | 22,950 000 | 10 600 000 | 44 800 000 | | 96 100 000 |
| Storm Water Revenue Bonds | 17 454 545 | 20 090 909 | 17,439 991 | 11 915,542 | 11 309,838 | 78,210,825 |
| 2000 Neighborhood Bonds - TBA | | 17 000 000 | 9,000 000 | 9 000 000 | 5 000 000 | 40,000 000 |
| 2000 Street Bonds - TBA | | 52 500 000 | 500 000 | 500 000 | 500 000 | 54 000 000 |
| 2002 Street Bonds - TBA | | | | 80 000 000 | 4,500 000 | 84 500,000 |
| Certificates of Participation | 3,200 000 | 15 940 000 | 2 360,000 | | | 21 500 000 |
| **SUB-TOTAL BONDS** | **$57,639,545** | **$143,780,909** | **$40,399,991** | **$146,215,542** | **$21,309,838** | **$409,345,825** |

### TAXES

| | | | | | | |
|---|---|---|---|---|---|---|
| Contribution from Pay-As You-Go Fund | 10 151,196 | 10 438 562 | 10 734 548 | 11 039,413 | 11 353 425 | 53 717 144 |
| **SUB-TOTAL TAXES** | **$10,151,196** | **$10,438,562** | **$10,734,548** | **$11,039,413** | **$11,353,425** | **$53,717,144** |

### GRANTS

| | | | | | | |
|---|---|---|---|---|---|---|
| Powell Bill | | 865 000 | 500,000 | 500 000 | 500,000 | 2,365,000 |
| Community Dev Block Grant | 4,556 000 | 4 738 240 | 4,927,769 | 5 124,880 | 5,329 875 | 24 676 764 |
| Community Dev HOME Grant | 2 082 000 | 2 165,281 | 2,251 892 | 2 341 968 | 2 435 647 | 11,276 788 |
| **SUB-TOTAL GRANTS** | **$6,638,000** | **$7,768,521** | **$7,679,661** | **$7,966,848** | **$8,265,522** | **$38,318,552** |

### FUND BALANCES AND LOAN REPAYMENTS

| | | | | | | |
|---|---|---|---|---|---|---|
| Capital Reserve | 17 313 951 | 2 550 000 | 607 704 | | 700 076 | 21,171,731 |
| Pay-As You-Go Fund Balance | 850 000 | 650 000 | 650 000 | 550 000 | 550,000 | 3,250 000 |
| Insurance Fund Reserve | 1 100 000 | 1 100,000 | | | | 2,200,000 |
| Innovative Housing Repayments | 44 340 | 46 113 | 47 958 | 49 876 | 51,871 | 240,158 |
| HOME Grant Program Income | 350 000 | 364 000 | 378 560 | 393 702 | 409 450 | 1,895 712 |
| CDBG Program Income | 1 092 759 | 1 136 469 | 1 181 928 | 1 229,205 | 1 278,373 | 5,918 734 |
| UDAG Repayments | 191 124 | 198 768 | 206 719 | 214 988 | 223 588 | 1 035 187 |
| ED Loan Repayments | 861 702 | 896 170 | 932 017 | 969 298 | 1,008 070 | 4,667,257 |
| ED Program Income | 25 000 | 26 000 | 27 040 | 28 121 | 29 246 | 135 407 |
| **SUB-TOTAL FUND BALANCES AND LOAN REPAYMENTS** | **$21,828,876** | **$6,967,520** | **$4,031,926** | **$3,435,190** | **$4,250,674** | **$40,514,186** |

| Program Category | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **OTHER REVENUES** | | | | | | |
| Convention Center Contribution | $7 320 000 | | | | | $7,320,000 |
| Asset Management (land sales) | 182 000 | | | | | 182 000 |
| Storm Water Pay-As-You-Go | 6 260 455 | 4,589 091 | 4,705,009 | 4 404,458 | 4 165 162 | 24,124,175 |
| Private Sector Contribution - Trolley | 3 000 000 | | | | | 3 000,000 |
| **SUB-TOTAL OTHER REVENUES** | **$16,762,455** | **$4,589,091** | **$4,705,009** | **$4,404,458** | **$4,165,162** | **$34,626,175** |
| **TOTAL GENERAL GOVERNMENT** | **$113,020,072** | **$173,544,603** | **$67,551,135** | **$173,061,451** | **$49,344,621** | **$576,521,882** |

# PRELIMINARY FY00-04 CAPITAL INVESTMENT PLAN

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **NEIGHBORHOODS** | | | | | | |
| **Neighborhoods** | | | | | | |
| Neighborhood Improvement Program | $2,200 000 | $9 735 000 | $9 000 000 | $9 000 000 | $5 000 000 | $34 935 000 |
| Neighborhood Matching Grants | 500 000 | 500 000 | 500 000 | $500 000 | 500 000 | 2 500 000 |
| Small Area Plan Capital Projects | 300 000 | 300 000 | 300 000 | 300 000 | 300 000 | 1 500 000 |
| First Ward Infrastructure | 1 000 000 | 1 000 000 | | | | 2 000 000 |
| Dalton Village Infrastructure* | 2 000 000 | | | | | 2 000 000 |
| Neighborhood Traffic Calming | 250 000 | 250 000 | 250 000 | 250 000 | 250 000 | 1,250 000 |
| Pedestrian Safety* | 300 000 | 100 000 | 100 000 | 100 000 | 100 000 | 700 000 |
| Connectivity* | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Sidewalk Program | 4 000 000 | 4 000 000 | 4 000 000 | 4 000 000 | 4 000 000 | 20 000 000 |
| **Sub-Total** | **$10,750,000** | **$16 085,000** | **$14,350,000** | **$14,350,000** | **$10,350,000** | **$65,885,000** |
| **Housing** | | | | | | |
| Community Dev BLOCK GRANT | 5 648 759 | 5 874 709 | 6 109 697 | 6 354 085 | 6 608,249 | 30 595 499 |
| Innovative Housing Program | 3 507 987 | 3 648,306 | 3 794 238 | 3 946 008 | 4 103 847 | 19 000 386 |
| Community Dev HOME GRANT | 2 952 500 | 3 070 600 | 3 193 424 | 3 321 160 | 3 454 007 | 15 991 691 |
| In Rem Remedy | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| **Sub-Total** | **$12,609,246** | **$13,093,615** | **$13,597,359** | **$14,121,253** | **$14,666,103** | **$68,087,576** |
| **Storm Water** | | | | | | |
| Repairs to Existing Storm Drains | 9 400 000 | 9 700 000 | 7 500 000 | 4 000 000 | 4 000 000 | 34 600 000 |
| Storm Water Neighborhood Fund | 1 000 000 | 1 000 000 | 500 000 | 500 000 | 500 000 | 3 500 000 |
| Storm Water Channel Restoration | 2 790 000 | 2 930 000 | 3 070 000 | 3,220 000 | 3,350 000 | 15,360 000 |
| Storm Water Economic Development | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 5 000 000 |
| Storm Water Pollution Control | 525 000 | 550 000 | 575 000 | 600 000 | 625 000 | 2 875 000 |
| Flood Control Projects | 8 520 000 | 3 500 000 | 6 700 000 | 7 000 000 | 6 000 000 | 31 720 000 |
| Magnolia/Kirkwood Improvements* | 280 000 | 1 500 000 | | | | 1 780 000 |
| SilverStream/Windy Rush Improvements | | | 1 500 000 | | | 1 500 000 |
| Sheffield/Tarrington Improvements | | 1 800 000 | | | | 1 800 000 |
| Cedar Croft Culvert Package | | | 1 300 000 | | | 1,300 000 |
| Providencetowne Improvements* | 200 000 | 2 200 000 | | | | 2 400 000 |
| Foxcroft/Ferncliff Improvements | | 500 000 | | | | 500 000 |
| **Sub-Total** | **$23,715,000** | **$24,680,000** | **$22,145,000** | **$16,370,000** | **$15,475,000** | **$102,335,000** |
| **TOTAL NEIGHBORHOODS** | **$47,074,246** | **$53,858 615** | **$50 092,359** | **$44,791,253** | **$40,491,103** | **$236,307,576** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **NEIGHBORHOODS REVENUE SUMMARY** | | | | | | |
| *1996 Street Bonds* | $4 000 000 | | | | | $4 000 000 |
| 1998 Street Bonds | | 4 000 000 | 4 000 000 | 2 000 000 | | 10 000 000 |
| 2002 Street Bonds TBA | | | | 2 000 000 | 4 000 000 | 6 000 000 |
| 1996 Neighborhood Bonds | 2,200 000 | 735 000 | | | | 2 935 000 |
| 1998 Two-Thirds Bonds | 1 000 000 | 1 000 000 | | | | 2 000 000 |
| 2000 Neighborhood Bonds TBA | | 9 000 000 | 9 000 000 | 9 000 000 | 5 000 000 | 32 000 000 |
| Storm Water Revenue Bonds | 17 454 545 | 20 090 909 | 17 439 991 | 11 915,542 | 11,309 838 | 78,210 825 |
| Storm Water Pay As-You-Go | 6 260 455 | 4 589 091 | 4 705 009 | 4 404 458 | 4 165 162 | 24 124 175 |
| Pay As-You Go Tax Levy | 7,284 147 | 5 443 512 | 5 609,252 | 5 781 622 | 5 960 887 | 30 079 420 |
| Pay As-You-Go Fund Balance | 750 000 | 550 000 | 550 000 | 550 000 | 550 000 | 2 950 000 |
| Community Dev Block Grant | 4 556 000 | 4 738,240 | 4 927 769 | 5 124 880 | 5,329 875 | 24 676 764 |
| HOME Grant | 2 082 000 | 2 165,281 | 2 251 892 | 2,341 968 | 2 435 647 | 11,276 788 |
| Innovative Housing Loan Repayments | 44 340 | 46 113 | 47 958 | 49 876 | 51 871 | 240 158 |
| Community Dev Program Income | 1 092 759 | 1 136 469 | 1 181 928 | 1,229,205 | 1,278 373 | 5 918 734 |
| HOME Grant Program Income | 350 000 | 364 000 | 378 560 | 393 702 | 409 450 | 1 895 712 |
| **TOTAL REVENUES** | **$47,074,246** | **$53,858,615** | **$50,092,359** | **$44,791,253** | **$40,491,103** | **$236,307,576** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | |
| **Local Road Projects** | | | | | | |
| Fairview/Sharon Roads Widening | $1 445 000 | | | | | $1 445 000 |
| Prosperity Church Road Widening | | 2 600 000 | | | | 2 600 000 |
| Johnston Road Extension | | 7 000 000 | | | | 7 000 000 |
| Future Road Planning/Design* | 4 000 000 | 10 000 000 | | 10 000 000 | | 24 000 000 |
| New Road Projects* | | 42 500 000 | | 68 000 000 | | 110 500 000 |
| **Sub-Total** | **$5,445,000** | **$62,100,000** | | **$78,000,000** | | **$145,545,000** |
| **State Road Projects** | | | | | | |
| Freedom Drive Widening | 3 900 000 | 3 000 000 | 1 000 000 | 10 750 000 | | 18 650 000 |
| Albemarle/Harris Interchange | 700 000 | 5 000 000 | 750 000 | 4 500 000 | | 10 950 000 |
| NC49/Graham Street Connector | 700 000 | 3 500 000 | 1 000 000 | 8 500 000 | | 13 700 000 |
| *Billy Graham/Wilkinson Interchange* | *200 000* | *1 000 000* | *500 000* | *3 500 000* | | *5,200 000* |
| South Boulevard Median | 900 000 | 500 000 | 1 900 000 | | | 3 300 000 |
| Brookshire Boulevard Widening | 100 000 | | 250 000 | 2 450 000 | | 2 800 000 |
| Wilkinson Boulevard Widening | | 3 000 000 | | | | 3 000 000 |
| Old Statesville Road Widening | 1 700 000 | 1 500 000 | 500 000 | 8 000 000 | | 11 700 000 |
| North Graham Street Widening | 700 000 | | 200 000 | 2 100 000 | | 3 000 000 |
| West Boulevard Widening | 4 000 000 | | | | | 4 000 000 |
| Statesville Avenue Widening | 800 000 | 1 500 000 | 500 000 | 3 000 000 | | 5 800 000 |
| **Sub-Total** | **$13,700,000** | **$19,000,000** | **$6,600,000** | **$42,800,000** | | **$82,100,000** |
| **Intersection Projects** | | | | | | |
| Runnymede/Woodlawn/Selwyn Intersection | 900 000 | | | | | 900 000 |
| Parkwood/Plaza Intersection | 795 000 | | | | | 795 000 |
| Tenth/Graham Intersection | 110 000 | 220 000 | | | | 330 000 |
| Monroe/Sardis Road North Intersection | 280 000 | 580 000 | | | | 860 000 |
| **Sub-Total** | **$2,085,000** | **$800,000** | | | | **$2,885,000** |
| **Other Road Projects** | | | | | | |
| Minor Roadway Improvements | 1 100 000 | 1 000 000 | 500 000 | | | 2 600 000 |
| Transit Radius Improvements | 85 000 | 45 000 | | | | 130 000 |
| Bridge Repair and Replacement | | 865 000 | 500 000 | 500 000 | 500 000 | 2,365 000 |
| Bicycle Facilities | 100 000 | 100 000 | 100 000 | 500 000 | 500 000 | 1,300 000 |
| Participation in State Highway Projects | 260 000 | 60 000 | | | | 320 000 |
| **Sub-Total** | **$1,545,000** | **$2,070,000** | **$1,100,000** | **$1,000,000** | **$1,000,000** | **$6,715,000** |
| **TOTAL TRANSPORTATION** | **$22,775,000** | **$83,970,000** | **$7,700,000** | **$121,800,000** | **$1,000,000** | **$237,245,000** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **TRANSPORTATION REVENUE SUMMARY** | | | | | | |
| 1996 Street Bonds | $3 925 000 | $10 555 000 | $500 000 | | | $14 980 000 |
| 1998 Street Bonds | 17 750 000 | 18 950 000 | 6 600 000 | 42 800 000 | | 86 100 000 |
| 1998 Two-Thirds Bonds | 1 000 000 | 1 000 000 | | | | 2 000 000 |
| 2000 Street Bonds - TBA | | 52 500 000 | | | | 52 500 000 |
| 2002 Street Bonds TBA | | | | 78 000 000 | 500 000 | 78 500 000 |
| Powell Bill | | 865 000 | 500 000 | 500 000 | 500 000 | 2 365 000 |
| Pay-As You-Go Fund Balance | 100 000 | 100 000 | 100 000 | | | 300 000 |
| **TOTAL REVENUES** | **$22,775,000** | **$83,970,000** | **$7 700,000** | **$121,300,000** | **$1,000,000** | **$236,745,000** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|

## ECONOMIC DEVELOPMENT

### ECONOMIC DEVELOPMENT

| | | | | | | |
|---|---|---|---|---|---|---|
| Rail Corridor/Trolley | $16 000 000 | | | | | 16 000 000 |
| Infrastructure Grant Program | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Business Corridor Revitalization | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 5 000 000 |
| C MDC Land Acquisition* | 1 125 000 | | 1 125 000 | | | 2,250 000 |
| Wilkinson Boulevard Gateway | 1,500 000 | | | | | 1 500 000 |
| Morris Field Drive Widening | 3 600 000 | | | | | 3 600 000 |
| Economic Development Projects | 1 077 826 | 1 120 938 | 1 165 776 | 1 212 407 | 1 260 904 | 5 837 851 |
| Eastside Strategy Plan Projects* | | | | | | |
| Central Avenue | 3 500 000 | | | | | 3 500 000 |
| Albemarle Road | 1 250 000 | | | | | 1,250 000 |
| Pence Road | 1 250 000 | | | | | 1 250 000 |
| Hickory Grove Road | 50 000 | | | | | 50 000 |
| The Plaza | 600 000 | | | | | 600 000 |
| Norland Road | 200 000 | | | | | 200 000 |
| Eastland Mall Area | 1 150 000 | | | | | 1 150 000 |
| Albemarle Road | | 3 100 000 | | | | 3 100 000 |
| Hickory Grove Road | | 50 000 | | | | 50 000 |
| West Side Strategy Plan Projects* | | | | | | |
| Harlee/Stafford Realignment | | 2 500 000 | | | | 2 500 000 |
| JC Smith University | | 500 000 | | | | 500 000 |
| - West Morehead Streetscape | | 2 500 000 | | | | 2,500 000 |
| - Rozzelles Ferry Road | | 2 000 000 | | | | 2 000 000 |
| Old Steele Creek Widening | | 500 000 | | | | 500 000 |
| ***Sub-Total*** | **$32,502,826** | **$13,470,938** | **$3,490,776** | **$2,412,407** | **$2,460,904** | **$54,337,851** |

| ECONOMIC DEVELOPMENT REVENUE SUMMARY | | | | | | |
|---|---|---|---|---|---|---|
| 1996 Street Bonds | 500 000 | 500 000 | | | | 1 000 000 |
| 1998 Two-Thirds Bonds | 5 100 000 | | | | | 5 100 000 |
| 2000 Street Bonds - TBA | | | 500 000 | 500 000 | 500 000 | 1,500 000 |
| *2000 Neighborhood Bonds TBA* | | *8 000 000* | | | | 8 000 000 |
| Convention Center Contribution | 7 320 000 | | | | | 7,320 000 |
| Capital Reserve | 15 505 000 | 3 150 000 | 1 125 000 | | 600 000 | 20,380 000 |
| Pay As-You-Go Tax Levy | | 700 000 | 700 000 | 700 000 | 100 000 | 2,200 000 |
| Private Sector Contributions Trolley | 3 000 000 | | | | | 3 000 000 |
| ED Loan Repayments | 861 702 | 896 170 | 932 017 | 969,298 | 1 008 070 | 4 667,257 |
| UDAG Repayments | *191 124* | *198 768* | *206 719* | *214 988* | 223,588 | 1 035 187 |
| ED Program Income | 25 000 | 26 000 | 27 040 | 28 121 | 29,246 | 135 407 |
| **TOTAL REVENUES** | **$32,502,826** | **$13,470,938** | **$3,490,776** | **$2,412,407** | **$2,460,904** | **$54,337,851** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **AVIATION** | | | | | | |
| **Airfield Rehabilitation** | | | | | | |
| Overlay Runway 18L/36R | | $1 900 000 | | | | $1 900 000 |
| Overlay Runway 18R/36L * | | | | | 20 000 000 | 20 000 000 |
| Storm Water Facilities | 1 500 000 | | | | | 1 500 000 |
| Aviation Fueling System Improvements | | 3 530 000 | | | | 3,530 000 |
| **Sub-Total Airfield Rehabilitation** | $1 500 000 | $5 430 000 | | | $20 000 000 | $26 930 000 |
| **Airfield Capacity Enhancements** | | | | | | |
| Land Use Compatibility Program | 4 500 000 | 4 500 000 | 4 500 000 | 4 500 000 | 4 500 000 | 22 500 000 |
| 1997 Master Plan Land Acquisition | 37 750 000 | 37 750 000 | | | | 75 500 000 |
| 1987 Master Plan Land Acquisition | 5 333,333 | 5,333,333 | 5,333 333 | | | 15 999 999 |
| Air Carrier Ramp Expansion | 4,365 975 | 5,200 000 | | | | 9 565 975 |
| Taxiway Improvements | 5 289 000 | 6 420 250 | 8 645 000 | | | 20,354 250 |
| Third Parallel Runway | 5 000 000 | 38 950 000 | 38 950 000 | | | 82 900 000 |
| West Boulevard Relocation* | 6 550 000 | 6 550 000 | | | | 13 100 000 |
| Remote Crash Fire Rescue Station | | | 660 000 | | | 660 000 |
| Airfield Lighting Vault | 1 450 000 | | | | | 1 450 000 |
| ***Sub-Total Airfield Capacity Enhancements*** | $70,238 308 | $104 703 583 | $58 088 333 | $4 500 000 | $4 500 000 | $242 030 224 |
| **Terminal Area Improvements** | | | | | | |
| Renovate Baggage Claim Area | | | 9 400 000 | | | 9 400 000 |
| Federal Inspection Services Expansion | | 13 500 000 | 4 500 000 | | | 18 000 000 |
| Terminal Expansion | | | 10 000 000 | | | 10 000 000 |
| *Concourse Expansion* | 2 100 000 | 26 300 000 | | | 13 700 000 | 42 100 000 |
| Gate Expansions* | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | 6 000 000 | 30 000 000 |
| Commuter Concourse Expansion | 3 600 000 | | | | | 3 600 000 |
| Parking Expansion | 1 747 500 | 5 636 000 | 5 636 000 | 5 636 000 | 6 816 000 | 18 655 500 |
| Hotel Access Roadway | 1 500 000 | | | | | 1 500 000 |
| Wilkinson Blvd Improvements* | | | 5,300 000 | 5,300 000 | | 10 600 000 |
| Airport Art Program | | 50 000 | | 50 000 | | 100 000 |
| ***Sub-Total Terminal Area Improvements*** | $14 947 500 | $51 486 000 | $40 836 000 | $16 986 000 | $26,516 000 | $143 955,500 |
| **Air Cargo Improvements** | | | | | | |
| Air Cargo Ramp Expansion | 4 500 000 | 5 000 000 | 5 000 000 | 5 000 000 | 5 000 000 | 24 500 000 |
| Yorkmont Road Improvements* | 1 000 000 | | | | | 1 000 000 |
| General Aviation Facilities | 750 000 | 750 000 | 750 000 | 750 000 | 750 000 | 3 750 000 |
| *Aircraft Maintenance Hanger* * | 3 000 000 | | | | | 3 000 000 |
| Air Cargo Facility Expansion | 1 800 000 | 1 800 000 | 1 800 000 | 1 800 000 | 1 800 000 | 9 000 000 |
| **Sub-Total Air Cargo Improvements** | $11 050 000 | $7 550 000 | $7,550 000 | $7 550 000 | $7 550 000 | $41,250 000 |
| **TOTAL AVIATION** | **$97,735,808** | **$169,169,583** | **$106,474,333** | **$29,036,000** | **$58,566,000** | **$460,981,724** |
| **AVIATION REVENUE SUMMARY** | | | | | | |
| *Airport Operating* | | 50 000 | | 50 000 | | 100 000 |
| Future Revenue Bonds | 63 557 077 | 108 416 895 | 58,370 583 | 21 073 500 | 35 653 500 | 287 071 555 |
| Federal Aviation Administration | 34 178 731 | 60 702 688 | 48 103 750 | 7 912 500 | 22 912,500 | 173 810 169 |
| **TOTAL REVENUES** | **$97,735,808** | **$169 169,583** | **$106,474,333** | **$29,036,000** | **$58,566,000** | **$460,981 724** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **WATER** | | | | | | |
| Safety Upgrades for OSHA/ EPA Compliance | $300 000 | $100 000 | $100 000 | $100 000 | $100 000 | $700 000 |
| Water to Serve 1999 Annexation Areas | 3 000 000 | | | | | 3 000 000 |
| Water to Serve Future Annexation Areas | | 1 000 000 | 2 000 000 | 1 000 000 | 2 000 000 | 6 000 000 |
| Water Line Rehabilitation/Replacement | 4 000 000 | 6 000 000 | 6 500 000 | 7 000 000 | 7 000 000 | 30 500 000 |
| Valve Rehabilitation and Replacement * | 1 000 000 | | | | | 1 000 000 |
| Water Lines for Street Improvements | 214 500 | 214 500 | 154 000 | 154 000 | 154 000 | 891 000 |
| Acquisition of Private Water Systems | | | | 200 000 | 200 000 | 400 000 |
| Street and Minor Water Main Extensions | 2 000 000 | 3 000 000 | 5 000 000 | 5 000 000 | 5 000 000 | 20 000 000 |
| Diesel Generators for Repump Facilities | 500 000 | | | | | 500 000 |
| Elevated Water Storage Tank Rehabilitation | 200 000 | | | | | 200 000 |
| WM Along Nevada Blvd And Wilmar Drive * | 1 520 000 | | | | | 1 520 000 |
| Land Acquisition for System Storage Tanks | 100 000 | | | | | 100 000 |
| Land Acquisition for Watershed Protection | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | 500 000 |
| Southwest Water Supply | 500 000 | 5 940 000 | 24 040 000 | | | 30 480 000 |
| WM Along Mallard Creek Church Rd | 190 000 | | | | | 190 000 |
| Water Distribution System Study | 500 000 | | | | | 500 000 |
| Lab Expansion/Consolidation | 500 000 | 2 000 000 | | | | 2 500 000 |
| Parallel Water Main Along W T Harris Blvd | 350 000 | | | | | 350 000 |
| North Mecklenburg WTP Clearwells | 3 500 000 | | | | | 3 500 000 |
| Fire Hydrant Installation/Replacement | | | 50 000 | 50 000 | 50 000 | 150 000 |
| Vest Plant Upgrades and Rehabilitation | | 1 000 000 | 500 000 | 200 000 | 200 000 | 1 900 000 |
| Franklin Plant Rehabilitation and Upgrades | 7 150 000 | 36 500 000 | | | | 43 650 000 |
| Catawba Pump Station Rehab and Upgrades | | 500 000 | 500 000 | 500 000 | 500 000 | 2 000 000 |
| WM Along Robinson Church, Camp Stewart, | | 440 000 | 1 000 000 | | | 1 440 000 |
| and Rocky River * | | | | | | 0 |
| Robinson Church Rd and Harrisburg Rd WM * | | 440 000 | 1 000 000 | | | 1 440 000 |
| WM Along N C 51( Carmel Rd to Blue Heron) | | 59 625 | 261 000 | | | 320 625 |
| WM Along N C 51 from Elm Ln to Carmel Rd * | | 140 000 | 600 000 | | | 740 000 |
| WM Along Beatties Ford Road Phase II | | | 430 000 | 1 780 000 | | 2 210,000 |
| Wilgrove Tank #2 * | | | | 500 000 | | 500 000 |
| WM Along Shopton Road West | | | | 240 000 | | 240 000 |
| Storage Expansion for Repump Facility | | | | 460 000 | 2,270 000 | 2 730 000 |
| Elm Lane WM from N C 51 to Elmstone * | | | | 140 000 | 590 000 | 730 000 |
| Margaret Wallace Rd WM (Idlewild to Lawyers) * | | | | 110 000 | 460 000 | 570 000 |
| North Mecklenburg WTP Expansion * | | | | 3 000 000 | 17 000 000 | 20 000 000 |
| Huntersville Storage Tank Relocation * | | | | | 3 710 000 | 3 710,000 |
| **TOTAL WATER** | **$25,624,500** | **$57,434,125** | **$42,235,000** | **$20,534,000** | **$39,334,000** | **$185,161,625** |
| **WATER REVENUE SUMMARY** | | | | | | |
| Water Revenue Bonds | 24 910 000 | 55 619 625 | 40 431 000 | 18 830 000 | 38 130 000 | 177 920 625 |
| Water/Sewer Fund Balance | 714,500 | 1 814 500 | 1 804 000 | 1 704 000 | 1 204 000 | 7,241 000 |
| **TOTAL REVENUES** | **$25,624,500** | **$57,434,125** | **$42,235,000** | **$20,534,000** | **$39,334,000** | **$185,161,625** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **SEWER** | | | | | | |
| Safety Upgrades for OSHA/EPA Compliance | $500 000 | $250 000 | | | | $750 000 |
| Sewer to Serve 1999 Annexation Areas | 6 500 000 | | | | | 6 500 000 |
| Sewer to Serve Future Annexation Areas | | 1 500 000 | 3 000 000 | 1 000 000 | 3 000 000 | 8 500 000 |
| Sanitary Sewer Line Rehabilitation | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 3 000 000 | 15 000 000 |
| Street and Minor Sewer Main Extensions | 6 000 000 | 6 000 000 | 7 000 000 | 7 900 000 | 7 900 000 | 34 800 000 |
| Street Improvement Sewer Lines | 220 000 | 200 000 | 200 000 | 200 000 | 120 000 | 940 000 |
| Sewage Lift Station Improvements | | 50 000 | 50 000 | | | 100 000 |
| Wastewater Treatment Plant Improvements | 8 320 000 | 1 000 000 | | | | 9 320 000 |
| Long Creek Pump Station Improvements | 5 000 000 | | | | | 5 000 000 |
| McAlpine Creek Relief Sewer | 28 380 000 | | | | | 28 380 000 |
| Briar Creek Relief Sewer * | 3 262 000 | 12 170 000 | | | | 15 432 000 |
| Site Work at Wastewater Treatment Plants | 2 700 000 | | | | | 2 700 000 |
| Irwin Creek Pumping and Flow Equalization | 8 950 000 | | | | | 8 950 000 |
| Sugar Creek Flow Equalization | 1,200 000 | | | | | 1,200 000 |
| McDowell WWTP Expansion Phase III | 3,220 000 | | | | | 3,220 000 |
| McDowell WWTP Flow Equalization | 800 000 | 4 620 000 | | | | 5 420 000 |
| Minor Sewer Rehabilitation * | 250 000 | 100 000 | 100 000 | 100 000 | 100 000 | 650 000 |
| Removal of Aerial Crossings | | 100 000 | 100 000 | 100 000 | 100 000 | 400 000 |
| Acquisition of Private Sewer Systems | 1 000 000 | 500 000 | | | 500 000 | 2 000 000 |
| Sewer System Evaluation Survey | | | 2 000 000 | | | 2 000 000 |
| System Protection Optimization Plan | 650 000 | | | | | 650 000 |
| Rocky River West Outfall | 2,257,200 | | | | | 2,257,200 |
| Southeast CBD Relief Sewer * | 120,000 | 550 000 | | | | 670,000 |
| Cabarrus Outfall Relief Sewer | 500 000 | | | | | 500 000 |
| WWTP Expansion Study * | 1 000 000 | | | | | 1,000,000 |
| McKee Creek Basin Sanitary Sewer Service * | 690 000 | 2 060 000 | | | | 2 750 000 |
| Reedy Creek Interceptor * | 1 840,000 | 6 720,000 | | | | 8,560,000 |
| Reedy Creek Basin Sanitary Sewer Service * | 880 000 | 2 900 000 | | | | 3 780 000 |
| Coffey Creek Tributary to Shopton Road | 660 000 | | | | | 660,000 |
| Clarkes Creek Outfall | 4 000 000 | | | | | 4 000 000 |
| Outfall from Hambright Rd to Torrence Creek * | 800 000 | | | | | 800,000 |
| Irwin Creek WWTP Rehab and Upgrades | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2 500 000 |
| McDowell WWTP Rehab and Upgrades | 100 000 | 100 000 | 100 000 | 100 000 | 100 000 | 500 000 |
| Mallard Creek WWTP Rehab and Upgrades | 250 000 | 250 000 | 250 000 | 250 000 | 250 000 | 1,250 000 |
| Sugar Creek WWTP Rehab and Upgrades | 500 000 | 500 000 | 500 000 | 500 000 | 500 000 | 2,500 000 |
| McAlpine WWTP Rehab and Upgrades | 1 000 000 | 1 000 000 | 1 000 000 | 1 000 000 | 1,000,000 | 5 000 000 |
| King s Grant Parallel Outfall * | | 7 400 000 | | | | 7 400 000 |
| Tri County Wastewater Treatment Plant * | | 3 750 000 | 11,250 000 | | | 15 000 000 |
| McDowell Creek Trunk | | | | 720 000 | | 720 000 |
| Tri-County WWTP Interceptor * | | | 910 000 | 2 720 000 | | 3 630 000 |
| Clear Creek Pump Station and Force Main * | | | 1,280 000 | 4 650 000 | | 5 930 000 |
| Catawba River Outfall * | | | 1 079 400 | 3 930 600 | | 5 010 000 |
| Duck Creek Pump Sation and Force Main * | | | | 410 000 | 1,240 000 | 1 650 000 |
| **TOTAL SEWER** | **$95,049,200** | **$55,220,000** | **$32,319,400** | **$27,080,600** | **$18,310,000** | **$227,979,200** |
| **SEWER REVENUE SUMMARY** | | | | | | |
| Sewer Revenue Bonds | 90 579,200 | 51 970 000 | 29 069 400 | 23 110 600 | 15 140 000 | 209 869,200 |
| Water/Sewer Fund Balance | 4 470 000 | 3,250 000 | 3 250 000 | 3 970 000 | 3 170 000 | 18 110 000 |
| **TOTAL REVENUES** | **$95 049,200** | **$55,220,000** | **$32,319,400** | **$27,080,600** | **$18,310,000** | **$227,979,200** |

| PROJECT TITLE | FY00 | FY01 | FY02 | FY03 | FY04 | TOTAL |
|---|---|---|---|---|---|---|
| **FACILITY INVESTMENTS** | | | | | | |
| Underground Storage Tank Program | | | $775 000 | $380 000 | $250 000 | $1 405 000 |
| York Road Landfill | 150 000 | 150 000 | 150 000 | 150 000 | 150 000 | 750 000 |
| American Disabilities Act (ADA) | 900 000 | 500 000 | | | | 1 400 000 |
| Fire Station Female Bathrooms | 400 000 | | | | | 400 000 |
| Building Maintenance Program | 2 600 000 | 2 662 050 | 2 700 000 | 2 800 000 | 2 900 000 | 13 662 050 |
| Central City Sidewalk Repairs | 750 000 | 750 000 | | | | 1 500 000 |
| Parking Lot Repair Program | 83 000 | 83 000 | 83 000 | 83 000 | 83 000 | 415 000 |
| Tryon Mall Renovations | 610 000 | 610 000 | | | | 1 220 000 |
| Annexation Fire Stations | 2 200 000 | 940 000 | 2,360 000 | 944 791 | 1 809 614 | 8 254 405 |
| CMGC Building Improvements* | 200 000 | 200 000 | 200 000 | 200 000 | 200 000 | 1 000 000 |
| Police Fire Academy Expansion* | 2 100 000 | 16 100 000 | | | | 18,200 000 |
| Cemetery Roads* | | 250 000 | | | | 250 000 |
| Discovery Place Lunch Area | 675 000 | | | | | 675 000 |
| **TOTAL FACILITY INVESTMENTS** | **$10,668 000** | **$22,245,050** | **$6,268,000** | **$4,557,791** | **$5,392,614** | **$49,131,455** |
| **FACILITY INVESTMENTS REVENUE SUMMARY** | | | | | | |
| Environmental Protection Bonds | $150 000 | $150 000 | | | | $300 000 |
| 1998 Two-Thirds Bonds | 1 360 000 | 1 360 000 | | | | 2 720 000 |
| Certificates of Participation TBA | 3,200 000 | 15 940 000 | 2,360 000 | | | 21 500 000 |
| Pay As You-Go Tax Levy | 2 867 049 | 3 695 050 | 3 908 000 | 4 557 791 | 5,292 538 | 20 320 428 |
| Capital Reserve | 1 808 951 | | | | 100 076 | 1 909 027 |
| Insurance Fund Reserve | 1 100 000 | 1 100 000 | | | | 2,200 000 |
| *Asset Management* | 182 000 | | | | | 182 000 |
| **TOTAL REVENUES** | **$10,668,000** | **$22,245,050** | **$6,268,000** | **$4,557,791** | **$5,392,614** | **$49,131,455** |