



FY2017
STRATEGIC OPERATING PLAN
and
FY2017 - FY2021
COMMUNITY INVESTMENT PLAN



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FY2017
STRATEGIC OPERATING PLAN
and
FY2017 - FY2021
COMMUNITY INVESTMENT PLAN

Mayor
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Claire Fallon
Patsy Kinsey
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James Mitchell
Greg Phipps
Kenny Smith



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlotte
North Carolina**

For the Biennium Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

Executive Director

Table of Contents

Reader's Guide	v
Budget Process	vi
Finance and Budget Principles	ix
Financial Policies and Practices	x

Executive Summary

Manager's Transmittal Letter	1
FY2017-FY2021 Community Investment Plan Resolution	3
Organizational Chart	5
Executive Summary	7
City Profile.....	25

City Strategy and Operating Budgets

City Strategy and Operating Budgets Overview	31
Community Safety Cross Walk of Focus Area by Strategic Priority.....	35
Housing & Neighborhood Development Cross Walk of Focus Area by Strategic Priority.....	36
Environment Cross Walk of Focus Area by Strategic Priority.....	37
Transportation & Planning Cross Walk of Focus Area by Strategic Priority	38
Economic Development & Global Competitiveness Cross Walk of Focus Area by Strategic Priority	39
Department Operating Budgets	
Reader's Guide for Department Operating Pages	40
Overview of Department Operating Budgets	41
General Fund Service Departments	
General Fund Service Departments Overview.....	42
Police.....	43
Fire.....	46
Solid Waste Services.....	49
Transportation	52
Neighborhood & Business Services	55
Engineering & Property Management	58
Planning	62
Enterprise Service Departments	
Enterprise Service Departments Overview	65
Aviation	66
Charlotte Area Transit System	70
Charlotte Water.....	73
Storm Water Services	76
Risk Management	78
Governance Departments	
Governance Departments Overview	80
Mayor & City Council.....	81
City Attorney	82
City Clerk	84
City Manager	86
General Fund Support Departments	
Support Departments Overview.....	89
Human Resources	90
Innovation & Technology	92
Management & Financial Services.....	95
Other Operating Budgets	
Other Operating Overview	98
Non-Departmental Accounts	99
Financial Partner Summary	103

Table of Contents

Summary Statistics and Schedules

Overview of Summary Statistics	105
Fund Descriptions.....	106
Citywide Summary of Tax Levies	110
Summary of Position Allocations.....	111
Summary of Expenditures	112
General Fund	
Summary of Expenditures	113
Summary of Revenues	114
Summary of Fund Balances	119
Aviation	
Summary of Revenues and Expenditures.....	120
Aviation Debt Service Funds-Consolidated	121
Charlotte Water	
Water and Sewer Fund	
Summary of Revenues and Expenditures.....	122
Consolidated Water and Sewer Debt Service Funds.....	123
Charlotte Area Transit System	
Summary of Revenues and Expenditures.....	124
Charlotte Area Transit System Debt Service Fund	125
Storm Water Fund	
Summary of Revenues and Expenditures.....	126
Storm Water Debt Service Fund	127
Other Funds	
Municipal Debt Service Fund	128
Convention Center Tax Fund	129
Convention Center Debt Service Fund	130
Hall of Fame Tax Fund	131
Hall of Fame Debt Service Fund.....	132
Tourism Operating Fund	133
Tourism Debt Service Fund.....	134
Cultural Facilities Debt Service Fund	135
Powell Bill Fund	136
Public Safety Grants Fund.....	137
Public Safety 911 Services Fund	138
Neighborhood & Business Services Consolidated Grants Fund	139
Risk Management Fund	140
Consolidated Municipal Service Districts	141
Municipal Service Districts	142
Synthetic Tax Increment Grants	144

Community Investment Plan

Community Investment Plan Introduction.....	147
General Community Investment Plan Summary	148
Municipal Debt-funded Project Summary	149
Pay-As-You-Go-funded Project Summary	153
Pay-As-You-Go Program Schedule	156
Transit Investment Pay-As-You-Go-funded Project Summary.....	157
Program Expenditure Summary	158
General Government Revenues and Expenditure Summary.....	159
Enterprise Community Investment Plan Summary	160
Enterprise Revenue and Expenditure Summary	161

Table of Contents

Community Investment Plan (continued)

Detailed Program Schedules	
Housing and Neighborhoods.....	162
Transportation	163
Economic Development	165
Environment	169
Facility Investments.....	172
Public Art Schedule.....	173
Estimated Operating Budget Impact from Major Capital Investments.....	174
Community Investment Plan Program Policies.....	176
Community Investment Plan Financial Policies	177

User Fees

User Fees Summary & Highlights	179
Regulatory Fees	
Engineering & Property Management	185
Charlotte Department of Transportation	186
Charlotte-Mecklenburg Planning Department	187
Charlotte Fire Department	188
Charlotte-Mecklenburg Police Department	191
Neighborhood & Business Services	192
City Clerk's Office	192
Charlotte Water.....	193
Non-Regulatory Fees	
Aviation	194
City Clerk's Office	195
Engineering & Property Management	196
Charlotte-Mecklenburg Police Department	198
Solid Waste Services.....	199
Charlotte Department of Transportation	199
Other Fees	
Engineering & Property Management	200
Charlotte Water.....	200
User Fee Appendix	201

Key Terms

Key Terms.....	203
Acronyms.....	207

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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY2017 Strategic Operating Plan** and **FY2017 – FY2021 Community Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

FY2017 Strategic Operating Plan

This document provides a detailed record of the spending plan adopted by the City Council for FY2017. It contains the following elements:

Section	Description
Executive Summary (Pages 7-23)	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, fund summaries, and Community Investment Plan Summary.
City Strategy and Operating Budget (Pages 31-104)	An overview of the City's corporate strategy and operating budget, Strategic Policy Objectives, and Focus Area Plans (Community Safety, Housing & Neighborhood Development, Environment, Transportation & Planning, and Economic Development & Global Competitiveness). <u>General Fund Service Departments:</u> The budgets and performance achievements of departments that are funded by the City's property and sales taxes. These include: Police, Fire, Solid Waste Services, Transportation, Neighborhood & Business Services, Engineering & Property Management, and Planning. <u>Enterprise Service Departments:</u> The budgets and performance achievements of departments that function as enterprise operations with a dedicated funding source. These include: Aviation, Charlotte Area Transit System, Charlotte Water, Storm Water, and Risk Management. <u>Governance Departments:</u> The budgets and performance achievements of support departments, which are funded by the City's property and sales taxes. These include: Mayor & City Council, City Attorney, City Clerk, and City Manager's Office. <u>Support Departments:</u> The budgets and performance achievements of support departments, which are funded by the City's property and sales taxes. These include Human Resources, Innovation & Technology, and Management & Financial Services.
Summary Statistics and Schedules (Pages 105-146)	Presentations of key revenue and expenditure information as City-wide totals, as well as totals by fund.
Community Investment Plan Summary (Pages 147-177)	A five-year plan, matching the City's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.
User Fees (Pages 179-201)	A listing of city regulatory and non-regulatory fees by City department.
Key Terms and Acronyms (Pages 203-209)	A list of references and definitions used throughout the document.

FY2017 Budget Process

Overview of Budget Process

The City's annual budget is based on a July 1 – June 30 fiscal year and is guided by the Mayor and City Council's five Focus Areas:

- Community Safety,
- Economic Development & Global Competitiveness,
- Environment,
- Housing & Neighborhood Development, and
- Transportation & Planning.

Each Focus Area contains policy initiatives driven by the needs of the community and the organization. The budget process is used to assess and allocate resources to achieve optimal service delivery.

The budgets (operating and capital) are developed in two phases:

1. Budget policy development, comprised of the following:
 - City Council engagement on policy direction,
 - Staff engagement on strategic planning/performance management activities, and
2. Budget deliberation and adoption, comprised of the following:
 - A presentation of the recommended budget to the Mayor and Council,
 - Community engagement and feedback through the Public Hearing process, and
 - The Mayor and Council adoption of the budget by June 30.

Budget Policy Development – Phase One (October – April)

The budget process begins in early fall (around mid-October) with a Strategic Operating Plan Kick-off event. The event provides the City Manager and the Budget Director the opportunity to share information with departments pertaining to:

- Key dates and submittals for department budgets,
- Federal and state legislature activities,
- Revenue projections, and
- The budget impact of achieving the vision set forth in the City Council's Focus Areas.

In November or December, the City Council formally approves its regular meeting and budget schedule for the upcoming calendar year. The schedule includes an Annual Retreat and several Council Budget Committee Meetings and the Budget Workshops to discuss key components of the budgets.

The Mayor and Council's Annual Retreat, held in January, allows the City's executive team (City Manager and Assistant City Managers), the Strategy & Budget Director, and several Department Directors to give an overview of the economic environment and potential operating and capital budget considerations for the upcoming year. During the Retreat, the Mayor and Council also discuss key policy activities occurring at the federal, state, and local levels and the potential impacts to the community. These activities are reflected as policy initiatives on the five Council Focus Area Plans and communicated as measures and targets through the City's performance management tool, the Balanced Scorecard. Simultaneously, City Departments provide preliminary information on operating and capital needs for the upcoming year, recognizing further guidance may be provided from the Mayor and Council during the Budget Committee Meetings and the Budget Workshops.

Between February and April, the City Manager and the Strategy & Budget Director facilitate several meetings with the Council Budget Committee as well as the Mayor and Council to continue discussions related to key components of the City's operating and capital budgets. Staff engages the Mayor and Council through two different series of meetings, including:

1. Council Budget Committee Meetings, and
2. Council Budget Workshops.

FY2017 Budget Process

Budget Policy Development – Phase One (continued)

The Council Budget Committee is responsible for providing input on the budget process and previewing planned agenda topics for discussion during the Budget Workshops. Departments that are scheduled to present during the Budget Workshops attend a Budget Committee Meeting to share a summary of their budget presentation with the committee members and to obtain recommendations/feedback for preparation of the Budget Workshop. The Budget Workshop is designed for the Mayor and Council to gain an understanding of key components of the City's operating and capital budgets. The Department Director presents a preliminary recommended budget for consideration and addresses questions from the elected body.

The budget development policy phase concludes in April when the Office of Strategy & Budget coordinates with staff to modify budgets and to revise performance measures based on Council's guidance and feedback from the Budget Workshops.

The Budget Deliberation and Adoption – Phase Two (May – June)

The City Manager and Strategy & Budget Director present the Manager's Recommended Budget to the Mayor and Council at the beginning of May, followed by the opportunity for the community to provide additional feedback at the Public Hearing on the Budget. The first opportunity for the Mayor and Council to comment on the Manager's Recommended Budget is during the Council Budget Adjustments Meeting, held mid-May. The process occurs as follows:

1. The Council makes budget adjustments, with issues garnering five or more votes moving forward for further staff analysis and inclusion in the Straw Votes Meeting.
2. At a later date, the Mayor and Council reconvene for the Council Budget Straw Vote Meeting, where a vote of six or more on each proposed adjustment advances the budget adjustment for inclusion in the budget ordinance.
3. Budget Adoption at a Council Business Meeting must occur no later than June 30 of each year.
4. After Budget Adoption, the Office of Strategy & Budget coordinates with other City Departments to close out the current year budget, appropriate funds for the new budget, and complete budget-related documents and publications. In order for the adopted budget to be amended, an action item and ordinance must be brought before the City Council with a majority vote approving the Budget Ordinance.

FY2017 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

<p>October 2015</p> <p>Strategic Operating Plan Kick-off</p>	<p>March 2016</p> <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Council Priorities Discussion• Compensation & Benefits Update• General Community Investment Plan Update• Solid Waste Services – Multi-Family Services Review Update <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• General Community Investment Plan Update• Solid Waste Services – Multi-Family Service Options• Council Priorities/Base Budget Review• Aviation Budget• Charlotte Water Budget
<p>December 2015</p> <p>City Council Business Meeting</p> <ul style="list-style-type: none">• Approve FY2017 Budget Calendar	
<p>January 2016</p> <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Budget Process Calendar• FY2016 Budget Outlook Report Content• FY2017-FY2021 Community Investment Plan Overview• General Fund Fund Balance Policy <p>Mayor and Council Annual Retreat</p> <ul style="list-style-type: none">• Overview of the economic environment and potential operating and capital budget considerations for FY2017	<p>April 2016</p> <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Enterprise Fund Overview• Aviation Budget• Charlotte Water Budget• Solid Waste Services – Multi-Family Service Delivery• Financial Partner Recommendations• General Community Investment Plan Budget <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• General Community Investment Plan Update• Solid Waste Services – Multi-Family Service Options• Council Priorities/Base Budget Review• Aviation Budget <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Public Safety Request Update• Updated Revenue Projection• Base Budget Review• General Fund Balancing Tools <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• General Fund Update• Regulatory User Fees
<p>February 2016</p> <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Pay Plan for Hourly Employees• Solid Waste Services Delivery Model• Storm Water Services Budget• CATS Budget <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Council Priorities Discussion and Retreat Follow-up• Storm Water Services Budget• CATS Budget• Financial Partner Requests <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Employee Compensation & Benefits Overview• General Community Investment Plan• Solid Waste Services – Multi-Family Service Review Update	

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

<p>May 2016</p> <p>Budget Presentation by City Manager</p> <p>Public Hearing on Budget</p> <p>Council Budget Adjustments Meeting</p> <p>Council Budget Adjustments and Straw Votes Meeting</p>	<p>June 2016</p> <p>Budget Adoption for FY2017</p>
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Finance and Budget Principles

Using the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Charter and City Code, the City will follow the principles outlined below. The development of the City's annual operating budget will be a transparent process that welcomes community input and involvement.

1. The City will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.
2. Program funding will be approved in the overall context of competing priorities across City services. Anticipated future needs will play a prominent role in the prioritization process.
3. The City will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New, significant expenses brought forward outside the budget process should be avoided, when feasible.
4. Provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.
5. Provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.
6. Engage in a continual evaluation of the most cost-effective means for providing City services.
7. Evaluate the total tax and fee burden – not just the property tax rate – the citizen pays in exchange for government services as part of the budget development process.
8. The budget will maintain a General Fund fund balance equal to 16% of the operating budget. Capital reserves in excess of the 16% General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.
9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50%.
10. The City will continue to promote a user fee goal of 100% cost recovery.
11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.
12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.
13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.
14. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
15. The general government debt program will maintain adequate cash and fund balance reserves at levels required to maintain top-tier credit ratings.

Financial Policies and Practices

The City's budgetary policies are based upon guidelines and restrictions established by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Charter and City Code, and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the City and ensure that the City is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office.
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year.
 - c. The tax rate shall be set each year based on the cost of providing general government services.
 - d. The City shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The City will set fees for services to maximize user charges for identifiable services.
 - a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services.
 - b. To the extent practical, any general City service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges.
 - c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.
3. In accordance with North Carolina General Statute 143C, the City will accumulate and maintain a general fund balance equal to or greater than 8% (City policy is higher at 16%) of the prior year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, and welfare, and other emergencies. Balances in excess of 16% are eligible for appropriation in the Pay-As-You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The City will strive to achieve a structurally, balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration.

Financial Policies and Practices

Capital Investment Policies and Practices

1. The City will update annually a five-year Community Investment Plan (capital investment program), which details the estimated cost, project description, and anticipated funding source for each capital project.
2. The City's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Community Investment Plan.
3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Improvement Projects once they are completed and in service.
4. The City will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the City's debt liability.

Accounting Policies and Practices

1. The City will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Finance Director and audited annually.
4. The Finance Office's Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the City. It will serve as the City's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The City's comprehensive annual financial report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting submitted each year for that recognition.

Basis for Budgeting

1. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the City are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the City's Comprehensive Annual Financial Report (CAFR) is prepared using Generally Accepted Accounting Principles.
2. All governmental funds are reported on using the modified accrual basis of accounting. Although the CAFR reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. Maintain a per capita debt ratio within the moderate range as defined by rating agency criteria as published periodically sufficient to maintain current credit ratings.

Financial Policies and Practices

3. Outstanding long-term maturity variable rate bonds not to exceed a sum equal to the debt service fund equity requirement plus 15% of total long-term fixed rate debt.
4. Continue the dedication of multiple revenues to a Pay-As-You-Go fund established to provide a material portion of the non-enterprise, general government capital needs. The revenue sources include a dedicated portion of the property tax rate, sales tax, and motor vehicle fees.
5. The debt issuance method will be periodically re-evaluated as City conditions change or new or changed financial market methods emerge. The review and change of issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the City. Accordingly, the following issuance method(s) will be currently utilized:
 - New money fixed rate bond issues may be placed on a competitive or negotiated basis
 - New money variable rate bond issues will be placed on a negotiated basis
 - Refunding bond issues may be placed on a competitive or negotiated basis
 - Issuance methods will be continuously reviewed and changes made to various offerings methods as appropriate and cost efficient for the City.
6. The City will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. The City maintains a cash management pool to facilitate disbursement and investment and maximize investment income. Earnings on the pooled funds are apportioned and credited to the funds monthly based on the average daily balance of each fund. Since individual funds may deposit additional amounts at any time and may withdraw funds at any time without prior notice or penalty, the pool is used essentially as a demand deposit account and considered cash and cash equivalents. This pool is used by all funds except the Firefighters' Retirement System Fund. For arbitrage purposes, the City also maintains separate pools for the proceeds of each bond sale subsequent to 1986 in compliance with the Internal Revenue Code relative to yield restrictions and rebate requirements. For funds not included in the pools described above, cash and cash equivalents consist of cash, demand deposits, and short-term, highly liquid investments.
2. North Carolina General Statute 159-30 authorizes the City to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the state of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high quality issues of commercial paper and bankers' acceptances; repurchase agreements having third-party safekeeping; and the North Carolina Capital Management Trust (NCCMT), a Securities and Exchange Commission (SEC) registered mutual fund. The City is not authorized to enter into reverse repurchase agreements. Although the City does not have a formal investment policy, internal investment guidelines prohibit maturities longer than five years, which helps manage exposure to fair value losses in rising interest rate environments.
3. All deposits of the City are made in board-designated official depositories and are secured as required by North Carolina State Statutes. The City may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. Also, the City may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
4. The City has no formal policy on custodial credit risk. However, the City's internal policy limits custodial credit risk by providing that security in the collateral be delivered to a third party safekeeping bank designated by the City.
5. The City's informal investment policy limits the amount of commercial paper or bankers acceptances to a maximum of 25% of the portfolio. For commercial paper, a maximum of \$20,000,000 may be invested in any one issuer. For bankers' acceptances, the maximum investment is limited to 10% of the portfolio for any one issuer.

Financial Policies and Practices

6. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.
7. North Carolina state law limits investments in commercial paper to the top rating issued by Nationally Recognized Statistical Rating Organizations (NSRO's). Although the City had no formal policy on managing credit risk, internal investment guidelines for commercial paper require at least two ratings from either Standard & Poor's (S&P), Fitch Ratings (Fitch), or Moody's Investors Service (Moody's).
8. Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters' Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio's securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically the Manager is authorized to:
 - a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$50,000.
 - b. Approve and execute contracts involving informal bids of up to \$100,000 for construction projects previously budgeted in the annual ordinance.
 - c. Approve and execute maintenance contracts in amounts under \$100,000.
 - d. Approve and execute leases of City real property in amounts under \$100,000.
 - e. Approve and execute engineering contracts under \$100,000.
 - f. Approve and execute professional service contracts in amounts under \$100,000.
 - g. Approve and execute change orders to all approved contracts not to exceed \$100,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$100,000, as authorized by the 1977 North Carolina General Assembly Session Law S.L. 1197-184.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$100,000.

Financial Policies and Practices

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Manager's Transmittal Letter

July 1, 2016

To the Mayor and City Council of Charlotte:

The Fiscal Year (FY) 2017 Operating Budget and FY2017-2021 Community Investment Plan are structurally balanced, enhance services and investments based on the Mayor and Council's policy priorities, maintain current services and commitments, and fulfill the Council's compensation philosophy for employees. The total budget for all funds is \$2.45 billion.

Priorities of the Mayor & Council

Beginning with the annual retreat in January 2016, the Mayor and City Council have extensively discussed their Strategic Policy Objectives through each of the budget workshops as well as through the various committees of the Council. The FY2017 budget translates these priorities (listed below) into results consistent with the guidance provided.

- Ensure all residents and visitors are safe
 - Build and preserve vibrant and diverse neighborhoods
 - Provide economic opportunity to increase upward mobility
 - Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure
 - Connect people and place by foot, bike, transit, and car, safely and effectively
 - Advance a clean and healthy environment
- **Public Safety** The Mayor and City Council identified public safety as the highest priority for FY2017. In response to this guidance, 106 new public safety positions have been added: 88 in police personnel (63 sworn; 25 civilian) and 18 firefighters for a new ladder company in the Northlake area. The cost of the public safety initiative is \$7.6 million in FY2017.
- **Infrastructure Investment** The capital budget continues the commitments previously adopted by Council to invest in Charlotte's future to address diverse transportation priorities across the City for walkers, bikers, and drivers. The total General Community Investment Plan is \$324.5 million in FY2017. A bond referendum in the amount of \$218 million is recommended for the fall of 2016.
- **Compensation Philosophy** The recommended budget fully funds the Council's compensation philosophy, including the public safety pay plan and a new career path for hourly employees. Starting pay for City workers will rise to \$13.58 per hour for FY2017. This exceeds the phased-in \$15 per hour goals of many other cities and states when adjusted for cost of living considerations.

General Fund

The General Fund operating budget – supported primarily by property taxes, sales taxes, and fees – is \$634.9 million, an increase of 5.7%. The budget is structurally balanced and sustainable, fully meets the City's financial commitments, and maintains sufficient reserves to protect the City's triple-A bond rating. The majority of new positions fully supported by general tax funds are in public safety. The majority of other new positions – a total of 44 – have external funding sources, many of which are funded fully or in part with fees to meet demand for development related services. Three new positions were added to Solid Waste Services to help create one additional street sweeping crew and one additional litter control crew to help improve the cleanliness of streets and rights-of-way in the community.



Manager's Transmittal Letter

Enterprise Funds

The City's Enterprise Funds are balanced within their dedicated revenues at levels that support the City's continued growth and service demands:

- Charlotte Douglas International Airport maintains the lowest enplanement cost among large hub airports at \$1.43 (less than half of the next lowest American Airline hub) with an operating budget of \$149.7 million, an increase of 3.4%. Capital investment is \$1.61 billion.
- Charlotte Area Transit System (CATS) operating budget includes no basic fare increase and is recommended as adopted by the Metropolitan Transit Committee (MTC) at \$123.2 million, an increase of 3.5%. Capital investment is \$568.9 million.
- Charlotte Water has a combined water/sewer rate increase of \$2.54 a month for the typical user, raising the cost per gallon of water from approximately 0.356¢ in FY2016 to 0.362¢ in FY2017. This increase sustains a high quality drinking water system and environmentally sound waste water treatment at a total operating cost of \$135.3 million, an increase of 8.3%. Capital investment is \$655.2 million.
- The Storm Water Fund has no rate increase but will expand the number of projects with an operating budget of \$14.5 million, an increase of 5.2%. Capital investment is \$354.7 million.

Closing Thoughts

This is the first year since the great recession that Charlotte has experienced meaningful revenue growth. The City's population has continued to grow and pressure has built on every direct and support service supported by general tax dollars. Unmet needs exist in every department, requiring difficult policy choices.

The FY2017 budget appropriately addresses public safety needs as the top priority. No city can be great if it does not have high quality public safety services. However, no city can be great if it only provides high quality public safety services; therefore, this budget also preserves the array of other public services that the Council has identified as priorities. As demands for services and infrastructure maintenance increases, the City is also faced with the need for new facilities and infrastructure to address growth. Balancing these competing priorities and positioning the City for long-term financial viability will be critical for the City's continued success.

A balanced budget is more than merely ensuring that expenditures are within revenues. A balanced budget also weighs the multiple policies that together must be harmonized to achieve Charlotte's vision as a safe and thriving global community that provides economic opportunity and respects and honors all people and the environment within which we live.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Ron Carlee".

Ron Carlee, City Manager

FY2017–FY2021 Community Investment Plan Resolution

June 13, 2016
Resolution Book 47, Page 390

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE AMENDING THE FIVE-YEAR COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2021.

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

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

WHEREAS, the City of Charlotte has a five-year Community Investment Plan based on policy assumptions, so stated in the FY2017-FY2021 Community Investment Plan that balances potential physical development with long-range financial capacity; and

WHEREAS, The Community Investment Plan is amended from time to time to reflect changes in capital planning of the community,

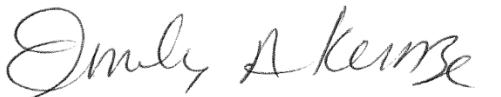
NOW THEREFORE BE IT RESOLVED, by the City Council of the City of Charlotte, in its regular session duly assembled, that it hereby adopt the Community Investment Plan for fiscal years 2017 to 2021.

This 13th day of June 2016

CERTIFICATION

I, Emily A. Kunze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 13th day of June, 2016 the reference having been made in Minute Book 140 and recorded in full in Resolution Book 47, Page(s) 390-406.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, the 13th day of June, 2016.

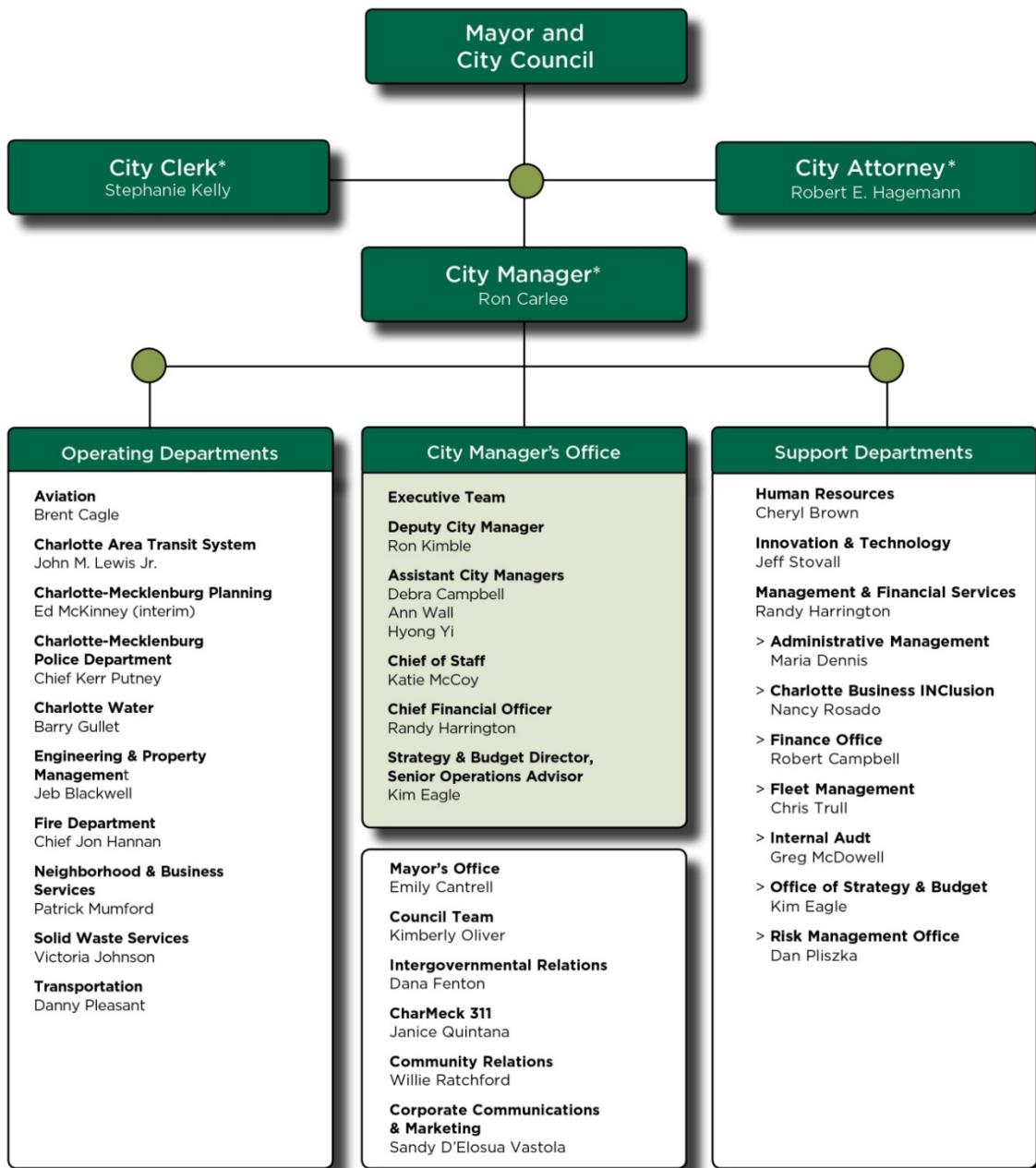


Emily A. Kunze, Deputy City Clerk

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City Government Organization Chart



* Council appointed

Former City Manager, Ron Carlee led the development of the FY2017 Strategic Operating Plan and FY2017-FY2021 Community Investment Plan. At the time of publication of this document, Ron Kimble serves as the Interim City Manager.

Revised: July 1, 2016

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Executive Summary

Adopted Budget

- *Is balanced in all respects and protects our future •*
- *Addresses public safety needs associated with a growing community•*
- *Remains sustainable for future fiscal years•*
- *Is based on City Council Priorities •*

The FY2017 Operating Budget and FY2017-FY2021 Community Investment Plan focuses on implementing the Mayor and Council's strategic priorities while cost-effectively providing the core services upon which residents rely. The FY2017 budget balances the increasing resource needs associated with a thriving community against the constraints caused by pent-up demand from previous consecutive years of limited revenue growth.

The property tax rate for FY2017 is 47.87¢ per \$100 of assessed valuation, which **remains unchanged from FY2016**. Resources added with the adoption of the FY2017 budget include funding sources that ensure the long-term sustainability of these additional positions and programs. Council was able to add public safety resources without a property tax increase, but user fees were raised to help offset increased operating expenditures. The primary objective of the FY2017 Operating Budget is to address the community's immediate resource needs while ensuring financial stability into the future.

Guidance from Council

The FY2017 budget is based on the six **Strategic Policy Objectives** that the Mayor and Council identified during their January 2016 retreat. These objectives are aligned with the Focus Area Plans (Focus Area Plans are further described on page 31) as well as the City Manager's Work Plan to help identify the policy areas that are most important to the community.

The Strategic Policy Objectives include:

1. Ensure all residents and visitors are safe
2. Build and preserve vibrant and diverse neighborhoods
3. Provide economic opportunity to increase upward mobility
4. Facilitate and invest in innovation and intentional growth of the city with sustainable infrastructure
5. Connect people and places by foot, bike, transit, and car safely and effectively
6. Advance a clean and healthy environment

The use of the Council priorities throughout the budget development process resulted in an operating budget that is focused on achieving the most significant positive community impact achievable within current financial limitations.

Executive Summary

Value of City Services

- *A strong value to tax and rate payers •*

The FY2017 operating budget ensures residents will continue to receive good value for the level and quality of all services provided through residential fees, about \$4.21 per day for the typical homeowner, an increase of 2.6% over FY2016.

On a typical day, examples of City services that residents depend on include:

- 255 Firefighters on duty at 42 fire stations, responding to more than 260 service calls
- 376 Police Field Units, responding to over 1,000 resident and 2,200 officer-initiated calls
- 755 signalized intersections operated over 2,400 miles of City streets
- 4,400 service calls received by CharMeck 311
- 42,500 households receive trash pick up
- 102,570,000 gallons of drinking water treated and delivered
- 80,630,000 gallons of wastewater collected and treated
- 79,292 transit riders (this total includes bus, rail, special transportation, and vanpool)

The following table reflects the FY2017 **City tax and fee** impact for home values at the 25th, 50th, and 75th percentiles, calculated based on owner-occupied, single family homes.

City of Charlotte taxes & fees - 25th Percentile	Prior Year FY2016	FY2017	\$ Change	% Change
Property Taxes on \$97,600 home	\$467.21	\$467.21	\$0.00	0.0%
Solid Waste fee (Residential)	\$25.00	\$33.00	\$8.00	32.0%
Water & Sewer (Average user rate)	\$701.40	\$731.88	\$30.48	4.3%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,291.17	\$1,329.65	\$38.48	3.0%
Total Monthly	\$107.60	\$110.80	\$3.21	3.0%

City of Charlotte taxes & fees - 50th Percentile	Prior Year FY2016	FY2017	\$ Change	% Change
Property Taxes on \$141,100 home	\$675.45	\$675.45	\$0.00	0.0%
Solid Waste fee (Residential)	\$25.00	\$33.00	\$8.00	32.0%
Water & Sewer (Average user rate)	\$701.40	\$731.88	\$30.48	4.3%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,499.41	\$1,537.89	\$38.48	2.6%
Total Monthly	\$124.95	\$128.16	\$3.21	2.6%

City of Charlotte taxes & fees - 75th Percentile	Prior Year FY2016	FY2017	\$ Change	% Change
Property Taxes on \$229,875 home	\$1,100.41	\$1,100.41	\$0.00	0.0%
Solid Waste fee (Residential)	\$25.00	\$33.00	\$8.00	32.0%
Water & Sewer (Average user rate)	\$701.40	\$731.88	\$30.48	4.3%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,924.37	\$1,962.85	\$38.48	2.0%
Total Monthly	\$160.36	\$163.57	\$3.21	2.0%

Executive Summary

Implementation of Council Priorities

Public Safety. The Mayor and City Council identified public safety as the highest priority for this budget. In response to this guidance, 106 new public safety positions are included in the FY2017 budget: 88 in police personnel (63 sworn, 25 civilian) and 18 firefighters for a new ladder company in the Northlake area.

Infrastructure Investment. The FY2017-FY2021 adopted capital budget continues the commitments previously adopted by Council to invest in Charlotte's future and increases infrastructure investment to address diverse transportation priorities across the City for walkers, bikers, and drivers. The total General Community Investment Plan is \$324.5 million in FY2017. A bond referendum in the amount of \$218.4 million is scheduled for the fall of 2016.

Compensation Philosophy. The adopted budget fully funds the Council's compensation philosophy, including the public safety pay plan and a new career path for hourly employees. Starting pay for City workers will rise to \$13.58 per hour in FY2017. This exceeds the phased-in \$15 per hour goals of many other cities and states when adjusted for cost of living considerations.

Overview of Total Budget

• *Budgeting efficiently to maintain core services that residents can depend on •*

The total FY2017 budget is \$2.45 billion. The total budget is comprised of the annual operating budget and the Community Investment Plan (capital budget). The annual operating budget reflects day-to-day operations, while the Community Investment Plan represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

Executive Summary

The table below provides a high-level overview of the total FY2017 budget.

Fund / Activity	Operating	% Change	Capital	% Change	Total	% Change
General	\$552,699,979	6.1%	\$0	0.0%	\$552,699,979	6.1%
General CIP	\$0	0.0%	\$324,546,569	421.8%	\$324,546,569	421.8%
Aviation	\$149,711,524	3.4%	\$357,382,612	32.7%	\$507,094,136	22.5%
Water and Sewer	\$135,344,255	10.2%	\$116,036,000	12.4%	\$251,380,255	11.2%
Charlotte Area Transit System	\$123,178,201	3.5%	\$301,724,599	-21.6%	\$424,902,800	-15.7%
Storm Water Utility	\$14,545,725	5.2%	\$59,100,000	-0.9%	\$73,645,725	0.2%
Debt Service	\$226,416,715	-6.9%	\$0	0.0%	\$226,416,715	-6.9%
Powell Bill	\$26,138,490	12.9%	\$0	0.0%	\$26,138,490	12.9%
Convention Center	\$23,387,239	16.4%	\$0	0.0%	\$23,387,239	16.4%
NASCAR Hall of Fame	\$4,600,000	21.1%	\$0	0.0%	\$4,600,000	21.1%
Public Safety and Other Grants	\$9,352,396	31.6%	\$0	0.0%	\$9,352,396	31.6%
Public Safety 911 Services	\$3,829,754	65.3%	\$0	0.0%	\$3,829,754	65.3%
Neighborhood & Business Svcs Grants	\$10,507,664	-2.2%	\$0	0.0%	\$10,507,664	-2.2%
Municipal Service Districts	\$4,903,629	4.6%	\$0	0.0%	\$4,903,629	4.6%
Risk Management*	\$1,506,871	3.1%	\$0	0.0%	\$1,506,871	3.1%
Tourism Operating	\$5,090,229	141.4%	\$0	0.0%	\$5,090,229	141.4%
Pay-As-You-Go (Transit Investment Fund)	\$673,788	0.0%	\$0	0.0%	\$673,788	0.0%
Pay-As-You-Go (General)	\$36,014	92.2%	\$0	0.0%	\$36,014	92.2%
Total Budget**	\$1,291,922,473	4.1%	\$1,158,789,780	31.8%	\$2,450,712,253	15.6%

*The City utilizes internal service funds to manage its two self-funded insurance funds; Risk and Loss and Workforce Group Insurance. These two funds are supported with charges to each operating fund above, and charges for each are reflected within these operating funds.

**The budget totals in this Executive Summary represent the "net budget," which excludes interfund transfers. For example, Charlotte Water transfers funds to the General Fund for purchased billing services provided by the Department of Management & Financial Services. The "net budget" reflects this amount as part of Charlotte Water, since it is this department that ultimately funds utility billing services. This avoids double counting expenses.

Executive Summary

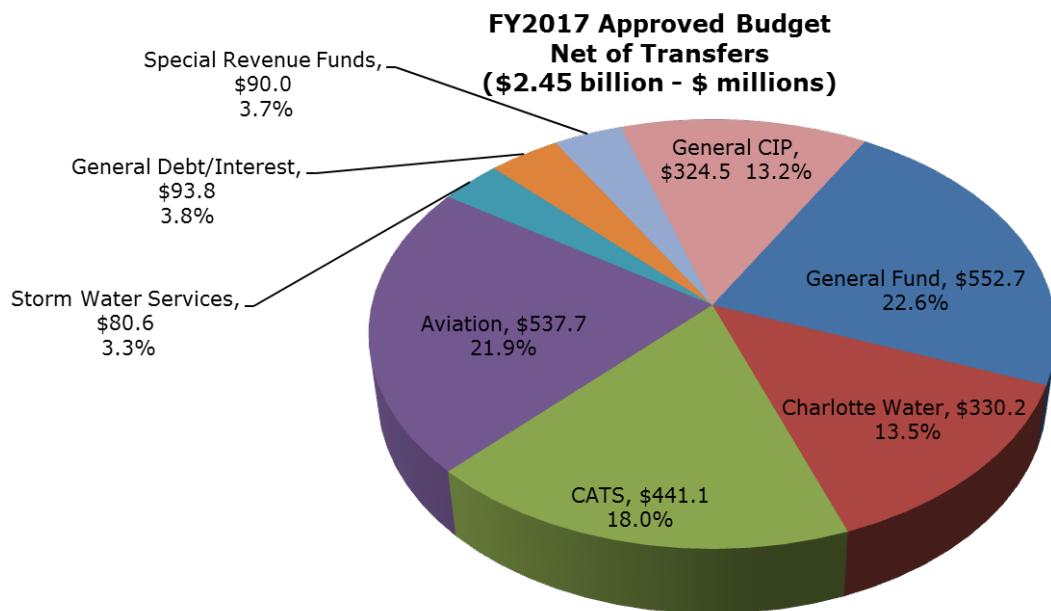
Total Operating Budget

Within the operating budget and Community Investment Plan, there are both General Fund and Enterprise Fund departments. The General Fund departments are those supported primarily by tax revenues, while Enterprise Funds are self-supporting entities that charge fees for services or receive restricted grants. **The FY2017 operating budget is \$1.29 billion, an increase of 4.2% above the FY2016 budget.**

The General Fund and Enterprise departments are:

General Fund Departments			Enterprise Fund Departments
Service	Governance	Support	
Police	Mayor & City Council	Human Resources	Aviation
Fire	City Attorney	Innovation & Technology	Charlotte Area Transit System
Solid Waste Services	City Clerk	Management & Financial Services	Charlotte Water
Transportation	City Manager		Storm Water (a division of Engineering & Property Management)
Neighborhood & Business Services			Risk Management (a division of Management & Financial Services)
Engineering & Property Management			
Planning			

The following chart illustrates the composition of the FY2017 Total Budget (includes both Operating and Capital for General Fund and Enterprise Fund departments), which totals \$2.45 billion, an increase of 15.6% above FY2016.



Executive Summary

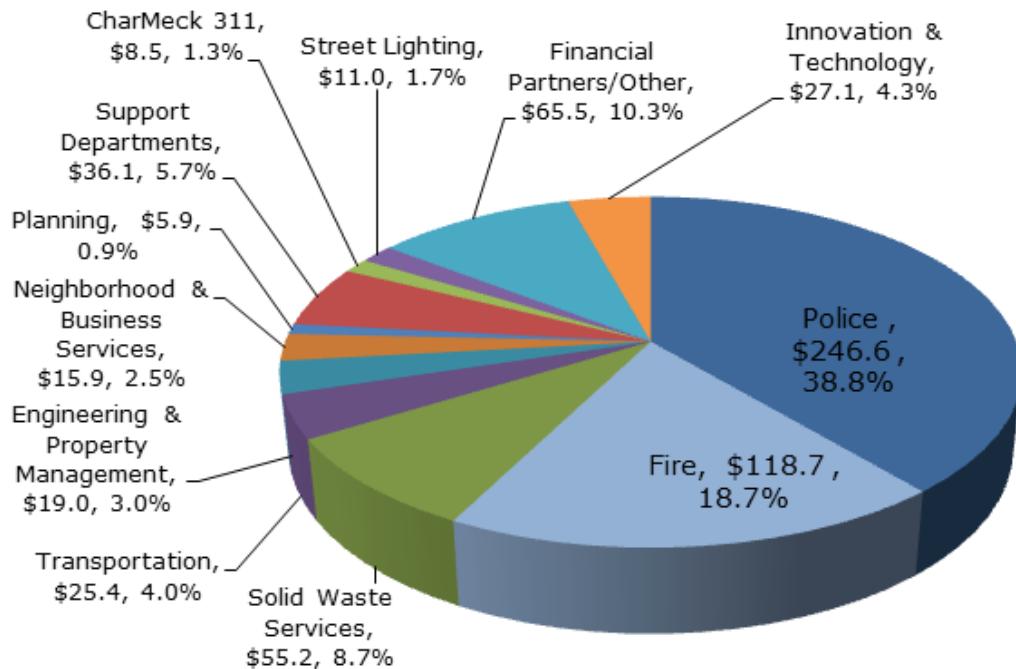
General Fund Budget

- A balanced budget reflecting Council Priorities with revenue limitations •

General Fund

The FY2017 General Fund budget is \$634.9 million, a 5.7% increase above FY2016 to address the Mayor and Council's priorities and accommodate the resource needs of a dynamic, growing City.

FY2017 General Fund Expenditures Where the Money Goes \$634.9 million



Executive Summary

Summary of Key FY2017 Budgetary Increases by Strategic Policy Objective:

Key Budgetary Increases by Strategic Policy Objective		
Legend:	General Fund Increase	
	Community Investment Plan Increase	
	Enterprise Fund Increase	
	Positions	Budgetary Increase
1. Ensure all residents and visitors are safe		
Additional sworn Police resources to better address the service demands of a growing community	63	\$3,495,070
Ladder Company 28 to help address response time issues in the area surrounding Northlake Mall	18	\$1,224,158
Additional 911 Telecommunicators to manage increased emergency service call volume for Police, Fire, and MEDIC	20	\$1,011,094
Additional Crime Scene/Crime Lab positions to help process evidence, investigate crimes, and solve cases	5	\$222,515
Two Construction Services Inspector positions to accommodate increasing economic development across the community. These positions are part of Fire's new Veteran Hiring Program focused on reintroducing veterans into the civilian workforce. (100% of the cost of these positions will be covered by user fee revenue)	2	\$187,404
Nine additional Airport Law Enforcement Officers to achieve a sustainable staffing level that will improve security and safety at the airport. (These positions will be 100% funded by Aviation)	9	\$684,755
Aviation Division Chief position to provide additional management capacity between the Aviation deputy chiefs and battalion chiefs. (This position will be 100% funded by Aviation)	1	\$135,784
Additional funding is necessary to purchase land to provide added fire protection in the areas around Clanton Road and I-77, and Selwyn Avenue and Colony Road due to increased land prices. This additional funding will supplement the previously approved \$4M to purchase land for future fire stations.	0	\$1,860,000
Upgrade of 911 Communications Center (\$969,228 cost to General Fund reimbursed by 911 Fund at \$731,228 and PAYGO at \$238,000)	0	\$969,228
Total Strategic Policy Objective 1	118	\$9,790,008

Executive Summary

2. Build and preserve vibrant and diverse neighborhoods	Positions	Budgetary Increase
Two additional staff resources in the housing rehabilitation program to help reduce the current waitlist for critical home repairs. (These positions are funded with Federal Community Development Block Grant funds)	2	\$130,538
Funding to add a Neighborhood Leadership Training Academy as outlined in the Neighborhood Revitalization Strategy	0	\$26,500
Funding to add technical and leadership training for neighborhood leaders in areas such as: starting community gardens, creating crime watch programs, installing speed bumps and developing neighborhood welcome wagons	0	\$25,000
The SouthPark CNIP will be used to implement strategic transportation projects that increase street connectivity, improve transportation safety and travel options, and help address growth and congestion in the area.	0	\$10,000,000
Total Strategic Policy Objective 2	2	\$10,182,038
3. Provide economic opportunity to increase upward mobility	Positions	Budgetary Increase
Enhanced functionality for CharlotteBusinessResources.com, the City's web portal for business owners.	0	\$77,000
One-time funding to support the Economic Opportunity Task Force, created as a result of a recent study listing Charlotte at the bottom among 50 large cities for economic mobility	0	\$50,000
Total Strategic Policy Objective 3	0	\$127,000
4. Facilitate and invest in innovation and intentional growth of the City and sustainable infrastructure	Positions	Budgetary Increase
Additional positions in Engineering & Property Management to work on key infrastructure projects outlined in the Community Investment Plan. (100% of the cost of these positions will be charged to capital projects in the General Community Investment Plan)	15	\$1,331,393
Two additional positions are added to Engineering & Property Management's Land Development Division due to the increased demand for land development permits (100% of the cost is covered by increased revenue from Land Development Fees)	2	\$154,842
Addition of two planner positions to support rezoning and subdivision process. (100% of the cost for the two positions is covered by increased user fee revenue)	2	\$143,974
Community Investment Plan Engagement Coordinator to coordinate communications and promotion of community engagement initiatives for the various projects in the capital program. (This position will be charged to capital projects in the Community Investment Plan)	1	\$85,577
Total Strategic Policy Objective 4	20	\$1,715,786

Executive Summary

5. Connect people and places by foot, bike, transit, and care safely and effectively for people of all ages	Positions	Budgetary Increase
Positions to ensure Americans with Disabilities Act (ADA) compliance. (Positions will be 100% funded by the ADA Capital Program)	2	\$207,293
Construction Mitigation Program Manager position is added to ensure all City departments are following the same guidelines for mitigating the impact of construction projects on the public (This position will be funded with CIP pay-as-you-go funding with no impact on City general fund)	1	\$117,194
Administrative support for the Charlotte Regional Transportation Planning Organization (100% of position cost is covered by federal planning grants)	1	\$77,748
Cross Charlotte Trail-South Charlotte Connector will extend the trail an additional 1.5 miles to connect it with Ballantyne area via the existing McAlpine Creek Greenway	0	\$3,000,000
South End Pedestrian/Bicycle Connector will construct a signalized pedestrian connection across light rail tracks at grade to allow safe pedestrian access at two popular light rail stations (New Bern and East/West Station)	0	\$2,000,000
Total Strategic Policy Objective 5	4	\$5,402,235
6. Advance a clean and healthy environment*	Positions	Budgetary Increase
Additional street sweeping crew and one additional litter control crew added to Solid Waste Services	3	\$484,000
Lab staff positions in Charlotte Water are added to increase laboratory capacity and ensure water quality	3	\$215,576
Sewer cleaning crew member positions in Charlotte Water are added to clean off-street sewer lines and reduce sanitary sewer overflows	3	\$215,137
Water quality field crew positions are added in Charlotte Water to create an ongoing, strategic water distribution flushing program	2	\$122,262
TreesCharlotte endowment has been established with Foundation for the Carolinas where the proceeds from interest and dividends would be used to buy trees and fund operations. City's contribution (\$250,000 over four years to total \$1 million) would be in addition to Knight Foundation and other private contributions*	0	\$250,000
Total Strategic Policy Objective 6	11	\$1,286,975
TOTAL KEY FY2017 BUDGETARY INCREASES	155	\$28,504,042

*Additional funding of \$2.1 million for the City's tree program is included in the FY2017 General Community Investment Plan

Executive Summary

Public Safety Needs – Council’s Highest Priority

• Ensure all residents and visitors are safe •

The FY2017 budget includes increased General Fund funding for additional public safety resources to address the emergency response needs of a growing community. Public safety resource needs are balanced against resource availability. The level of funding outlined in the table below represents a portion of the public safety resource needs identified during the FY2017 budget development process. Additional needs will be addressed in future fiscal years.

FY2017 Increases to General Fund Public Safety Resources	Additional Funding	Additional Positions
Police		
Sworn Positions	\$3,495,070	63
911 Communicators	\$1,011,094	20
Crime Scene/Crime Lab	\$222,515	5
Airport Law Enforcement Officer Positions**	\$0	9
Total Police	\$4,728,679	97
Fire		
Ladder 28 Operating (Sworn Positions)	\$1,224,158	18
Construction Services Inspections Positions*	\$0	2
Aviation Division Chief Position**	\$0	1
Total Fire	\$1,224,158	21
Total General Fund-Funded Positions		106
Total FY2017 Public Safety Increase	\$5,749,734	118

*Positions are fee funded, and therefore have no General Fund impact

**Positions are funded by Aviation, and therefore have no General Fund impact

Revenue & Finance

• Remains a strong value to the community and consistent with Council Policy •

Development of the FY2017 Budget also included a review of revenue and financial approaches that would maintain a good value to tax and rate payers, be consistent with Council policy, and uphold the City's strong financial ratings.

The property tax rate for FY2017 is 47.87¢ per \$100 of assessed valuation, which **remains unchanged from FY2016**. The FY2017 assessed value is estimated at \$93.83 billion, with an estimated collection rate of 98.1%.

Executive Summary

The allocation of the tax rate is provided in the table below:

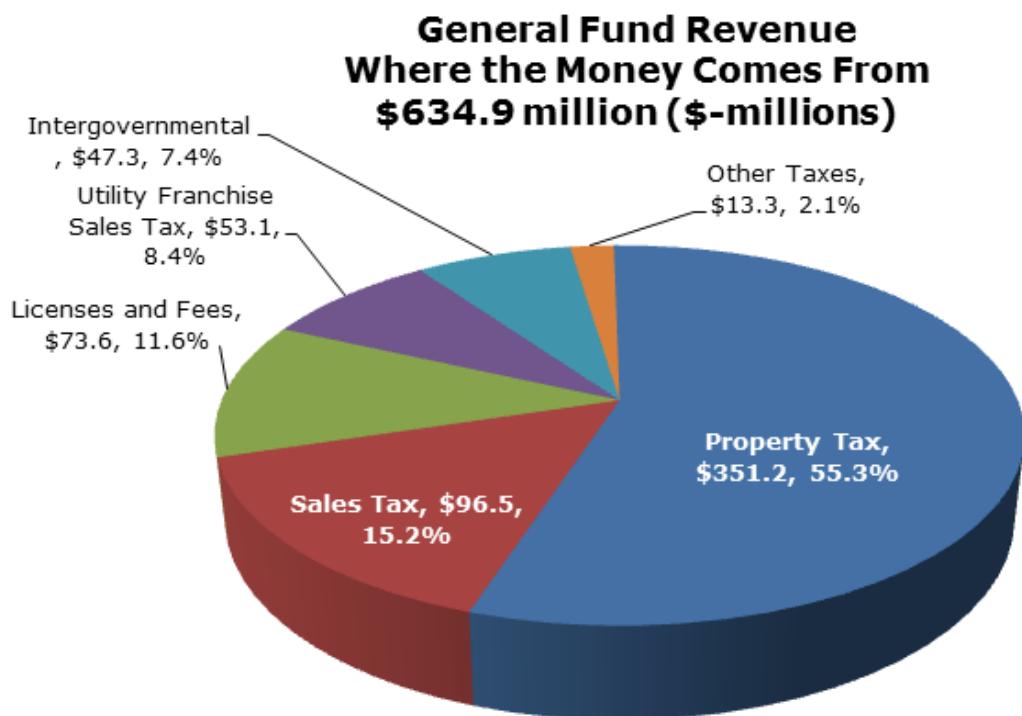
Fund	FY2016 Tax Rate	FY2017 Tax Rate	Change from FY2016 to FY2017
General Fund	37.41¢	37.41¢	0.00¢
Debt Service	9.26¢	9.26¢	0.00¢
Pay-As-You-Go Capital	1.20¢	1.20¢	0.00¢
Total	47.87¢	47.87¢	0.00¢

As part of the review of revenue and financial approaches, the City's user fees were also evaluated. Effective July 1, 2005, Council adopted a fully allocated cost recovery rate of 100% for regulatory user fees. Beginning in FY2010, user fees were held flat due to the economic decline, which shifted user fee costs from the rate payers to the General Fund tax payers. A balance between the appropriate level of General Fund subsidy with the impacts of fee changes is reflected in the FY2017 User Fee Schedule (beginning on page 185).

The average General Fund subsidy of regulatory user fees decreased from 7.6% in FY2016 to 5.2% in FY2017, or an additional \$0.7 million being offset by fees.

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise 70.5% of total revenue. The total General fund revenue growth is budgeted at \$35.7 million, which is an increase of 5.7% above FY2016.



Executive Summary

Enterprise Funds Budgets

• A balanced budget funded by self-supporting revenues •

Enterprise Funds

The City's four Enterprise departments are funded by self-supporting revenues paid by users of the services. The FY2017 Enterprise Fund operating budgets and supporting rates are summarized below.

Aviation

FY2016 \$144.7 million; FY2017 \$149.7 million

The Charlotte Douglas International Airport is the fifth largest airport in the United States and the sixth largest internationally based upon operations. The FY2017 budget is \$149,711,524, a 3.4% increase above the prior year budget. The Aviation budget balances needs created by a high-growth environment with a commitment to the City Council and airline partners to keep operating budget increases between three and five percent.

The requested budget increases maintain an airport that is highly competitive. Highlights include:

- The lowest cost structure of any large hub airport in the country
- The addition of 50 positions in a variety of capacities, including Business Services, Building Maintenance, Fleet Maintenance, Technology, and Security, to keep up with service complexity and customer demand
- The development of a new employee apprenticeship program and a formalized internship program
- Continued efforts to convert contracted services to full time positions to enhance customer service and operate at lower costs
- The implementation of new programs to ensure continuous execution of its business and revenue generation processes, environmental compliance, and sustainability initiatives

Charlotte Area Transit System **FY2016 \$119.0 million; FY2017 \$123.2 million**

The Charlotte Area Transit System provides core services via bus, vanpool, light rail, and paratransit transportation. In accordance with CATS' long term financial plan, the operating budget increases 3.5% in FY2017. Highlights include:

- The FY2017 budget includes no increase to base fares
- CATS closed on its first Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, which will save \$32 million over the life of the loan.
- After the successful opening of the new CityLYNX Gold Line service, funding for CityLYNX Gold Line Phase 2 was approved by Congress in FY2016
- Ridership growth projected at 0.4% in FY2017
- Adding 93 fully funded positions for start-up and testing of new rail services for the Blue Line Extension project
- Adding 10 fully funded positions for specific operations and regulatory requirements.

Executive Summary

Charlotte Water

FY2016 \$125.0 million; FY2017 \$135.3 million

Charlotte Water (Utility) provides water and sewer services for the City of Charlotte as well as customers in the six towns in Mecklenburg County. The Utility also has regional service agreements that cross County boundaries including contracted operations at the Union County Wastewater plants. The FY2017 proposed operating budget is \$135,344,255, an increase of 8.3%.

Highlights include:

- Increase the Water and Sewer Availability Fees from \$8.14 to \$9.84 per month to recover 29.3% of the total annual water and sewer Debt Service
- Increase the Water and Sewer Billing Fees from \$6.30 to \$7.14 per month
- No change to the existing water and sewer usage rates
- The adopted rates summarized in the following table maintain current infrastructure and respond to changing economic and regulatory conditions

FY2017 Water and Sewer Rates

Current	FY2016	FY2017
Water Rates		
Fixed Billing Charges	\$3.15	\$3.57
Availability Fee	3.03	2.97
Tiered Rate		
Tier I: 0-4 ccf	1.58	1.58
Tier II: 5-8 ccf	2.04	2.04
Tier III: 9-16 ccf	4.71	4.71
Tier IV: >16 ccf	8.91	8.91
Non Residential	2.73	2.73
Sewer Rates		
Fixed Billing Charges	\$3.15	\$3.57
Availability Fee	5.11	6.87
Volume Rate *	4.51	4.51

*up to 16 ccf for residential customers

1 ccf = 748 Gallons

Typical Residential Bill

Typical user = 7 ccf/month		
Water Rates for avg. ccf use:	\$12.44	\$12.44
Fixed Billing Charge:	3.15	3.57
Availability Fee:	3.03	2.97
Total Water Cost:	\$18.62	\$18.98
Sewer Rates:	\$31.57	\$31.57
Fixed Billing Charge:	3.15	3.57
Availability Fee:	5.11	6.87
Total Sewer Cost:	\$39.83	\$42.01
Average User's Monthly Fee:	\$58.45	\$60.99

The total proposed cost increase for the typical user at 7 ccf/month is approximately \$2.54 per month.

Executive Summary

Storm Water Services

FY2016 \$13.8 million; FY2017 \$14.5 million

As storm drainage infrastructure deteriorates or becomes too small to handle stormwater, resident requests for service increase. New requests received each year are prioritized within the backlog of existing requests. To respond to these increasing requests for storm water infrastructure improvements and repairs, the FY2017 budget continues to fund the design and construction of Flood Control, Point Repair, and Water Quality Enhancement capital projects.

The FY2017 Storm Water Services budget maintains the current Storm Water rate and rate structure. In FY2016, the City moved from a two-tier rate structure to a four-tier rate structure to recover costs associated with managing runoff from residential properties with the largest amounts of impervious surface. Revenue from the rate adjustment continues to support Storm Water Services' multi-year plan to increase staff capacity and reduce the backlog of requests. The Storm Water operating budget increases from \$13.8 million in FY2016 to \$14.5 million in FY2017. The additional funds will be used to mark storm drainage infrastructure, reducing the risk of damage by other construction projects, and to remove blockages and debris that has built up over time in ditches and pipes. The FY2017 budget includes an additional 7 positions to address the need for capital project construction inspectors and a utility relocation construction inspector.

During FY2017, Storm Water Services will continue evaluating existing low priority service requests to benchmark costs and provide a more accurate funding projection for future years. City Council will use this information to determine future funding for existing low priority requests. Storm Water Services will also continue to evaluate the storm water fee credit program in order to coordinate revisions and implementation with Mecklenburg County.

Pay & Benefits

• Investing in the employees delivering City services •

Pay & Benefits – Investing in Employees

The vast majority of City services are delivered by employees. This is reflected in the dedication of over 50% of the total operating budget to personnel related expenditures. The FY2017 personnel budget reflects the Human Resources Philosophy adopted by the City Council:

- Moderate level of benefits and pay,
- Aggressive cost management for benefits,
- Employees expected to fairly share in the cost of benefits, and
- Actively support wellness programs to reduce future costs.

Compensation

The ability to provide compensation increases has been limited over the past few fiscal years; challenging the City's recruitment and retention strategies. The City regularly benchmarks pay adjustments with other employers, including: national statistics, Charlotte area municipalities, Charlotte large private sector employers, and the Employer's Association. **Of these five categories of employers, the average projected pay adjustment in 2017 is 3.0%.**

The ability to provide compensation increases has been limited over the past five years. The City of Charlotte's five-year average merit increase, including 2017 projections, is 2.3%, falling below that of national statistics (3.0%), Charlotte area municipalities (2.7%), large private-sector Charlotte employers (2.6%) and the Employers Association (3.0%). The following chart illustrates five-year the regional market movement pay trend:

Executive Summary

Source	2013	2014	2015	2016	2017*	5 Year Average Increase	5 Year Cumulative Market Movement
National Statistics	3.0	2.9	3.0	3.0	3.0	3.0	14.9
National Municipalities	1.7	2.4	2.7	2.4	2.4	2.3	11.6
Charlotte Area Municipalities	2.8	2.6	2.6	3.0	2.7	2.7	13.7
Charlotte Large Employers	2.5	2.5	2.7	2.8	2.7	2.6	13.2
Employers Association	2.6	3.1	3.1	3.0	3.1	3.0	14.9
City of Charlotte	2.0	2.0	3.0	1.5	3.0	2.3	11.5

* FY2017 projected market movement based on limited data

To achieve the organization's goal of recruiting and retaining a skilled and diverse workforce, and to invest in the employees who deliver daily services, the following compensation components are included in the FY2017 Budget:

- 1.5% Public Safety market adjustment,
- 2.5% or 5.0% Public Safety step adjustment based on rank and current step,
- 3.0% Broadband merit budget (for all exempt/salaried general employees),
- Conversion of Non-exempt/hourly employees to new pay plan,
- 1.5% Non-exempt/hourly market adjustment, and
- Increase minimum pay to \$28,260 (equivalent to \$13.58 per hour).

Non-Exempt/Hourly Pay Plan

A new pay plan for entry-level, non-exempt employees in labor, trades, and administration positions (hourly classifications) is included in the FY2017 budget. Under the new pay plan, non-exempt/hourly employees would be transitioned from the current Broadbanding Pay Plan to the new Non-Exempt/Hourly Pay Plan in FY2017. All non-exempt/hourly positions will be converted to their new pay range and will receive a market adjustment equal to half of the Broadbanding merit percentage increase. In future fiscal years, non-exempt/hourly employees will receive an annual market adjustment equal to half of the Broadbanding merit percentage increase. These employees will also receive a merit increase each year based on performance; equal to half (on average) of the Broadbanding merit percentage increase.

Employees Currently Earning Below 60% of Area Median Income

In FY2016, the City Council approved funds to bring employees to a minimum pay amount equal to 60% of the area median income. The area median income has since increased to \$47,100. The cost in FY2017 to take employees to the current 60% threshold of \$28,260 (\$13.58 per hour) would be \$119,136. Most of this cost would be absorbed by the transition to the Non-Exempt/Hourly Pay Plan, leaving a remaining cost of \$9,517 to the General Fund.

Compensation adjustments for the City's FY2018 budget have not been calculated at this time and will be addressed based on market conditions and City revenues.

Other Compensation Considerations

- Reinstate Veterans Day as an Official City Holiday
 - Veterans Day is an official United States public holiday, observed annually on November 11, intended to honor and thank all American veterans who served the United States in all wars. For many years Veterans Day was an observed holiday for

Executive Summary

city employees.

- In October 1994, the City Council voted to change the City's holiday schedule in order to better complement the holiday schedule of Mecklenburg County. At that time, the official Veterans Day holiday was replaced by a floating holiday for city employees. In 2009, the floating holiday was subsequently exchanged for the Friday following Thanksgiving Day, also a holiday observed by Mecklenburg County.
- Effective in calendar year 2015, the Mecklenburg County Board of Commissioners reinstated the Veterans Day holiday for county employees.
- City Council reinstated Veterans Day as an official holiday for City employees. This action enables the City of Charlotte to maintain consistency in observed holidays of City and County employees. More importantly, reinstating Veterans Day as an official City holiday reaffirms the City's support of employees who are veterans, many of whom continue to serve as active members of military reserve units.
- For calendar year 2016, Veterans Day will be observed on Friday, November 11th.

Benefits

The following benefits changes are included in the FY2017 budget:

- Group Medical Insurance
 - The City's overall funding for group insurance coverages will increase 7%.
 - Effective January 1, 2017, adjust the employee cost sharing in the tiers of each plan in a phased approach towards an industry supported employee contribution strategy of 20/50/35/50. Employee only coverage contribution at 20%; Employee/Spouse at 50%; Employee/Child(ren) at 35%; and Employee/Family at 50%. Provide the City Manager or his designee the authority to establish the premium structure for employees within the overall health insurance budget.
 - Effective January 1, 2017, there will be medical plan changes in the Basic and Plus PPO to help contain cost, promote in-network utilization and remain competitive with market practices. These include changes to deductibles, out of pocket maximums, copays and coinsurance.
 - Effective January 1, 2017, increase the wellness incentive from \$40/\$80 to \$50/\$100. Employees who choose to participate in the Wellness Plan will receive a \$50 (Employee Only or Employee/Child(ren)) or \$100 (Employee/Spouse or Employee/Family) savings per month on medical insurance premiums.
 - Effective January 1, 2017, adjust non-Medicare retiree premiums for medical coverage in a phased approach towards the adopted retiree cost-sharing philosophy of 45/50/50/50. Provide the City Manager or his designee the authority to establish the premium structure for non-Medicare retirees within the overall health insurance budget.
 - Retirees may experience an increase, depending on the plan and level of coverage. Retirees changing from the Plus to the Basic plan may experience a premium decrease depending on the level of coverage selected.
- Prescription Drug
 - The prescription drug plan design will be modified in order to contain costs, promote generic utilization and remain competitive with market practices. Changes include increase in copays and addition of coinsurance.
- Dental Insurance
 - A rebidding process is currently underway for the dental plan.
 - It is anticipated that 2017 dental plan rates will be held flat.
- Other Benefit Considerations
 - In 2016, the following benefits plans are or currently will be under rebidding: medical, vision, benefits consulting, life insurance, and disability.

Executive Summary

- It is projected by 2018, 50% of active employees will be ineligible for retiree medical insurance. During FY17, Human Resources will study the benefits options available to employees ineligible for retiree medical insurance as well as updating the City's employee cost methodology regarding retiree medical insurance to create equity for employees and retirees.

Position Changes

The FY2017 budget includes 7,581.75 full-time positions across all funds, an increase of 343 positions. This position number reflects an increase of 159 positions in the General Fund for Public Safety increases and positions funded by user fees, Enterprise Funds, and other external sources. The Enterprise Funds' position count increases by 184, funded by user rates and charges.

Fund	FY2016 Revised Total Positions	FY2017 Total Positions	Position Change from FY2016 to FY2017
General Fund	5,342.00	5,501.00	159.00
Enterprise & Grant Funds	1,896.75	2,080.75	184.00
Total All Funds	7,238.75	7,581.75	343.00

Capital

• A budget that protects today and invests in our future •

To meet today's needs as well as invest in our future, the Community Investment Plan (CIP) is a five-year capital expenditure and infrastructure plan, which matches the City's highest priority capital needs with a financing schedule. The plan totals \$4.1 billion, and includes investments in neighborhoods, housing, storm water projects, roads, transit, sidewalks and bikeways, water and sewer projects, the airport, and public safety and maintenance facilities.

The Community Investment Plan is fully reviewed biennially. FY2017 is a review year in the biennial review schedule in preparation for the upcoming November 2016 Bond Referendum. The FY2017 – FY2021 CIP preserves the priorities set forth by the community in the 2014 bond referendum, while implementing adjustments and additions to the three bond referenda in 2016, 2018, and 2020 for capital investments that support newly identified Council priorities and best practices. Additions to the capital bond program over the next three bond cycles total \$21.9 million, a 2.7% increase over the \$816.4 million debt-funded general capital program previously approved by Council. Highlights of the CIP include:

- \$11.9 million for additional transportation bond investments including a South Charlotte Connector for the Cross Charlotte Trail, continuation of the Neighborhood Transportation Program, a Southend Pedestrian/Bicycle Connector, and enhancements to the Idlewild Road/Monroe Road Intersection project.
- \$10.0 million in additional neighborhood bonds for a new Comprehensive Neighborhood Improvement Program (CNIP) in SouthPark.
- \$24.2 million in Pay-As-You-Go investments over five years to support the City's technology infrastructure, facility maintenance and repair, and tree management program.
- An additional \$46.2 million in unallocated debt capacity is placed in reserve for matching funds, cost overrun contingencies, and unanticipated opportunities. Included in this reserve are funds for potential use on Charlotte Gateway Station and the Joint Communications Center.

Executive Summary

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Charlotte City Profile

Location

Charlotte, located in Mecklenburg County, North Carolina, is the largest city between Baltimore, Maryland and Jacksonville, Florida. The City is in the Piedmont Region of the Carolinas, two hours east of the Appalachian Mountains and three and one-half hours west of the Atlantic Ocean. New York City is 631 miles to the northeast and Atlanta is 256 miles to the southwest. Location and growth reinforce the City's role as a regional center in the Southeast.

Local History



- Charlotte was incorporated in 1768, became the county seat in 1774, and presently covers 307 square miles of the 527 square miles in Mecklenburg County.
- The City referred to as the "Queen City" owes its name to German born Queen Charlotte, wife of England's King George III, and the County's name to her birthplace of Mecklenburg.
- The City's vision is to be a model of excellence that puts citizens first and makes this a community of choice for living, working, and

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

Governmental Structure

The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a mayor and eleven other members elected every two years on a partisan basis. The Mayor and four Council members are elected at-large by a citywide vote. The remaining seven Council members are elected by district, from voters who reside in each district. The City Council is responsible for appointing the City Manager, City Attorney, City Clerk, and members of various boards and commissions, which enact ordinances, resolutions, and orders; reviewing the annual budget, setting the tax rate, and approving the financing of all City operations; and authorizing contracts on behalf of the City. The City Manager is responsible for carrying out policies and ordinances, and directs the daily operations of the City through Manager-appointed department directors.

Transportation



Photographer: Patrick Schneider

Aviation

- Charlotte-Douglas International Airport (CLT) has been named the third most efficient North American airport by Air Transport Research Society's Global Airport Performance Benchmarking study.
- Travel Leaders Group ranked CLT as the second best airport in the U.S. for making a connection.

Roads

Trucking is a major industry in Charlotte.

- Convenient access to the nation's interstate highway system makes Charlotte an appealing location for the trucking industry.
- Approximately 60% of the nation's population is within a 24-hour drive from the city.

Charlotte City Profile

- There are over 329 trucking companies located in Charlotte, including most of the nation's top trucking companies.
- Interstate 485 (I-485) is the Outer Belt highway serving Mecklenburg County and metropolitan Charlotte.

Rail

Charlotte is also the center of the country's largest consolidated rail system.

- Two major rail systems, Norfolk Southern Railway and CSX Transportation, bring approximately 300 trains through Charlotte weekly and link Charlotte to 23 states, Washington, D.C. and Canada.
- To better integrate air, rail, and communications, a \$92 million intermodal rail and trucking facility has been constructed on Charlotte Douglas International Airport property that is expected to bring the region an economic boost of \$7.6 billion over the next two decades.
 - The intermodal yard is situated on a 200 acre tract of land that is located between the airport runways.

Major Industries

Charlotte enjoys a vibrant, highly diversified economy that encompasses many sectors, as well as companies that range in size from multinational to micro-business.

- Charlotte currently ranks 10th nationally in the number of Fortune 500 headquartered companies, having 270 companies that are listed on the Fortune 500.
- The City also has 4,277 Hoover's Million Dollar Companies.
- Approximately 950 foreign-owned firms in the region, spawning the creation of several international and cultural organizations.
- Charlotte was ranked as the top U.S. city for foreign investment by *Site Selection* magazine.
- Manufacturing in the Charlotte region includes industrial machinery, metal working, computer and electronic products, and biomedical facilities.
- The over 3,371 manufacturers in the Charlotte-Mecklenburg region employ more than 155,000 workers.

Recreational, Visitor, and Cultural Events

The City's eight percent hotel/motel and one percent prepared food and beverage taxes have provided a dedicated resource for the purpose of promoting the City as a destination for convention, business, and leisure travel.

Charlotte Regional Visitors Authority (CRVA), unit of the city, focuses on tourism promotions and facilities management which includes:

- An auditorium.
- Two enclosed sports arenas.
- A convention center.



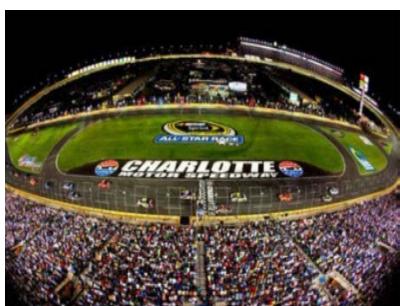
The CRVA also operates the NASCAR Hall of Fame complex.

- The NASCAR Hall of Fame opened in 2010.
- Has a 150,000 square foot museum.
- A 102,000 square foot expansion to the Convention Center, which includes a 40,000 square foot ballroom and NASCAR Plaza.
- A 19-story, 393,000 square foot Class A office tower.

The City is home to two major and one minor-league sports franchises and numerous other sporting events including:

Charlotte City Profile

- The **Carolina Panthers of the National Football League (NFL)**, home for the Carolina Panthers is the Bank of America Stadium, a privately owned, 73,778-seat stadium in uptown Charlotte.
- The **Charlotte Hornets of the National Basketball Association (NBA)**, the NBA's Charlotte Hornets play in the uptown Time Warner Cable Arena.
- The **Charlotte Knights of the Minor League Baseball (MiLB)**, the team plays at BB&T Ballpark located in Uptown Charlotte.



- Charlotte Motor Speedway is the largest sports facility in the southeast with 140,000 permanent seats and has the capacity for nearly 40,000 more spectators in the infield.
 - A 1.5 mile superspeedway.
 - Annually hosting the Sprint Cup Series NASCAR Sprint All-Star Race, Coca-Cola 600, and the Bank of America 500.
 - The Nationwide Series History 300 and Dollar General 300.

- The Camping World Truck Series North Carolina Education Lottery 200.
- Also attracting race fans is the zMax Dragway at Charlotte Motor Speedway.
- The drag racing facilities' track, pit areas, and midway cover 125 acres and seats 30,000.
- There is the **Belk Bowl at Bank of America Stadium**, which will match an ACC team against an SEC team.
- The **CIAA Basketball Tournament**, which is held in the Time Warner Cable Arena.
- The **Wells Fargo Championship**, one of the top events of the PGA tour.
- The **PGA National Championship** will be held at the Quail Hollow Club in 2017.
- The **U.S. National Whitewater Center** located on the Catawba River and is the world's largest artificial whitewater river and U.S. Olympic Training site.
 - The 400 acre facility includes whitewater rafting, kayaking, flat water kayaking, mountain biking, rock climbing, zip lines, a canopy tour, team building, and rope courses.

Charlotte offers diverse facilities for culture, the arts, nature, and science, including:



- The Bechtler Museum of Modern Art
- The Knight Theater, part of the Blumenthal Performing Arts Center, is home for North Carolina Dance Theatre and also hosts other performing arts.
- The Harvey B. Gantt Center for African-American Arts + Culture serves as a community epicenter for music, dance, theater, visual art, film, arts education programs, literature, and community outreach.
- The 145,000 square foot Mint Museum Uptown combines four collections (Craft + Design, Contemporary, American, and selected European pieces) under one roof.
- The North Carolina Blumenthal Center for the Performing Arts, containing a 2,100-seat performance hall and a 440-seat theater, showcases the best in opera, symphony, chorus, dance, and theater.
- The Charlotte Nature Museum, founded in 1946, provides programs and exhibits centered on a science theme of "Nature and Man."
- The "hands-on" science and technology museum, Discovery Place, features a 284 seat IMAX Dome Theatre.

Charlotte City Profile

Education

- The County operates **Charlotte-Mecklenburg Schools (CMS)**, a consolidated City-County public school system with current enrollment for kindergarten through grade 12 of more than 141,171 students.
- The City has no direct financial responsibility for the school system operations or capital.
- CMS offers magnet programs in 47 of its schools that develop the talents of students who have interests and talents in specific areas.

Within the greater-Charlotte region there are 23 public and private secondary institutions offering baccalaureate degrees.



- 17 schools offering graduate opportunities.
- 17 junior colleges, community colleges, and technical institutes conferring two-year associate degrees.
- **Central Piedmont Community College (CPCC)** is the largest of the North Carolina Community College System colleges.
- **UNC Charlotte** offers 92 bachelors programs, 59 masters degrees, and 19 doctoral programs.
- **Davidson College** is ranked as one of best value liberal arts College.
- **Queens University** has an approximate enrollment of 2,500 and serves as a model for other institutions of higher learning across the nation.
- **Johnson & Wales University's** Charlotte Campus has over 2,500 full-time students enrolled in one of three colleges: the College of Business, the College of Culinary Arts, or the Hospitality College.
- **Johnson C. Smith University** offers 22 fields of study to more than 1,300 students. The University was recently ranked 14th among Historically Black Colleges and Universities by U.S. News & World Report (2013).
- **Pfeiffer University** at Charlotte has an urban campus, offering adult learners the opportunity to earn both undergraduate and graduate degrees.
- **Wake Forest University** continues to have a strong graduate school presence in Charlotte with several top- ranked MBA programs.
- The **Charlotte School of Law** has awarded law degrees since 2009.
- **Northeastern University's** Charlotte campus has offered graduate programs in uptown Charlotte since 2011.

Healthcare

Charlotte and Mecklenburg County are served by a number of health care providers. There are nearly 2,500 hospital beds in the Charlotte-Mecklenburg area representing two health care systems, **Carolinas HealthCare System** and **Novant Health**.

- Carolina's HealthCare System is one of nation's largest public hospital systems and the most prominent health care system in the Carolinas. Operating 33 hospitals in the Carolinas, Carolinas HealthCare System operates a regional network of more than 1,900 employed primary and specialty care physicians.
- Presbyterian Healthcare is a not-for-profit healthcare provider under the parent organization of Novant Health.

Charlotte City Profile

(all figures represent FY2017 unless otherwise noted)

Total # of Employees	7,581.25 FTEs	Fire Protection
Total Budget	\$2.45 Billion	Fire Prevention Inspectors 34.00
General Fund (net of transfers)	\$634.9 Million	Firefighters 1,059.00
General Bonded Debt per capita (FY2015)	\$ 1,087	
General Bonded Debt % of Property Value (FY2015)	1.02%	Police Protection
Debt Service % of Non Capital Expenditures (FY2015)	17.50%	Sworn Police Officers 1,906.00
Assessed value (2016)	\$93.8 billion	Civilian 495.50
Land Area (square miles)	307.13	Storm Water Rates
Street Miles	2,461	Single Family (monthly) < 2,000 sq feet - \$5.52
Retail Sales (FY2014)	\$11.6 billion	Single Family (monthly) 2,000 to <3,000 sq ft - \$8.13
General Obligation Bond Rating (FY2016)	AAA	Single Family (monthly) 3,000 to <5,000 sq ft - \$12.04
		Single Family (monthly) 5,000 sq ft & up - \$19.91
		Commercial (monthly) per impervious acre \$143.73
Meck County Building Permits (FY2015)		
Total	18,043	Utilities
		Water Accounts (projected) 279,609
		Sewer Accounts (projected) 246,299
Population		
2010 Census	731,424	1 ccf = 748 gallons
2016	789,541	Water Rates for ccf use (typical) \$ 12.44
		Fixed Charge \$ 6.54
Unemployment Rate (Mecklenburg County)		
2013 (as of March)	8.70%	Typical Total Water Rates \$ 18.98
2014 (as of March)	6.90%	Sewer Rates \$ 31.57
2015 (as of March)	5.10%	Fixed Charge \$ 10.44
2016 (as of March)	5.00%	Typical Total Sewer Rates \$ 42.01
Top Principal Taxpayers (2015)		
Wells Fargo/Wachovia	1.57%	Typical Residential User's
Bank of America	1.52%	Total Monthly Fee \$ 60.99
Duke Energy	1.19%	Median Household Income
AT&T/Bell South	0.51%	2016 \$ 54,078
Time Warner Entertainment	0.49%	
US Airways	0.41%	Principal Employers (2015)
		Carolinas Healthcare System 6.70%
		Wells Fargo/Wachovia Corporation 4.40%
		Charlotte-Mecklenburg Schools 3.47%
		Wal-Mart Stores, Incorporated 3.27%
		Bank of America 2.87%

Charlotte City Profile

Property Tax (FY2017)

1-cent on the property tax rate	\$ 9,204,768
General Fund	37.41¢
Muni Debt Service for Capital	9.26¢
Pay-As-You-Go Capital	1.20¢
Total Property Tax Rate (per \$100 valuation)	47.87¢

Area City and County Property Tax Rates (FY2017)

Charlotte	47.87¢
Mecklenburg County	81.57¢
Cornelius	25.50¢
Davidson	35.00¢
Huntersville	30.50¢
Matthews	34.00¢
Mint Hill	27.00¢
Pineville	35.00¢
Police Service District	21.14¢
Stallings	21.50¢
Union County	77.65¢

Local Sales Tax (FY2017)

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1)	7.25%

Charlotte	47.87¢
Mint Hill	27.00¢
Pineville	35.00¢
Police Service District	21.14¢
Stallings	21.50¢
Union County	77.65¢

Occupancy Tax (FY2017)

First 3-Percent	3.0%
Second 3-Percent	3.0%
NASCAR Hall of Fame Tax	2.0%
Total	8.0%

MOTOR VEHICLE REGISTRATION FEE (FY2017)

Charlotte	\$ 30.00
Single-Family & Mobile Homes	\$ 33.00
Multiple Family	\$ 33.00
County	
Single-Family & Mobile Homes	\$ 20.50
Multiple Family	\$ 20.50

Prepared Food Tax (FY2017)

City/County	1.0%
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Car Rental Taxes (FY2017)

Road Use Tax	8.0%
Charlotte Vehicle Rental Tax	1.5%
Mecklenburg Vehicle Rental Tax	1.5%
Airport Tax (If applicable)	10.0%
U-Drive-it Vehicle Rental tax	5.0%

MUNICIPAL SERVICE DISTRICTS (FY2017)

District	Tax Rate *
01 - Center City	1.68¢
02 - Center City	2.33¢
03 - Center City	3.58¢
04 - South End	6.68¢
05 - University City	2.79¢

*per \$100 valuation

City Strategy and Operating Budgets

Strategic planning is an integral component of the City of Charlotte's overall management philosophy. The City's strategic planning process begins with an examination of the organizational vision, mission, and core values needed to serve the community. The strategic planning process ends with a comprehensive plan of organizational actions and outcomes. The development of this strategic, comprehensive plan is two-fold: City Council setting policy direction through their Focus Area Plans and Strategic Policy Objectives, followed by the creation of departmental goals and targets that operationalize City Council policies. Developing an organizational strategy means setting priorities and making choices to achieve the desired future of our community. The integration of organizational strategy and resource allocation demonstrates how the budget supports Strategic Policy Objectives and Focus Area Plan goals, which in turn facilitate the achievement of the City's vision and mission. The City of Charlotte's strategic framework provides a critical tool used in making budget recommendations.

At the time of this printing, work is underway to formally align the Focus Area Plans and the City Council Priorities/Strategic Policy Objectives to ensure the City's strategic framework continues to provide the organization with clear policy direction from the City Council.

VISION STATEMENTS OF CHARLOTTE'S FIVE FOCUS AREAS

Community Safety: Charlotte will be one of America's safest communities.

Housing & Neighborhood Development: The City of Charlotte will sustain and create distinct and diverse neighborhoods for residents of all ages.

Environment: Charlotte will become a global leader in environmental sustainability, preserving our natural resources while balancing growth with sound fiscal policy.

Transportation & Planning: Charlotte's strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments.

Economic Development & Global Competitiveness: Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.

Linking City Strategy and Resource Allocation

The City of Charlotte uses the Balanced Scorecard performance management tool to translate the City's Vision, Mission, Strategic Policy Objectives, and Council Focus Area Plans into departmental goals and targets. The department pages that follow include performance measure information that further illustrates the linkage between resources and performance. Funding reductions have the ability to negatively impact targets within Council's Strategic Policy Objectives and Focus Area Plans. Budget decisions impact how well strategy is implemented and executed. The extent to which budget allocations are linked to strategy needs can either promote or impede the implementation process. The Focus Area Plan is used to monitor success in the accomplishment of City strategy and adherence to Council's Strategic Policy Objectives.

City Strategy and Operating Budgets

City Council Priorities/Strategic Policy Objectives

The City Council's Strategic Policy Objectives were initiated during the January 2016 City Council Retreat. The objectives are aligned with the Focus Area Plans, as well as the City Manager's Work Plan, to help identify the policy areas that are most important strategically to the Mayor and Council.

Over the next several months, staff will continue to refine the alignment between the Focus Area Plans and City Council Priorities/Strategic Policy Objectives to ensure the City's strategic framework continues to provide the organization with clear policy direction from the City Council. This refinement will include identifying ways to more closely link policy decision with the resource allocation process.

1. Ensure all residents and visitors are safe	
Description:	
A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime.	B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact.
C. Collaborate with effective youth crime diversion programs especially for first time, non-violent offenders to avoid a criminal record and increase their opportunity for success.	D. Support CMPD efforts in addressing the broader root causes of crime in targeted areas.
2. Build and preserve vibrant and diverse neighborhoods	
Description:	
A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock.	B. At the Eastland Mall site, create a new community through private and appropriate public investment that integrates into and enhances the surrounding areas.
C. Continue strong investments in neighborhood infrastructure, appearance and overall community health.	D. Develop a strategy to address the infill and redevelopment needs.
3. Provide economic opportunity to increase upward mobility	
Description:	
A. Create more opportunities for people with employment challenges by leveraging City workforce contracts and Business Investment Grants.	B. Facilitate with our partners the availability of internships and apprenticeships, as well as the awareness of employment opportunities, job fairs, job training, and job assistance.
C. Support and grow small, entrepreneurial businesses, especially businesses owned by women and minorities through City contracts, Business Investment Grants, and access to information and resources.	D. Ensure that young people have work opportunities through the Mayor's Youth Employment Program as one part of a public-private system of youth employment and mentoring.
E. Ensure that children get the right start in life by working with public and private sector partners to make quality after-school time programs available.	

City Strategy and Operating Budgets

4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure
Description:
A. Establish policy guidelines for evaluating rezoning requests.
B. Rewrite the City's zoning code to reflect the diverse neighborhoods consistent with City vision and plans.
C. Work with private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies.
D. Improve land development customer service and promote economic development in collaboration with stakeholders and the County.
E. Prepare recommendations for the FY2017 update of the CIP, including recommendations for the FY2016 Bond Referendum; assess changes related to the timing and priority of projects and the financial capacity of the City.
F. Support growth of tourism and amateur sports.
G. Revitalize business corridors in priority areas (example corridors include: Applied Innovation, Central Avenue, North West, West Boulevard, Freedom Drive, and North Tryon).
H. Identify opportunities to partner with private investment in high growth areas.
I. Identify areas of high growth and prioritize adequate resources to support Strategic Area Plans.
5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages
Description:
A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.
B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options.
C. Working through regional partners, update the Metropolitan Transit Commission (MTC) 2030 Transit Plan and Charlotte Regional Transportation Planning Organization (CRTPO) Transportation Investment Plan to provide mobility options.
D. Update the Transportation Action Plan including new Pedestrian and Bike Elements.
E. Improve transportation and infrastructure connections to and from the Airport in order to improve freight mobility, foster greater connections to a major logistical and employment center, and continue to make Charlotte-Douglas one of the leading airports in the world.
6. Advance a clean and healthy environment
Description:
A. Sustain Storm Water Services' policies that improve surface water quality.
B. Adopt a multi-year plan to reduce energy and fuel use by the City government.
C. Work with business community in Charlotte to adopt energy reduction goals in the city as a whole.
D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies.
E. Implement Urban Forestry Management Plan.

City Strategy and Operating Budgets

Strategic Policy Objective/Focus Area Plan Cross-Walk

The next five pages were created to highlight the relationship between the Strategic Policy Objectives and the five Focus Areas by aligning Focus Area Initiatives with Strategic Priority Descriptions.

Over the next several months, staff will continue to refine this alignment to ensure the City's strategic framework continues to provide the organization with clear policy direction from the City Council.

City Strategy and Operating Budgets



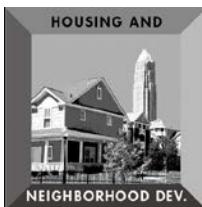
Community Safety Cross-Walk of Focus Area by Strategic Priority

"Charlotte will be one of America's safest communities."

Community Safety is one of the major priorities for the City of Charlotte. The City's goal is to create a community where residents and visitors feel safe in their homes, their neighborhoods, their workplaces, and the areas where they shop and play. This will be a community where citizens are actively encouraged to participate in promoting safety through the Police Citizens Academy, neighborhood watch, community meetings, and fire prevention programs. City agencies should engage and solicit the priority public safety concerns of the citizens they serve. Citizens will have confidence in the integrity, professionalism, and training of their City agencies resulting in strengthened neighborhoods and reduced crime. Safe and vibrant neighborhoods and business corridors will help to drive economic development throughout the City, creating job opportunities and sustained growth for this community.

Focus Area Initiatives	Strategic Priority Description
Reduce crime rate	1A. Increase Charlotte-Mecklenburg Police Department (CMPD) resources in programs where additional staff can have the greatest impact on crime
Enhance citizens' perception of safety	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime
Improve response times for emergency calls	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact
Develop infrastructure that promotes a safer community	1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact 1D. Support CMPD's efforts in addressing the broader root causes of crime in targeted areas
Enhance emergency preparedness	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact
Improve interdepartmental coordination of extraordinary and special events with internal and external partners	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact

City Strategy and Operating Budgets



Housing & Neighborhood Development Cross-Walk of Focus Area by Strategic Priority

"The City of Charlotte will sustain and create distinct and diverse neighborhoods for residents of all ages."

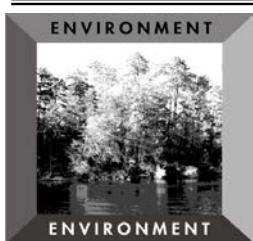
The City's long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

The City's housing and neighborhood strategy focuses on preserving and creating neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe;
- Civic infrastructure supports neighborhood quality of life; and
- Families have access to quality affordable housing, education, jobs, and services.

Focus Area Initiatives	Strategic Priority Description
Preserve and create healthy, vibrant, and distinct neighborhoods	2A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock
Coordinate public/private partnership investments to attract the amenities neighborhoods need	2C. Continue strong investments in neighborhood infrastructure, appearance, and overall community health
Market housing programs to achieve geographical dispersion of diverse housing options throughout the City	2A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock
Utilize the Quality of Life Study and open data to inform and guide strategic neighborhood investments and programs	2C. Continue strong investments in neighborhood infrastructure, appearance, and overall community health
Support partners and programs that enhance opportunity for economic mobility	3D. Ensure that young people have work opportunities through the Mayor's Youth Employment Program as one part of a public-private system of youth employment and mentoring

City Strategy and Operating Budgets



Environment

Cross-Walk of Focus Area by Strategic Priority

"Charlotte will become a global leader in environmental sustainability, preserving our natural resources while balancing growth with sound fiscal policy."

The City of Charlotte recognizes that environmental stewardship is fundamentally important to quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation, and improving the environment all enhance the City's mission to preserve its citizens' quality of life.

Charlotte will become a global leader in environmental sustainability by:

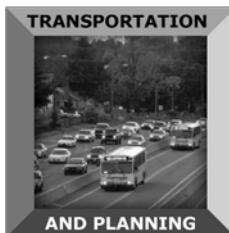
- Becoming a model environmental community in how it manages solid waste, energy, water and air;
- Leading by example by practicing environmental stewardship in City operations and facilities as directed through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional solutions to environmental problems;
- Applying technologies to develop "smart city" solutions to our environmental goals.

Specific initiatives to support these goals include:

Focus Area Initiative*	Strategic Priority Description
Waste	6D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies
Energy	6C. Work with the business community in Charlotte to adopt energy reduction goals in the city as a whole
Water	6. Advance a clean and healthy environment 6A. Sustain Storm Water Services' policies that improve surface water quality.
Air	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections 6. Advance a clean and healthy environment 6B. Adopt a multi-year plan to reduce energy and fuel use by the City government
Smart City	4C. Work with the private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies 6C. Work with the business community in Charlotte to adopt energy reduction goals in the city as a whole

*Inclusive of both Community and City Organization Focus Area Initiatives

City Strategy and Operating Budgets



Transportation & Planning Cross-Walk of Focus Area by Strategic Priority

“Charlotte’s strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments.”

A combination of sound land use planning and continued transportation investment will provide lifestyle, employment and travel choices. This approach will enable Charlotte to accommodate growth, enhance quality of life and increase Charlotte’s prominence and competitiveness in the global marketplace. To achieve its vision, the City will:

- Continue to integrate land use, urban design, and transportation decisions that create more places and neighborhoods throughout Charlotte that are walkable, transit-oriented and bicycle-friendly;
- Provide the necessary transportation infrastructure to increase Charlotte’s presence as a global freight and logistics hub, particularly at Charlotte Douglas International Airport;
- Implement the foundational principles of the Centers Corridors and Wedges Growth Framework, the Transportation Action Plan and the 2030 Transit Systems Plan.

Focus Area Initiatives	Strategic Priority Description
Establish public and private sector partnerships to achieve effective transportation and land use results which support economic development and livability	5B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options 5C. Working through regional partners, update the Metropolitan Transit Commission (MTC) 2030 Transit Plan and Charlotte Regional Transportation Planning Organization (CRTPO) Transportation Investment Plan to provide mobility options
Engage the community to support the City’s land use and transportation goals to create more mixed-use places and neighborhoods connected by more travel choices	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections
Implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan and Transportation Action Plan	5C. Working through regional partners, update the MTC 2030 Transit Plan and CRTPO Transportation Investment Plan to provide mobility options 5D. Update the Transportation Action Plan including new Pedestrian and Bike elements
Implement land use and transportation decisions that increase safety, livability, transportation choices and enhance economic growth	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections
Refine the regulatory system	4A. Establish policy guidelines for evaluating rezoning requests 4B. Rewrite the City’s zoning code to reflect the diverse neighborhoods consistent with City vision and plans 4D. Improve land development customer service and promote economic development in collaboration with stakeholders and the County

City Strategy and Operating Budgets



Economic Development & Global Competitiveness Cross-walk of Focus Area by Strategic Priority

"Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages."

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City's economic development strategy will focus on:

- Developing a global logistics center at Charlotte Douglas International Airport;
- Enhancing relationships with our universities and education system to support and commercialize research and technology;
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte's unique profile;
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment; and
- Preparing youth for employment success.

Focus Area Initiatives	Strategic Priority Description
Facilitate the growth of small businesses and high growth entrepreneurs in our community	3C. Support and grow small, entrepreneurial businesses, especially businesses owned by women and minorities through City contracts, Business Investment Grants, and access to information and resources
Promote the holistic development of targeted business districts and neighborhoods	3C. Support and grow small, entrepreneurial businesses, especially businesses owned by women and minorities through City contracts, Business Investment Grants, and access to information and resources 2B. At the Eastland Mall site, create a new community through private and appropriate public investment that integrates into and enhances the surrounding areas
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness, job creation, and job retention in the energy, finance, information technology, logistics, and advanced manufacturing sectors	3A. Create more opportunities for people with employment challenges by leveraging City workforce contracts and Business Investment Grants 4C. Work with the private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies
Introduce youth and young adults to employment opportunities with potential for long-term growth and development	3D. Ensure that young people have work opportunities through the Mayor's Youth Employment Program as one part of a public-private system of youth employment and mentoring 3B. Facilitate with our partners the availability of internships and apprenticeships, as well as the awareness of employment opportunities, job fairs, job training, and job assistance
Grow Charlotte's tourism industry through amateur sports development and programming	4F. Support growth of tourism and professional/amateur sports

Reader's Guide for Department Budget Pages

Operating Budgets: A Closer Look

The operating budgets for Departments provide the core content of this document. These begin after the "Operating Budgets" tab and are outlined in the following order: General Fund Service Departments, Enterprise Fund Service Departments, General Governance Departments, and General Fund Support Departments. A sample page containing this information is provided below.

Mission

Department's mission statement

Engineering & Property Management is building value for Charlotte by promoting a vibrant, sustainable, and balanced urban environment. Experienced and engaged employees are the essential ingredients of a strong organization that responds quickly, flexibly, and creatively to address community needs.

Department's responsibilities listed provide an overview of what the department does.

Responsibilities

- Manage the design, construction, and maintenance of the City's stormwater infrastructure and provides Clean Water Act compliance and enforcement for the City's surface water quality program

Budget and Staffing Overview

This section includes an overview of the primary expense categories and calculates net expenditures.

This section also highlights total positions.

<u>Budget</u>	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Personnel	\$ 94,821,939	99,100,237	99,304,407	104,830,129	5.6 %
Operating	12,976,282	12,910,199	13,979,900	15,372,790	10.0
Department Charges	(357,292)	(226,997)	(427,618)	(579,777)	35.6
Total Expenditures	\$ 107,440,929	111,783,439	112,856,689	119,623,142	6.0 %
Total Revenues	\$ 7,651,263	8,070,980	9,183,072	9,703,706	5.7 %
Net Expenditures	\$ 99,789,666	103,712,459	103,673,617	109,919,436	6.0 %

Position
Count
Change

<u>Staffing</u>	Total Positions	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget
		FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Risk Management Operations	1,166.00	1,172.00	1,166.00	1,187.00	21.00
Administers risk financing, risk retention, and insurance placement for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, and other small public agencies	\$ 2,774,476	2,892,250	3,086,609	3,186,246	25.00 26.00 26.00 26.00

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- 7 new positions (1 Construction Supervisor, 1 Senior Construction Inspector, 3 Construction Inspectors, 1 Project Coordinator, and 1 Construction Inspector for utility relocation coordination). The new positions will work on capital construction, maintenance, and repair projects to increase work capacity and reduce the growth in backlogged Storm Water projects. Total cost for the 7 positions is \$608,507, but \$514,134 of this cost is transferred from the operating budget to the Storm Water Capital Program.

\$ 608,507

Any significant budgetary decrease and increase, and position changes will be outlined here.

Select performance measures and achievements over three-years are highlighted in this section.

Performance Measure Highlights

Performance Achievements

FY2015 Actual	FY2016 Actual	FY2017 Target

Risk Management

Maintain Risk Claim Adjusters' licenses/certifications	100%	100%	100%
Attain an annual claims closure rate greater than or equal to 95%	New Target in FY2015	100%	>95%

FY2017 Adopted Strategic Operating Plan

City Departments' Budget Overview by Category

The following tables provide the departmental budget totals, organized into four categories: Service Departments, Enterprise Fund Departments, Governance Departments, and Support Departments.

<u>Budget</u>		FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Service Departments						
Police	\$ 214,517,582	223,425,390	231,839,692	246,644,617	6.4%	
Fire	\$ 107,440,929	111,951,403	112,707,486	118,723,360	5.3	
Solid Waste Services	\$ 46,226,801	50,580,477	52,231,227	55,210,358	5.7	
Transportation	\$ 21,489,243	21,825,334	23,907,473	25,449,649	6.5	
Neighborhood & Business Services	\$ 11,908,915	12,817,924	14,830,876	15,888,394	7.1	
Engineering & Property Management	\$ 18,287,858	18,710,050	18,152,403	18,955,613	4.4	
Planning	\$ 5,250,621	5,334,535	5,696,730	5,937,378	4.2	
Total Expenditures	\$ 425,121,949	444,645,113	459,365,887	486,809,369	6.0%	
Less Total Revenues	\$ 55,106,573	58,309,529	59,565,439	67,582,336	13.5%	
Net Expenditures	\$ 370,015,376	386,335,584	399,800,448	419,227,033	4.9%	
Enterprise Fund Departments						
Aviation	\$ 112,194,560	113,726,115	144,737,684	149,711,524	3.4%	
Charlotte Area Transit System	\$ 108,646,858	116,109,623	119,041,000	123,178,201	3.5	
Charlotte Water	\$ 103,163,316	117,928,486	125,022,356	135,344,255	8.3	
Storm Water Services	\$ 12,136,932	13,056,324	13,822,606	14,545,725	5.2	
Risk Management	\$ 3,020,981	3,108,677	3,351,677	3,494,520	4.3	
Total Expenditures	\$ 339,162,647	363,929,225	405,975,323	426,274,225	5.0%	
Governance Departments						
Mayor & City Council	\$ 1,713,976	1,510,734	1,488,752	1,556,359	4.5%	
City Attorney	\$ 2,459,896	2,799,684	2,482,082	2,565,794	3.4	
City Clerk	\$ 513,278	560,220	560,171	586,966	4.8	
City Manager's Office	\$ 13,078,499	13,638,113	13,862,797	14,032,823	1.2	
Total Expenditures	\$ 17,765,649	18,508,751	18,393,802	18,741,942	1.9%	
Less Total Revenues	\$ 2,556,970	2,510,290	2,367,434	1,269,275	-46.4%	
Net Expenditures	\$ 15,208,679	15,998,461	16,026,368	17,472,667	9.0%	
Support Departments						
Human Resources	\$ 3,946,980	4,020,287	4,227,630	4,492,368	6.3%	
Innovation & Technology	\$ 21,198,392	22,233,397	25,076,319	27,067,223	7.9	
Management & Financial Services	\$ 17,736,893	19,946,316	20,144,068	21,406,715	6.3	
Total Expenditures	\$ 42,882,265	46,200,000	49,448,017	52,966,306	7.1%	
Less Total Revenues	\$ 15,078,329	16,251,930	15,543,445	14,314,195	-7.9%	
Net Expenditures	\$ 27,803,936	29,948,070	33,904,572	38,652,111	14.0%	

General Fund Service Departments Overview

The following section represents General Fund (supported by general City tax revenues) Service Departments. These Departments provide direct services to the citizens of Charlotte. Spanning all five Council Focus Areas, the General Fund Service Departments provide high quality and essential services.

Responsibilities

- Make Charlotte one of the safest large cities in America by engaging the community in effective partnerships that address public safety and quality of life
- Provide residential curbside collection service citywide for garbage, yard waste, bulky waste, and recycling
- Provide a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life
- Provide services to sustain prosperity, retain jobs, increase the tax base, implement energy saving projects, and maintain and improve the quality of life in Charlotte's neighborhoods
- Design, construct, maintain, and sustain public facilities, infrastructure, and grounds

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change
	Actual	Actual	Revised	Budget	FY2016 FY2017
Police	\$ 214,517,582	223,425,390	231,839,692	246,644,617	6.4%
Fire	107,440,929	111,951,403	112,707,486	118,723,360	5.3
Solid Waste Services	46,226,801	50,580,477	52,231,227	55,210,358	5.7
Transportation	21,489,243	21,825,334	23,907,473	25,449,649	6.5
Neighborhood & Business Services	11,908,915	12,817,924	14,830,876	15,888,394	7.1
Engineering & Property Management	18,287,858	18,710,050	18,152,403	18,955,613	4.4
Planning	5,250,621	5,334,535	5,696,730	5,937,378	4.2
Total Expenditures	\$ 425,121,949	444,645,113	459,365,887	486,809,369	6.0%
Less Total Revenues	\$ 55,106,573	58,309,529	59,565,439	67,582,336	13.5%
Net Expenditures	\$ 370,015,376	386,335,584	399,800,448	419,227,033	4.9%

<u>Staffing (General Fund Service Departments)</u>						Position Count Change
	Total Positions	4,741.00	4,745.00	4,704.25	4,847.25	143.00

General Fund Service Department

Police

Mission

The Charlotte-Mecklenburg Police Department builds problem-solving partnerships with citizens to prevent the next crime and enhance the quality of life throughout the community, always treating people with fairness and respect.

Responsibilities

- Reduce crime at the neighborhood level
 - Develop enforcement and prevention strategies to target the crimes and offenders creating the most harm in each of the 39 response areas of the City
 - Make Charlotte one of the safest large cities in America by engaging the community in effective partnerships that address crime and quality of life
-

Budget and Staffing Overview

<u>Budget</u>		FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Personnel	\$	188,663,872	195,403,093	195,963,168	207,610,530	5.9 %
Operating		32,237,278	35,368,653	36,827,703	39,100,420	6.2
Capital		155,175	7,665	10,200	1,516,931	14,771.9
Department Charges		(6,538,743)	(7,354,021)	(961,379)	(1,583,264)	64.7
Total Expenditures	\$	214,517,582	223,425,390	231,839,692	246,644,617	6.4 %
Total Revenues	\$	20,904,006	21,710,988	23,146,077	30,420,865	31.4 %
Net Expenditures	\$	193,613,576	201,714,402	208,693,615	216,223,752	3.6 %

<u>Staffing</u>					Position Count Change
Total Positions		2,313.50	2,307.50	2,310.50	2,407.50 97.00

General Fund Service Department

Police

Program Summary (Focus Area)	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Actual/ Positions	Revised/ Positions	Budget/ Positions
Community Policing/Crime Prevention (Community Safety) Provides police field services to the City and the unincorporated areas of Mecklenburg County. Includes Patrol Divisions, Burglary, Auto Theft, Special Events, and the Charlotte Area Transit Liaison	\$ 145,871,955 1,472.00	151,929,265 1,468.00	157,650,990 1,470.00	167,827,569 1,532.00
Patrol Support Services (Community Safety) Investigates vice, gathers criminal intelligence information, and investigates gangs. Includes Vice and Narcotics, Gang and Firearm Enforcement Division, Airport Law Enforcement, Animal Care and Control, and Criminal Intelligence	17,161,407 291.50	17,874,031 289.50	18,547,175 290.50	19,704,262 290.50
Criminal Investigations (Community Safety) Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect. Includes Homicide/Missing Persons, Robbery/Sexual Assault, Fraud, and Special Victims	15,016,231 128.00	15,639,777 128.00	16,228,779 128.00	17,241,229 133.00
Special Operations (Community Safety) Provides tactical support for patrol operations. Includes Crime Scene Search, Canine Unit, Aviation/Field Force, Electronic Monitoring Unit, SWAT Team, and Arson/Bomb Squad	7,079,080 33.00	7,373,038 33.00	7,650,710 33.00	8,128,008 37.00
Police Communications (Community Safety) Answers and dispatches 911 calls for service in the City of Charlotte, Davidson, Huntersville, and unincorporated Mecklenburg County	13,085,573 185.00	13,628,949 185.00	14,142,221 185.00	15,024,500 205.00
Community Services (Community Safety) Provides a variety of services that promote positive police-citizen interaction	3,003,246 81.00	3,127,955 81.00	3,245,756 81.00	3,448,246 86.00
Police Officer Training/Recruiting (Community Safety) Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel	4,719,387 45.00	4,915,359 45.00	5,100,473 45.00	5,418,672 45.00
Crime Lab (Community Safety) Administers, directs, and controls all activities of the forensic services for the City and County including forensic analysis, DNA analysis, latent print analysis, and quality assurance	8,580,703 78.00	8,937,016 78.00	9,273,588 78.00	9,852,131 79.00
Total Budget	\$ 214,517,581	223,425,390	231,839,692	246,644,617
Total Positions	2,313.50	2,307.50	2,310.50	2,407.50

General Fund Service Department

Police

FY2017 Budget and Staffing Adjustments

Decreases

- Motor fuel and lubricants for patrol and staff vehicles \$ 250,000

Increases

Increases to sworn and civilian personnel to respond to the growth in the population and the number of special events in the City:

- Addition of 63 sworn Officers and associated capital equipment to reduce crime and improve citizens' perception of safety \$ 3,495,070
- Addition of 20 Telecommunicators to answer and dispatch 911 calls \$ 1,011,094
- Maintenance and upgrade of 911 Communications Center (\$969,228 cost to general fund reimbursed by 911 Fund at \$731,228 and PAYGO at \$238,000) \$ 969,228
- Addition of 9 Airport Law Enforcement Officers to achieve a sustainable staffing level that will improve security and safety at Charlotte Douglas International Airport (Funded 100% by Aviation per FY2016 and FY2017 Service Level Agreement) \$ 684,755
- Addition of 4 Crime Scene Search Specialists to investigate violent and property crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect \$ 151,004
- Addition of 1 Crime Lab Criminalist DNA Analyst to administer forensic analysis, DNA analysis, latent print analysis, and quality assurance of evidence \$ 71,511

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Field Services/Community Policing/Patrol/Crime Prevention			
Reduction in Uniform Crime Report Part One crimes per 100,000 population over previous fiscal year	5.1% (reduction)	12.2% increase	≥3% (reduction)
Special Investigations			
Disruption of gang/disorder activity through federal charges by increasing the number of guns seized	16%	17.2%	≥5%
Criminal Investigations			
Increase homicide clearance rate	78%	72%	≥75%
Special Operations and Crime Lab			
Complete DNA lab analysis for priority cases in 10 working days	98%	83.3%	≥90%
Communications			
Percentage of 911 calls answered in 10 seconds or less	92.3%	88%	≥90%
Police Officer Training and Recruitment			
Percentage of females and minorities in applicant pool	59.9%	64.8%	≥40%
Animal Control			
Reduction in euthanasia rates of cats and dogs	8.06%	13.6%	≥15%

FY2017 Adopted Strategic Operating Plan

General Fund Service Department

Fire

Mission

Fire preserves life and property through rapid emergency response, code enforcement, education, and planning.

Responsibilities

- Respond to calls for emergency services
 - Ensure emergency preparedness
 - Provide public outreach and education to prevent fires and other emergencies
 - Investigate the origin and cause of fires
-

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Personnel	\$ 94,821,939	99,100,237	99,304,407	104,830,129	5.6 %
Operating	12,976,282	13,078,163	13,830,697	14,473,008	4.6
Department Charges	(357,292)	(226,997)	(427,618)	(579,777)	35.6
Total Expenditures	\$ 107,440,929	111,951,403	112,707,486	118,723,360	5.3 %
Total Revenues	\$ 7,651,263	8,070,980	9,183,072	9,703,706	5.7 %
Net Expenditures	\$ 99,789,666	103,880,423	103,524,414	109,019,654	5.3 %

<u>Staffing</u>					Position Count Change	
Total Positions		1,166.00	1,172.00	1,166.00	1,187.00	21.00

General Fund Service Department

Fire

Program Summary (Focus Area)		FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Fire Emergency Response (Community Safety)	\$ 97,985,772	1,059.00	1,065.00	1,060.00	1,079.00
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, aircraft crash rescue, and the annual Firemen's Retirement Actuarial Study					
Emergency Preparedness/Homeland Security (Community Safety)	741,939	5.00	5.00	4.00	4.00
Coordinates large-scale emergency situations in Charlotte and Mecklenburg County					
Fire Communications (Community Safety)	3,017,751	39.00	3,149,775	39.00	3,340,305
Provides 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department					
Fire Investigations (Community Safety)	924,953	10.50	999,833	10.50	1,060,313
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson					
Fire Code Enforcement (Community Safety)	2,731,240	36.00	2,892,438	36.00	3,067,402
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings					
Fire Community Education/Involvement (Community Safety)	396,409	4.50	428,500	4.50	454,420
Provides prevention education as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program					
Fire Training (Community Safety)	1,642,865	12.00	1,851,322	12.00	1,963,309
Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community					
Total Budget	\$ 107,440,929		111,951,403	112,707,486	118,723,360
Total Positions		1,166.00	1,172.00	1,166.00	1,187.00

General Fund Service Department

Fire

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Addition of Ladder Company 28 to help improve response times and address increasing development in the area surrounding Northlake Mall. This addition includes 18 sworn fire positions and the purchase of a new ladder truck.
- Two Construction Services Inspector positions to accommodate increasing economic development across the community. These positions are part of Fire's new Veteran Hiring Program focused on reintroducing veterans into the civilian workforce. 100% of the cost of these positions will be covered by user fee revenue.
- Aviation Division Chief position needed to provide additional management capacity between the deputy chiefs and battalion chiefs. In addition to needing the additional management capacity, Aviation expressed the need for a single point of contact for Fire response services at the Airport. This position will be 100% funded by Aviation.

\$ 1,224,158

\$ 187,404

\$ 135,784

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Fire Emergency Response			
Percent of first alarms to which an effective firefighting force will be on scene within nine minutes	84.7%	87.4%	≥80%
Percent of alarms to which first-due fire companies will be on scene within six minutes	84.5%	84.6%	≥80%
Percent of women and minorities in firefighter applicant pool	35%	35%	≥20%
Emergency Preparedness/Homeland Security			
Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area	7	21	≥5
Fire Communications			
Percent of time telecommunicators answer calls within 10 seconds	99.5%	99.9%	≥90%
Fire Investigations			
Percent of arson cases investigations will be cleared	41%	38%	≥40%
Fire Code Enforcement			
Percent of fire code inspections conducted within state-mandated frequencies	100%	100%	≥95%
Fire Community Education/Involvement			
Percent of Charlotte-Mecklenburg School 3rd grade classrooms that receive fire education programs	100%	100%	100%
Firefighter Training			
Number of firefighters who participate in annual fitness evaluations	98%	98%	≥95%

General Fund Service Department

Solid Waste Services

Mission

Solid Waste Services partners with the community to deliver competitive and quality solid waste services that promote an attractive and healthy environment.

Responsibilities

- Weekly curbside collection service city-wide for garbage, yard waste, and bulky waste
- Bi-weekly curbside collection of recyclables
- Weekly collection of garbage, recycling, and bulky waste for multi-family complexes
- Collection of small business garbage, refuse, and recycling from public receptacles
- Removal of litter and dead animals from City streets and rights-of-way
- Participation in neighborhood clean-ups and other specialized cleaning programs, including continual maintenance of the Central Business District and support of special events

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change FY2016 FY2017
	Actual		Actual		Revised	Budget	
Personnel	\$ 16,495,030		18,976,945		18,781,638	19,918,584	6.1 %
Operating	30,137,625		32,082,283		34,063,945	35,912,866	5.4
Department Charges	(405,854)		(478,751)		(614,356)	(621,092)	1.1
Total Expenditures	\$ 46,226,801		50,580,477		52,231,227	55,210,358	5.7%
Total Revenues	\$ 12,362,788		12,662,649		9,663,797	11,297,664	16.9%
Net Expenditures	\$ 33,864,013		37,917,828		42,567,430	43,912,694	3.2%
<u>Staffing</u>						Position Count Change	
	Total Positions	289.00	302.00	302.00	305.00	3.00	

General Fund Service Department

Solid Waste Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Curbside Waste Collection (Environment) Provides weekly curbside collection of garbage, yard waste, and bulky waste, and bi-weekly collection of recycling	\$ 34,188,376 210.00	37,935,357 217.00	39,411,861 216.00	40,660,832 216.00
Dumpster/Compactor Waste Collection (Environment) Contracted weekly collection of garbage, recycling, and bulky waste for multi-family complexes and public facilities	6,033,243 5.00	6,322,560 5.00	6,396,500 5.00	7,406,672 5.00
Special Collections (Environment) Collects small business refuse and dead animals and services public receptacles. Supports neighborhood clean-up efforts	960,829 15.00	1,011,610 15.00	1,012,212 15.00	1,209,424 15.00
Special Maintenance Services (Environment) Cleans city-maintained streets and rights-of-way, supports special events, and manages the infrastructure and the cleanliness of the Central Business District; provides maintenance for bus stops, the trolley corridor, and light rail line	5,044,353 59.00	5,310,950 65.00	5,410,654 66.00	5,933,430 69.00
Total Budget	\$ 46,226,801	50,580,477	52,231,227	55,210,358
Total Positions	289.00	302.00	302.00	305.00

FY2017 Budget and Staffing Adjustments

Decreases

- Reduced budget due to decline in cost of fuel \$ 675,717

Increases

- Increased tipping fees at landfill and compost central and growth in tonnage due to in-fill unit growth \$ 968,534
- Annual contract escalations and growth for residential recycling, multi-family solid waste collection, and roll-out cart maintenance and replacement \$ 781,269
- Added one street sweeper crew equating to one full-time position and one street sweeper vehicle \$ 320,000
- Added street cleaning crew equating to two full-time positions for litter picking and one crew cab truck \$ 164,000
- Increased Maintenance & Repair costs due to aging fleet of vehicles \$ 151,192

General Fund Service Department

Solid Waste Services

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Residential Collections			
Reduce pounds landfilled per curbside residential unit compared to prior year	1,666.4	1,719.9*	TBD
Reduce vehicle claim frequency per million miles driven compared to previous 3-year average	39.2	36.1	TBD
Maintain an average garbage cart collection rate of 125 carts per hour for residential garbage routes	129.2	125.9	≥125.0
Special Collections & Services			
Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best)	1.8	1.8	≤2.0
Collect recyclable waste during City-supported special events and from public receptacles in the Center City and South End in excess of the prior 2-year average of tons collected	80.1	80.0	TBD

*New residential recycling contract eliminated the use of smaller, variable sized containers incompatible with automated vehicle collection resulting in some residents opting out of recycling program.

General Fund Service Department

Transportation

Mission

Transportation connects Charlotte and enhances the driving, bicycling, and walking experience through planning, operating, and maintaining the City's transportation choices.

Responsibilities

- Provide a safe and efficient multi-modal transportation system that supports economic vitality and sustains the community's quality of life
- Street maintenance, traffic control, transportation planning, community improvement, land development regulations and right-of-way management, transportation safety, neighborhood services, and on-street parking meter management
- Maintain, operate, and develop a multi-modal transportation system that serves an area of 303 square miles and consists of nearly 2,450 centerline miles of streets, over 740 signalized intersections, 175,000 traffic control signs, and approximately 2,015 linear miles of sidewalk

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Actual	Revised	Budget	FY2016
Budget						
Personnel	\$	26,017,517	26,684,007	28,575,706	29,950,837	4.8 %
Operating		10,678,133	10,530,819	10,677,220	10,964,930	2.7
Capital		5,761	730	0	0	0.0
Department Charges		(15,212,168)	(15,390,222)	(15,345,453)	(15,466,118)	0.8
Total Expenditures	\$	21,489,243	21,825,334	23,907,473	25,449,649	6.5 %
Total Revenues	\$	5,792,642	6,538,636	7,633,303	8,267,735	8.3 %
Net Expenditures	\$	15,696,601	15,286,698	16,274,170	17,181,914	5.6 %
Staffing						
Total Positions		431.50	431.50	408.75	410.75	2.00

General Fund Service Department

Transportation

Program Summary (Focus Area)		FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Street Maintenance (Transportation & Planning)	\$ 6,958,330	250.50	7,294,248	7,708,688	8,284,980
Provides road maintenance services, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance			249.75	231.00	231.00
Traffic Control (Transportation & Planning)	6,582,025	109.50	6,855,840	7,665,626	8,181,275
Provides new and replacement pavement markings and signs; includes traffic signal installation and maintenance			109.75	109.75	109.75
Transportation Safety & Neighborhood Services (Transportation & Planning)	3,249,260	15.25	3,048,782	3,426,551	3,696,193
Provides ParkIt! (parking meter) operations, Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures			15.50	15.50	17.50
Land Development Regulations (Transportation & Planning)	2,696,565	21.25	2,558,766	2,932,851	2,974,551
Reviews development plans for conformance with City ordinances			21.50	20.50	20.50
Capital Program Planning & Management (Transportation & Planning)	2,003,063	35.00	2,067,698	2,173,757	2,312,650
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares			35.00	32.00	32.00
Total Budget	\$ 21,489,243		21,825,334	23,907,473	25,449,649
Total Positions		431.50	431.50	408.75	410.75
		FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget
Powell Bill Fund	\$ 24,927,733		24,940,640	25,874,428	28,928,441
Transportation is responsible for the street maintenance program that is primarily funded by the Powell Bill. More information regarding the Powell Bill can be found in the Summary Schedule section.					
Powell Bill Fund Total	\$ 24,927,733		24,940,640	25,874,428	28,928,441

General Fund Service Department

Transportation

FY2017 Budget and Staffing Adjustments

Decreases

- Reduced budget due to decline in cost of fuel \$ 424,561

Increases

- Addition of two positions: Americans with Disabilities Act (ADA) Coordinator and a Project Manager to continue ADA compliance work; the positions cost of \$206,753 will be 100% funded by Transportation's ADA capital program \$ 206,753

Performance Measure Highlights

	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Street Maintenance			
Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	100.0 %	97.0 %	≥97.0 %
Improve the pavement condition survey rating (over 90.0)	82.3	81.6	≥ 90.0
Traffic Control			
Perform preventative maintenance on 100% of traffic signals every two years	100.0 %	100.0 %	100.0 %
Respond to all sign and signal emergencies within two hours 100% of the time	97.0 %	96.0 %	100.0 %
Transportation Safety & Neighborhood Services			
Complete 10 miles of new sidewalks annually	19.3	13.0	≥10.0
Complete 10 miles of new bikeways annually	10.2	3.0	≥10.0
Land Development Regulations			
Complete 95% of plan reviews on time annually	95.0 %	96.7 %	≥95.0 %
Capital Program Planning and Management			
The Charlotte region's congestion ranking will be lower than the region's population ranking for all U.S. metropolitan areas	New Measure in FY2016	43rd most congested, 17th most populated	congestion ranking < population ranking

General Fund Service Department

Neighborhood & Business Services

Mission

Neighborhood & Business Services strengthens and grows Charlotte's neighborhoods and businesses.

Responsibilities

- Provide services to sustain prosperity, retain jobs, increase the tax base, implement energy saving projects, and maintain and improve the quality of life in Charlotte's neighborhoods
 - Provide loans and grants to finance affordable housing projects and housing support agencies
 - Support public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development, and transit corridor development
 - Provide support for service area teams in neighborhoods and business corridors
 - Conduct housing, property, and zoning inspections to communicate and enforce City codes
 - Provide leadership for youth apprenticeship and intern programs throughout the City government
 - Provide leadership to internal City departments, citizens, and businesses to reduce energy usage
-

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change FY2016
	Actual	Actual	Revised	Budget	FY2017
Personnel	\$ 10,502,866	10,322,660	10,794,585	11,399,753	5.6%
Operating	3,485,421	4,413,787	6,254,336	6,943,600	11.0
Department Charges	(2,079,372)	(1,918,523)	(2,218,045)	(2,454,959)	10.7
Total Expenditures	\$ 11,908,915	12,817,924	14,830,876	15,888,394	7.1%
Total Revenues	\$ 845,424	730,354	873,600	829,317	-5.1%
Net Expenditures	\$ 11,063,491	12,087,570	13,957,276	15,059,077	7.9%
<u>Staffing</u>					Position Count Change
	Total Positions	156.00	146.00	136.00	138.00

Note: Business Investment Grants were moved to the Neighborhood & Business Services' budget in FY2015

General Fund Service Department

Neighborhood & Business Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Community & Commerce (Housing & Neighborhood Development) Provides services to neighborhoods and business corridors, including plan implementation, outreach and problem solving, leadership and organization training, infrastructure, and financial assistance programs; provides leadership for youth apprenticeship and intern programs	\$ 2,050,960 17.00	2,553,759 17.00	2,838,788 27.00	3,115,672 27.00
Housing Services (Housing & Neighborhood Development) Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies	410,320 19.00	337,609 19.00	493,209 22.00	309,065 24.00
Code Enforcement (Housing & Neighborhood Development) Conducts housing, property, and zoning inspections to enforce City codes	7,256,414 93.00	6,838,150 94.00	6,714,309 73.00	7,034,243 73.00
Business Services (Economic Development & Global Competitiveness) Supports public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development, and transit corridor development	2,191,221 27.00	3,088,405 16.00	4,784,570 14.00	5,429,414 14.00
Total Budget	\$ 11,908,915	12,817,924	14,830,876	15,888,394
Total Positions	156.00	146.00	136.00	138.00

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Two additional positions in the housing rehabilitation program to help reduce the current waitlist for critical home repairs. These positions are funded with Federal Community Development Block Grant funds.
- Enhanced functionality for CharlotteBusinessResources.com, the City's web portal for business owners. This increase includes adding new tools to the website designed to help business owners identify necessary steps to accomplish their goals.
- Funding to add technical and leadership training for neighborhood leaders in areas such as: starting community gardens, creating crime watch programs, installing speed bumps, and developing neighborhood welcome wagons.
- Funding to add a Neighborhood Leadership Training Academy as outlined in the Neighborhood Revitalization Strategy.

General Fund Service Department

Neighborhood & Business Services

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Economic Development Facilitate the growth of small businesses and high growth entrepreneurs in our community through increased utilization of the City's web portal CharlotteBusinessResources.com	7% increase over the prior year	17% increase over prior year	20% increase over prior year
Housing Services Allocate Housing Trust funds to developments consistent with Housing Policies	Council approved 8 housing developments	Council approved 5 housing developments	2 Housing Developments
Code Enforcement Create and preserve healthy, vibrant and distinct neighborhoods through holistic revitalization strategies and practices.	Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 93%	94% of cases voluntarily corrected	Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 90%
Community Engagement Engage neighborhood organizations in setting and meeting neighborhood improvement goals through annual board retreats and the Service Area Teams	New Measure	31 Neighborhoods	30 Neighborhoods

General Fund Service Department

Engineering & Property Management

Mission

Engineering & Property Management is building value for Charlotte by promoting a vibrant, sustainable, and balanced urban environment. Experienced and engaged employees are the essential ingredients of a strong organization that responds quickly, flexibly, and creatively to address community needs.

Responsibilities

- Design, construction, maintenance, and sustainability of public facilities and grounds
- Design and construction of City capital infrastructure projects
- Review services for private land development
- Acquisition of real estate
- Maintenance of City's tree canopy and landscaping, and environmental protection

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change
	Actual		Actual		Revised	Budget	
Personnel	\$ 24,720,074		26,207,478		27,567,233	28,359,395	2.9%
Operating		12,168,798		10,842,727		11,040,689	11,187,341
Capital		283,749		204,738		276,500	276,500
Department Charges		(18,884,763)		(18,544,893)		(20,732,019)	(20,867,623)
Total Expenditures	\$ 18,287,858		18,710,050		18,152,403	18,955,613	4.4%
Total Revenues	\$ 6,877,614		8,052,911		8,124,319	8,700,316	7.1%
Net Expenditures	\$ 11,410,244		10,657,139		10,028,084	10,255,297	2.3%

<u>Staffing</u>						Position Count Change
	Total Positions	322.00	322.00	325.00	343.00	
						18.00

General Fund Service Department

Engineering & Property Management

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Municipal Capital Project Planning, Design, and Construction (Transportation & Planning) Provides planning, engineering, landscape design, and construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscapes, economic development programs, and project management services for Charlotte Area Transportation System (CATS). Provides land acquisition and disposition, and management of property	\$ 6,225,742 184.00	7,359,610 184.00	7,192,305 186.00	7,217,233 197.00
Land Development Regulation, Plan Review, and Inspection (Environment) Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zoning, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district	2,844,330 31.00	2,955,908 31.00	3,437,874 31.00	3,722,056 33.00
Municipal Facilities Maintenance (Environment) Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities	3,149,067 51.00	3,222,799 51.00	1,562,133 51.00	1,657,270 53.00
Landscape Management (Environment) Provides landscape design, planning, management, and maintenance of most public rights-of-way, public buildings, City-owned cemeteries and other green spaces, medians, and park and ride lots, which are the City's responsibility. Examples of \public facilities include Tryon Street Mall, CATS facilities and rail lines, Transportation, Solid Waste Services, and Police facilities, and cemeteries	6,068,719 56.00	5,171,733 56.00	5,960,091 57.00	6,359,054 60.00
Total Budget	\$ 18,287,858	18,710,050	18,152,403	18,955,613
Total Positions	322.00	322.00	325.00	343.00

General Fund Service Department

Engineering & Property Management

FY2017 Budget and Staffing Adjustments

	Amount
<u>Decreases</u>	
• Expenses are reduced in FY2017 across several operating categories, including technology, and the decline in cost of fuel.	\$ 166,405
<u>Increases</u>	
• 16 additional positions are added to Engineering & Property Management's Main Engineering Division due to the work ongoing with capital projects first approved in November 2014. Work is now beginning on new infrastructure projects and the next phase of the CityLYNX Gold Line; requiring much greater project management activities. Total cost for the 16 positions will be 100% charged to projects in the General Community Investment Plan. No impact on the FY2017 General Fund Budget.	\$ 1,448,587
• Two additional positions are added to Engineering & Property Management's Land Development Division due to the increased demand for land development permits, which has grown by 53% since FY2012. 100% of the cost for the two positions is covered by increased revenue in the General Fund from Land Development Fees.	\$ 154,842

General Fund Service Department

Engineering & Property Management

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Municipal Capital Project Planning, Design, & Construction			
Manage capital projects so that at least 85% are completed on schedule	75%	75%	≥85%
Begin CityLYNX Gold Line Phase 1 passenger service by March 31, 2015	Began Construction by 3-15-13	Began Passenger Service on July 14, 2015	Complete
Advance CityLYNX Gold Line Phase 2 Project Design to 90%	New target in FY2016	Phase 2 design to 90% completed May 2016	Award construction contract by June 30, 2017
Complete Phase 1 and 2 Renovations of Time Warner Cable Arena	New target in FY2016	Phase 1 completed on October 1, 2015	Phase 2 to be complete by October 31, 2016
Land Development Regulation, Plan Review, & Inspection			
Complete all Land Development permitting submissions with an average of less than 2.5 reviews	1.97 Reviews	1.89 Reviews	<2.5 Reviews
Municipal Facilities Maintenance			
Maintain energy use practices so that City facilities compare favorably with available Energy Use Index (EUI) benchmark information in the South Atlantic Region	65.0	63.9	Overall EUI <68
Landscape Management			
Maintain a significant and healthy tree canopy:			
Achieve Arbor Foundation's "Tree City USA" status	Achieved June 2015	Achieved June 2016	To be Achieved June 2017
Continue as the leader in developing the public/private partnership with TreesCharlotte, to include Neighborhoods, Neighborhood & Business Services, Charlotte Housing Authority, Charlotte Mecklenburg Schools, and Mecklenburg County Parks and Recreation	Achieved June 2015	Achieved June 2016	To be Achieved June 2017

General Fund Service Department

Planning

Mission

The Planning Department provides integrated planning services that promote sustainable growth to improve our community's quality of life.

Responsibilities

- Provides a comprehensive array of long-range planning, development and strategic planning services to improve the quality of life in Charlotte and Mecklenburg County
- Develops plans and policies with the community to enhance livability, strengthen economic competitiveness, and provide transportation options
- Provides urban design and strategic planning functions to facilitate high quality development, capital investment, and annexation services
- Provides regulatory services to achieve the community vision by: managing the rezoning, subdivision and historic district processes; updating the development ordinance; administering the variance and appeals processes; and making ordinance interpretations

Budget and Staffing Overview

<u>Budget</u>		FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change
						FY2016 FY2017
Personnel	\$	4,828,572	5,078,814	5,422,355	5,734,554	5.8 %
Operating		1,015,792	972,269	985,627	1,007,133	2.2
Department Charges		(593,743)	(716,548)	(711,252)	(804,309)	13.1
Total Expenditures	\$	5,250,621	5,334,535	5,696,730	5,937,378	4.2%
Total Revenues	\$	672,836	686,395	977,009	965,397	-1.2%
Net Expenditures	\$	4,577,785	4,648,140	4,719,721	4,971,981	5.3%

<u>Staffing</u>					Position Count Change
Total Positions		63.00	64.00	56.00	59.00
					3.00

General Fund Service Department

Planning

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Business/Executive Services (Transportation & Planning) Sets strategic direction for the Department and manages the overall operation and administration, including budgeting, training, coordinating with the City Manager's Office and support of the Planning Commission; this is a new program for FY2017	\$ 0 0.00	0 0.00	0 0.00	990,198 8.00
Development Services (Transportation & Planning) Manages regulatory processes for rezonings, zoning administration, subdivision administration, and historic districts to ensure quality and orderly growth consistent with the community's vision and provides Committee support to the Charlotte Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission	1,680,199 26.50	1,652,913 26.50	1,822,954 19.50	2,531,401 27.00
Strategic Planning Services (Transportation & Planning) Implement's Charlotte's community vision by providing: urban design services, strategic planning for developing and redeveloping areas, coordination of City annexation processes, and planning for high quality and transformative infrastructure investment	997,618 9.50	981,417 10.50	1,082,378 9.50	1,043,122 10.00
Long Range Planning Services (Transportation & Planning) Coordinates collaborative and comprehensive long-range planning services, which include: Community/Area Planning; Regional Transportation Planning; Research, Information and Technology; Communication/Public Outreach; and committee support for the Charlotte-Mecklenburg Planning Commission Planning Committee and the Charlotte Regional Transportation Planning Organization (CRTPO) Board	2,572,804 27.00	2,700,205 27.00	2,791,398 27.00	1,372,657 14.00
Total Budget	\$ 5,250,621	5,334,535	5,696,730	5,937,378
Total Positions	63.00	64.00	56.00	59.00

General Fund Service Department

Planning

FY2017 Budget and Staffing Adjustments

Decreases

- None \$ 0

Increases

- Addition of two Associate Planner positions assigned to support rezoning and subdivision processes that will be 100% funded by departmental user fees \$ 143,974
- Addition of administrative support position dedicated to the Charlotte Regional Transportation Planning Organization (CRTPO); position cost is \$77,748 and is fully funded by the Federal planning grant \$ 77,748

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Development Services			
Update Development Ordinance to better address the City's land use needs and provide a more customer-friendly regulatory framework	New Target in FY2015	Initiate ordinance update; hire project manager and contracted consultant service	Begin formal revisions to the Development Ordinance
Average number of reviews on all submitted plans	1.90	1.91	≤2.5
Document and initiate regulatory process improvements	22 regulatory process improvements initiated	Completed 10 regulatory process improvements	Initiate ≥10 process improvements
Strategic Planning Services			
Collaborate with other City Departments and community partners to develop strategies that catalyze economic improvement in targeted areas through capital investment, land development, design and planning	New Target in FY2015	Actively participated in 2 reinvestment initiatives	Participate in ≥2 reinvestment initiatives
Advance Community Investment Plan (CIP) goals by providing ongoing planning and design, program management, community engagement, and analytical support to capital projects and programs	New Target in FY2015	Planning staff continued to support CIP projects and programs	Continue to support CIP projects and programs
Long Range Planning Services			
Develop an inventory of strategies and recommendations to integrate CONNECT tools* into the 2045 Metropolitan Transportation Plan	New Target in FY2016	Began to develop an Inventory of Strategies and Recommendations	Continue to develop an Inventory of Strategies and Recommendations
Implement identified strategies that enhance community dialogue and understanding of the City's transportation and land use goals	New Target in FY2015	Implemented Strategies in FY2016 including Community Planning Academy	Implementation of two new transportation and land use strategies
Initiate Area Plan & policy development processes to guide land use and transportation decision making	Target Achieved; Initiated 13 major area plan/policy development processes	Draft Community Character manual 60% complete	Complete Draft Community Character Policy Manual

*CONNECT is a process organized by the Charlotte Urban Land Institute to create a regional growth framework developed through extensive community engagement and built on what communities identify as existing conditions, future plans and needs, and potential strategies.

FY2017 Adopted Strategic Operating Plan

Enterprise Fund Departments Overview

The following section represents Enterprise Fund Departments. Enterprise Funds are fully funded by operating revenues rather than property taxes. These Departments include the Charlotte Douglas International Airport (Aviation), Charlotte Area Transit System (CATS), Charlotte Water, and Storm Water Services. This section also includes the Risk Management operating budget. Risk Management is an internal services department of the City, which also supports Mecklenburg County and the Charlotte-Mecklenburg School System.

Responsibilities

- Ensure the continuous operation, maintenance, and repair of the Airport complex facilities, infrastructure, technology, and fleet
- Provide core transportation services via bus, vanpool, light rail, and Americans with Disabilities Act paratransit service
- Protect public health by providing high-quality drinking water and safely transporting and treating wastewater for customers in a service area that encompasses all of Mecklenburg County and includes regional agreements
- Manage the design, construction, improvement, and maintenance of the City's storm water infrastructure
- Identify and evaluate risk and loss exposure of the City of Charlotte, Mecklenburg County, and Charlotte-Mecklenburg School System

Budget and Staffing Overview

<u>Budget</u>		FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change
						FY2016 FY2017
Aviation	\$	112,194,560	113,726,115	144,737,684	149,711,524	3.4%
Charlotte Area Transit System		108,646,858	116,109,623	119,041,000	123,178,201	3.5
Charlotte Water		103,163,316	117,928,486	125,022,356	135,344,255	8.3
Storm Water Services		12,136,932	13,056,324	13,822,606	14,545,725	5.2
Risk Management		3,020,981	3,108,677	3,351,677	3,494,520	4.3
Total Expenditures	\$	339,162,647	363,929,225	405,975,323	426,274,225	5.0%

<u>Staffing (Enterprise Fund Departments)</u>					Position Count Change
Total Positions		1,714.75	1,818.75	1,896.75	2,080.75
					184.00

Enterprise Fund Department

Aviation

Mission

Aviation will be the preferred transportation center and airline hub by providing value to our business partners and an excellent passenger experience.

Responsibilities

- Ensure the continuous operation, maintenance, and repair of the Airport's complex facilities, infrastructure, technology, and fleet to support over 665 daily flights and over 44.2 million annual passengers
 - Develop the Aviation Community Investment Plan and provide oversight of planning, design, and construction of new facilities at the Airport to meet the demand of the nation's fifth largest airport by operations

Budget and Staffing Overview

Budget ¹	FY2014		FY2015		FY2016		FY2017		Percent Change
	Actual		Actual		Revised		Budget		
Personnel	\$ 23,484,238		28,717,069		35,405,382		41,610,196		17.5%
Operating	71,059,757		65,891,599		92,893,244		93,871,750		1.1
Capital	7,881,879		3,368,418		1,929,500		1,230,700		-36.2
Grants & Contributions	9,768,687		15,749,029		17,414,530		17,044,791		-2.1
Department Charges	0		0		(2,904,972)		(4,045,913)		39.3
Total Expenditures	\$ 112,194,560		113,726,115		144,737,684		149,711,524		3.4%

Total Positions									Position Count Change
	Actual		Actual		Revised		Budget		
262.00			454.00		503.00		553.00		50.00

¹ The Budget Overview section reflects Aviation's operating budget and does not include the Discretionary, Passenger Facility Charge, or Contract Facility Charge Funds.

Enterprise Fund Department

Aviation

Program Summary (Focus Area)		FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Airport Operations (Transportation & Planning)	\$	53,875,158	52,909,130	67,336,732	69,650,726
Provides Law Enforcement, Parking and Ground Transportation, Facilities Operations, and Valet Parking Operations		81.00	254.00	257.00	272.00
Airport Development (Transportation & Planning)		4,694,575	2,251,104	2,864,950	2,963,403
Provides Oversight of the Planning, Design, and Construction of new facilities		20.00	17.00	22.00	30.00
Airport Maintenance (Transportation & Planning)		38,835,021	41,287,650	52,546,232	54,351,958
Provides Maintenance and Repair of the Buildings, Airfield, and Fleet		117.00	123.00	155.00	169.00
Airport Technology (Transportation & Planning)		2,400,279	5,884,311	7,488,883	7,746,235
Provides technology infrastructure and systems		10.00	10.00	13.00	16.00
Airport Finance (Transportation & Planning)		1,841,722	1,773,837	2,257,538	2,335,117
Provides Development and Oversight for the Annual Budget, Accounting, Procurement, and Revenue Collection		13.00	15.00	17.00	19.00
Airport Business Office (Transportation & Planning)		Division created in FY2015	1,060,778	1,350,038	1,396,431
Provides Property Management and Lease Negotiations		0.00	11.00	13.00	14.00
Airport Administration (Transportation & Planning)		10,547,805	8,559,305	10,893,311	11,267,654
Provides Human Resources and External Communications		21.00	24.00	26.00	33.00
Total Budget	\$	112,194,560	113,726,115	144,737,684	149,711,524
Total Positions		262.00	454.00	503.00	553.00

Enterprise Fund Department

Aviation

FY2017 Budget and Staffing Adjustments

	Amount
<u>Decreases</u>	
• None	\$ 0
<u>Increases</u>	
• Aviation's FY2017 operating expense budget includes an increase of approximately \$4.97 million (including additional staff mentioned below) over Fiscal Year 2016. The increase is attributable to:	
- Safety & Security: Costs associated with ensuring adequate staffing and funding is available to provide consistently safe and secure operations at the Airport.	\$ 1.83 million
- Customer Focus: Costs associated with ensuring quality and customer satisfaction remains Charlotte-Douglas' competitive advantage in the aviation industry.	\$ 1.52 million
- Strategic Growth: Operating increases necessary to promote economic development and meet demands of business partners.	\$ 1.01 million
- Value Employees: Additional funding necessary to ensure development and education opportunities are available to Aviation employees and that employees are adequately compensated.	\$ 0.30 million
- Asset Preservation: Costs associated with the implementation, maintenance, and repair of facilities, fleet, and operational systems.	\$ 0.20 million
- Strong Partnerships: Increases necessary to meet the needs of Aviation's business partners and the community.	\$ 0.10 million
• 50 new positions and associated operating costs to meet immediate and long-term needs that are aligned with Aviation's six Strategic Principles: Safety and Security, Strategic Growth, Asset Preservation, Valuing Employees, Strong Partnerships, and Customer Focus. Several of the new positions will provide services that were previously contracted, resulting in a net savings. The new positions include:	\$ 926,500
- Safety & Security: 14 positions including additional terminal and airfield security to fully staff the Airport's Corporate Security Model and additional credentialing staff required to meet new Transportation Security Administration requirements.	
- Strategic Growth: 9 positions to provide additional planning, financial oversight, and administrative support to assist with the successful implementation of Aviation's 5 year Community Investment Plan.	
- Asset Preservation: 6 facility and landscape maintenance positions to effectively carry out routine and preventative maintenance for airport owned infrastructure such as passenger boarding bridges, parking decks, and airfield lighting.	
- Value Employees: 10 positions including a position to coordinate and further refine Aviation's existing internship program and develop a new apprenticeship program, transitioning positions from temporary to full-time status, and hiring the first participants in the new apprenticeship program.	
- Strong Partnerships: 5 positions to help maintain Aviation's strong connection with the surrounding community. These positions will help coordinate communication for community efforts such as noise, development, and land acquisitions. Additionally, new positions will expand the existing Business Diversity Program.	
- Customer Focus: 6 positions including technology support for the gate management system, administrative positions providing services previously provided by contractors, and administrative support to help manage tenant leases.	

Enterprise Fund Department

Aviation

Performance Measure	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Airport Operations			
Increase food/beverage/retail revenue per passenger by 1%	1.91%	4.03%	1.00%
Maintain low cost per enplaned passenger to airlines based on the national average of \$10.93	\$1.33/passenger	\$1.56/passenger	<\$10.93/passenger
Airport Capital Project Planning, Design, and Construction			
Terminal and Airfield Facilities: Fourth Parallel Runway	Begin design services work	Consultant to perform Environmental Impact Statement has been selected.**	Complete 100% of the Environmental Impact Statement
Terminal and Airfield Facilities: Construction of Concourse A North Expansion - Phase I (formerly the International Terminal)	Begin design services work	50% of design services have been completed	Begin construction
Meet debt service coverage ratio in City's revenue bond order	7.00	3.30	Generate debt service coverage ratio of 1.25 or greater
Airport Maintenance			
Maintain Part 139 Certification* (Part 139 Certification serves to ensure safety in air transportation. To obtain a certificate, airports must agree to adhere to certain operational and safety standards and provide for such things as firefighting and rescue equipment)	Maintained	Maintained	Maintain
Recordable OSHA injuries of workforce	2.60%	4.93%	<5%

*For FY2015, the target was modified to remove achievement of zero defects for the annual inspection

**This project is behind schedule due to delays from the Federal Aviation Administration

Enterprise Fund Department

Charlotte Area Transit System

Mission

Charlotte Area Transit System (CATS) improves the quality of life for everyone in the greater Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to a focused growth and sustainable regional development.

Responsibilities

- Provides core transportation services via bus, vanpool, light rail, and Americans with Disabilities Act (ADA) paratransit service. CATS' primary service area covers 330 square miles in Mecklenburg County, serving a population of approximately 919,628.
- Provides regional service covering Concord, Gastonia, and Union County in North Carolina and York County in South Carolina. CATS' services the community with a fleet of 316 buses, which includes 26 hybrid buses, 85 ADA equipped buses, 100 Vanpool vans, and 20 light rail cars.
- Implements 2030 Transit Corridor System Plan, including the construction of the LYNX Blue Line Extension, Blue Line Capacity Expansion, and CityLYNX Gold Line.

Budget and Staffing Overview

Budget	FY2014		FY2015		FY2016		Percent Change
	Actual	Actual	Revised	Budget	FY2017	FY2017	
Personnel	\$ 77,912,929	82,467,722	90,038,244	99,174,632		10.1%	
Operating	40,497,920	41,963,382	45,598,440	43,605,592		-4.4	
Department Charges	(9,763,991)	(8,321,481)	(16,595,684)	(19,602,023)		18.1	
Total Expenditures	\$ 108,646,858	116,109,623	119,041,000	123,178,201		3.5%	

Staffing						Position Count Change
	Total Positions	361.75	393.75	419.75	522.75	

Enterprise Fund Department

Charlotte Area Transit System

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Transportation Services (Transportation & Planning) Provides day-to-day public transportation services across the Charlotte-Mecklenburg region: conducts operations planning; vehicle maintenance; route scheduling; facilities security; transit support and management	\$ 111,083,013 253.75	113,135,409 281.75	123,541,561 307.75	131,216,621 426.75
Transit Development (Transportation & Planning) Provides for planning and development of long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan	2,608,595 28.00	2,585,355 26.00	3,304,549 24.00	3,524,728 24.00
Marketing and Communications (Transportation & Planning) Provides customer service, public relations, communications and service marketing; develops market research, sales, and promotional activities	4,273,149 42.00	4,010,069 42.00	4,733,884 42.00	3,401,877 23.00
Executive and Administration (Transportation & Planning) Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission; manages financial planning, budget, and grants administration	6,491,011 38.00	8,049,865 44.00	7,496,046 46.00	8,179,535 49.00
Transfers to Transit Capital Projects	(15,808,910)	(11,671,075)	(20,035,040)	(23,144,560)
Total Budget	\$ 108,646,858	116,109,623	119,041,000	123,178,201
Total Positions	361.75	393.75	419.75	522.75

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Addition of 93 positions for start-up and testing of new rail services for the LYNX Blue Line Extension (BLE) project. *These costs are fully covered as a part of BLE Project in FY2017.
- Addition of 10 positions for specific operations and regulatory requirements.
- First full year of service for the CityLYNX Gold Line in FY2016. Annual operating budget for FY2017 of \$1,533,357, funded by motor vehicle license revenue.

Enterprise Fund Department

Charlotte Area Transit System

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Transportation Services			
Increase ridership	-1.40%	-0.05%	≥1.5%
Vehicular Accident Rate - Bus per 100,000 miles	0.23	0.29	<.50
Vehicular Accident Rate - Rail	0.59	0.00	<.50
Vehicular Accident Rate - Special Transportation Services	0.44	0.25	<.50
Average On-Time Performance - Bus	84.90%	86.00%	≥84.00%
Average On-Time Performance - Rail	99.50%	99.00%	≥98.50%
Average On-Time Performance - Special Transportation Services	90.40%	90.00%	≥92.00%
Targeted cost per service hour - Rail	\$ 153.65	\$ 150.89	\$ 237.48
Targeted cost per service hour - Bus	\$ 90.18	\$ 107.62	\$ 96.39
Targeted cost per service hour - Special Transportation Services	\$ 61.45	\$ 62.27	\$ 67.12
Targeted cost per service hour - Vanpool	\$ 19.63	\$ 25.12	\$ 21.89

Enterprise Fund Department

Charlotte Water

Mission

Charlotte Water is committed to customer satisfaction and confidence by providing responsive services, reasonable rates, system capacity, and effective communication. Charlotte Water provides safe and sufficient drinking water by protecting, treating, and distributing drinking water. Charlotte Water protects the environment by collecting and treating wastewater, reusing residuals beneficially, and regulating system discharges. Charlotte Water accomplishes its mission through well-trained employees dedicated to customer service.

Responsibilities

- Protect public health by providing high-quality drinking water and safely transporting and treating wastewater for customers in a service area that encompasses all of Mecklenburg County
- Manage long-term water supply to support the current and future needs of the region
- Make strategic investments to maintain the water and sewer infrastructure
- Support economic development by providing the water and sewer capacity needed for industrial and commercial growth
- Lead efforts to explore regional solutions to water and wastewater management

Budget and Staffing Overview

<u>Budget</u>	\$	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Personnel	\$	49,038,900	52,827,019	56,859,083	62,999,183	10.8 %
Operating		68,451,710	79,308,054	84,037,338	88,859,291	5.7
Department Charges		(14,327,294)	(14,206,587)	(15,874,065)	(16,514,219)	4.0
Total Expenditures	\$	103,163,783	117,928,486	125,022,356	135,344,255	8.3 %

<u>Staffing</u>	Total Positions	Position Count Change			
		778.00	796.00	822.00	846.00
					24.00

Enterprise Fund Department

Charlotte Water

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Administration (Environment) Provides department level functions such as key business decisions, human resources, budget, financial management, rate setting, technology, communications, training, revenue recovery, safety, security, and competitiveness via continuous improvement	\$ 26,018,964 47.00	27,548,101 47.00	30,858,358 57.00	30,913,837 63.00
Customer Service (Environment) Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention	7,483,707 122.00	6,696,492 122.00	7,213,456 101.00	7,265,248 103.00
Utility System Planning & Engineering (Environment) Provides design and construction of Charlotte Water facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying	0 94.00	0 98.00	0 119.00	854,988.00 121.00
Laboratory Services (Environment) Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor	57,936 35.50	1,895,112 35.50	1,632,322 42.00	2,032,400 45.00
Environmental Management (Environment) Manages the treatment of wastewater before being discharged back into the environment and protects our system by regulating industrial/commercial wastewater discharges, and oil and grease reduction; provides treatment and pumping of water to distribute drinking water to customers	41,899,850 184.50	47,562,376 186.50	48,970,708 184.00	54,188,964 190.00
Union County Operations (Environment) Operation of Union County's Wastewater Treatment Plants pursuant to signed inter-local agreement	300,000 16.00	3,201,542 16.00	3,201,542 16.00	3,201,542 16.00
Field Operations (Environment) Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections	28,020,458 279.00	31,024,863 291.00	33,145,970 303.00	36,887,276 308.00
Total Budget	\$ 103,163,316	117,928,486	125,022,356	135,344,255
Total Positions	778.00	796.00	822.00	846.00

Note: Utility System Planning & Engineering costs funded by Charlotte Water Community Investment Plan

Enterprise Fund Department

Charlotte Water

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- 24 positions that respond to regulatory changes and increased demand due to the improving economy:
 - 4 sewer cleaning crewmembers to reduce sewer spills
 - 3 lab staff members to increase laboratory capacity
 - 2 crew members to provide a full-time flushing crew for water quality
 - 4 positions to manage and maintain equipment in treatment plants
 - 3 positions to accommodate increased demand for various customer service components driven by growing economy
 - 3 positions to improve safety, security, and regulatory compliance
 - 5 positions to maintain efficient operation and administration

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Reduce Sanitary Sewer Overflow	4.2 per 100 miles	5.0 per 100 miles	<5.3 per 100 miles
Repair Water Leaks	100% repaired in 8 calendar weeks	100% repaired in 7 calendar weeks	100% repaired in 7 calendar weeks
Meet all applicable requirements of the Safe Drinking Water Act and Clean Water Act	99.9%	99.9%	100.0%

Enterprise Fund Department

Storm Water Services

(Department of Engineering & Property Management)

Mission

Engineering & Property Management is building value for Charlotte by promoting a vibrant, sustainable, and balanced urban environment. Experienced and engaged employees are the essential ingredients of a strong organization that responds quickly, flexibly, and creatively to address community needs.

Responsibilities

- Manage the design, construction, and maintenance of the City's stormwater infrastructure and provide Clean Water Act compliance and enforcement for the City's surface water quality program
-

Budget and Staffing Overview

Budget		FY2015	FY2015	FY2016	FY2017	Percent Change
		Actual	Actual	Revised	Budget	FY2016
Personnel	\$	7,900,165	9,497,110	11,209,205	11,304,326	0.8%
Operating		8,507,902	7,844,174	8,569,381	9,441,399	10.2
Grants and Contributions		977,208	1,019,960	1,035,000	1,900,000	83.6
Department Charges		(5,248,344)	(5,304,920)	(6,990,980)	(8,100,000)	15.9
Total Expenditures	\$	12,136,932	13,056,324	13,822,606	14,545,725	5.2%

Staffing		Position Count Change					
		Total Positions	100.00	108.00	124.00	131.00	7.00

Enterprise Fund Department

Storm Water Services

(Department of Engineering & Property Management)

Program Summary (Focus Area)	FY2015 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Storm Water Services (Environment) Provides Clean Water Act compliance and enforcement for surface water quality program; maintenance and capital project planning, design, and construction of stormwater infrastructure	\$ 12,136,932 100.00	13,056,324 108.00	13,822,606 124.00	14,545,725 131.00
Total Budget	\$ 12,136,932	13,056,324	13,822,606	14,545,725
Total Positions	100.00	108.00	124.00	131.00

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- 7 new positions (1 Construction Supervisor, 1 Senior Construction Inspector, 3 Construction Inspectors, 1 Project Coordinator, and 1 Construction Inspector for utility relocation coordination). The new positions will work on capital construction, maintenance, and repair projects to increase work capacity and reduce the growth in backlogged Storm Water projects. Total cost for the 7 positions is \$608,507, but \$514,134 of this cost is transferred from the operating budget to the Storm Water Capital Program.

Performance Measure Highlights

	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Storm Water Services			
Maintain AAA and Aa1 rating by balancing bond and pay-as-you-go funding	Maintained AAA and Aa1 rating	Maintain AAA and Aa1 rating	Maintain AAA and Aa1 rating
Meet mitigation requirements through local rather than state-level restoration efforts 100% of the time when streams are negatively impacted by City projects	81%	100%	100%

Enterprise Fund

Risk Management

(Department of Management & Financial Services)

Mission

Risk Management will provide outstanding risk management services

Responsibilities

- Identifies and evaluates the risk and loss exposure for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, Charlotte Regional Visitors Authority, MEDIC, and the Public Library
- Provides risk control and consulting to all customers
- Assists City Attorney's Office in litigation management
- Collects monies due for damages to property and for liabilities incurred
- Processes property and casualty claims from external and internal customers

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change
					FY2016 FY2017
Personnel	\$ 2,013,538	2,137,138	2,246,248	2,300,023	2.4%
Operating	516,531	493,104	555,570	572,697	3.1%
Grants and Contributions	490,912	478,435	549,859	621,800	13.1%
Total Expenditures	\$ 3,020,981	3,108,677	3,351,677	3,494,520	4.3%

<u>Staffing</u>	Position Count Change				
	Total Positions	27.00	28.00	28.00	28.00
					0.00

Enterprise Fund

Risk Management

(Department of Management & Financial Services)

Program Summary	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Risk Management Operations Administers risk financing, risk retention, and insurance placement for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, and other small public agencies	\$ 2,774,476 25.00	2,892,250 26.00	3,086,609 26.00	3,186,246 26.00
Defensive Driving Range Manages the Charlotte Vehicle Operations Center, a training facility which provides driver training for all departments of the City	246,505 2.00	216,427 2.00	265,068 2.00	308,274 2.00
Total Budget	\$ 3,020,981	3,108,677	3,351,677	3,494,520
Total Positions	27.00	28.00	28.00	28.00

FY2016 Budget and Staffing Adjustments

<u>Decreases</u>	<u>Amount</u>
• None	\$ 0
<hr/>	
<u>Increases</u>	<u>Amount</u>
• None	\$ 0

Performance Measure Highlights	Performance Achievements		
	FY2015	FY2016	FY2017
	Actual	Actual	Target
<hr/>			

Risk Management			
Maintain Risk Claim Adjusters' licenses/certifications	100%	100%	100%
Attain an annual claims closure rate greater than or equal to 95%	100%	100%	>95%

Governance Departments Overview

The following section represents Governance Departments for the City. These Departments implement City policy as set by the City Council. These Departments include the Mayor & City Council, City Attorney, City Clerk, and City Manager's Office.

Responsibilities

- Establish the general policies under which the City operates
- Provide legal advice and representation to the Mayor, City Council, City Manager, and other City officials, employees, and agencies
- Maintain a permanent history of government actions
- Direct and manage the delivery of public services

Budget and Staffing Overview

<u>Budget</u>		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Actual	Revised	Budget	FY2016 FY2017
Mayor and City Council	\$	1,713,976	1,510,734	1,488,752	1,556,359	4.5%
City Attorney		2,459,896	2,799,684	2,482,082	2,565,794	3.4
City Clerk		513,278	560,220	560,171	586,966	4.8
City Manager's Office:						
CharMeck 311		7,538,477	8,152,951	8,448,744	8,493,209	0.5
Community Relations		940,160	974,478	910,948	914,873	0.4
City Administration		2,456,047	2,543,764	2,330,765	2,365,597	1.5
Corporate Communications		2,143,815	1,966,920	2,172,340	2,259,144	4.0
Total Expenditures	\$	17,765,649	18,508,751	18,393,802	18,741,942	1.9%
Total Revenues	\$	2,556,970	2,510,290	2,369,834	1,269,275	-46.4%
Net Expenditures	\$	15,208,679	15,998,461	16,023,968	17,472,667	9.0%
Staffing (General Fund Governance Departments)						
Total Positions		215.50	229.50	206.75	207.25	Position Count Change
						0.50

Governance Department

Mayor & City Council

Mission

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

Responsibilities

The Mayor and City Council are responsible for establishing the general policies under which the City operates. These include:

- Appoint the City Manager, City Attorney, City Clerk, and various members of Boards and Commissions
- Enact ordinances, resolutions, and orders
- Adopt the annual budget which sets the tax rate and approve the financing of all City operations
- Authorize contracts on behalf of the City

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change FY2016
	Actual	Actual	Revised	Budget	FY2017
Personnel	\$ 1,280,233	1,255,777	1,250,646	1,317,814	5.4%
Operating	445,743	254,957	238,106	238,545	0.2
Department Charges	(12,000)	0	0	0	0.0
Total Expenditures	\$ 1,713,976	1,510,734	1,488,752	1,556,359	4.5%
<u>Staffing</u>					
Total Positions	9.00	21.00	21.00	21.00	0.00
<u>Program Summary</u>		FY2014	FY2015	FY2016	FY2017
		Actual/ Positions	Actual/ Positions	Revised/ Positions	Budget/ Positions
Mayor, City Council, and Administrative Support		\$ 1,713,976	1,510,734	1,488,752	1,556,359
Provides leadership and strategic vision for the City of Charlotte		9.00	21.00	21.00	21.00
Total Budget	\$ 1,713,976	1,510,734	1,488,752	1,556,359	
Total Positions	9.00	21.00	21.00	21.00	21.00

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Mayor and City Council 3% pay increase; this percentage is consistent with the average increase for salaried employees.

\$ 6,877

Governance Department

City Attorney

Mission

The City Attorney's Office ensures that appropriate legal services are provided to the City of Charlotte in accordance with the highest professional and ethical standards.

Responsibilities

- Provide legal advice and representation to the Mayor, City Council, City Manager, and other City officials, employees, and agencies
- Represent the City, its officials, and employees in litigation filed by or against them in their official capacities
- Provide legal opinions to City officials and employees on City-related matters
- Draft or review all ordinances and resolutions adopted by the City Council
- Review or draft contracts, leases, deeds, franchises, and other legal documents to which the City is a party
- Select and manage the services of outside counsel who represent the City

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change
	Actual	Actual	Revised	Budget	FY2017
Personnel	\$ 3,240,641	3,384,456	3,558,986	3,654,627	2.7%
Operating	377,422	533,775	388,453	390,997	0.7
Department Charges	(1,158,167)	(1,118,547)	(1,465,357)	(1,479,830)	1.0
Total Expenditures	\$ 2,459,896	2,799,684	2,482,082	2,565,794	3.4%

<u>Staffing</u>	Position Count Change				
	Total Positions	29.00	29.00	27.00	27.00

Governance Department

City Attorney

Program Summary	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
City Attorney Services The City Attorney's Office drafts or reviews all ordinances and resolutions considered by the City Council. The City Attorney's Office also drafts or reviews all contracts, leases, deeds, franchises, and other legal documents to which the City is a party.	\$ 2,459,896 29.00	2,799,684 29.00	2,482,082 27.00	2,565,794 27.00
Total Budget	\$ 2,459,896	2,799,684	2,482,082	2,565,794
Total Positions	29.00	29.00	27.00	27.00

FY2017 Budget and Staffing Adjustments

Amount

Decreases

- None

Increases

- None

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Ensure attorneys and paralegals maintain professional certifications	240 training hours	252 training hours	≥240 training hours
Provide litigation services in a cost effective manner and at a lower cost than services provided by outside counsel	\$97.07 per hour	\$99.98 per hour	\$102.02 per hour
Ensure attorneys conduct client service interviews	100%	100%	100%
Review outside counsel bills for fairness and accuracy	100%	100%	100%

Governance Department

City Clerk

Mission

The City Clerk's Office provides high quality information and services to City Council, staff, and the public so that effective and responsible decisions can be made to govern the City of Charlotte.

Responsibilities

- Maintain a permanent history of government actions
- Assist Mayor and City Council with records requests and oaths of office
- Administer Boards and Commissions appointment process
- Administer the Speakers List for City Council meetings
- Administer Boards and Commissions appointment process
- Create, dispense, and archive verbatim minutes of all City Council meetings
- Certify official actions, resolutions, and ordinances approved by the City Council
- Manage public records, research, and provide public access to records
- Maintain the City Code of Ordinances

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change FY2016
	Actual	Actual	Revised	Budget	FY2017
Personnel	\$ 381,526	430,591	437,931	454,366	3.8%
Operating		134,498	132,212	122,240	8.5
Department Charges		(2,746)	(2,583)	0	0.0
Total Expenditures	\$ 513,278	560,220	560,171	586,966	4.8%
Total Revenues	\$ 29,450	27,200	29,850	33,340	11.7%
Net Expenditures	\$ 483,828	533,020	530,321	553,626	4.4%
<u>Staffing</u>					Position Count Change
	Total Positions	6.00	6.00	6.00	0.00

Governance Department

City Clerk

Program Summary	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
City Council Support Serves as Clerk to the City Council, recording, transcribing, distributing, and archiving minutes for all budget workshops and retreats, business meetings, dinner briefings, citizens' forums, closed sessions, special sessions, workshops, and zoning meetings. Assists citizens to address City Council by coordinating and disseminating the speakers' list. Certifies and posts all official acts by the City Council. Provides public access to the records as broadly and quickly as possible	\$ 277,170 3.25	302,519 3.25	302,492 3.00	316,962 3.00
Records Maintenance, Retention, and Administration of Boards & Commissions Serves as corporate seal custodian for the City of Charlotte and all permanent records pertaining to the City and City Seal. Maintains the City Charter and City Code. Provides information and research of records to citizens, staff, and City Council. Publishes Notices of Public Hearings and other legal advertisements. Provides attestations, certifications, and/or notarizations for contracts, deeds, and agreements. Administers oaths of office. Receives and certifies voluntary annexations. Administers processes, maintains records, coordinates nominations and appointments for City Council's Advisory Boards and Commissions. Serves as staff support and Clerk to the Citizens' Review Board and Civil Service Board.	236,108 2.75	257,701 2.75	257,679 3.00	270,004 3.00
Total Budget	\$ 513,278	560,220	560,171	586,966
Total Positions	6.00	6.00	6.00	6.00

FY2017 Budget and Staffing Adjustments

<u>Decreases</u>	<u>Amount</u>
• None	\$ 0
<u>Increases</u>	
• Increase in advertising costs and vendor contractual costs	\$ 20,350

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Complete Council business meeting minutes within 28 business days 98% of the time	98%	100%	98%
Execute, publish, and file 90% of official documents within seven business days; including posting official documents to the City Clerk's website	100%	100%	100%
Administer process for 100% of Council's 38 Advisory Boards and Commissions	100%	95%	100%

FY2017 Adopted Strategic Operating Plan

Governance Department

City Manager

Mission

The City Manager's Office is comprised of four divisions, each having a mission related to their specific roles:

CharMeck 311

- Provide courteous and responsive service to citizen inquiries and requests for services.

Charlotte-Mecklenburg Community Relations

- Advocate for an inclusive community where trust, acceptance, fairness, and equity are the community norms.

City Administration

- Administer the delivery of public services that promote safety, health, and quality of life for Charlotte's citizens.

Corporate Communications & Marketing

- Provide strategic and integrated communication and marketing solutions.

Responsibilities

Below are the top responsibilities of each division of the City Manager's Office:

CharMeck 311

- Be the first contact point for general information, service requests, and directing calls for problem resolution

Charlotte-Mecklenburg Community Relations

- Promote community harmony, facilitate resolutions, and celebrate diversity

City Administration

- Provide vision and leadership to the organization

Corporate Communications & Marketing

- Partner with departments to develop and implement strategic communications for City departments and the citizens of Charlotte

Budget and Staffing Overview					Percent Change
Budget	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	FY2016 FY2017
Personnel	\$ 10,903,142	11,137,408	11,542,729	11,521,634	-0.2%
Operating	2,255,534	2,554,085	2,625,755	2,800,924	6.7
Department Charges	(80,177)	(53,380)	(305,687)	(289,735)	-5.2
Total Expenditures	\$ 13,078,499	13,638,113	13,862,797	14,032,823	1.2%
Total Revenues	\$ 2,527,520	2,483,090	2,339,984	1,235,935	-47.2%
Net Expenditures	\$ 10,550,979	11,155,023	11,522,813	12,796,888	11.1%

Staffing	Position Change Count
Total Positions	174.00

Governance Department

City Manager

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Actual/ Positions	Revised/ Positions	Budget/ Positions
CharMeck 311 As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution	\$ 7,538,477 133.00	8,152,951 133.00	8,448,744 111.75	8,493,209 111.25
Charlotte-Mecklenburg Community Relations (CRC) Promotes community harmony by addressing personal and community conflicts, fairness in housing and preventing discrimination, training and education, as well as police community relations	940,160 10.00	974,478 10.00	910,948 10.00	914,873 10.00
City Administration Provides vision and leadership to the organization, carries out City Council's policy decisions, and oversees the daily operations of City government	2,456,047 12.00	2,543,764 12.00	2,330,765 12.00	2,365,597 12.00
Corporate Communications & Marketing Provides strategic and integrated communications and marketing solutions. Partners with departments to develop and implement strategic planning to market specific campaigns, services, and initiatives for City departments and the citizens of Charlotte	2,143,815 19.00	1,966,920 19.00	2,172,340 19.00	2,259,144 20.00
Total Budget	\$ 13,078,499	13,638,113	13,862,797	14,032,823
Total Positions	174.00	174.00	152.75	153.25

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Community Investment Plan Engagement Coordinator to develop Community Investment Plan communications plans and tools (funded by Community Investment Plan) \$ 85,577

Governance Department

City Manager

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
CharMeck 311			
Answer 70% of calls within 30 seconds or less	81.1% within ≤30 seconds	89.8% within ≤30 seconds	80% within ≤30 seconds
Maintain less than 5% call abandonment rate	2.5%	1.3%	<5%
Receive 8.5 or higher on overall customer satisfaction survey	9.1	9.2	≥8.5
Charlotte-Mecklenburg Community Relations			
CRC client, customer, partner, member and staff satisfaction year-end survey (rating on 5.0 scale)	4.5	4.3	4.5
City Administration			
Fewer than 5 agenda items voted down or postponed due to insufficient staff work	1	2	≤5 items
Corporate Communications & Marketing			
Consolidate and streamline communications materials provided in Media Kit	New Target in FY2016	65%	85%

Support Departments Overview

The following pages represent General Fund Support Departments. These Departments support the Service, Enterprise, and Governance Departments in various cross departmental functions. The General Fund Support Departments includes Human Resources, Innovation & Technology, and Management & Financial Services.

Responsibilities

- Manage the City's human capital, training needs, payroll, and benefits
- Provide technology-based goods and services to ensure the City receives the most reliable and best value in technology infrastructure investments
- Provide financial management, strategic planning, budgeting, accounting, procurement, small business certification services, internal controls, and fleet management services

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Human Resources	\$ 3,946,980	4,020,287	4,227,630	4,492,368	6.3 %
Innovation & Technology	21,198,392	22,233,397	25,076,319	27,067,223	7.9
Management & Financial Services*					
Administrative Management	2,107,577	1,975,394	2,240,923	2,297,212	2.5
Charlotte Business INclusion	640,010	769,843	906,706	958,593	5.7
Finance	11,741,480	12,808,054	12,554,146	13,093,100	4.3
Fleet Management	592,594	1,911,426	1,712,506	1,990,233	16.2
Internal Audit	1,072,961	1,097,159	1,206,145	1,230,280	2.0
Strategy & Budget	1,582,271	1,384,440	1,523,642	1,837,297	20.6
Total Expenditures	\$ 42,882,265	46,200,000	49,448,016	52,966,306	7.1 %
Total Revenues	\$ 15,078,329	16,251,930	15,543,445	14,314,195	-7.9 %
Net Expenditures	\$ 27,803,935	29,948,070	33,904,571	38,652,111	14.0 %

<u>Staffing (Support Departments)</u>	Position Count Change
Total Positions	433.00

*The Management & Financial Services Department was created in FY2015 using existing resources. The Department is the result of the combination of the Finance Department, Budget & Evaluation, Shared Services Department, Charlotte BusinessINclusion (formerly a division of the Neighborhood & Business Services Department), and Internal Audit (formerly a division of the City Manager's Office). FY2014 and FY2015 figures have been restated to show previous expenses of the current divisions of the Management & Financial Services Department.

Support Department

Human Resources

Mission

Human Resources provides organizational leadership supporting the City's human resources philosophy to attract, develop, and retain a skilled and diverse workforce.

Responsibilities

- Support employees by providing training and development opportunities, assisting with best use of employee benefits, and resolving workplace issues
 - Support departments to become more efficient with workforce planning (including organizational structuring, compensation, employee relations, and departmental development and training) and supplying payroll and enterprise personnel record management services
 - Support the organization by managing change, designing and implementing organizational development efforts, fostering a positive and inclusive work environment, and recruiting/retaining a skilled and diverse workforce with competitive compensation and benefit plans
-

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change FY2016
	Actual		Actual		Revised	Budget	
Personnel	\$ 3,278,457		3,336,625		3,584,736	3,672,693	2.5%
Operating		913,152		927,539		967,032	1,136,356
Department Charges		(244,630)		(243,877)		(324,138)	(316,681)
Total Expenditures	\$ 3,946,980		4,020,287		4,227,630	4,492,368	6.3%
<u>Staffing</u>							Position Count Change
	Total Positions	33.00		36.00		36.00	36.00

Support Department

Human Resources

Program Summary	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Compensation, Benefits Services, Compliance, Recruitment, and Retention Provides oversight and consultation services in the areas of employee talent and performance management, recruitment and retention, employee relations, compliance, compensation administration, benchmark job classification system, benefit design/management, and wellness	\$ 2,203,762	2,157,246	2,311,824	2,273,631
	18.00	20.00	20.00	20.00
Employee Organizational Development and Learning Provides coaching, facilitation, and training services to improve organizational and individual performance. Delivers employee leadership development and diversity/inclusion initiatives, business skills development classes, and technology training	895,448	930,007	940,031	1,094,792
	9.00	9.00	9.00	9.00
Human Resources Management Services Manages the human resource management system, which produces the City's payroll and maintains employment records for pay, taxes, benefits, performance, and leave	847,770	933,034	975,775	1,123,945
	6.00	7.00	7.00	7.00
Total Budget	\$ 3,946,980	4,020,287	4,227,630	4,492,368
Total Positions	33.00	36.00	36.00	36.00

FY2017 Budget and Staffing Adjustments

	Amount
Decreases	
• None	\$ 0
Increases	
• Increased contractual costs associated with various technology programs	\$ 113,732

Performance Measure Highlights	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
On-time payment of Human Resources' invoices	New Target in FY2016	100%	98% of invoices are paid on-time
Participation rate of City employees engaged in medical/wellness options	77%	79.50%	≥65%
Participation rate of Human Resources employees engaged in medical/wellness options	97%	92.85%	≥80%

FY2017 Adopted Strategic Operating Plan

Support Department

Innovation & Technology

Mission

To innovate, deliver, and secure technologies that empower Charlotte. Charlotte is a World-Class Digital City - Innovation & Technology is an essential part.

Responsibilities

- Enable access to and use of civic data to empower our community
 - Secure and protect citywide data and technology from evolving threats
 - Deliver efficient, high-quality, services
 - Lead the technology conversation, plans, and designs for long-term success
-

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change FY2016	
	Actual		Actual		Revised	Budget		
Personnel	\$ 11,627,899		12,505,535		14,282,570	15,565,573	9.0%	
Operating		13,414,965		15,164,456		17,175,136	19,063,834	11.0
Capital		15,930		0		0	0	0.0
Grants and Contributions		331,946		0		0	0	0.0
Department Charges		(4,192,348)		(5,436,594)		(6,381,387)	(7,562,184)	18.5
Total Expenditures	\$ 21,198,392		22,233,397		25,076,319	27,067,223	7.9%	
Total Revenues	\$ 4,073,353		4,986,588		3,582,282	3,619,338	1.0%	
Net Expenditures	\$ 17,125,039		17,246,809		21,494,037	23,447,885	9.1%	

<u>Staffing</u>						Position Count Change
	Total Positions	130.00	134.00	130.00	138.00	
						8.00

Support Department

Innovation & Technology

Program Summary	FY2014 Actual/ Positions	FY2015 Actual/ Positions	FY2016 Revised/ Positions	FY2017 Budget/ Positions
Administration Leads initiatives for Relationship Management, Process Improvement, Governance, Enterprise Architecture, and Financial Management services	\$ 2,107,963 17.00	2,021,366 17.00	2,501,353 17.00	2,407,834 17.00
Enterprise Project Management Provides project management and resource management for all City projects that have an IT component	596,381 4.00	571,881 4.00	707,679 4.00	582,734 4.00
Information Security Administers the Corporate Security Program and complete management and oversight for IT security operations	1,316,617 4.00	1,262,529 4.00	1,562,325 5.00	2,342,908 6.00
Enterprise Application Builds, maintains, and operates the City's financial management, budgetary, and procurement platforms necessary for the City to conduct daily business	5,897,707 44.00	7,561,278 47.00	6,920,208 43.00	7,445,195 46.00
Operations and Service Management Administers and maintains IT service management system which includes ordering, storage, configuration, and delivery of customer end user computing assets	5,523,137 23.00	5,296,242 24.00	6,553,870 22.00	7,076,975 22.00
Network and Telecommunication Operations Provides citywide support of Enterprise data networks used for computers, voice, video, and infrastructure support device	3,123,235 7.00	2,994,932 7.00	3,706,096 7.00	3,449,234 7.00
Facilities and Data Services Provides hardware installation and management of Windows and Unix Servers, Storage Area Networks and locally attached storage arrays	2,124,564 12.00	2,037,284 12.00	2,521,051 12.00	2,555,588 12.00
Public Safety Communications Maintains the radio and data infrastructure for all public safety and public works agencies throughout the City, Mecklenburg County, and several surrounding counties and municipalities	508,788 19.00	487,885 19.00	603,737 20.00	1,206,755 24.00
Total Budget	\$ 21,198,392	22,233,397	25,076,319	27,067,223
Total Positions	130.00	134.00	130.00	138.00

Support Department Innovation & Technology

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Enhanced security services with addition of one full-time equivalent to support Supervisory Control And Data Acquisition (SCADA) Systems and restructuring for dedicated position for Payment Card Industry Compliance and Testing. Partial funding from Aviation, Charlotte Water, and CATS. The net impact to the General Fund is \$93,456.
- Convert three contractors to full-time equivalents for work on capital projects. Net impact to the General Fund is \$0.
- Adding four positions to support Stanly County and the Town of Mooresville Public Safety Radio Network. Net impact to the General Fund is \$0, funded entirely through the Public Safety Communications Fee Model.

Performance Measure Highlights

	Performance Achievement		
	FY2015 Actual	FY2016 Actual	FY2017 Target
Administration			
Develop and annually update the Technology Master Plan that corresponds with annual CIP and Operating Budget requests	New Target in FY2016	Completed	December 2016
Enterprise Project Management			
Deploy one-third of end-user devices, annually, to Cisco Voice Over IP by June 30, 2017	June, 2015	One-sixth	June, 2017
Operations and Service Management			
The City's core infrastructure is maintained at a very high level, with a goal of system availability at nearly 100%	99.75%	99.81%	99.75%
Public Safety Communications			
The Public Safety Communications Radio Network is maintained at a very high level, with a goal of system availability at nearly 100%	99.94%	99.99%	99.90%
Enterprise Applications			
Build I&T Decision Analytics Team and deliver one or more successful data solutions	New Target in FY2017	New Target in FY2017	By June 30, 2017

Support Department

Management & Financial Services

Mission

Management & Financial Services partners with customers to achieve their service goals in the community through sound management of financial, vehicle, and equipment resources.

Responsibilities

- Provides strategic financial planning and accounting services to the City; manage development of federal/state mandated reporting including the Comprehensive Annual Financial Report
- Manages the acquisition of goods and services through competitive processes; coordinates property disposal for the City, County, other entities through the Asset Recovery and Disposal program
- Provides safe, reliable, best-value, enterprise-wide fleet and operational equipment management and maintenance services to the City and County
- Manages the coordination, development, and oversight of the City's Performance Management and Strategic Planning Process, Budget, Community Investment Plan, and Council Business Agenda
- Provides reasonable assurance that the City has an operating and effective system of internal controls; assist management in evaluating the efficiency and effectiveness of operations
- Administers the City's Charlotte Business INClusion (CBI) Policy by partnering with departments to establish annual and project specific Minority, Women, and Small Business Enterprise (MWSBE) inclusion goals, monitoring CBI Policy compliance, certifying MWSBEs, and promoting economic growth in the Charlotte region

Budget and Staffing

Overview

<u>Budget</u>		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Actual	Revised	Budget	FY2016
Personnel	\$	20,197,037	20,129,348	21,830,752	22,585,700	3.5%
Operating		11,435,582	12,989,435	12,321,897	12,102,214	-1.8
Capital		34,320	92,787	108,776	100,000	-8.1
Department Charges		(13,930,048)	(13,265,254)	(14,117,357)	(13,381,199)	-5.2
Total Expenditures	\$	17,736,892	19,946,316	20,144,068	21,406,715	6.3%
Total Revenues	\$	11,004,976	11,265,342	11,961,163	10,694,857	-10.6
Net Expenditures	\$	6,731,916	8,680,974	8,182,905	10,711,858	30.9

<u>Staffing</u>					Position Count Change
Total Positions		270.00	267.00	265.00	269.00
					4.00

Note: Two Positions moved to Office of Strategy and Budget from Neighborhood and Business Services during FY2016

Support Department

Management & Financial Services

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Actual/ Positions	Revised/ Positions	Budget/ Positions
Administrative Management Provides centralized administrative support, communications/marketing, business resource analysis, human resources, and budget/financial management services to the department	\$ 2,107,577 16.00	1,975,394 14.00	2,240,923 14.00	2,297,212 14.00
Charlotte Business INclusion Provides registration and certification services to small businesses, local minority, and/or women-owned businesses; provides monitoring and reporting services to ensure compliance with the program	640,010 11.00	769,843 11.00	906,706 11.00	958,593 11.00
Finance Provides strategic financial planning, general accounting services, financial reporting including the Comprehensive Annual Financial Report; manages billing, collection, and deposit of all City monies for citywide services. Provides procurement services to City and County departments for the acquisition of goods and services, facilitates cost savings through cooperative procurement opportunities, and supports asset recovery and disposal.	11,741,480 99.00	12,808,054 99.00	12,554,146 98.00	13,093,100 102.00
Fleet Management Provides full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commission/decommission services focused on achieving the peak operating efficiency at the lowest cost	592,594 122.00	1,911,426 122.00	1,712,506 119.00	1,990,233 119.00
Internal Audit Conducts reviews of the City's system of internal controls and reports findings, recommendations, and corrective actions to department managers	1,072,961 9.00	1,097,159 9.00	1,206,145 9.00	1,230,280 9.00
Strategy & Budget Recommends strategy and resource allocation for achievement of the City's vision and mission through the performance management and strategic planning, budgeting, Community Investment Plan, community research and data analytics, and Council Business Agenda processes	1,582,271 13.00	1,384,440 12.00	1,523,642 14.00	1,837,297 14.00
Total Budget	\$ 17,736,893	19,946,316	20,144,068	21,406,715
Total Positions	270.00	267.00	265.00	269.00

FY2017 Adopted Strategic Operating Plan

Support Department

Management & Financial Services

FY2017 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- Two Accountant positions in Financial Reporting to support general ledger activities for Aviation. The cost of \$199,042 will be primarily funded by Aviation.
- Two Accountant I positions in Financial Services to support Aviation with enhanced accounts payable resources, The cost of \$156,260 will be primarily funded by Aviation.

Amount

\$ 199,042

\$ 156,260

Performance Measure Highlights

Performance Achievement

	FY2015 Actual	FY2016 Actual	FY2017 Target
Comprehensive automation of Council Business Agenda	New Measure in FY2016	Fully Implemented 9/28/2015	Continue to Refine Automated Process
Demonstrate environmental sustainability in the management of the City's vehicle fleet, including compressed natural gas, flex fuel, hybrid, and electric vehicles	1,004	981	Publish semiannual report on use of environmentally sustainable vehicles
Increase spending with small, minority and women-owned enterprises over FY15 year-end through Charlotte Business INClusion	10.63%	12.82%	>10.63%
Provide Procurement training opportunities to City departments in partnership with Finance, Accounts Payable, and Human Resources	New Measure in FY2016	5 trainings provided	Minimum of 4 trainings/year
Expand billing and payment channels for Solid Waste Services (SWS)	New Measure in FY2016	Expanded services to SWS Small Business Garbage Program	Further expand channels for Solid Waste Services billing/payment
Fleet Availability by Vehicle Class Grouping per Service Level agreements with City Departments	27 of 32 Availability Achieved	25 of 31 Availability Achieved	31 of 31 Availability SLA met

Other Operating Overview

The following section represents Other Operating costs that do not fall into one of the preceding sections. Other Operating includes Non-Departmental Accounts and Financial Partners. Non-Departmental Accounts contain General Fund expenditures, which are not assigned to a specific Department. The Financial Partner pages represent the City's partnering with other organizations throughout the community.

The City of Charlotte uses "Non-Departmental" Accounts to reflect those services or functions that are not specifically associated with a particular Department. These functions are grouped into four categories: Financial Partners and Other Community Agencies, County Administered, Capital Investment, and Other Accounts.

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Revised	FY2017 Budget
FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES				
Arts & Science Council Supports cultural and arts agencies in the City	\$ 2,940,823	2,940,823	2,940,823	2,940,823
Safe Alliance (formerly United Family Services) Provides counseling and guidance for crime victims and their families	333,977	333,977	333,977	333,977
Community Building Initiative Serves as community resource providing strategic assistance in promoting racial nad ethnic inclusion and equity	49,000	50,000	50,000	50,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements	2,500	2,500	2,500	2,500
Protocol Services Provides assistance to City officials with regards to visiting dignitaries and international protocol. (As of FY2016, this service is provided by the Office of International Relations in Neighborhood and Business Services.)	33,358	40,000	0	0
City Memberships and Subscriptions Funds the City's participation in the following organizations:	708,731	779,669	579,590	630,844
UNC Chapel Hill School of Government	83,472	87,493	92,737	96,407
NC League of Municipalities (NCLM)	76,242	97,822	98,964	109,760
NCLM - Charlotte Host City	50,000	0	0	0
Alliance for Innovation	0	8,250	0	8,250
US Conference of Mayors	26,216	26,216	26,216	26,216
National League of Cities	32,000	25,490	25,490	25,490
International City/County Managers Association - Charlotte Host City	50,000	50,000	0	0
NC Metropolitan Coalition	16,225	17,848	19,633	20,026
Charlotte Regional Partnership	199,034	141,008	141,008	151,881
Charlotte Regional Film Commission - CRVA	0	150,000	0	0
Centralina Council of Governments	175,542	175,542	175,542	192,814
Total Financial Partners and Other Community Agencies	\$ 4,068,389	4,146,969	3,906,890	3,958,144

Non-Departmental Accounts

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Revised	FY2017 Budget
COUNTY ADMINISTERED				
County Storm Water Provides for the City's payment of its County storm water fees	\$ 1,631,692	1,664,326	1,631,724	2,019,705
Elections Office Provides the City's share of the normal expenses of the County Elections Office, per the cost sharing formula in the City-County Interlocal Agreement. FY2016 includes the 2015 City Elections and FY2017 includes the 2016 presidential election.	1,300,462	1,826,528	2,185,795	1,715,677
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license	761,800	1,040,865	259,362	310,524
Total County Administered	\$ 3,693,954	4,531,719	4,076,881	4,045,906
CAPITAL INVESTMENT				
Municipal Equipment Provides a contribution to fund capital outlay via cash and lease/purchase agreements for capital equipment items such as police cars, fire trucks, and solid waste trucks.	\$ 17,795,507	15,662,983	16,336,096	16,618,965
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	288,000	520,000	552,500	637,325
Street Resurfacing Provides supplemental funding to the Powell Bill street maintenance fund for increased level of street resurfacing.	5,419,629	4,261,000	4,261,000	4,261,000
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas.	4,539,291	4,539,291	4,539,291	4,539,291
Capital Support (Pay-As-You-Go Sales Tax) Transfers sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital programs funded with cash versus debt. Sales tax revenues are received in the General Fund and transferred to the PAYGO Fund.	2,445,362	15,500,000	16,539,822	18,223,596
Total Capital Investment	\$30,487,789	40,483,274	42,228,709	44,280,177

Non-Departmental Accounts

Services Provided	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>
OTHER ACCOUNTS				
Street Lighting Represents electrical operating costs for the City's street lighting program	\$ 10,411,113	10,697,617	10,697,617	10,957,317
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA; annual amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events	3,876,024	4,259,919	4,721,222	5,242,572
Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns; annual amount and distribution are determined per North Carolina State Statute	2,891,854	2,993,069	3,236,719	3,225,538
Unemployment Insurance Reserve Provides funding for creation of State mandated reserve fund for unemployment insurance. Establishment of the reserve must equate to 1% payroll and will be established over three fiscal years. Funding for the reserve is provided within General Fund fund balance.	0	550,000	0	300,000
Retirement and Other Reserves Funding provides a compensation contingency for potential sworn officer and other retirement payouts, in addition to \$1,212,766 of reserves required to fund Public Safety commitments in FY2018	0	500,000	1,000,000	2,212,766
Refunds of Multi-Family Solid Waste Fees Funding provides refund contingency for multi-family collection customers. During FY2016 a mechanism for identifying non-participating entities was enacted, making refunds unnecessary.	0	0	300,000	0
A Way Home Program The initial allocation of \$2 million to support the \$10 million A Way Home Program (formerly Rental Assistance Endowment program) City pledge to the Foundation for the Carolinas was provided through the General Fund in FY2014. In FY2015, a second \$2 million allocation was provided in the Pay-As-You-Go Fund. For FY2016 through FY2019, an additional \$4 million in City contributions are programmed in the Pay-As-You-Go Fund. Future City contributions are contingent upon the Foundation's ability to secure the full private sector pledge.	2,000,000	0	0	0
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	158,490	275,000	0	200,000

FY2017 Adopted Strategic Operating Plan

Non-Departmental Accounts

<u>Services Provided</u>	FY2014	FY2015	FY2016	FY2017
	<u>Actual</u>	<u>Revised</u>	<u>Revised</u>	<u>Budget</u>
OTHER ACCOUNTS (continued)				
Charlotte-Mecklenburg Government Center Parking \$ Provides funding for operation, utilities, and maintenance of the CMGC parking deck. The cost is 39.4% funded by Mecklenburg County, based on the ratio of the number of parking spaces.	332,018	358,479	358,479	369,443
Business Investment Grants Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County. Funding was transferred to the Neighborhood & Business Services (N&BS) operating budget during FY2016.	2,360,202	2,213,465	0	0
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions that may be received during the year. Allows implementation of the designated project without bringing relatively small amounts through Council's agenda process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.	0	300,000	200,000	200,000
Road Use Tax Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price	272,379	200,000	200,000	200,000
CIAA Men's Basketball Tournament The City successfully won rights to host the CIAA Men's Basketball Tournament in FY2006. In 2011, the City received approval for a three-year award, through 2014. In 2014, the City received approval for a six-year extension, through 2020.	200,000	300,000	300,000	300,000
City Participation in Regional Grants and Organizations The City partners with organizations such as Charlotte Regional Transportation Planning Organization and also provides a match for the Unified Planning Work Program grants for regional transportation planning.	396,014	345,000	345,000	345,000
City Council Discretionary Account Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund.	0	200,000	0	0
Charlotte-Mecklenburg Government Center Rent Funds building rent for unoccupied areas	10,506	10,646	80,236	77,961
Federal Program Representative Provides the General Fund's share of the contract for local government liaison with the federal government. Includes \$12,840 for eCivis grant research subscription. The remaining funding portion is provided by CATS, Charlotte Water, and Aviation.	122,090	96,840	104,840	123,840

FY2017 Adopted Strategic Operating Plan

Non-Departmental Accounts

<u>Services Provided</u>	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>
OTHER ACCOUNTS (continued)				
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments	\$ 153,252	156,317	188,150	191,913
Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit	57,059	66,000	67,980	70,019
CityLYNX Gold Line Operations In FY2015, the first half year of funding for the operating cost of Phase 1 of the CityLYNX Gold Line was provided through the General Fund. Beginning in FY2016, the first full year of Phase 1 operations, funding of approximately \$1.5 million per year for operating costs will be provided through the newly established Pay-As-You-Go Transit Investment Fund.	0	750,000	0	0
Zoning Ordinance Update Provides the initial year of funding to update, modernize, and increase customer ease of use, consistent with today's urban design environment. The entire update to the Zoning Ordinance is estimated at \$1.1 million over four years and will be funded from capital reserves appropriated in FY2015.	0	400,000	0	0
Citizens Review Board Funds operating expenses for the volunteer citizens committee, which reviews police-related incident complaints	30,766	20,000	20,000	40,000
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.	2,102,978	1,994,717	1,291,230	1,291,024
City Burials Funds burials in City-owned cemeteries for indigent citizens	3,400	3,400	3,400	3,400
Total Other Accounts	\$25,374,745	26,690,469	23,114,873	25,350,793
Total Non-Departmental Accounts	\$63,624,877	75,852,430	73,327,353	77,635,020

Financial Partner Summary

Financial Partners are contracted by the City of Charlotte to provide specific services. The types of financial partnerships are diverse and include partnerships that: support key areas of focus for the City, such as Charlotte-Mecklenburg Housing Partnership; contribute to community enrichment, such as the Arts & Science Council; and complement departmental service needs, such as Safe Alliance.

There are four primary funding categories of Financial Partners – General Fund Discretionary, Dedicated Revenue Sources, Federal Grant Funds, and Pay-As-You-Go (PAYGO):

- General Fund Discretionary – this includes direct discretionary allocations from the General Fund
- Dedicated Revenue Sources – these partners receive allocations from sources such as Food & Beverage Sales Tax and Municipal Service District Tax
- Federal Grant Funds – funded by federal programs such as Community Development Block Grants (CDBG) and Housing Opportunities for Persons With AIDS (HOPWA)
- PAYGO – funded locally by the Innovative Housing portion of the PAYGO fund for services such as housing, community development, and crisis assistance

Some Financial Partners receive a combination of federal and local PAYGO funds, such as Out of School Time Partners and the Charlotte-Mecklenburg Housing Authority.

New Financial Partner Funding

Charlotte-Mecklenburg Opportunity Task Force

The "Charlotte-Mecklenburg Opportunity Task Force" convened by The Foundation For The Carolinas' is funded at a level of \$50,000 from the PAYGO fund. This funding will continue Opportunity Task Force efforts to identify ways to improve economic opportunity for Charlotte residents. This initiative was borne out of a recent Harvard University study that ranked Charlotte at the bottom among the country's 50 largest cities for economic mobility. Recommendations are expected from the Opportunity Task Force in calendar year 2016. This contribution is anticipated to be time-limited (i.e. not ongoing annually).

Changes to Existing Financial Partners Funding

General Fund Discretionary

- All agencies, with the exception of Charlotte Regional Partnership, are recommended to be held flat at their FY2016 funding levels.
- Charlotte Regional Partnership has a recommended increase of \$10,873. This recommended increase is consistent with a mutually agreed upon per-capita formula and equals Mecklenburg County funding levels.

Dedicated Revenue Sources

- The two agencies providing services to the Municipal Service Districts – Charlotte Center City Partners and University City Partners – are budgeted at the revenue projection level provided by the County Tax Assessor's Office.
- The Charlotte Regional Visitors Authority budget increases by approximately 9%, consistent with revenue projections for the Occupancy Tax and Food & Beverage Tax

Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation (the PAYGO portion is held flat at the FY2016 level)

PAYGO Funds

- Agencies that receive 100% PAYGO funding are held flat at the FY2016 level
- For agencies that receive a portion of PAYGO funds, this component is held flat at the FY2016 level (the federal portion is allocated at the full eligible allocation)

Out of School Time Partners

- FY2017 represents the second year of a bi-annual funding process for Out of School Time Partners.
- The total annual Out of School Time Partner funding of \$979,934 maximizes the eligible CDBG allocation of \$815,007. The remaining \$164,927 is funded by the PAYGO program.

The individual Financial Partner funding levels are found on the following page.

Financial Partner Summary

General Fund Discretionary	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Arts & Science Council	\$ 2,940,823	2,940,823	2,940,823	2,940,823	0.0%
Charlotte Regional Partnership	199,034	141,008	141,008	151,881	7.7
Community Building Initiative	49,000	50,000	50,000	50,000	0.0
Safe Alliance	333,977	333,977	333,977	333,977	0.0
Charlotte Regional Visitors Authority - Film Commission	0	150,000	0	0	0.0
TOTAL	\$ 3,522,834	3,615,808	3,465,808	3,476,681	0.3%
Dedicated Revenue Sources	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Charlotte Center City Partners	\$ 3,967,333	4,555,470	4,000,022	4,151,377	3.8%
University City Partners	678,934	734,123	643,792	752,252	16.8
Charlotte Regional Visitors Authority	11,499,500	12,467,298	13,597,941	14,980,811	10.2
Charlotte Regional Visitors Authority - Film Commission	0	0	150,000	150,000	0.0
TOTAL	\$ 16,145,767	17,756,891	18,391,755	20,034,440	8.9%
100% Federal Grant Funds	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Carolinians Care Partnership	\$ 830,903	1,060,917	1,640,862	1,640,862	0.0%
Charlotte Family Housing	200,000	330,000	330,000	330,000	0.0
TOTAL	\$ 1,030,903	1,390,917	1,970,862	1,970,862	0.0%
100% PAYGO Funds	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Community Link	\$ 450,000	450,000	450,000	450,000	0.0%
Crisis Assistance Ministry	380,000	380,000	380,000	380,000	0.0
YMCA Community Development	48,699	48,699	0	0	0.0
TOTAL	\$ 878,699	878,699	830,000	830,000	0.0%
Federal & PAYGO Funds	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$ 1,960,000	1,960,000	1,960,000	1,960,000	0.0%
Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte	231,000	231,000	231,000	231,000	0.0
TOTAL	\$ 2,191,000	2,191,000	2,191,000	2,191,000	0.0%
Out of School Time Partners	FY2014 Actual	FY2015 Actual	FY2016 Revised	FY2017 Budget	Change
Citizen Schools	\$ 0	306,342	200,000	200,000	0.0%
Greater Enrichment Program	400,000	350,000	200,000	200,000	0.0
Police Activities League	287,410	287,410	200,000	200,000	0.0
YWCA	307,000	158,826	200,000	200,000	0.0
Bethlehem Center	N/A	N/A	113,934	113,934	0.0
Behailu Academy	N/A	N/A	66,000	66,000	0.0
Above and Beyond Students	124,158	110,358	0	0	0.0
Youth Development Initiative	0	94,710	0	0	0.0
First Baptist Church West	81,432	0	0	0	0.0
TOTAL	\$ 1,200,000	1,307,646	979,934	979,934	0.0%

FY2017 Adopted Strategic Operating Plan

Summary Statistics and Schedules

The Summary Statistics & Schedules Section represents summary data for various components of the City Budget. Below is a listing of the information provided in this section:

Listing of Schedules

- 1 Fund Descriptions - Major Governmental Funds
- 2 Fund Descriptions - Non-Major Governmental Funds
- 3 Citywide Summary of Tax Levies
- 4 Summary of Position Allocations
- 5 Summary of Expenditures - Citywide
- 6 Summary of Expenditures - General Fund
- 7 Summary of Revenues - General Fund
- 8 Summary of Fund Balances
- 9 Aviation Operating Funds (Summary of Revenues and Expenditures)
- 10 Aviation Debt Service Funds-Consolidated (Summary of Revenues and Expenditures)
- 11 Water and Sewer Operating Fund (Summary of Revenues and Expenditures)
- 12 Consolidated Water and Sewer Debt Service Funds (Summary of Revenues and Expenditures)
- 13 Charlotte Area Transit System Operating Fund (Summary of Revenues and Expenditures)
- 14 Charlotte Area Transit System Debt Service Consolidated (Summary of Revenues and Expenditures)
- 15 Storm Water Operating Fund (Summary of Revenues and Expenditures)
- 16 Storm Water Debt Service Fund (Summary of Revenues and Expenditures)
- 17 Municipal Debt Service Fund (Summary of Revenues and Expenditures)
- 18 Convention Center Tax Fund (Summary of Revenues and Expenditures)
- 19 Convention Center Debt Service Fund (Summary of Revenues and Expenditures)
- 20 Hall of Fame Tax Fund (Summary of Revenues and Expenditures)
- 21 Hall of Fame Debt Service Fund (Summary of Revenues and Expenditures)
- 22 Tourism Operating Fund (Summary of Revenues and Expenditures)
- 23 Tourism Debt Service Fund (Summary of Revenues and Expenditures)
- 24 Cultural Facilities Debt Service Fund (Summary of Revenues and Expenditures)
- 25 Powell Bill Fund (Summary of Revenues and Expenditures)
- 26 Public Safety and Other Grants Fund (Summary of Revenues and Expenditures)
- 27 Public Safety 911 Services Fund (Summary of Revenues and Expenditures)
- 28 Neighborhood & Business Services Consolidated Grants (Summary of Revenues and Expenditures)
- 29 Risk Management Fund
- 30 Consolidated Municipal Service Districts
- 31 Municipal Service Districts
- 32 Synthetic Tax Increment Grants

Summary Statistics and Schedules

Fund Descriptions – Major Governmental Funds

Funds are accounting groups that the City uses to keep track of specific sources of funding and spending for particular purposes. Some funds are required by State Statutes. Other funds are established to control and manage resources designated for specific purposes.

The City uses three types of funds:

1. Governmental Funds – Most of the City's basic services are included in governmental funds, which focus on (1) the flow in and out of cash and other financial assets that can readily be converted to cash and (2) the balances left at year-end that are available for spending. These funds are reported using the modified accrual accounting basis and a current financial resources measurement focus.

The City adopts an annual budget for the General Fund, as required by State Statutes. A budgetary comparison statement is presented in the Comprehensive Annual Financial Report for the General Fund using the City's budgetary basis of accounting.

Major Governmental Funds include:

- General Fund - This is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
 - Debt Service - This fund accounts for the resources accumulated and payments made for principal and interest on debt of governmental activities.
 - Capital Projects - This fund accounts for financial resources, primarily proceeds from bonds, and other financing agreements and taxes, used for the acquisition, construction, and improvement of capital equipment and facilities.
2. Proprietary Funds – Services for which the City charges customers a fee are generally reported in proprietary funds. Proprietary funds provide both long- and short-term financial information. The City uses two types of proprietary funds:
 - Enterprise funds are the same as the business-type activities, but provide more detail and additional information, such as cash flows.

Major Enterprise Funds include:

- Water and Sewer - This fund accounts for the operation of the Charlotte Water Department, provider of water and wastewater services.
- Storm Water - This fund accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
- Airport - This fund accounts for the operation of the Charlotte Douglas International Airport.
- Public Transit - This fund accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.
- Internal service funds are used to report activities that provide supplies and services for the City's other programs and activities. Internal service activities

Summary Statistics and Schedules

predominately benefit governmental rather than business-type activities. These funds account for:

- The general insurance program of the City, as well as risk management services provided, on a cost-reimbursement basis, to other governmental units and agencies in Mecklenburg County, and
- Funds contributed by the City and its employees for health and life benefits.

3. Fiduciary Funds – The City is the trustee, or fiduciary, for the Firefighters' Retirement System and the Employee Benefit Trust. The City is responsible for ensuring that the assets reported in these funds are used for their intended purposes. The City cannot use these assets to finance its operations. These funds account for:
 - Resources accumulated for the provision of benefit payments to the Charlotte Firefighters' Retirement System members and their beneficiaries; and
 - Resources accumulated for the provision of other postemployment benefit payments for retirees and their beneficiaries.

Summary Statistics and Schedules

Fund Descriptions – Non-Major Governmental Funds

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds from specific revenue sources (other than funding for major capital projects) that are restricted to expenditures for specified purposes.

- Convention Center Tax Fund – Accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.
- Tourism Fund – Accounts for room occupancy and other tax revenues to be used for tourism purposes.
- Hall of Fame Tax Fund – Accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.
- Municipal Services District Fund – Accounts for property tax on property within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.
- Public Safety and Other Grants Fund – Accounts for federal and state grants to be used for public safety, including police, fire and emergency management, and other governmental-type activities.
- Neighborhood Development Fund – Accounts for federal grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low and moderate income.
- Employment and Training Fund – Accounts for federal grants to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.
- State Street Aid Fund – Accounts for motor fuel taxes distributed by the State on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.
- Emergency Communications Fund – Accounts for revenues remitted by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.

Permanent Fund

A Permanent Fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used.

- Perpetual Care Fund – Accounts for monies held by the City for cemetery maintenance.

Summary Statistics and Schedules

Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest, and related costs for all long-term debt other than debt issued for and serviced by business-type activities.

Capital Projects Fund

The Capital Projects Fund accounts for financial resources, primarily bond proceeds and property taxes, used for the acquisition, construction, or improvement of capital assets.

Enterprise Funds

Enterprise Funds are used to account for operations that charge a fee for service to customers similar to private business enterprises. The City has four enterprise operations.

- Water and Sewer Fund – Accounts for the operation of Charlotte Water, provider of water and wastewater services.
- Storm Water Fund. Accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
- Airport Fund. Accounts for the operation of the Charlotte-Douglas International Airport.
- Public Transit Fund. Accounts for the operation of the Charlotte Area Transit System, provider of community-wide public transportation services.

Internal Service Funds

Internal Service Funds are used to account for centralized services provided to City departments and other governmental units and agencies on a cost-reimbursement basis.

- Risk Management Fund – Accounts for the general insurance program, claim, and loss control services for the City as well as services provided on a cost-reimbursement basis to other governmental units and agencies in Mecklenburg County.
- Employee Health and Life Fund – Accounts for funds contributed by the City and employees for health and life benefits.

Citywide Summary of Tax Levies

	<u>FY2015 Budget</u>	<u>FY2016 Budget</u>	<u>FY2017 Budget</u>
<u>Citywide Assessed Valuation</u>			
Assessed Property Value	\$ 89,604,350,473	91,992,101,515	93,830,455,252
<u>Citywide Tax Rate Per \$100 Valuation</u>			
<u>Fund</u>			
General	0.3600	0.3741	0.3741
Municipal	0.0967	0.0926	0.0926
Pay-As-You-Go	0.0120	0.0120	0.0120
Total City-wide Tax Rate	0.4687	0.4787	0.4787
<u>Collection Rate</u>			
All Funds	0.9720	0.9750	0.9810
<u>Citywide Tax Levy*</u>			
<u>Fund</u>			
General	\$ 318,097,150	333,138,890	334,736,504
Municipal Debt Service	85,655,762	82,199,480	83,338,653
Pay-As-You-Go	10,603,238	10,595,050	10,692,730
Total Citywide Tax Levy	\$ 414,356,150	425,933,420	428,767,887
* Levy excludes estimated rebates			
<u>Municipal Service Districts</u>			
<u>Rates Per \$100 in Valuation</u>			
District 1 - Center City	0.0168	0.0168	0.0168
District 2 - Center City	0.0233	0.0233	0.0233
District 3 - Center City	0.0358	0.0358	0.0358
District 4 - South End	0.0668	0.0668	0.0668
District 5 - University City	0.0279	0.0279	0.0279
<u>Municipal Service Districts</u>			
<u>Assessed Valuation</u>			
District 1 - Center City	\$ 8,977,046,766	7,701,402,881	7,730,251,721
District 2 - Center City	3,493,805,469	3,311,871,720	3,280,575,709
District 3 - Center City	4,548,845,491	3,441,770,592	3,320,707,059
District 4 - South End	1,101,812,066	1,223,942,505	1,291,857,493
District 5 - University City	2,707,063,640	2,373,968,211	2,740,786,581

Summary of Position Allocation by Fund

Departments	FY2016 Revised Total Positions	FY2017 Budget Total Positions	FY2017 Position Count Change
Police	2,310.50	2,407.50	97.00
Fire	1,166.00	1,187.00	21.00
Solid Waste Services	302.00	305.00	3.00
Transportation	408.75	410.75	2.00
Neighborhood & Business Services	136.00	138.00	2.00
Engineering & Property Management	325.00	343.00	18.00
Planning	56.00	59.00	3.00
Mayor & City Council	21.00	21.00	0.00
City Attorney	27.00	27.00	0.00
City Clerk	6.00	6.00	0.00
City Manager's Office:	12.00	12.00	0.00
Community Relations Committee	10.00	10.00	0.00
Corporate Communications & Marketing	19.00	20.00	1.00
CharMeck 311	111.75	111.75	0.00
Human Resources	36.00	36.00	0.00
Innovation & Technology	130.00	138.00	8.00
Management & Financial Services:			
Administrative Management	14.00	14.00	0.00
Charlotte Business INClusion Office	11.00	11.00	0.00
Finance Office	98.00	102.00	4.00
Fleet Management	119.00	119.00	0.00
Internal Audit	9.00	9.00	0.00
Office of Strategy & Budget	14.00	14.00	0.00
Total General Fund	5,342.00	5,501.00	159.00
Charlotte Water	822.00	846.00	24.00
Aviation	503.00	553.00	50.00
Storm Water	124.00	131.00	7.00
Charlotte Area Transit System	419.75	522.75	103.00
Risk Management	28.00	28.00	0.00
Total Enterprise Fund	1,896.75	2,080.75	184.00
Total All Funds	7,238.75	7,581.75	343.00

Summary of Expenditures

(Net of Transfers)

FY2017

Fund / Activity	Operating	Percent Change	Capital	Percent Change	Total	Percent Change
General	\$ 552,699,979	6.1%	0	0.0%	552,699,979	6.1%
Aviation	149,711,524	3.4	357,382,612	32.7	507,094,136	22.5
Water and Sewer	135,344,255	10.2	116,036,000	12.4	251,380,255	11.2
Charlotte Area Transit System	123,178,201	3.5	301,724,599	-21.6	424,902,800	-15.7
Storm Water Utility	14,545,725	5.2	59,100,000	-0.9	73,645,725	0.2
Debt Service	226,416,715	-6.9	0	0.0	226,416,715	-6.9
Powell Bill	26,138,490	12.9	0	0.0	26,138,490	12.9
Convention Center	23,387,239	16.4	0	0.0	23,387,239	16.4
NASCAR Hall of Fame	4,600,000	21.1	0	0.0	4,600,000	21.1
Public Safety and Other Grants	9,352,396	31.6	0	0.0	9,352,396	31.6
Public Safety 911 Services	3,829,754	65.3	0	0.0	3,829,754	65.3
Neighborhood & Business Svcs Grants	10,507,664	-2.2	0	0.0	10,507,664	-2.2
Municipal Service Districts	4,903,629	5.6	0	0.0	4,903,629	5.6
Risk Management	1,506,871	3.1	0	0.0	1,506,871	3.1
Tourism Operating	5,090,229	141.4	0	0.0	5,090,229	141.4
Pay-As-You-Go (Transit Investment Fund)	673,788	0.0	0	0.0	673,788	0.0
Pay-As-You-Go (General)	36,014	92.2	0	0.0	36,014	92.2
General Community Investment Plan	0	0.0	324,546,569	421.8	324,546,569	421.8
Total Budget	\$ 1,291,922,473	4.1%	1,158,789,780	31.8%	2,450,712,253	15.6%

Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY2017 by the General's Fire Department, which totals \$5,569,310 is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

The City utilizes internal service funds to manage its two self-funded insurance funds; Risk and Loss and Workforce Group Insurance. These two funds are supported with charges to each operating fund above, and the charges for each are reflected within these operating funds. For FY2016, the total budget included in the above Operating Fund is:

Risk and Loss at \$19,754,152; Workforce Group Insurance at \$67,511,418; Totaling to \$87,265,570

Summary of Expenditures

General Fund (Gross Expenditures)

Department	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Police	\$ 223,425,390	231,839,692	246,644,617	6.4%
Fire	111,951,403	112,707,486	118,723,360	5.3
Solid Waste Services	50,580,477	52,231,227	55,210,358	5.7
Transportation	21,825,334	23,907,473	25,449,649	6.5
Neighborhood & Business Services	12,817,924	14,830,876	15,888,394	7.1
Engineering & Property Management	18,710,050	18,152,403	18,955,613	4.4
Planning	5,334,535	5,696,730	5,937,378	4.2
Mayor & City Council	1,510,734	1,488,752	1,556,359	4.5
City Attorney	2,799,684	2,482,082	2,565,794	3.4
City Clerk	560,220	560,171	586,966	4.8
City Manager's Office	13,638,113	13,862,797	14,032,823	1.2
Human Resources	4,020,287	4,227,630	4,492,368	6.3
Innovation & Technology	22,233,397	25,076,319	27,067,223	7.9
Management & Financial Services ¹	19,946,316	20,144,068	21,406,715	6.3
Non-Departmentals	79,124,376	73,327,353	76,422,254	4.2
Total General Fund Expenditures	\$ 588,478,240	600,535,059	634,939,871	5.7%

¹ The Management & Financial Services Department was created in FY2015 using existing resources. The Department is the result of the combination of the Finance Department, Budget & Evaluation, Shared Services Department, Charlotte BusinessINClusion (formerly a division of the Neighborhood & Business Services Department), and Internal Audit (formerly a division of the City Manager's Office). FY2015 figures have been restated to show previous expenses of the current divisions of the Management & Financial Services Department.

Summary of Revenues

Major General Fund Revenue Sources

A balanced budget requires that anticipated revenues equal budgeted expenditures. In concurrence with best practices in budgeting, anticipated revenue is the key driver of the budget development process. The City's revenue forecasting philosophy has always been conservative, and it is no different for FY2017. Economic forecasting is not an exact science and at times relies upon the best professional judgment of the forecaster. To reduce the risks of misjudging revenues or expenditures, the City analyzes as many factors as possible that may contribute to changes in revenue and expenditures, such as population growth, property values, development and the economy.

The following outlines the major revenue sources in the City's General Fund and the accompanying general assumptions.

The General Fund budget for FY2017 totals \$634,939,871. There is a revenue increase of \$34.4 million (or 5.7%) over the revised FY2016 Budget. The increase in revenues for the City's General Fund budget is the result of a projected growth in Utilities Franchise Sales Tax of 27%, in the local option sales tax receipts of 8.6%, and a projected 3.3% increase in property tax collections. The City's general fund tax rate of 37.41¢ per \$100 valuation was part of a balanced approach to provide funding for increases in Public Safety without raising the property tax rate. In addition, the recently completed review by Mecklenburg County of the 2011 Property Assessment Revaluation resulted in much sharper property value declines at the end of the project than had been previously projected. For FY2017, the City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 37.41¢ per \$100 valuation. This will yield \$351.2 million in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 98.1%. This represents a \$11.2 million revenue increase over FY2016. The tax base used in this budget preparation represents a total property valuation of \$93.8 billion (including motor vehicles). One cent on the City's tax rate produces \$9.2 million in revenue, after the City's estimated collection rate is applied. This rate is the second lowest of the five largest cities in the State.

Sales Taxes: The general fund is projected to collect \$96.5 million in sales tax revenue in FY2017, a \$7.7 million (or 8.6%) increase over FY2016. Local sales taxes levied by the City and County comprise 2.50% of the total 7.25% sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the State took over ¼-cent of the Article 44 local option sales tax. The City will be completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

Utility Franchise Tax: As of July 1, 1999, each city's share of the utility franchise fee is based on actual receipts from companies that provide electricity. The State levied a 3.22% franchise tax on the total gross receipts of all businesses within the State that provide electricity. An amount equal to 3.09% of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the State and were distributed to the City based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the State imposed a sales tax on electricity and piped natural gas, which replaced the previously collected Utilities Franchise Tax. This revenue source is projected to be \$53.1 million in FY2017, which represents an increase of \$11.3 million (or 27.0%) over FY2016.

Business Privilege License: The State General Assembly has eliminated this tax effective July 1, 2015. Each business activity operating within the City limits was required to purchase a privilege license to conduct such business. These taxes were a revenue measure provided to cities by the North Carolina General Statutes. This revenue source was projected to be \$18.1 million in FY2015.

Solid Waste Services Fee: The City collects a single family residential solid waste fee of \$33 and a multi-family fee of \$33 to offset the cost of the solid waste system. The annual single family and multi-family residential fees were increased by \$8, from FY2016. This revenue source is projected to be \$11.2 million in FY2017, which represents an increase of \$1.8 million (or 19.8%) above FY2016.

Summary of Revenues

General Fund

The following provides a line item detail and year-to-year comparison of all budgeted general fund revenues.

	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
PROPERTY TAX				
Property Tax - Current Year Base	\$ 303,351,653	333,127,694	344,339,632	3.4%
Property Tax - Synthetic TIG Properties	0	2,411,196	2,413,854	0.1
Prior Year	0	4,800,000	4,800,000	0.0
Rebates	0	(2,400,000)	(2,400,000)	0.0
Penalties	397,053	590,000	590,000	0.0
Interest	742,404	1,500,000	1,500,000	0.0
Rebates of Listing Penalties	0	(8,000)	(8,000)	0.0
Total	\$ 304,491,110	340,020,890	351,235,486	3.3%
SALES TAX				
Sales - Article 39 (1.0%) & Article 42 (0.5%)	\$ 88,853,390	88,803,000	96,462,000	8.6%
Total	\$ 88,853,390	88,803,000	96,462,000	8.6%
UTILITIES FRANCHISE TAX				
Utility Franchise	\$ 52,402,703	41,820,000	53,096,010	27.0%
Total	\$ 52,402,703	41,820,000	53,096,010	27.0%
POLICE SERVICES				
Law Enforcement Services - County	\$ 14,497,899	15,301,995	16,509,793	7.9%
Small Town Service Fees	177,123	337,403	337,403	0.0
School Resource Officers - School Board	4,667,475	4,786,565	4,694,969	-1.9
Total	\$ 19,342,497	20,425,963	21,542,165	5.5%
TAX REIMBURSEMENTS				
Beer & Wine Tax	\$ 3,764,217	3,551,235	3,916,291	10.3%
State Waste Disposal Tax	499,781	480,000	495,000	3.1
Total	\$ 4,263,998	4,031,235	4,411,291	9.4%
SOLID WASTE FEE				
Refuse Disposal Fees	\$ 12,425,319	9,327,591	11,172,664	19.8%
Total	\$ 12,425,319	9,327,591	11,172,664	19.8%
BUSINESS PRIVILEGE LICENSES				
Business Privilege Licenses	\$ 16,643,749	0	0	0.0%
Total	\$ 16,643,749	0	0	0.0%
OTHER REVENUES				
Licenses and Permits				
Motor Vehicle Licenses	\$ 3,611,080	2,850,000	3,100,000	8.8%
Motor Vehicle Licenses - Rebates	(32,073)	(48,000)	(48,000)	0.0
Animal Licenses - Fertile	169,325	228,480	177,900	-22.1
Animal Licenses - Spay/Neuter	506,701	601,750	525,300	-12.7
Fire Plan Review Fees	989,046	1,261,650	1,534,360	21.6
Vehicle Licenses - City Billed	15,625	15,450	15,450	0.0
Fire Permits	999,611	1,731,735	1,731,735	0.0
Security Dog Licenses	1,112	100	100	0.0
Vehicle for Hire Fees and Permits	368,864	444,262	476,340	7.2
Carrier Franchise Fees	87,676	100,000	100,000	0.0
Video Programming (Cable Franchise) Fees	7,919,995	7,873,122	7,959,632	1.1
Development Plan Review Fees	3,797,017	3,646,130	4,731,066	29.8
Sexually Oriented Businesses Licenses	101,865	113,065	113,065	0.0
Parking and Parade Permits	45,567	35,000	83,555	138.7
Total	\$ 18,581,411	18,852,744	20,500,503	8.7%

Summary of Revenues

General Fund

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	Percent Change FY2016 FY2017
Fines, Forfeits and Penalties				
Vehicle for Hire Penalties	\$ 21,450	21,000	28,000	33.3%
Housing Code Violations	35,010	30,000	62,762	109.2
Parking Citations	856,959	800,000	944,800	18.1
Parking Citation Penalties	94,933	80,000	104,165	30.2
Security Alarm Fines	510,660	500,000	480,000	-4.0
Fire Citation Fines	66,335	60,000	80,000	33.3
Zoning Enforcement Fines	58,429	51,500	51,500	0.0
Court Assessment Crime Lab	124,300	130,000	150,000	15.4
Privilege License Penalties	453,843	600,000	0	-100.0
Animal License Penalties	43,310	51,500	60,140	16.8
Animal Citation Penalties	13,397	25,712	24,600	-4.3
Grading Permit Penalties	0	15,000	7,500	-50.0
Court Costs - Superior	115,187	160,000	160,000	0.0
Court Awards - Vice & Narcotics	135	50	50	0.0
Animal License Late Fees	72,101	80,000	76,500	-4.4
Total	\$ 2,466,049	2,604,762	2,230,017	-14.4%
Interlocal Grants and Agreements				
Wireless Communications	\$ 2,890,692	3,358,105	3,427,388	2.1%
Fleet Maintenance	1,574,788	1,987,177	1,400,000	-29.5
Webhosting - County	91,950	91,950	91,950	0.0
First Responder	484,500	484,500	484,500	0.0
Procurement Services	773,167	800,367	200,000	-75.0
Customer Services - CharMeck 311	2,483,090	2,339,984	1,235,935	-47.2
CMGC Occupancy	752,747	772,132	791,800	2.5
Recycling Program Proceeds	237,329	251,620	125,000	-50.3
Corporate Communications Services	18,270	21,855	12,000	-45.1
CMGC Phone Costs - County	777,100			0.0
Interlocal Agreements	18,100			0.0
County Grant Income	21,247			0.0
Total	\$ 10,122,980	10,107,690	7,768,573	-23.1%
Federal and State Shared Revenues				
ABC Stores Revenue	\$ 3,021,557	2,923,022	3,313,130	13.3%
Total	\$ 3,021,557	2,923,022	3,313,130	13.3%
General Government				
Land Development Zoning Fees	\$ 542,880	607,204	641,931	5.7%
Utility Right-of-Way Ordinance Fees	654,633	1,830,534	1,659,148	-9.4
County Plan Review	915,720	892,775	919,558	3.0
Zoning Petition Filing Fees	894,684	864,565	1,300,000	50.4
Annexation Fees	2,800	2,400	400	-83.3
Subdivision Services	347,221	348,860	400,394	14.8
Zoning Admin Fees	46,700	62,525	44,164	-29.4
Historic Distict Fee	0	94,834	94,834	100.0
Equipment Mgmt Svcs - Fleet	4,278	4,000	4,000	0.0
Procurement Professional Services	237,833	360,275	470,275	30.5
Procurement CCPA	85,544	100,000	175,000	100.0
Tree Planting	2,000	0		0.0
Park It! Program Fees	10,073	19,895	9,984	-49.8
Parking Garage Fees	935,309	950,000	943,500	-0.7
Parking Meter Revenue	679,777	618,000	785,145	27.0
Rent Revenue - Misc	1,061,316	1,221,496	1,151,184	-5.8
Total	\$ 6,420,768	7,977,363	8,599,517	7.8%

Summary of Revenues

General Fund

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	Percent Change FY2016 FY2017
Public Safety				
State Reimb for Services Provided - Police - Fingerprint Reports	\$ 1,396,022	1,445,537	1,445,537	0.0%
Underbrush and Debris Removal	5,342	3,000	6,000	100.0
Demolition - Clearing	446,353	540,000	480,000	-11.1
Sale of Animals	110,932	180,000	143,929	-20.0
Utility Street Cuts	33,104	87,790	51,550	-41.3
Spay/Neuter Fees	2,650,525	2,369,000	2,516,778	6.2
Vehicle Towing and Storage	67,587	100,000	88,840	-11.2
Animal Reclaim Fees	79,630	72,100	91,126	26.4
Dead Animal Collection	95,279	101,978	100,600	-1.4
Total	\$ 4,890,317	4,908,991	4,924,360	0.3%
Cemeteries				
Sale of Cemetery Lots	\$ 201,200	187,357	202,000	7.8%
Grave Digging	284,559	303,850	342,725	12.8
Duplicate Deeds and Transfer Fees	200	400	400	0.0
Monument Foundation	62,771	64,679	64,679	0.0
Perpetual Care	12,350	12,000	12,000	0.0
Total	\$ 561,080	568,286	621,804	9.4%
Use of Money and Property				
Interest on Liens	\$ 142,858	150,000	150,000	0.0%
Damagae to City-Owned Equipment	283,714	303,504	350,000	15.3
Reimbursement for City Car Use	113,331	0	106,090	100.0
Total	\$ 539,903	453,504	606,090	33.6%
Sale of Salvage and Land				
Sale of Land	\$ 16,850	857,265	620,000	4,987.6%
Sale of Salvage	48,465	60,000	60,000	0.0%
Sale of Used Autos	815,125	750,000	750,000	0.0
Total	\$ 880,440	1,667,265	1,430,000	-14.2%
Other				
Newspaper Rack Revenue	11,400	11,400	11,400	0.0
Reimb City Svcs - SWS Spec Svcs	59,866	75,000	105,000	40.0
Telecom Review/Modifications	31,000	37,500	31,500	-16.0
Other Revenue	773,410	1,320,218	600,000	-54.6
Total	\$ 875,676	1,444,118	747,900	-48.2%
Total Other Revenues	\$ 48,360,181	51,507,745	50,741,895	-1.5%
TRANSFERS AND FUND BALANCE				
Transferred Revenues				
Occupancy Taxes - CRVA	\$ 4,831,198	4,721,222	5,242,572	11.0%
Heavy Equipment Tax	476,845	400,000	400,000	0.0
Tree Mitigation Fees	486,786	250,000	250,000	0.0
Municipal Debt Service - CRVA	35,000	35,000	35,000	0.0
Convention Center Tax - Towns' Tourism Subsidy	2,993,069	3,236,719	3,225,638	-0.3
Convention Center Tax - Stadium Traffic Control	250,000	250,000	250,000	0.0
Interest on Investments - Debt Svc	560,273	552,500	637,325	15.4
Total	\$ 9,633,171	9,445,441	10,040,535	10.9%

Summary of Revenues

General Fund

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	Percent Change FY2016 FY2017
Intragovernmental Revenues				
Cost Allocation - Storm Water	\$ 974,272	1,055,507	1,067,847	1.2%
Cost Allocation - Charlotte Water	8,471,878	8,582,838	8,759,560	2.1
Cost Allocation - Aviation	1,835,367	2,374,728	3,085,320	29.9
Fire Control Services - Aviation	5,084,304	5,224,508	5,569,310	6.6
Account Services - Storm Water	1,758,346	2,061,985	1,900,928	-7.8
Account Services - Charlotte Water	5,950,946	5,366,247	5,114,654	-4.7
Cost Allocation - EMD	832,814	913,837	0	-100.0
Cost Allocation - Radio	306,356	132,168	0	-100.0
Cost Allocation - CATS	3,349,594	3,394,494	3,539,549	4.3
Cost Allocation - Risk Management	469,811	631,365	661,934	4.8
Police Services - Airport		5,242,248	6,297,765	20.1
Total	\$ 29,033,688	34,979,925	35,996,867	2.9%
Transfers from Other Funds				
Cemetery Trust	\$ 96,000	96,000	96,000	0.0%
Municipal Debt Service - Treasury Reimbursement	73,059	77,269	76,824	-0.6
Total	\$ 169,059	173,269	172,824	-0.3%
Total Transfers and Fund Balance	\$ 38,835,918	44,598,635	46,210,226	3.6%
Total General Fund Revenues	\$ 585,618,866	600,535,060	634,939,871	5.7%

Summary of Fund Balances

	<u>Actual as of 6/30/2014</u>	<u>Change in FY2015</u>	<u>Actual as of 6/30/2015</u>	<u>Percent Change FY2014 FY2015</u>
General Fund	\$ 170,517,000	6,313,000	176,830,000	3.7 %
Debt Service Fund	264,645,000	30,479,000	295,124,000	11.5
Total Governmental Fund Balance	\$ 435,162,000	36,792,000	471,954,000	8.5%
Enterprise Fund Total Net Position				
Aviation Net Assets	\$ 1,283,715,000	214,313,000	1,498,028,000	16.7%
Charlotte Area Transit System	759,515,000	121,896,000	881,411,000	16.0
Charlotte Water	1,746,194,000	70,250,000	1,816,444,000	4.0
Storm Water	419,442,000	39,947,000	459,389,000	9.5

The City of Charlotte has two major governmental funds. The General Fund is the chief operating fund of the City. At the end of FY2014 the total fund balance for the General Fund reached \$170.5 million. On June 30, 2015 the General Fund total fund balance totaled \$176.8 million, an increase of 3.7 percent.

- General Fund revenues, particularly Utility Franchise tax, increased over the prior year while expenditures decreased from the prior year.
- General Fund revenues are estimated to be \$6.7M more than budgeted and expenditures are estimated to be \$10.9M less than budgeted.

The City's Debt Service Fund had a total fund balance of \$264.6 for FY2014 and \$295.1 million on June 30, 2015. This reflects an increase of 11.5 percent.

- Debt Service was consistent with the budgeted estimates and appropriations.

Aviation Operating Funds

Summary of Revenues and Expenditures

The Aviation Operating Fund represents the operating revenue and expenses for the Aviation Department. As a City department, Aviation is self-sustaining – generating sufficient revenues to fund all capital and operating costs associated with the facilities and operations of the Charlotte Douglas International Airport.

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	<u>Percent Change FY2016 FY2017</u>
<u>Operating Revenues</u>				
Concessions	\$ 53,691,632	54,163,382	58,642,292	8.3%
Parking & Ground Transportation	48,857,952	44,543,026	53,243,184	19.5
Terminal	29,740,105	37,434,268	34,900,999	-6.8
Airfield Usage	25,908,111	27,216,979	29,866,296	9.7
Cargo Area and Ground Rents	26,586,035	26,531,177	21,478,198	-19.0
Other	9,047,466	6,380,754	6,551,796	2.7
Interest on Investments	1,046,770	677,554	661,462	-2.4
Total Operating Revenues	\$ 194,878,071	196,947,140	205,344,227	4.3%
Passenger Facility Charge Fund	\$ 30,282,311	25,399,242	23,274,342	-8.4%
Contract Facility Charge Fund	\$ 16,297,216	5,604,525	7,608,412	35.8%
Total Revenues	\$ 241,457,598	227,950,907	236,226,981	3.6%
<u>Operating Expenditures</u>				
Airport Operations	\$ 52,909,130	67,336,732	69,650,726	3.4%
Airport Development	2,251,104	2,864,950	2,963,403	3.4
Airport Administration	8,559,305	10,893,311	11,267,654	3.4
Airport Technology	5,884,311	7,488,883	7,746,235	3.4
Airport Business Office	1,060,778	1,350,038	1,396,431	3.4
Airport Finance	1,773,837	2,257,538	2,335,117	3.4
Airport Maintenance	41,287,650	52,546,232	54,351,958	3.4
Total Operating	\$ 113,726,115	144,737,684	149,711,524	3.4%
Discretionary and Debt Support*	127,731,483	83,213,223	86,515,457	4.0%
Total Expenditures	\$ 241,457,598	227,950,907	236,226,981	3.6%

*Passenger Facility Charge and Contract Facility Charge are included.

Aviation Debt Service Fund - Consolidated Summary of Revenues and Expenditures

The Aviation Debt Service Funds represent the principal and interest payments for debt issued to the Aviation Department for specified purposes. Revenues are transferred from the Aviation operating fund to the debt service fund to meet annual principal and interest obligations.

		FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016 FY2017</u>
<u>Revenues</u>					
Contribution from Aviation Operating	\$	55,102,084	43,610,163	43,032,513	-1.3%
Contribution from Rental Car Facilities		4,465,332	4,470,026	4,470,135	0.0
Proceeds from Sale of Debt		13,000,000	0	230,000,000	100.0
Premium from Sale of Debt		1,500,000	0	1,500,000	100.0
Interest on Investments		13,500	15,000	10,000	-33.3
Total Revenues	\$	74,080,916	48,095,189	279,012,648	480.1%
<u>Expenditures</u>					
Retirement of Debt	\$	24,085,000	19,200,936	16,800,000	-12.5%
Interest on Debt		34,676,166	28,282,859	30,074,135	6.3
Cost of Bond Sale		1,500,000	0	1,500,000	100.0
Fees and Other Charges		806,250	596,394	628,513	5.4
Payment to Refunding Escrow Agent		0	0	230,000,000	100.0
Debt Service Reserve Deposit (new bond deals)		13,000,000	0	0	0.0
Transfers to Operating Fund		13,500	15,000	10,000	-33.3
Total Expenditures	\$	74,080,916	48,095,189	279,012,648	480.1%

Water and Sewer Operating Fund

Summary of Revenues and Expenditures

The Water and Sewer Operating Fund represents the operating revenues and expenses for Charlotte Water. As a City department, the Utility provides water and sewer service for the City of Charlotte as well as the six towns in Mecklenburg County. The Utility also provides contract wastewater plant operations for Union County. The revenue sources for the Utility are rates and fees paid directly by customers.

		FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016</u> <u>FY2017</u>
<u>Operating Revenues</u>					
Variable & Fixed Rate Revenues	\$	307,990,641	315,231,476	333,323,962	5.7%
Connection & Capacity Fees		19,709,250	14,300,000	18,000,000	25.9
Industrial Waste Surcharge		4,599,519	4,300,000	5,266,716	22.5
Service Charges		4,920,297	4,162,000	4,278,536	2.8
Other		3,776,642	4,205,233	4,322,981	2.8
Union County Operations		3,201,542	3,201,542	3,203,850	0.1
User Fees		0	0	854,987	100.0
Interest on Investments		847,408	694,698	915,750	31.8
Total Revenues	\$	345,045,299	346,094,949	370,166,782	7.0%
Fund Balance	\$	0	0	6,161,051	100.0%
Balance	\$	345,045,299	346,094,949	376,327,833	8.7%
<u>Operating Expenditures</u>					
Administration, Management & Support	\$	27,548,101	30,858,358	30,913,837	0.2%
Customer Service		6,696,492	7,213,456	7,265,248	0.7
Utility System Planning & Engineering		0	0	854,988	100.0
Laboratory Services		1,895,112	1,632,322	2,032,400	24.5
Water and Wastewater Services		47,562,376	48,970,708	54,188,964	10.7
Field Operations		31,024,864	33,145,970	36,887,276	11.3
Union County Operations		3,201,542	3,201,542	3,201,542	0.0
Total Operating Expenditures	\$	117,928,487	125,022,356	135,344,255	8.3%
Debt Service/Community Investment Plan Support		186,023,313	212,726,530	240,983,578	13.3%
Total Expenditures	\$	303,951,800	337,748,886	376,327,833	11.4%
Reserved for Future Years	\$	41,093,499	8,346,063	0	0.0%

Consolidated Water and Sewer Debt Service Funds

Summary of Revenues and Expenditures

The Water and Sewer Debt Service Funds represent debt for Charlotte Water. Revenues are provided primarily from Charlotte Water's operating budget with expenses dedicated to retirement of long-term debt incurred as Charlotte Water made capital investments in the water and sewer (W/S) infrastructure.

		<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	Percent Change
					FY2016 FY2017
<u>Operating Revenues</u>					
Contribution from W/S Operating Fund	\$ 144,537,034	147,277,630	153,983,578		4.6%
Interest on Investments	184,252	1,000	925		-7.5
Proceeds from Refunding	27,143,809	459,585,000	0		-100.0
Premium from Sale of Bonds	3,583,843	66,198,163	50,000		-99.9
Interest Transferred from other Funds					
Water and Sewer Operating	636,280	263,500	915,750		247.5
Community Investment Plan and					
Other	161,981	246,500	316,350		28.3
Total Revenue	\$ 176,247,200	673,571,793	155,266,603		-76.9%
<u>Operating Expenditures</u>					
Bond Retirement	\$ 70,612,605	73,358,465	76,487,663		4.3%
Interest on Bonds	68,752,960	67,944,355	72,143,000		6.2
Bank Charges	2,141,084	38,213,513	1,281,500		-96.6
Refunding Bond Escrow Agent	30,541,170	493,537,141	0		-100.0
Equipment Lease - Purchase Principal	2,905,321	3,761,533	4,700,530		25.0
Equipment Lease - Purchase Interest	533,159	571,028	653,910		14.5
Total Expenditures	\$ 175,486,299	677,386,035	155,266,603		-77.1%

Charlotte Area Transit System (CATS) Operating Fund

Summary of Revenues and Expenditures

CATS' Enterprise Fund accounts for the operation of the Charlotte Area Transit System, provider of community-wide public transportation services. Capital and Operating programs are funded primarily with income from Federal and State grants, fare revenue, and the voter-approved one-half percent sales and use tax.

		FY2015 Actuals	FY2016 Revised	FY2017 Budget	Percent Change
		FY2016 FY2017			
<u>Operating Revenues</u>					
Half-Percent Sales Tax	\$	81,150,409	74,492,000	85,203,921	14.4%
Fares and Service Reimbursements		32,451,898	32,778,026	35,280,870	7.6
Maintenance of Effort - Charlotte		19,520,560	20,106,177	20,709,362	3.0
Maintenance of Effort - Mecklenburg		192,942	192,942	192,942	0.0
Maintenance of Effort - Huntersville		18,566	18,566	18,566	0.0
Operating Assistance		11,194,823	12,904,823	12,467,150	-3.4
Other		2,140,478	4,126,422	8,591,961	108.2
Total Operating Revenues	\$	146,669,676	144,618,956	162,464,772	12.3%
<u>Operating Expenditures</u>					
Transportation Services	\$	113,135,409	123,541,561	131,216,621	6.2%
Transit Development		2,585,355	3,304,549	3,524,728	6.7
Marketing and Communications		4,010,069	4,733,884	3,401,877	-28.1
Executive and Administration		8,049,865	7,496,046	8,179,535	9.1
Sub-total Operating	\$	127,780,698	139,076,040	146,322,761	5.2%
Transfers to Eligible Community Investment Plan Projects	\$	(11,671,075)	(20,035,040)	(23,144,560)	15.5
Total Net Operating	\$	116,109,623	119,041,000	123,178,201	3.5%
Transfer to Capital Program Support	\$	9,779,177	7,156,688	15,633,318	118.4
Contribution to Revenue Reserve		10,889,384	7,288,230	6,349,897	-12.9
Transfer to Debt Service Funds	\$	9,891,493	11,133,038	17,303,356	55.4
Total Expenditures	\$	146,669,676	144,618,956	162,464,772	12.3%

Charlotte Area Transit System Debt Service - Consolidated Summary of Revenues and Expenditures

CATS' Debt Service Fund is used to account for the accumulation of resources, and the payment of principal, interest, and related costs for long-term debt. Cash flow for major capital projects comes from short and long term debt financing.

<u>Revenues</u>	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change
				FY2016 FY2017
Transfers from CATS Operating Funds	\$ 15,318,812	10,550,838	16,721,556	58.5%
Formula Grant Contribution:				
Transfer for Local Match (Operating)	582,114	582,200	581,800	-0.1
Federal Formula Grant	2,328,456	2,328,800	2,327,200	-0.1
Blue Line Extension Debt Proceeds	4,722,579	7,891,000	1,181,000	-85.0
Proceeds from Refunding	56,470,000	0	0	0.0
Interest on Investments	64,026	0	0	0.0
Premium on Sale of Debt	3,353,324	0	0	0.0
Total Revenues	\$ 82,839,310	21,352,838	20,811,556	-2.5%
 <u>Expenditures</u>				
Debt Retirement	\$ 4,340,000	4,520,000	4,655,000	3.0%
Interest on Debt	10,040,900	15,782,838	14,769,056	-6.4
Fees	942,191	1,050,000	1,387,500	32.1
Payment to Escrow Agent	59,325,000	0	0	0.0
Transfer to Revenue Reserve	5,427,318	0	0	0.0
Cost on sale of debt	504,380	0	0	0.0
Total Expenditures	\$ 80,579,789	21,352,838	20,811,556	-2.5%
Reserved for Future Years	2,259,521	0	0	0%

Storm Water Operating Fund

Summary of Revenues and Expenses

Storm Water Services Operating Fund accounts for the operation of the City's Storm Water System, which works to improve water quality and reduce flood risks throughout the community. Storm Water Capital and Operating programs are funded through user fees paid by property owners according to the amount of impervious surface within their property.

		FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
<u>Operating Revenues</u>					
Impervious Fee- City	\$	5,676,562	5,676,562	5,676,562	0.0 %
Impervious Fee- Other		53,946,338	61,511,707	62,309,380	1.3
Interest on Investments		100,087	0	0	0.0
StW Bad Debt		(555,339)	(450,000)	(450,000)	0.0
Other - Miscellaneous		199,225	0	0	0.0
Total Revenues	\$	59,366,873	66,738,269	67,535,942	1.2 %
Fund Balance	\$	0	2,261,036	900,059	-60.2 %
Total Revenues and Fund Balance	\$	59,366,873	68,999,305	68,436,001	-0.8 %
<u>Operating Expenditures</u>					
Operating Budget	\$	9,061,441	13,822,605	14,545,725	5.2 %
Transfer to Other Funds:					
Storm Water Capital Project Fund		35,000,000	43,000,000	41,000,000	-4.7
Storm Water Debt Service Fund		11,187,557	12,176,700	12,890,276	5.9
Total Expenditures	\$	55,248,998	68,999,305	68,436,001	-0.8 %
Reserved for Future Years	\$	4,117,875	0	0	0.0 %

Storm Water Debt Service Fund

Summary of Revenues and Expenditures

Storm Water Debt Service Fund is used to account for the payment of principal, interest, and related costs for long-term debt, primarily through the issuance of Revenue Bonds, to support the construction, repair, and maintenance of storm water capital infrastructure in the public right-of-way drainage system. Revenues are provided primarily through a transfer from the Storm Water Operating Fund with expenses dedicated to retirement of long-term debt.

		<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	<u>Percent Change FY2016 FY2017</u>
<u>Revenues</u>					
Contribution from Storm Water Operating	\$	11,187,558	12,176,700	12,890,276	5.9%
Premium on Sale of Debt		7,011,614	0	0	0.0
Proceeds from Sale of Bonds		45,431,142	0	0	0.0
Total Revenues	\$	63,630,314	12,176,700	12,890,276	5.9%
Fund Balance	\$	175,879	0	0	0 %
Total Revenues and Fund Balance	\$	63,806,193	12,176,700	12,890,276	5.9%
<u>Expenditures</u>					
Bond Retirement	\$	4,585,549	4,743,801	5,951,336	25.5%
Interest on Bonds		6,771,487	7,402,899	6,913,940	-6.6
Cost of Bond Sale		872,983	0	0	0.0
Debt Service Reserve		51,568,513	0	0	0.0
Fees		7,661	30,000	25,000	-16.7
Total Expenditures	\$	63,806,193	12,176,700	12,890,276	5.9%

Municipal Debt Service Fund

Summary of Revenues and Expenditures

The Municipal Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest and related costs for all long-term debt other than debt issued for and serviced by business-type activities. Revenue are provided primarily through property and sales taxes.

	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Revenues				
Property Tax	\$ 86,204,445	83,366,852	86,042,732	3.2%
Property Tax - Synthetic TIG Appreciation	693,901	730,124	597,496	-18.2
Sales Tax	15,500,000	16,539,822	18,223,596	10.2
Interest on Investments	1,008,000	1,071,000	1,180,300	10.2
Interest Transferred from Other Funds				
General	520,000	552,500	637,325	15.4
Contribution from Other Funds				
General Fund - Equip	13,975,695	14,553,950	14,932,215	2.6
General Fund - Public Safety Communications	1,687,288	1,687,288	1,686,750	0.0
Powell Bill Fund	1,257,486	1,595,162	1,652,678	3.6
County Share				
Park and Rec Lease Purchase	288,274	0	0	0.0
Proceeds from Lease Purchases	750,000	750,000	1,750,000	133.3
Other	1,080,981	1,098,966	1,353,867	23.2
Total Revenues	\$ 122,966,070	121,945,664	128,056,959	5.0%
Expenditures				
Payment to Developer	\$ 194,970	165,042	277,932	68.4%
Bonds				
Principal	34,086,790	40,063,133	40,961,001	2.2
Interest	28,615,370	28,960,199	26,715,765	-7.8
Debt Issue Expense	750,000	750,000	1,750,000	133.3
Principal	22,454,504	28,161,645	26,214,544	-6.9
Interest	8,288,600	8,756,186	9,863,109	12.6
Bond Anticipation Note Interest	150,000	150,000	675,000	350.0
Bank Charges and Other	1,000,000	1,835,000	1,760,000	-4.1
Contribution to				
General Fund	108,059	112,269	111,824	-0.4
Cultural Facilities Operating Fund	340,833	319,564	319,564	0.0
Total Expenditures	\$ 95,989,126	109,273,038	108,648,739	-0.6%
Restricted for Future Years	\$ 26,976,944	12,672,626	19,408,220	53.2%

Debt limit: Pursuant to the North Carolina General Statutes, the City's outstanding general obligation debt is subject to a legal limitation based on 8 percent of the total assessed value of real and personal property. As of June 30, 2015, the City's legal debt limit was \$6,780,590. The outstanding debt subject to this limit was \$2,235,933, leaving a net legal debt margin of \$4,544,657 (Dollar amounts in Thousands).

Convention Center Tax Fund

Summary of Revenues and Expenditures

The Convention Center Tax Fund accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.

	FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
<u>Revenues</u>				
Taxes				
Occupancy	\$ 16,000,209	17,881,327	20,175,553	12.8 %
Prepared Food	25,667,917	27,856,798	30,669,509	10.1
Total Taxes	\$ 41,668,126	45,738,125	50,845,062	11.2 %
Lease of City Funded Bank of America Stadium Improvements	1,000,000	1,000,000	1,000,000	0.0
Interest on Investments	224,000	238,000	304,325	27.9
I-277 Land Sale Proceeds	0	0	600,000	100.0
Fund Balance	0	368,956	1,407,582	281.5 %
Total Revenues and Fund Balance	\$ 42,892,126	47,345,081	54,156,969	14.4 %
<u>Expenditures</u>				
Promotion and Marketing	\$ 6,250,219	6,860,719	7,626,759	11.2 %
Business Development	1,957,160	2,016,000	2,076,480	3.0
Administration	75,000	75,000	75,000	0.0
Contributions for Convention Center:				
Operating Allocation	6,720,000	7,306,000	9,109,000	24.7
Capital Items	1,190,000	1,933,200	2,000,000	3.5
Bank of America Stadium Maintenance Contribution	1,000,000	1,000,000	1,000,000	0.0
Maintenance of City Funded Bank of America Stadium Improvements	900,000	900,000	900,000	0.0
2017 NBA All-Star Game	0	0	600,000	100.0
Transfer to Other Funds:				
Convention Center Debt Service	18,741,604	23,767,443	27,294,192	14.8
General Fund-General Tourism	2,993,069	3,236,719	3,225,538	-0.3
General Fund-Stadium Traffic Control	250,000	250,000	250,000	0.0
Total Expenditures	\$ 40,077,052	47,345,081	54,156,969	14.4 %
Reserved for Future Years	\$ 2,815,074	0	0	0.0 %

Convention Center Debt Service Fund

Summary of Revenues and Expenditures

The Convention Center Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest and related costs for long-term debt associated with the Convention Center. Revenue are provided primarily through a transfer of room occupancy tax and prepared food and beverage tax revenue from the Tourism Operating Fund.

		FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016</u> <u>FY2017</u>
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$	18,741,604	23,767,443	27,294,192	14.8%
Total Revenues	\$	18,741,604	23,767,443	27,294,192	14.8%
<u>Expenditures</u>					
Bond Retirement	\$	14,059,796	18,636,359	21,768,426	16.8%
Interest on Bonds		4,494,808	4,971,084	5,325,766	7.1
Fees		187,000	160,000	200,000	25.0
Total Expenditures	\$	18,741,604	23,767,443	27,294,192	14.8%

Hall of Fame Tax Fund Summary of Revenues and Expenditures

The Hall of Fame Tax Fund accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.

		FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change FY2016 FY2017
<u>Revenues</u>					
Occupancy Tax	\$	10,694,534	11,920,889	13,275,040	11.4%
Interest on Investments		96,000	102,000	79,550	-22.0
Total Revenues	\$	10,790,534	12,022,889	13,354,590	11.1%
Fund Balance	\$	1,794,125	1,398,172	1,040,731	-25.6%
Total Revenues and Fund Balance	\$	12,584,659	13,421,061	14,395,321	7.3%
<u>Expenditures</u>					
Transfer to Debt Service	\$	9,584,659	9,621,061	9,795,321	1.8%
Contributions:					
Maintenance & Repair Allocation*		1,000,000	3,300,000	4,100,000	24.2
Maintenance & Repair Reserve Deposit		2,000,000	500,000	500,000	0.0
Total Expenditures	\$	12,584,659	13,421,061	14,395,321	7.3%

* \$1,800,000 of the \$3,300,000 appropriated in FY2016 is being carried forward to FY2017 and added to the previously agreed upon amount of \$2,300,000 for FY2017.

Hall of Fame Debt Service Fund

Summary of Revenues and Expenditures

The Hall of Fame Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest and related costs for long-term debt associated with the Nascar Hall of Fame. Revenues are provided through transfer of room occupancy tax and private contribution revenues from the Hall of Fame Tax Fund.

		FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
<u>Revenues</u>					
Hall of Fame Tax Fund	\$	9,584,659	9,621,061	9,795,321	1.8%
Total Revenues	\$	9,584,659	9,621,061	9,795,321	1.8%
<u>Expenditures</u>					
Debt Retirement	\$	2,510,000	2,640,000	2,795,000	5.9%
Interest on Debt		6,299,659	6,206,061	6,275,321	1.1
Bank Charges and Other		775,000	775,000	725,000	-6.5
Total Expenditures	\$	9,584,659	9,621,061	9,795,321	1.8%

Tourism Operating Fund*

Summary of Revenues and Expenditures

Accounts for hotel room occupancy tax, rental car tax, and other tax revenue to be used for tourism and cultural purposes, including capital improvements, repairs, and maintenance of tourism- and cultural-related facilities.

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	<u>Percent Change</u>
	<u>FY2016</u>	<u>FY2017</u>		
<u>Revenues</u>				
Occupancy Tax	\$ 8,292,824	9,246,706	10,506,693	13.6%
Rental Car Tax	3,106,094	3,229,268	3,332,589	3.2
Interest on Investments	272,000	289,000	298,775	3.4
Contribution from Charlotte Hornets	369,364	987,832	1,007,224	2.0
Contribution from Center City Partners	229,347	50,694	50,694	0.0
Transfers from General Capital PAYGO	7,796,015	8,272,222	8,667,055	4.8
Transfers for Synthetic TIF Agreements:				
General Fund	1,268,871	1,291,230	1,291,024	0.0
Municipal Debt Service	340,833	319,564	319,564	0.0
PAYGO	42,296	40,765	41,412	1.6
Contribution from Mecklenburg County	2,948,040	2,948,040	2,948,040	0.0
Total Revenues	\$ 24,665,684	26,675,321	28,463,070	6.7%
Fund Balance	\$ 0	3,284,151	1,634,783	-50.2%
Total Revenues and Fund Balance	\$ 24,665,684	29,959,472	30,097,853	0.5%
<u>Expenditures</u>				
Contributions to Tourism Capital:				
Baseball Stadium - City Share	\$ 632,088	632,088	632,088	0.0%
Baseball Stadium - Center City Partners Share	229,347	50,694	50,694	0.0
Arena Maintenance Reserve	738,728	1,975,664	2,014,447	2.0
Ovens/Bojangles Maintenance	400,000	400,000	400,000	0.0
Cultural Facilities Maintenance **	0	1,925,949	1,993,000	3.5%
Contributions to Debt Service:				
Tourism Debt Service Fund	13,280,557	12,654,446	15,817,429	25.0
Cultural Facilities Debt Service Fund	9,190,963	12,320,631	9,190,195	-25.4
Total Expenditures	\$ 24,471,683	29,959,472	30,097,853	0.5%
Reserved for Future Years	\$ 194,001	0	0	-100%

*Includes merged funds (formerly Cultural Facilities Operating and Tourism Operating Funds)

** Cultural Facilities operating maintenance expenses transferred from General Fund in FY2016

Tourism Debt Service Fund

Summary of Revenues and Expenditures

The Tourism Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest, and related costs for long-term debt associated with Tourism related activities, including the construction of the Time Warner Cable Arena. Revenue are provided primarily through a transfer of room occupancy tax, rental car tax, and other tax revenue from the Tourism Operating Fund.

	FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016</u> <u>FY2017</u>
<u>Revenues</u>				
Contribution from Other Funds				
Tourism Operating Fund	\$ 13,280,557	12,654,446	15,817,429	25.0%
Contribution from CRVA	595,966	0	0	0.0
Interest on Investments	48,000	51,000	46,250	-9.3
Total Revenues	\$ 13,924,523	12,705,446	15,863,679	24.9%
<u>Expenditures</u>				
Debt Retirement	\$ 5,975,000	5,035,000	7,918,505	57.3%
Interest on Debt	7,014,523	6,760,446	6,974,346	3.2
Bank Charges and Other	935,000	910,000	970,828	6.7
Total Expenditures	\$ 13,924,523	12,705,446	15,863,679	24.9%

Cultural Facilities Debt Service Fund Summary of Revenues and Expenditures

The Cultural Facilities Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest, and related costs for long-term debt associated with the City's Cultural Facilities, including the construction of the Levine Center for the Arts Cultural Facilities (The Mint Museum, the Knight Theater, the Bechtler Museum of Modern Art, and the Harvey B. Gantt Center). Revenue are provided primarily through a transfer of sales tax revenue from the General Pay-As-You-Go Capital Fund.

		FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016 FY2017</u>
<u>Revenues</u>					
Tourism Operating Fund	\$	9,190,963	12,320,631	9,190,195	-25.4%
Debt Proceeds		0	3,500,000	0	-100.0
Total Revenues	\$	9,190,963	15,820,631	9,190,195	-41.9%
<u>Expenditures</u>					
Debt Retirement	\$	2,910,000	3,625,087	3,155,000	-13.0%
Interest on Debt		6,260,963	8,675,544	6,015,195	-30.7
Bank Charges and Other		20,000	20,000	20,000	0.0
Contribution to Capital for Discovery Place		0	3,500,000	0	-100.0
Total Expenditures	\$	9,190,963	15,820,631	9,190,195	-41.9%

Powell Bill Fund

Summary of Revenues and Expenditures

Powell Bill Fund revenues consist mostly of State gas tax revenue distributed during the 4th quarter of each calendar year. Powell Bill funds are expended only for the purposes of maintaining, repairing, constructing, reconstructing, or widening of any street or public thoroughfare within municipal limits or for planning, construction, and maintenance of bikeways, greenways, or sidewalks.

	FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016 FY2017</u>
<u>Revenues</u>				
State Gas Tax Refund	\$ 20,251,155	20,586,852	20,399,633	-0.9%
Transfer from General Fund	4,261,000	4,261,000	4,261,000	0.0
Interest on Investments	88,262	80,000	80,000	0.0
Street Degradation Fee	1,044,871	650,000	850,000	30.8
Sale of Used Vehicles	114,650	0	0	0.0
Sale of Salvage	6,671	0	0	0.0
Total Revenues	\$ 25,766,609	25,577,852	25,590,633	0.0%
Fund Balance	\$ 0	296,576	3,337,808	1,025.4
Total Revenues & Fund Balance	\$ 25,766,609	25,874,428	28,928,441	11.8%
<u>Expenditures</u>				
Contracted Resurfacing	\$ 11,207,494	9,142,408	13,750,000	50.4%
Repairs by City Forces	8,579,105	9,389,887	9,389,887	0.0
Equipment Rent/Purchase	989,070	1,151,957	1,151,957	0.0
Street Drainage Maintenance	71,275	160,860	160,860	0.0
Traffic Control Improvements	623,786	623,786	623,786	0.0
Snow Removal	48,336	150,000	150,000	0.0
Physical Inventory of Streets	0	12,000	12,000	0.0
Pavement Management System	33,392	160,000	400,000	150.0
Wheel Chair Ramps	0	303,841	500,000	64.6
Annexation	1,002,646	2,047,254	0	-100.0
Storm Water Program Fees	1,137,273	1,137,273	1,137,273	0.0
Lease Purchase Contribution	1,248,263	1,595,162	1,652,678	3.6
Total Expenditures	\$ 24,940,640	25,874,428	28,928,441	11.8%
Reserved for Future Years	\$ 825,969	0	0	0.0%

Public Safety and Other Grants Fund

Summary of Revenues and Expenditures

The Public Safety and Other Grants Fund revenues consist of all Federal, State, and local grants that the City receives on an annual, on-going basis. The City expends the annual grant funds for a specific public purpose as laid out in the grant stipulations, and are budgeted in certain public safety, transportation or community specific categories.

		FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
Revenues					
Federal Grants	\$ 4,503,471	4,669,264	7,077,483	51.6%	
State Grants	689,500	550,000	605,600	10.1	
Contributions	500,000	400,000	400,000	0.0	
Assets Forfeiture	1,141,790	1,141,790	1,540,000	34.9	
Contribution from General Fund	345,000	345,000	345,000	0.0	
Total Revenues	\$ 7,179,761	7,106,054	9,968,083	40.3%	
Expenditures					
Police					
Assets Forfeiture Attorney	\$ 142,013	142,013	160,000	12.7%	
Forensics and Analysis	378,000	378,000	378,000	0.0	
Police Equipment and Overtime	300,000	422,171	1,722,000	307.9	
AF Homicide Support Group	0	0	64,450	100.0	
AF Youth/Community Initiatives	0	0	135,000	100.0	
AF Body Worn Cameras	0	0	1,250,550	100.0	
Fire					
Emergency Management	150,500	166,500	126,000	-24.3	
Emergency Response	65,000	62,500	69,000	10.4	
Homeland Security	25,000	25,000	0	-100.0	
Medical Response	70,000	70,000	80,000	14.3	
Urban Area Security Initiative	2,400,000	2,400,000	2,400,000	0.0	
Charlotte Department of Transportation					
Unified Planning Work Program	2,767,098	2,526,880	2,637,434	4.4	
Transportation Planning Assistance	526,360	557,200	589,859	5.9	
Miscellaneous from Donations	141,790	141,790	141,790	0.0	
Community Relations					
Fair Housing	102,000	102,000	102,000	0.0	
Dispute Settlement	100,000	100,000	100,000	0.0	
Private Contributions	12,000	12,000	12,000	0.0	
Total Expenditures	\$ 7,179,761	7,106,054	9,968,083	40.3%	

Public Safety 911 Services Fund

Summary of Revenues and Expenditures

The Public Safety 911 Services Fund is a special revenue fund that is distributed by the State treasury through the 911 Services Board. Revenues from the 911 Fund come from a charge imposed by State statute on voice communication that go to all eligible entities to pay for the cost of 911 related activities within that jurisdiction.

<u>Operating Revenues</u>	FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change
				FY2016 <u>FY2017</u>
NC 911 Fund Distributions	\$ 3,349,323	2,302,076	3,814,754	65.7%
Interest on Investments	15,000	15,000	15,000	0.0
Total Revenues	\$ 3,364,323	2,317,076	3,829,754	65.3%

Operating Expenditures

Consolidated 911 Services	\$ 3,349,323	2,302,076	3,814,754	65.7%
Reserved for Future Projects	15,000	15,000	15,000	0.0
Total Expenditures	\$ 3,364,323	2,317,076	3,829,754	65.3%

Neighborhood & Business Services - Consolidated Grants Funds

Summary of Revenues and Expenditures

N&BS Consolidated Grants fund job training and placement for adults, youth, and dislocated workers; programs for people with AIDS; programs to prevent homelessness; programs to abate housing with lead based paint; businesses that create jobs in Charlotte; redevelopment; and energy efficient improvements to homes.

		FY2015 Actual	FY2016 Revised	FY2017 Budget	Percent Change FY2016 FY2017
<u>Operating Revenues</u>					
Federal Grants:					
Workforce Investment Act (WIA) Adult	\$	2,131,950	2,323,704	2,462,231	6.0%
WIA Administration		773,153	565,752	983,740	73.9
WIA Youth		2,322,509	2,537,750	2,946,141	16.1
WIA Dislocated Worker		2,680,633	2,383,646	2,711,512	13.8
Housing Opportunities for People with AIDS (HOPWA) Program		1,060,906	1,794,703	2,165,860	20.7
Emergency Shelter Program		395,256	444,353	466,608	5.0
Continuum of Care		0	47,388	47,388	0.0
One NC Grant		2,500,000	0	0	0.0
Double Oaks Loan Repayment		2,422,407	1,678,039	705,108	-58.0
Other Grants:					
Knight Foundation - Porch Swings		30,400	0	0	0.0
Foundation for the Carolinas (C-M Landlord Consortium)		35,000	0	0	0.0
Envision Charlotte		0	30,000	0	-100.0
Bank of America Youth Grant		122,700	122,700	122,700	0.0
Total Operating Revenues	\$	14,474,914	11,928,035	12,611,288	5.7%
<u>Capital Revenues (Federal Grants)</u>					
Community Development Block Grant (CDBG)	\$	4,985,075	5,183,380	5,351,235	3.2%
Housing Grant (HOME)		2,251,986	2,008,392	2,299,536	14.5
Total Federal Capital Grants	\$	7,237,061	7,191,772	7,650,771	6.4%
Total Operating and Capital Grant Revenues	\$	21,711,975	19,119,807	20,262,059	6.0%
<u>Operating Expenditures</u>					
Dislocated Worker Contract	\$	2,680,633	2,383,646	2,711,512	13.8%
Education & Training Courses		2,131,950	2,323,704	2,462,231	6.0
Summer & Year Round Youth Program		2,322,509	2,537,750	2,946,141	16.1
Contribution to Workforce Development Board & Subgrantee Administration		773,153	565,752	983,740	73.9
Housing Opportunities for People with AIDS (HOPWA) Program		1,060,906	1,794,703	2,165,860	20.7
Emergency Shelter Program		395,256	444,353	466,608	5.0
Continuum of Care		0	47,388	47,388	0.0
One NC Grant		2,500,000	0	0	0.0
Double Oaks Loan Repayment		2,422,407	1,678,039	705,108	-58.0
Knight Foundation - Porch Swings		30,400	0	0	0.0
Foundation of the Carolinas (C-M Landlord Consortium)		35,000	0	0	0.0
Envision Charlotte		0	30,000	0	-100.0
Bank of America Youth Grant		122,700	122,700	122,700	0.0
Total Operating Expenditures	\$	14,474,914	11,928,035	12,611,288	5.7%
<u>Capital Expenditures</u>					
Community Development and Housing Programs	\$	7,237,061	7,191,772	7,650,771	6.4%
Total Capital Expenditures	\$	7,237,061	7,191,772	7,650,771	6.4%
Total Operating and Capital Grant Expenditures	\$	21,711,975	19,119,807	20,262,059	6.0%

Risk Management Fund

Summary of Revenues and Expenditures

The Risk Management Fund accounts for the general insurance program, claim, and loss control services for the City as well as services provided, on a cost-reimbursement basis to other governmental units and agencies in Mecklenburg County.

	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>	<u>Percent Change FY2016 FY2017</u>
<u>Revenues</u>				
City of Charlotte - General Fund	\$ 1,724,186	1,890,089	1,987,649	5.2%
City of Charlotte - Other Funds	41,525	0	0	0.0
Mecklenburg County	782,345	837,646	862,803	3.0
Board of Education	548,276	590,917	611,043	3.4
Other Agencies	6,637	33,025	33,025	0.0
Total Revenues	\$ 3,102,969	3,351,677	3,494,520	4.3%
<u>Expenditures</u>				
Operating Budget	\$ 3,108,678	3,351,677	3,494,520	4.3%
Transfer to Loss Fund	(5,709)	0	0	0.0
Total Expenditures	\$ 3,102,969	3,351,677	3,494,520	4.3%

Consolidated Municipal Service Districts

Summary of Revenues and Expenditures

The FY2017 budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

	FY2015 <u>Actual</u>	FY2016 <u>Revised</u>	FY2017 <u>Budget</u>	Percent Change <u>FY2016 FY2017</u>
<u>Operating Revenues</u>				
Property Taxes	\$ 5,289,593	4,643,814	4,903,629	5.6%
Total Revenues	\$ 5,289,593	4,643,814	4,903,629	5.6%
<u>Operating Expenditures</u>				
Contractual Services	\$ 5,262,715	4,616,130	4,875,114	5.6%
City Services	26,878	27,684	28,515	3.0
Total Expenditures	\$ 5,289,593	4,643,814	4,903,629	5.6%

Municipal Service Districts

There are five Municipal Service Districts (MSDs) in the City of Charlotte designed to enhance the economic viability and quality of life in select areas. Three MSDs are located in the Center City, the fourth is located in the South End area and a fifth district is located in the University City area. Revenues for these districts are generated through ad valorem taxes paid by property owners in the districts in addition to the City's regular tax rate.

District 1 (Center City)

Assessed value for FY2017 is \$7,730,251,721. Budget continues the current MSD tax rate of 1.68¢ per \$100 valuation.

<u>Budget Summary</u>	FY2014	FY2015	FY2016	FY2017
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 1,284,720	\$ 1,465,916	\$ 1,257,608	\$ 1,307,066
Total Municipal Service District 1 Revenues \$ 1,284,720 \$ 1,465,916 \$ 1,257,608 \$ 1,307,066				
Expenditures				
Contractual Services	1,284,720	1,465,916	1,257,608	1,307,066
Total Municipal Service District 1 Expenditures \$ 1,284,720 \$ 1,465,916 \$ 1,257,608 \$ 1,307,066				

District 2 (Center City)

Assessed value for FY2017 is \$3,280,575,709. Budget continues the current MSD tax rate of 2.33¢ per \$100 valuation.

<u>Budget Summary</u>	FY2014	FY2015	FY2016	FY2017
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 738,344	\$ 791,263	\$ 750,059	\$ 754,504
Total Municipal Service District 2 Revenues \$ 738,344 \$ 791,263 \$ 750,059 \$ 754,504				
Expenditures				
Contractual Services	738,344	791,263	750,059	754,504
Total Municipal Service District 2 Expenditures \$ 738,344 \$ 791,263 \$ 750,059 \$ 754,504				

Municipal Service Districts

District 3 (Center City)

Assessed value for FY2017 is \$3,320,707,059. Budget continues the current MSD tax rate of 3.58¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2014 Actual</u>	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>
Revenues				
Property Taxes	\$ 1,256,115	\$ 1,582,889	\$ 1,197,654	\$ 1,225,021
Total Municipal Service District 3 Revenues	\$ 1,256,115	\$ 1,582,889	\$ 1,197,654	\$ 1,225,021
Expenditures				
Contractual Services	1,230,020	1,556,011	1,169,970	1,196,506
City Services	26,095	26,878	27,684	28,515
Total Municipal Service District 3 Expenditures	\$ 1,256,115	\$ 1,582,889	\$ 1,197,654	\$ 1,225,021

District 4 (South End)

Assessed value for FY2017 is \$1,291,857,493. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2014 Actual</u>	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>
Revenues				
Property Taxes	\$ 752,999	\$ 715,402	\$ 794,701	\$ 864,786
Total Municipal Service District 4 Revenues	\$ 752,999	\$ 715,402	\$ 794,701	\$ 864,786
Expenditures				
Contractual Services	752,999	715,402	794,701	864,786
Total Municipal Service District 4 Expenditures	\$ 752,999	\$ 715,402	\$ 794,701	\$ 864,786

District 5 (University City)

Assessed value for FY2017 is \$2,740,786,581. Budget continues the current MSD tax rate of 2.79¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2014 Actual</u>	<u>FY2015 Actual</u>	<u>FY2016 Revised</u>	<u>FY2017 Budget</u>
Revenues				
Property Taxes	\$ 640,327	\$ 734,123	\$ 643,792	\$ 752,252
Total Municipal Service District 5 Revenues	\$ 640,327	\$ 734,123	\$ 643,792	\$ 752,252
Expenditures				
Contractual Services	640,327	734,123	643,792	752,252
Total Municipal Service District 5 Expenditures	\$ 640,327	\$ 734,123	\$ 643,792	\$ 752,252

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

The City uses Synthetic Tax Increment Grants (STIG) as a public/private partnership tool to advance Economic Development and land use planning goals. STIG does not require the establishment of a TIF district, as required by Self Financing Bonds, and utilizes locally approved financing, which is repaid by the incremental City/County property tax growth generated by the development. The three funds supported by the property tax (General Fund, Debt Service, and Pay As You Go) each contribute its pro-rate share. Per City Council policy, the amount of total STIG assistance to all projects is limited to 3% of annual property tax levy in any given year.

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

Project included development of four Cultural Facilities (Afro-American Cultural Center, Bechtler Art Museum, 1,200 seat Performing Arts theater, and Mint Museum), First Street office tower with retail and residential (200 units) components, and an underground parking garage to support the facilities. There is a guaranteed minimum incremental tax of \$4.6 million annually, based on \$360 million in tax base growth. Total City STIG payments paid into City debt fund not to exceed \$41.3 million over 25 years.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	1,835,556	1,835,556	1,835,556	1,835,556	1,835,556	9,177,780
Est. STIG Payment	1,652,000	1,652,000	1,652,000	1,652,000	1,652,000	8,260,000

Wesley Village (Bryant Park)

Project supports redevelopment of Bryant Park and funds construction of Stewart Creek Parkway from tax increment generated by the development of Wesley Village apartments - Phase I. Anticipated total private investment equals \$33 million. Total STIG payments not to exceed \$1.36 million. Completion of the Stewart Creek Parkway street triggered payment. Project sold and assigned to Legacy Partners.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	136,316	136,316	136,316	136,316	136,316	681,580
Est. STIG Payment	122,684	122,684	122,684	122,684	122,684	613,420

Double Oaks Redevelopment

Project supports redevelopment of Double Oaks apartments including 940 residential units and approximately 108,000 sq. ft. of non-residential development. Anticipated total private investment equals \$96,058,000. Total STIG payments not to exceed \$3.6 million to offset HUD 108 loan payments. Brownfield agreement in place which offsets incremental tax payments.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	42%	54%	66%	100%	100%	
Est. property tax increment	51,174	71,924	106,741	155,911	199,896	585,646
Est. STIG Payment	46,057	64,732	96,067	140,320	179,906	527,082

Ballantyne Area Infrastructure

Project supports construction of road improvement in the Ballantyne Synthetic Tax Increment Financing Zone through a private placement loan from Bissell Companies in an amount not to exceed \$11 million, which will be repaid through 45% of incremental City and County property taxes from the TIF Zone over 15 years. Anticipated total private investment equals \$276,150,000. Completions of infrastructure improvements will trigger payment.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	25%	25%	35%	35%	50%	
Est. property tax increment	1,046,650	1,046,650	1,151,315	1,151,315	1,324,012	5,719,942
Est. STIG Payment	470,993	470,993	518,092	518,092	595,805	2,573,975

Synthetic Tax Increment Grants

Ikea/City Boulevard

Project supports the construction of a connector road between McCullough Drive to City Boulevard providing overall accessibility with North Tryon Street and City Boulevard. Contract for road extension extended until 2014. Anticipated total private investment equals \$170 million. Total STIG payments not to exceed \$5.4 million. Completion of the Ikea Road street connector triggers payment.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	30%	40%	50%	50%	50%	
Est. property tax increment	305,000	350,000	400,000	400,000	400,000	1,855,000
Est. STIG Payment	274,500	315,000	360,000	360,000	360,000	1,669,500

Pope & Land Coliseum

Project supports mixed-use development of the former Tyvola Road Coliseum land. Developer revising site plan and working with Planning on zoning requirements. Infrastructure Agreement to be revised for new plan. Anticipated total private investment equals \$267,090,000. Total 45% STIG payments not to exceed \$5.81 million.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	10%	20%	30%	40%	40%	
Est. property tax increment	0	0	0	1,068,360	1,068,360	2,136,720
Est. STIG Payment	0	0	0	480,762	480,762	961,524

Seaboard Street/NC Music Factory

Project involves construction of the Seaboard Street extension and three development phases. Phase I includes construction of the Seaboard Street extension, 1,350 residential (with affordable) units and renovations to the existing NC Music Factory facility. Phase II includes 80,000 sq. ft. of entertainment, 170,000 sq. ft. of office space, and 140,000 sq. ft. of retail space. Phase III involves renovations to the Silver Hammer Studio, and 200,000 sq. ft. of retail space. Anticipated total private investment equals \$246 million. Total STIG payments not to exceed \$1.7 million. Completion of street, residential, and NC Music Factory elements triggers payment. Extension has been requested to build residential units.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	25%	25%	30%	30%	50%	
Est. property tax increment	125,000	125,000	140,000	140,000	160,000	690,000
Est. STIG Payment	112,500	112,500	126,000	126,000	144,000	621,000

Merrifield/Radiator Specialty

Project supports construction of Bryant Park Drive, connecting Wilkinson Boulevard to West Morehead Street. Merrifield/Radiator Specialty development includes 600,000 sq. ft. of office space and 250,000 sq. ft. of residential development on 34 acres. Anticipated total private investment equals \$170 million. Total STIG payments not to exceed \$2.2 million. Completion of Bryant Park Drive road triggers payment. Contract for commencement of road construction extended until 12/31/2015.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	10%	20%	20%	30%	30%	
Est. property tax increment	0	0	0	398,395	398,396	796,791
Est. STIG Payment	0	0	0	358,556	358,556	717,112

Synthetic Tax Increment Grants

First Ward Parking Deck and Park

Project supports redevelopment of eight blocks of land in First Ward into mixed-use office, residential, retail, hotel, and park space. Project consists of two separate STIGs.

The first STIG is a five-year term that supports development of First Ward Park with land acquisition and construction. Mecklenburg County provides \$11.2 million for park development costs and leverages \$19 million in land value. City's total STIG payments not to exceed \$2.315 million for first STIG.

The second STIG is a 10-year term that begins at completion of the first STIG and supports 1,335 public parking spaces. An amendment approved in FY2013 reduces the City/County deck grant amount by \$6,044,208. Anticipated total private investment equals \$700 million. City's total STIG payments not to exceed \$23,705,792 for second STIG.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	20%	20%	40%	40%	50%	
Est. property tax increment	150,000	150,000	300,000	300,000	350,000	1,250,000
Est. STIG Payment	67,500	67,500	135,000	135,000	157,500	562,500

Charlotte Premium Outlets

Project provides up to \$6.15 million for construction of roadway improvements supporting a 445,000 sq. ft. retail Outlet Center at Steele Creek Road and I-485. Project includes additional retail and a 120-room hotel. The \$6.15 million TIG will be repaid through 45% of incremental City and County property taxes from a designated area over 10 years. Anticipated total private investment equals \$100 million. Payment is triggered by voluntary annexation of the property into the City of Charlotte.

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. % of investment completed	60%	60%	75%	75%	75%	
Est. property tax increment	761,205	761,205	850,000	850,000	850,000	4,072,410
Est. STIG Payment	342,542	342,542	382,500	382,500	382,500	1,832,584

STIG Projects Combined Total

Anticipated total investment = \$3,502,595,463

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
Est. property tax increment	4,410,901	4,476,651	4,919,928	6,435,853	6,722,536	26,965,869
Est. TOTAL STIG Payment	3,088,776	3,147,951	3,392,343	4,275,914	4,433,715	18,338,699

Est. Total STIG Payment by Fund

	FY2017	FY2018	FY2019	FY2020	FY2021	5-Yr. Total
General Fund	2,413,854	2,460,098	2,651,089	3,341,592	3,464,912	14,331,545
Municipal Debt Service	597,496	608,943	656,218	827,137	857,662	3,547,456
Pay-As-You-Go	77,426	78,910	85,036	107,185	111,140	459,697

FY2017-FY2021 Community Investment Plan

INTRODUCTION

The City of Charlotte recognizes the importance of long-range capital investment planning to maintain the growth and vitality of the community. The City's Community Investment Plan is a five-year capital expenditure and infrastructure plan, which matches the City's highest priority capital needs with a financing schedule.

The FY2017-FY2021 Community Investment Plan totals **\$4.1 billion**, and includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The following pages of this section of the document provide summary information and detailed funding schedules for the FY2017-FY2021 Community Investment Plan and are organized into the following subsections:

Community Investment Plan Subsections	Contents
1. General Community Investment Plan Summary	Provides an overview of the funding sources and capital projects included in the recommended General Community Investment Plan, including investments in neighborhoods, housing, roads, economic development, environment, and facilities
2. Municipal Debt-funded Project Summary	Provides a list of the General Community Investment Plan projects funded with debt-supported Certificates of Participation and General Obligation Bonds scheduled over four bond referenda between 2014 and 2020
3. General Pay-As-You-Go-funded Project Summary and Schedule	Provides a list of the General Community Investment Plan projects funded with cash-supported Pay-As-You-Go revenues for smaller and one-time capital investments
4. Transit Investment Pay-As-You-Go-funded Project Summary and Schedule	Provides a list of funding sources and uses for City-supported transit investments
5. General Community Investment Plan Program Expenditure and Revenue Summary	Provides list of total expenditures by General Capital Program and a list of each revenue source supporting the General Community Investment Plan
6. Enterprise Community Investment Plan Revenue and Expenditure Summary	Provides a list of capital revenue sources supporting each of the four Enterprise Community Investment Plans along with the total expenditures for each Program
7. Detailed Program Schedules A - E	Sections 7.A through 7.E provide detailed funding and expenditure schedules for each capital program area, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments. These schedules identify the individual capital projects within each program area for the five-year Community Investment Plan
8. Preliminary Public Art Schedule	Provides a summary of the public art funding allocations to each of the eligible projects
9. Estimated Operating Budget Impact from Major Capital Investments	Provides a list of estimated annual operating costs associated with major capital investments and the fiscal year in which those operating costs will begin upon completion of the capital project
10. Capital Program and Financial Policies	Provides a description of the City Council-approved programmatic and financial policies governing the development and management of the Community Investment Plan

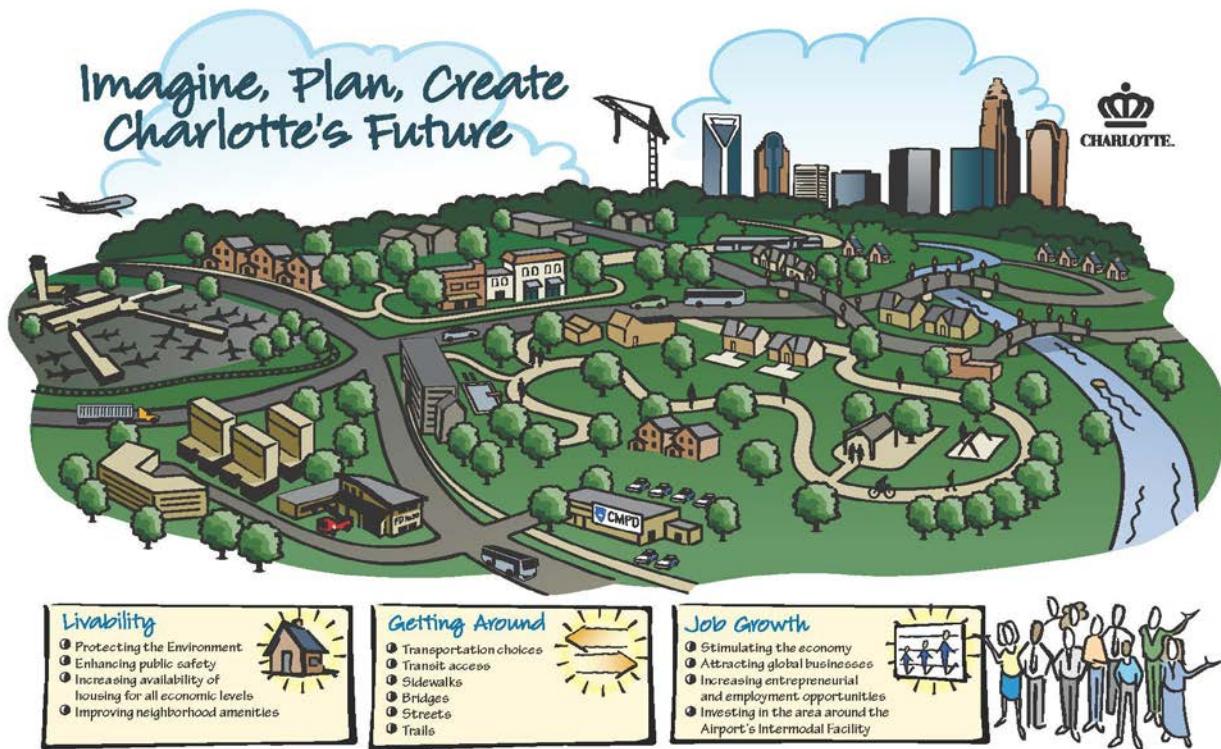
FY2017-FY2021 Community Investment Plan

1. GENERAL COMMUNITY INVESTMENT PLAN SUMMARY

For the General Community Investment Plan, the City took a comprehensive, holistic view of neighborhood and community needs with the goals to:

- Create jobs and growing the tax base
- Leverage public and private investments
- Enhance public safety
- Enhance transportation choices and mobility
- Ensure housing diversity
- Provide integrated neighborhood improvements

These goals translate into three, core quality of life elements: Livability, Getting Around, and Job Growth.



The FY2017-FY2021 General Community Investment Plan (CIP) totals **\$906.2 million**, including:

- **\$591.3 million** in debt-funded projects designed to keep Charlotte growing.
 - \$505.3 million in Street, Neighborhood, and Housing bonds over three General Obligation bond referenda in November of 2016, 2018, and 2020.
 - \$86.0 million in Certificates of Participation (COPs) to construct five new Police stations and two vehicle equipment maintenance facilities, and to purchase land for two In-fill Fire Stations.
- **\$169.7 million** in General Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, program income, and non-recurring revenues.
- **\$145.2 million** in Transit Investment PAYGO funding, including vehicle rental tax, motor vehicle license revenue, sales taxes, and CityLYNX Gold Line fare revenue.

FY2017-FY2021 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.26¢ of the property tax rate is dedicated to general government debt in FY2017, no change from the current year.

The Current Council-approved General Community Investment Plan provides \$816.4 million in debt-funded projects, including \$ 189.1 million in Certificates of Participation (COPs)-funded facility projects and \$627.3 million in General Obligation bond-funded housing, neighborhood, and transportation projects over four bond referenda in 2014, 2016, 2018, and 2020. \$146.0 million of these bonds were approved by the voters in November 2014. The FY2017-FY2021 General Community Investment Plan continues the previously approved capital program for the remaining three bond cycles in 2016, 2018, and 2020 with the following recommended adjustments and additions totaling \$21.9 million, a 2.7% increase over the \$816.4 million approved debt-funded general capital program.

Adopted Additions to the General Community Investment Plan

The following project descriptions reflect Council-adopted funding increases for currently approved projects or the addition of new bond-funded projects.

- **Idlewild Road/Monroe Road Intersection – \$1.9 million Additional Funding.** This previously approved project will plan, design, and construct improvements to the intersection of Idlewild Road and Monroe Road to improve capacity and relieve congestion at this heavily traveled intersection. The original planned improvements included extending the westbound left turn lane on Monroe Road and improving the level of service for pedestrians and bicyclists by adding pedestrian refuge islands, wider sidewalks, and bicycle lanes. The NCDOT Independence Boulevard widening project will create a new interchange at Idlewild Road and Independence Boulevard. The current intersection (Idlewild and Monroe Road) is already over vehicular capacity with substandard bicycle and pedestrian facilities. The new Independence interchange will further increase traffic at the intersection and will also create a node/destination for future developments, including Meridian Place on the northeast corner of the intersection, the Tull Development on the northwest corner, and Sonic Automotive on the southwest corner. As a result of these development activities, each approach to the intersection will require an additional left-turn lane to increase vehicular capacity, which has increased the project cost estimates from \$4.2 million to \$6.1 million. The adjustments also include expediting funding for this project from the 2020 Bond Referendum to the 2016 Referendum, which will allow the City to partner with private development for a holistic intersection improvement project that would meet community needs.
- **Neighborhood Transportation Program – \$5.0 million Additional Funding.** The Neighborhood Transportation Program received \$5.2 million one-time funding in FY2015 for projects that respond directly to community transportation issues and opportunities. The additional \$5.0 million will allow this program to continue sponsoring projects that enhance safety and mobility for all travel modes on thoroughfares and local streets. Programs include Traffic Calming, Traffic Safety, State Highway Participation, Minor Roadway, Public/Private Participation, and the Bicycle Program, and provide opportunities to leverage other projects, support community development, promote bicycle use and respond to traffic safety concerns. These programs also provide options to respond to City Council and the community quickly as changing and unforeseen conditions would arise. This project will be added to the 2016 Bond Referendum.
- **Cross Charlotte Trail-South Charlotte Connector - \$3.0 million Additional Funding.** The 26-mile Cross Charlotte Trail (XCLT) will extend from the Cabarrus County line through Center City toward Pineville. This trail will be within ½ mile of approximately 100,000 jobs and 80,000 residents. In looking at the current alignment, City and County staff have identified a significant partnership opportunity that could extend the XCLT Trail an additional 1.5 miles and connect into the heart of the Ballantyne area (via the existing McAlpine Creek Greenway and Four-Mile Creek Greenway). City Council has already approved funding for design of this section. Staff believes this connection would tie another major employment center and much of South Charlotte into the XCLT system. This project is currently under design and will be ready to build if approved by voters in the 2016 bond referendum. This project will be added to the 2016 Bond Referendum.

FY2017-FY2021 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

- **Southend Pedestrian/Bicycle Connector - \$2.0 million for New Project.** Given the significant changes in land use and resulting economic development adjacent to the light rail system, staff has identified the need to design and construct a signalized pedestrian connection across the light rail tracks (i.e. at-grade). This connection would occur in a section of the light rail system that is roughly midway between two existing light rail stations (New Bern Station and East/West Station). Currently, there is no way for pedestrians to cross the tracks at the mid-point (near the new Publix development) without trespassing across the light rail system. This project will leverage private investment and create transportation choices. This project will be added to the 2016 Bond Referendum.
- **SouthPark CNIP - \$10.0 million for New Project.** The SouthPark area is undergoing unprecedented development as it transitions into a more dense and walkable major activity center. This area is a designated center in the City's Center, Corridors and Wedges growth strategy. While the private sector will play a major role in SouthPark's evolution, there is also a public sector role in completing key street connections, sidewalks and bikeway gaps. This funding will be used to implement strategic transportation and place-making projects that: increase street connectivity, improve transportation safety and travel options, and help address growth and congestion in the growing SouthPark center. This project will be coordinated with the ULI study recommendations that will begin in the upcoming months, and would be used to leverage significant private investment occurring in the area. This project will be added to the 2016 and 2018 Bond Referenda (\$5.0 million on each Referendum).
- **Americans with Disabilities Act (ADA) Implementation - \$2.0 million for New Program.** This program will fund improvements designed for compliance with the Federal Americans with Disabilities Act (ADA) Standards. The City conducted an ADA Compliance Assessment in preparation for the 2012 Democratic National Convention. The report revealed deficiencies in the accessibility and usability of City services, programs, and activities and recommended actions to comply with ADA Guidelines. This program will sponsor projects that ensure citizens have equal access to City facilities, outdoor spaces, and public rights of way. Specifically, the ADA Program will enable the City to develop a system-wide inventory to identify barriers to ADA compliance (referred to as Self-Evaluation); prioritize the necessary improvements and set up a financially feasible schedule for retrofits (referred to as Transition Plan); implement improvements defined in the transition plan, and maintain an ongoing inventory of improvements. This program is funded with savings from completed transportation bond projects.
- **John Kirk Drive Extension - \$1.7 million for New Project.** This project will construct the realignment of John Kirk Drive between Mallard Creek Church Road and University City Blvd, including widening the intersection for left turns from John Kirk Drive onto northbound University City Blvd and installing various streetscape improvements. The realignment will improve traffic flow through the area and provide for safer pedestrian and bicycle access. The project has been reviewed and approved by the Charlotte Regional Transportation Planning Organization, and will be funded through a partnership between the City of Charlotte, NCDOT, and UNC Charlotte. Total project cost will be \$4.3 million, with the City providing \$1.65 million. UNCC will cover \$2.15 million, with a request to NCDOT covering the balance. NCDOT will also widen the section of University City Blvd on both sides of the intersection with John Kirk Drive. The City's share of funding for this project will be funded with savings from completed transportation bond projects.
- **Debt Capacity Contingency - \$46.2 million** in additional, unallocated debt capacity is held in reserve for matching funds, cost overrun contingencies, and unanticipated opportunities. Included in this reserve are funds for potential use on the Charlotte Gateway Station project and the Joint Communications Center.

FY2017-FY2021 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

Adopted Cost-Neutral Adjustments to the General Community Investment Plan

Previously approved funding for the following projects is **delayed** to coincide with the projects' revised spending schedules. Previously approved funding amounts for these projects do not change. Delayed funding will not delay currently scheduled work.

Dixie Berryhill Roads – Delay \$15.0 Million from 2016 to 2018 Bond

	2016 Bond	2018 Bond	2020 Bond	Total
Current Approved Plan	\$31.2 M	\$13.5 M	\$0.0M	\$44.7 M
Recommended Revised Plan	\$16.2 M	\$28.5 M	\$0.0M	\$44.7 M

Land Acquisition & Street Connections – Delay \$5.0 Million from 2016 to 2018 Bond

	2014 Bond	2016 Bond	2018 Bond	Total
Current Approved Plan	\$12.5 M	\$12.5 M	\$0.0 M	\$25.0 M
Recommended Revised Plan	\$12.5 M	\$7.5 M	\$5.0 M	\$25.0 M

Applied Innovation Corridor – Delay \$5.0 Million from 2016 to 2018 Bond

	2014 Bond	2016 Bond	2018 Bond	Total
Current Approved Plan	\$12.5 M	\$7.7 M	\$8.8 M	\$29.0 M
Recommended Revised Plan	\$12.5 M	\$2.7 M	\$13.8 M	\$29.0 M

Park South Drive Extension – Delay \$4.6 Million from 2016 to 2018 Bond

	2014 Bond	2016 Bond	2018 Bond	Total
Current Approved Plan	\$0.0 M	\$8.6 M	\$0.0 M	\$8.6 M
Recommended Revised Plan	\$0.0 M	\$4.0 M	\$4.6 M	\$8.6 M

Cross Charlotte Trail – Delay \$5.0 Million from 2016 to 2018 Bond

	2014 Bond	2016 Bond	2018 Bond	Total
Current Approved Plan	\$5.0 M	\$30.0 M	\$0.0 M	\$35.0 M
Recommended Revised Plan	\$5.0 M	\$25.0 M	\$5.0 M	\$35.0 M

Previously approved funding for the following projects is **accelerated** to better leverage current development activity and other public capital projects or to take advantage of current land availability and prices. Previously approved funding amounts for these projects do not change. Police Stations are funded with COPs and are not included on the Bond Referenda.

I-85 North Bridge – Accelerate \$12.5 Million from 2018 to 2016 Bond

	2014 Bond	2016 Bond	2018 Bond	Total
Current Approved Plan	\$3.0 M	\$0.0 M	\$12.5 M	\$15.5 M
Recommended Revised Plan	\$3.0 M	\$12.5 M	\$0.0 M	\$15.5 M

Police Station Land – Accelerate \$8.7 Million from 2018 and 2020 to 2018 and 2016

	2014	2016	2018	2020	Total
Current Approved Plan	\$10.5 M	\$18.8 M	\$21.9 M	\$9.7 M	\$60.9 M
Recommended Revised Plan	\$10.5 M	\$24.8 M	\$18.6 M	\$7.0 M	\$60.9 M

The next page provides a summary listing of the General Obligation Bond and Certificates of Participation funded projects included in the FY2017 – FY2021 General Community Investment Plan for the next three bond referenda in 2016, 2018, and 2020.

FY2017-FY2021 Community Investment Plan

**City Council Approved Allocation of General Obligation Bonds
For General Community Investment Plan
Council-Adopted Additions and Adjustments for FY2017 - FY2021**

	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)					
Airport/West Corridor					
Dixie Berryhill Area Roads		16,200,000	28,520,000		44,720,000
East/Southeast Corridor					
Land Acquisition and Street Connections	12,500,000	7,500,000	5,000,000		25,000,000
Monroe Road Streetscape		2,080,000	8,320,000		10,400,000
Public/Private Redevelopment Opportunities (Independence Corridor/Central Eastland Corridor)		10,000,000	10,000,000		20,000,000
Idlewild Road/Monroe Road Intersection		6,100,000			6,100,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	2,000,000	8,000,000
Northeast Corridor					
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	3,000,000	12,480,000			15,480,000
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000				15,080,000
Northeast Corridor Infrastructure (NECI)	16,640,000	35,360,000	27,300,000	27,300,000	106,600,000
Applied Innovation Corridor	12,480,000	2,720,000	13,760,000		28,960,000
Road/Infrastructure Projects					
Neighborhood Transportation Programs	5,200,000	5,000,000			10,200,000
Eastern Circumferential	12,064,000				12,064,000
Park South Drive Extension		4,000,000	4,632,000		8,632,000
Southend Pedestrian/Bicycle Connector		2,000,000			2,000,000
Cross Charlotte Multi-Use Trail	5,000,000	25,000,000	5,000,000		35,000,000
Cross Charlotte Trail - South Charlotte Connector		3,000,000			3,000,000
Sidewalks and Pedestrian Safety	15,000,000	15,000,000	15,000,000	15,000,000	60,000,000
Traffic Control and Bridges					
Upgrade Traffic Signal System Coordination	3,000,000	3,000,000	3,000,000	6,000,000	15,000,000
Upgrade Traffic Control devices	7,000,000	4,000,000	4,000,000	4,000,000	19,000,000
Repair and Replace Bridges	4,000,000	3,000,000	3,000,000	4,000,000	14,000,000
Housing					
Housing Diversity	15,000,000	15,000,000	15,000,000	15,000,000	60,000,000
Neighborhood Improvements					
Comprehensive Neighborhood Improvement Program (CNIP)	20,000,000	40,000,000	40,000,000	20,000,000	120,000,000
SouthPark CNIP		5,000,000	5,000,000		10,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 218,440,000	\$ 191,532,000	\$ 93,300,000	\$ 649,236,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)					
East/Southeast Corridor					
Bojangles/Ovens Area Redevelopment	25,000,000				25,000,000
Public Safety Facilities					
Joint Communications Center	68,000,000				68,000,000
6 Police Division Stations	10,500,000	24,750,000	18,600,000	7,050,000	60,900,000
Land Purchase for Future Fire Stations		4,000,000			4,000,000
Maintenance Facilities/Customer Service					
Sweden Road Maintenance Yard Replacement			3,120,000	19,500,000	22,620,000
Northeast Equipment Maintenance Facility		2,080,000	6,500,000		8,580,000
Hold for Charlotte Gateway Station and Other Contingencies		46,165,000			46,165,000
Total Certificates of Participation	\$ 103,500,000	\$ 76,995,000	\$ 28,220,000	\$ 26,550,000	\$ 235,265,000
REVISED Total All Projects	\$ 249,464,000	\$ 295,435,000	\$ 219,752,000	\$ 119,850,000	\$ 884,501,000
ORIGINAL Total All Projects	\$ 249,464,000	\$ 244,322,000	\$ 195,900,000	\$ 126,710,000	\$ 816,396,000
	\$ Change	\$ 51,113,000	\$ 23,852,000	\$ (6,860,000)	\$ 68,105,000

FY2017 Adopted Strategic Operating Plan

FY2017-FY2021 Community Investment Plan

3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

1.20¢ of the property tax rate is dedicated to the Pay-As-You-Go (PAYGO) Fund in FY2017, no change from the current year.

The PAYGO fund provides cash investments for relatively small capital investments. Revenues supporting the PAYGO Fund include the PAYGO property tax, a portion of the City's sales taxes, vehicle rental tax, motor vehicle license revenue, grant funding, and other current (non-recurring) revenues including interest earnings, sale of property, and capital fund balances. This mix of revenues supports the financial policy of diversified revenue sources for the Capital Investment Plan.

In FY2016, the PAYGO Fund was divided into two distinct programs to separate the Pay-As-You-Go funding supporting the City's contribution to transit from other Pay-As-You-Go funding supporting the General Community Investment Plan. A new Transit Investment PAYGO Program was established to manage all transit-related activities funded through general City revenues.

General Pay-As-You-Go Program - includes \$43.1 million in FY2017 revenues, a \$10.0 million increase over FY2016 reflecting the use of additional Capital Reserves and Land Sale Proceeds to fund several one-time projects.

Major programs and projects funded by PAYGO in FY2017:

- \$11.9 million for Facilities Maintenance, Renovation, & Land Purchase
- \$8.7 million for Contribution to Cultural Facilities
- \$5.7 million for Innovative Housing and other housing programs
- \$5.7 million for Technology Services
- \$4.7 million for Transportation Infrastructure
- \$4.0 million for Environmental Services and the Tree Management Program
- \$1.2 million for Rental Assistance Endowment (A Way Home)
- \$0.8 million for Other One-Time Needs
- \$0.4 million for Economic Development and Neighborhoods

Additions to the Five-Year FY2017 – FY2021 General PAYGO Program:

- **\$3.2 million to renovate and upgrade the City's Data Center.** The City's ever-growing computing needs have begun to outstrip the physical capabilities of the primary Data Center on Myers Street. The Data Center is the core of the City's network technology infrastructure and the most critical facility for computing operations. Improvements are necessary to address physical security, power redundancy, air conditioning requirements, and to maintain a resilient operating environment to support the City's operations, even under adverse conditions.
- **\$2.8 million to renovate** and remedy the progressing degradation of **Louise Avenue Fleet Maintenance Facility Parking Lot 6** that is utilized by the City's Management & Financial Services' Fleet Management Division and Solid Waste Services. A report conducted in February 2014 by the City's Engineering & Property Management Department revealed that 100% of Lot 6 is severely degraded and a significant portion of the ground at the 2nd wash bay is also severely degraded. The project will also address safety and functionality concerns and necessary lot modifications to support improved utilization of Lot 6 for SWS parking, Fleet Maintenance Facility equipment repair staging, and to remediate Storm Water concerns.
- **\$2.6 million to upgrade the PeopleSoft** payroll management system. The upgrade is required to continue system support. The upgrade will provide for new security requirements, PeopleSoft skilled contractors for the duration of the project, an additional server, and software to write test scripts and train users. These additional enhancements will lay the ground work for creating a new compensation structure and Paycheck Modeler, implementing an Automated Workflow Engine for process improvement, bringing Affordable Care Act work in-house, enhancing analytics and reporting, and reviewing Benefits & Time and Labor set ups to ensure maximum efficiencies.

FY2017-FY2021 Community Investment Plan

3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY2017 – FY2021 General PAYGO Program:

- **\$2.5 million for Voice Over IP (VoIP) Conversion** to provide for the replacement of the City's Centrex phone service and conversion of legacy telephony solutions to a hosted Cisco VoIP solution. The cost sharing agreement between the City and Mecklenburg County for AT&T Centrex telephony service expired on June 30, 2015 and the County has since migrated to its own VoIP service. This project will expand the current hosted Cisco VoIP being used by CharMeck311 in order to replace the Centrex system. The expanded Unified Communications capabilities will reduce annual costs for the City and allow for increased collaboration and productivity using web and video conferencing capabilities.
- **\$1.9 million to purchase land for two In-fill Fire Stations** to provide added fire protection in the areas around Clanton Road and I-77, and Selwyn Avenue and Colony Road. This additional funding will supplement the previously approved \$4.0 million to purchase fire station land due to increasing land prices, particularly in the Selwyn/Colony area.
- **\$1.5 million for additional capital maintenance support for City facilities.** This program provides funding for heating, ventilation, and air conditioning (HVAC) system replacements, minor structural modifications, plumbing and electrical upgrades, building equipment purchases and energy management upgrades for 179 facilities, including 40 fire stations, and 140 unoccupied facilities such as parking decks, communication towers, EV charging stations, and equipment sheds. Annual program funding, which is used to maintain structural and operational integrity of City facilities, has not been increased in several years, while the total number of City facilities has increased 60.3% since 2000. This additional funding will increase the capital budget for Building Maintenance by \$300,000 per year, an approximate increase of 8.2% in FY2017.
- **\$1.1 million to increase funding for the Tree Trimming & Removal Program.** Current funding provides \$1.4 million annually for tree removal and tree banding to control cankerworms. By systematically pruning trees, the program keeps trees stronger and safer resulting in fewer claims for property damage. Recent increases in necessary tree removals have increased costs within the program. This funding will add \$225,000 per year to provide additional contracted tree removal to handle the increased workload.
- **\$1.0 million to increase funding for the Tree Replacement Program.** The Tree Replacement Program complements the Tree Trimming & Removal Program by providing funds to replant and replace removed trees. Current funding for the program is \$700,000 per year. This funding will add \$200,000 per year to replant and replace additional trees throughout the city. The program also supports the Neighborhood Tree Co-op Program and is an integral part of meeting the City's 50% canopy by 2050 by planting up to 10,000 trees/year in public areas.
- **\$1.0 million for contribution to the TreesCharlotte Endowment.** TreesCharlotte has requested a City contribution to be placed in an Endowment Fund with *Foundation For The Carolinas*, where the principal contributions would be preserved and only the proceeds from interest and dividends would be used to buy trees and fund operations. TreesCharlotte will provide periodic updates to City Council, and the City's contribution will be returned if Council becomes dissatisfied with TreesCharlotte's performance. TreesCharlotte has also received a \$2 million commitment from the Knight Foundation (\$1M pledge and a \$1M match pending additional investment). The current goal for the Endowment is \$15 million. The City's contribution will be provided in \$250,000 annual payments over four years (FY2017 – FY2020). Payment of the City's four annual contributions will be contingent upon TreesCharlotte successfully raising additional private contributions to support the Endowment.
- **\$1.0 million for Radio System Upgrades.** Radio network utilization rate forecasts indicate more channels will be required to provide radio support to public safety and public works operations and to prepare for the multi-year conversion from phased-out analog technology to supported digital technologies. Without the additional radio channels, Police, Fire and Public Works could encounter busy signals, especially in critical high use situations.

FY2017-FY2021 Community Investment Plan

3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY2017 – FY2021 General PAYGO Program:

- **\$0.6 million to support the National League of Cities 2017 annual Conference.** The National League of Cities (NLC) annually convenes its Congress of Cities and Exposition in various cities around the country. Charlotte has been selected to host this annual four-day conference in October/November 2017. The NLC Congress of Cities was last held in Charlotte in December 2005, with attendance of 5,000 including over 2,800 paid delegates and 2,200 spouses and guests. Funding of \$600,000 will support the City's role as host of the conference, including designating a Host City Coordinator to work with NLC staff, conducting Mobile Workshops to highlight successful City programs, and sponsoring the NLC Board of Directors/VIP welcoming dinner and Host City closing event.
- **\$0.4 million to renovate the Fire Logistics facility.** Fire Department Logistics Division provides supplies and support for the Charlotte Fire Department 24 hours a day, 7 days a week. Logistics is responsible for delivery of fire station supplies, testing and repair of equipment, and issuing, repairing, and cleaning turnout gear. The division is currently in the process of moving from its original location on Otts Street to a recently acquired, larger facility next to the Fire Investigations facility on Graham Street. The new facility, acquired by the City as part of the land purchases associated with the Joint Communications Center project, requires some renovations and upgrades to support the operations of the Logistics Division. Renovations will include upgrades to the building's lighting and electrical infrastructure, installation of fuel tanks, and installation of motors on roll up bay doors to allow for efficient delivery of supplies and equipment.
- **\$0.4 million to conduct a Disparity Study.** The purpose of the Disparity Study is to determine whether disparity exists between the number of Minority and Women Business Enterprise (MWBE) firms available to perform on City contracts and the City's utilization of these firms; the extent to which any disparities found are attributable to discrimination; and recommend modifications to remedy the effects of any identified disparities. The City last conducted a Disparity Study in 2011. Results from the Study provide the basis for City Council's current race and gender conscious measures in the Charlotte Business INClusion Policy. The legal justification for the establishment of MWBE goals sunsets in June 2017.
- **\$0.2 million for CBI Small Business Loans.** On March 26, 2012, City Council unanimously approved implementation of the Small Business Mobilization Loan Program (SBMLP). This \$150,000 funding will support the continuation of the Small Business Mobilization Loan Program (SBMLP). This important program assists "Certified MWSBEs" in acquiring supplemental short-term financing for working capital. Eligible small businesses must be a private for-profit business located in Mecklenburg County and be engaged in contracting on an eligible municipal "City" contract and demonstrate a need for working capital to support account receivables, acquisition of inventory, and/or materials.
- **\$0.1 million** in one-time funding to support the **Charlotte-Mecklenburg Opportunity Task Force**, created as a result of a recent Harvard University study listing Charlotte at the bottom among the 50 largest cities for economic mobility.

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

FY2017-FY2021 Community Investment Plan

3. PAY-AS-YOU-GO PROGRAM SCHEDULE

		FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
REVENUES							
Property Tax (1.20¢)	\$	11,111,509	11,229,546	11,374,181	11,456,178	11,620,758	56,792,172
Property Tax - Synthetic TIG		110,572	112,221	123,333	161,334	168,520	675,980
PAYGO Fund - Interest Income		316,350	384,750	521,550	598,500	598,500	2,419,650
Sales Tax		18,223,596	18,861,422	17,190,283	17,607,208	18,036,129	89,918,638
Grant Program Income (a)		800,000	800,000	800,000	800,000	800,000	4,000,000
Capital Fund Balance & Reserves		10,258,618	1,338,227	0	0	0	11,596,845
Sale of Land		2,283,408	0	0	0	0	2,283,408
TOTAL REVENUES	\$	43,104,053	32,726,166	30,009,347	30,623,220	31,223,907	167,686,693
EXPENDITURES							
Contributions to Others							
Cultural Facilities (b)		8,667,055	8,840,396	9,017,204	9,197,548	9,381,499	45,103,702
Economic Development & Neighborhoods							
Economic Opportunity Task Force		50,000	0	0	0	0	50,000
Neighborhood Grants		325,000	325,000	325,000	325,000	325,000	1,625,000
Synthetic TIG Projects		77,426	78,910	85,036	107,185	111,140	459,697
Environmental Services							
Environmental Services Program		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Tree Replacement Program		900,000	900,000	900,000	900,000	900,000	4,500,000
TreesCharlotte Endowment		250,000	250,000	250,000	250,000	0	1,000,000
Tree Trimming and Removal Program		1,625,000	1,625,000	1,625,000	1,625,000	1,625,000	8,125,000
Facilities Maintenance & Renovation							
Building Maintenance		3,984,627	3,950,727	3,925,453	3,925,453	3,925,453	19,711,713
Infill Fire Station Land Purchase		1,860,000	0	0	0	0	1,860,000
Fire Station Renovations		400,000	400,000	400,000	400,000	400,000	2,000,000
Fire Logistics Renovations		423,408	0	0	0	0	423,408
Government Center and Plaza Maintenance		810,000	700,000	700,000	700,000	700,000	3,610,000
Landscape and Median Renovation		250,000	250,000	250,000	250,000	250,000	1,250,000
Parking Lot/Deck Repairs		300,000	300,000	300,000	300,000	300,000	1,500,000
Parking Lot 6 Louise Avenue		2,322,724	0	0	0	0	2,322,724
Roof Replacement Program		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Rehabilitation of City Clerk Vault		85,000	0	0	0	0	85,000
Housing Program							
HOME Grant Match (a)		1,174,884	1,174,884	1,174,884	1,174,884	1,174,884	5,874,420
Innovative Housing (a)		4,005,107	4,005,107	4,005,107	4,005,107	4,005,107	20,025,535
In Rem Remedy - Residential		550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home Rental Assistance Endowment (c)		1,200,000	1,200,000	700,000	TBD		3,100,000
Technology Services							
Technology Investments		500,000	500,000	500,000	500,000	500,000	2,500,000
PeopleSoft Upgrade II (d)		1,454,035	0	0	0	0	1,454,035
Voice Over IP (VoIP) Conversion		2,492,370	0	0	0	0	2,492,370
Radio System Upgrade		1,000,000	0	0	0	0	1,000,000
911 Power Dispatch Expansion		238,000	0	0	0	0	238,000
Transportation Infrastructure							
Short Term Road Congestion Improvements		2,963,539	3,052,810	0	0	0	6,016,349
Road Planning/Design/ROW		1,145,878	1,073,332	1,050,771	1,001,787	1,000,000	5,271,768
Sidewalk and Curb Repairs		550,000	550,000	550,000	550,000	550,000	2,750,000
Other One-Time Needs							
Disparity Study		350,000	0	0	0	0	350,000
CBI-Small Business Loans		150,000	0	0	0	0	150,000
National League of Cities (Host City)		300,000	300,000	0	0	0	600,000
Unprogrammed PAYGO Reserve		0	0	1,000,892	2,161,256	2,825,824	5,987,972
TOTAL EXPENDITURES	\$	43,104,053	32,726,166	30,009,347	30,623,220	31,223,907	167,686,693

(a) Includes annual program income (Innovative = \$200,000; HOME = \$600,000)

(b) Contribution to Cultural Facilities supported by Sales Tax

(c) The allocation of \$3.1 million in FY2017 - FY2019 to A Way Home Rental Assistance Endowment brings total funds committed by the City to \$8.0 million.

A funding source for the remaining \$2.0 million of the City's full \$10.0 million pledge will be determined in subsequent fiscal years.

(d) Total Project Budget for PeopleSoft Upgrade II is \$2,592,399. Remaining funding of \$1,138,364 provided from existing Technology Reserve

FY2017-FY2021 Community Investment Plan

4. TRANSIT INVESTMENT PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

FY2016 was the first full year of CityLYNX Gold Line Phase 1 operations, and federal funds to construct Phase 2 of the Gold Line were approved by Congress in FY2016. In order to accept these federal funds and proceed with Phase 2 of the Gold Line, the City established the Transit Investment Pay-As-You-Go Fund to isolate the dedicated funding sources to support the current Phase 1 operations and future Phase 2 operations of the CityLYNX Gold Line.

Dedicated revenues totaling \$145.3 million over five years to support the Transit Investment Pay-As-You-Go Fund include vehicle rental tax and motor vehicle license revenue, a portion of the City's sales taxes, and Gold Line fare revenue upon commencement of Phase 2 operations. Surplus revenue from vehicle rental tax and motor vehicle license in FY2017 and FY2018 is placed in a reserve for future needs associated with CityLYNX Gold Line Phase 3.

All but one of the revenue sources dedicated to the Transit Investment Pay-As-You-Go Fund are from existing revenue streams transferred from the General Pay-As-You-Go Fund. Future Gold Line fare revenue is the only new revenue programmed into this fund. Sales tax revenue supporting the Transit Investment Fund is from a partial transfer from the General PAYGO sales tax allocation, not from General Fund operating sales tax or from the dedicated Transit Sales Tax. There is no use of property taxes, General Fund operating funds, or other new fees and taxes to support the City's funding of the CityLYNX Gold Line or other transit-related expenses, such as the CATS Maintenance of Effort.

Below is a detailed schedule of revenues and expenditures for the five-year Transit Investment Pay-As-You-Go Fund.

TRANSIT INVESTMENT PAY-AS-YOU-GO PROGRAM SCHEDULE					
	FY2017	FY2018	FY2019	FY2020	FY2021
REVENUES					
Vehicle Rental Tax	\$ 11,507,607	\$ 11,737,759	\$ 11,972,514	\$ 12,211,964	\$ 12,456,203
Motor Vehicle License	14,039,736	14,320,530	14,606,941	14,899,080	15,197,062
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000
Sales Tax-Partial Transfer from PAYGO	0	0	2,331,288	2,597,618	2,875,866
TOTAL	\$25,547,343	\$ 26,058,289	\$ 30,410,743	\$ 31,208,662	\$ 32,029,131
EXPENDITURES					
CATS MOE	\$20,709,362	\$ 21,330,643	\$ 21,970,562	\$ 22,629,679	\$ 23,308,569
Transit Contribution to County & Towns	673,788	687,264	701,010	715,029	729,329
CityLYNX Gold Line Phase 1	1,533,357	1,564,024	1,595,305	1,627,211	1,659,755
CityLYNX Gold Line Phase 2	0	0	4,643,866	4,736,743	4,831,478
CityLYNX Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
CityLYNX Gold Line Phase 3 Reserve	1,130,836	976,358	0	0	0
TOTAL	\$25,547,343	\$ 26,058,289	\$ 30,410,743	\$ 31,208,662	\$ 32,029,131

FY2017-FY2021 Community Investment Plan

5. PROGRAM EXPENDITURE SUMMARY

<u>Program Category</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2017-2021 CIP</u>
HOUSING & NEIGHBORHOOD DEVELOPMENT						
Housing Neighborhoods	\$ 30,365,762 60,325,000	15,365,762 325,000	29,865,762 60,325,000	14,165,762 325,000	29,165,762 35,325,000	118,928,810 156,625,000
Total Housing and Neighborhood Development	\$ 90,690,762	15,690,762	90,190,762	14,490,762	64,490,762	275,553,810
TRANSPORTATION & PLANNING						
Roads	\$ 127,799,417	4,676,142	81,052,771	1,551,787	44,850,000	259,930,117
City Transit Investment	25,547,343	26,058,289	30,410,743	31,208,662	32,029,131	145,254,168
Charlotte Area Transit	301,724,599	86,262,736	53,608,209	66,401,697	60,865,390	568,862,631
Total Transportation & Planning	\$ 455,071,359	116,997,167	165,071,723	99,162,146	137,744,521	974,046,916
ECONOMIC DEVELOPMENT & GLOBAL COMPETITIVENESS						
Economic Development	\$ 23,352,426	503,910	37,290,036	232,185	236,140	61,614,697
Aviation	357,382,612	238,533,799	227,339,931	336,055,597	455,362,131	1,614,674,070
Total Economic Development & Global Competitiveness	\$ 380,735,038	239,037,709	264,629,967	336,287,782	455,598,271	1,676,288,767
ENVIRONMENT						
Environmental Services	\$ 3,975,000	3,975,000	3,975,000	3,975,000	3,725,000	19,625,000
Storm Water	59,100,000	87,775,000	73,000,000	65,975,000	68,850,000	354,700,000
Water	49,595,000	66,825,000	51,550,000	48,200,000	53,800,000	269,970,000
Sewer	66,441,000	96,525,900	95,800,900	57,240,900	69,260,900	385,269,600
Total Environment	\$ 179,111,000	255,100,900	224,325,900	175,390,900	195,635,900	1,029,564,600
FACILITY INVESTMENTS						
Facilities	\$ 53,181,621	7,600,727	36,796,345	9,736,709	36,951,277	144,266,679
TOTAL PROGRAM	\$ 1,158,789,780	634,427,265	781,014,697	635,068,299	890,420,731	4,099,720,772

FY2017-FY2021 Community Investment Plan

5. GENERAL GOVERNMENT REVENUES SUMMARY

	FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
BONDS						
Prior Street Bonds	\$ 2,000,000	0	0	0	0	2,000,000
Housing Bonds TBA (2016, 2018, 2020)	15,000,000	0	15,000,000	0	15,000,000	45,000,000
Neighborhood Bonds TBA (2016, 2018, 2020)	55,000,000	0	55,000,000	0	20,000,000	130,000,000
Street Bonds TBA (2016, 2018, 2020)	148,440,000	0	121,532,000	0	58,300,000	328,272,000
CERTIFICATES OF PARTICIPATION (COPs)						
Prior COPs	437,276					437,276
Police Station Construction Program (2016, 2018, 2020)	24,750,000	0	18,600,000	0	7,050,000	50,400,000
NE Equipment Maintenance Facility (2016, 2018)	2,080,000	0	6,500,000	0	0	8,580,000
Sweden Road Maintenance Yard (2018)	0	0	3,120,000	0	19,500,000	22,620,000
Land for Future Fire Stations (2016)	4,000,000	0	0	0	0	4,000,000
Total Bonds and COPs	\$ 251,707,276	0	219,752,000	0	119,850,000	591,309,276
TAXES						
Property Tax	\$ 11,034,425	11,229,546	11,374,181	11,456,178	11,620,758	56,715,088
HB 362 Revenue	77,084	0	0	0	0	77,084
Property Tax - Synthetic TIG	110,572	112,221	123,333	161,334	168,520	675,980
Interest Income	316,350	384,750	521,550	598,500	598,500	2,419,650
Sales Tax	9,556,541	10,021,026	10,504,367	11,007,278	11,530,496	52,619,708
Vehicle Rental Tax	11,507,607	11,737,759	11,972,514	12,211,964	12,456,203	59,886,047
Motor Vehicle License	14,039,736	14,320,530	14,606,941	14,899,080	15,197,062	73,063,349
Capital Fund Balance	10,258,618	1,338,227	0	0	0	11,596,845
Total Taxes	\$ 56,900,933	49,144,059	49,102,886	50,334,334	51,571,539	257,053,751
GRANTS						
Community Dev Block Grant	\$ 5,351,235	5,351,235	5,351,235	5,351,235	5,351,235	26,756,175
Community Dev HOME Grant	2,299,536	2,299,536	2,299,536	2,299,536	2,299,536	11,497,680
Total Grants	\$ 7,650,771	7,650,771	7,650,771	7,650,771	7,650,771	38,253,855
FUND BALANCES, LOAN REPAYMENTS, AND OTHER						
Innovative Housing Income	\$ 200,000	200,000	200,000	200,000	200,000	1,000,000
CDBG Program Income	285,000	285,000	285,000	285,000	285,000	1,425,000
HOME Program Income	600,000	600,000	600,000	600,000	600,000	3,000,000
Affordable Housing Income	500,000	500,000	500,000	500,000	500,000	2,500,000
Business Grant Program Income	125,000	125,000	125,000	125,000	125,000	625,000
Sale of Land	2,283,408	0	0	0	0	2,283,408
Technology Reserve	1,138,364	0	0	0	0	1,138,364
PAYGO Project Savings	3,155,817	0	0	0	0	3,155,817
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000	4,500,000
Total Fund Balances, Loan Repayments, and Other	\$ 8,287,589	1,710,000	3,210,000	3,210,000	3,210,000	19,627,589
TOTAL GENERAL GOVERNMENT REVENUES	\$ 324,546,569	58,504,830	279,715,657	61,195,105	182,282,310	906,244,471

5. GENERAL GOVERNMENT EXPENDITURE SUMMARY

HOUSING & NEIGHBORHOOD DEVELOPMENT	\$ 90,690,762	15,690,762	90,190,762	14,490,762	64,490,762	275,553,810
TRANSPORTATION	153,346,760	30,734,431	111,463,514	32,760,449	76,879,131	405,184,285
ECONOMIC DEVELOPMENT	23,352,426	503,910	37,290,036	232,185	236,140	61,614,697
ENVIRONMENT	3,975,000	3,975,000	3,975,000	3,975,000	3,725,000	19,625,000
FACILITY INVESTMENTS	53,181,621	7,600,727	36,796,345	9,736,709	36,951,277	144,266,679
TOTAL GENERAL GOVERNMENT EXPENDITURES	\$ 324,546,569	58,504,830	279,715,657	61,195,105	182,282,310	906,244,471

FY2017-FY2021 Community Investment Plan

6. ENTERPRISE COMMUNITY INVESTMENT PLAN SUMMARY

Storm Water (\$354.7 million)

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. Storm Water totals \$354.7 million, a 6.6% increase over the prior year's five-year program, and is funded by \$215.5 million in cash and \$139.2 million in revenue bonds. The program is self-funded through user fees charged to property owners according to areas of impervious surface. The Storm Water capital program includes the following major programs and projects:

- \$182.4 million for flood control projects in neighborhood water basins
- \$160.7 million for storm water repairs to existing drains and stream restoration/mitigation
- \$7.8 million for pollution control projects
- \$3.8 million for Post Construction Control

Charlotte Area Transit System (CATS) (\$568.9 million)

This program includes funding for maintenance and expansion of the existing bus, special transportation, circulator, community, and regional transportation systems. The program also includes planning, design, and construction of rapid transit. Charlotte Area Transit System totals \$568.9 million, a 12.0% decrease from the prior year's five-year program, and is funded by federal and state grants and the one half-cent sales tax for transit. The Transit capital program includes the following major projects:

- \$305.1 million for the LYNX Blue Line Extension
- \$88.3 million for bus and special transportation vehicle replacement
- \$93.4 million for transit maintenance and equipment
- \$59.5 million for transit corridor development
- \$18.8 million for Transit Support and Technology
- \$3.8 million for Bus and Light Rail Transit facilities

Water and Sewer (\$655.2 million)

This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. Water and Sewer totals \$655.2 million, a 3.4% increase, and is funded by \$427.5 million in cash and \$227.7 million in revenue bonds. The Water and Sewer capital program includes the following major programs:

- \$320.1 million to maintain and extend existing infrastructure
- \$190.9 million to support growth and development
- \$144.2 million to support other public projects and Utilities operations

Aviation (\$1.6 billion)

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. Aviation totals \$1.6 billion, a 42.1% increase over the prior year's five-year program, and is funded by \$238.3 million in revenue bonds, \$1.2 billion in federal grants and passenger facility charges, and \$185.5 million in cash. The Aviation capital program includes, among others, the following major projects:

- \$420.0 million for the Fourth Parallel Runway
- \$414.7 million for Concourse A expansion
- \$247.0 million for Terminal Ticket Lobby expansion
- \$70.0 million for Terminal rehabilitation and renovation
- \$69.3 million for West Ramp Expansion
- \$46.9 million for Terminal Rehabilitation
- \$40.0 million for Concourse 'E' expansion and improvements
- \$38.1 million for Terminal Elevated Road & Tunnel
- \$30.7 million for Concourse 'E' expansion
- \$17.0 million for West Boulevard Relocation

FY2017-FY2021 Community Investment Plan

6. ENTERPRISE FUNDS REVENUE SUMMARY

	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
STORM WATER						
Storm Water Revenue Bonds	\$ 14,600,000	45,275,000	29,500,000	24,475,000	25,350,000	139,200,000
Storm Water Pay-As-You-Go	43,000,000	41,000,000	42,000,000	40,000,000	42,000,000	208,000,000
Storm Water Program Income	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total Storm Water	\$ 59,100,000	87,775,000	73,000,000	65,975,000	68,850,000	354,700,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 121,642,410	66,882,000	27,173,400	27,076,000	24,992,800	267,766,610
Debt Proceeds	143,192,372	0	0	0	0	143,192,372
NCDOT Transit Grants	21,256,500	3,261,165	9,814,591	22,189,000	18,204,132	74,725,388
CATS Local Contribution	15,633,317	16,119,571	16,620,218	17,136,697	17,668,458	83,178,261
Total CATS	\$ 301,724,599	86,262,736	53,608,209	66,401,697	60,865,390	568,862,631
WATER AND SEWER						
Water Revenue Bonds	\$ 6,800,000	13,100,000	4,200,000	4,200,000	15,200,000	43,500,000
Sewer Revenue Bonds	22,236,000	41,400,000	51,100,000	28,600,000	40,910,000	184,246,000
Water/Sewer Operating Fund	87,000,000	108,850,900	92,050,900	72,640,900	66,950,900	427,493,600
Total Water and Sewer	\$ 116,036,000	163,350,900	147,350,900	105,440,900	123,060,900	655,239,600
AVIATION						
Revenue Bonds	\$ 54,879,115	36,785,589	41,173,716	39,671,931	65,798,425	238,308,776
Federal Grants & Passenger Facility Charges	225,070,314	152,659,755	165,216,532	278,905,770	368,986,867	1,190,839,238
Aviation Pay-As-You-Go	77,433,183	49,088,455	20,949,684	17,477,895	20,576,839	185,526,056
Total Aviation	\$ 357,382,612	238,533,799	227,339,932	336,055,596	455,362,131	1,614,674,070
TOTAL ENTERPRISE FUND REVENUES	\$ 834,243,211	575,922,435	501,299,041	573,873,193	708,138,421	3,193,476,301

6. ENTERPRISE FUNDS EXPENDITURE SUMMARY

STORM WATER	\$ 59,100,000	87,775,000	73,000,000	65,975,000	68,850,000	354,700,000
CHARLOTTE AREA TRANSIT	301,724,599	86,262,736	53,608,209	66,401,697	60,865,390	568,862,631
WATER AND SEWER	116,036,000	163,350,900	147,350,900	105,440,900	123,060,900	655,239,600
AVIATION	357,382,612	238,533,799	227,339,932	336,055,596	455,362,131	1,614,674,070
TOTAL ENTERPRISE FUNDS EXPENDITURES		\$ 834,243,211	575,922,435	501,299,041	573,873,193	708,138,421
3,193,476,301						

FY2017-FY2021 Community Investment Plan

Sections 7.A through 7.E on the following pages provide detailed funding and expenditure schedules for each capital program area, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments. These schedules identify the individual capital projects within each of the program areas for the five-year Community Investment Plan.

7.A HOUSING AND NEIGHBORHOODS PROGRAM SCHEDULE

PROJECT TITLE	FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
<u>HOUSING</u>						
Affordable Housing						
Housing Diversity Program	\$ 15,500,000	500,000	15,500,000	500,000	15,500,000	47,500,000
Community Dev BLOCK Grant	5,636,235	5,636,235	5,636,235	5,636,235	5,636,235	28,181,175
Community Dev HOME Grant	3,474,420	3,474,420	3,474,420	3,474,420	3,474,420	17,372,100
Innovative Housing Program	4,005,107	4,005,107	4,005,107	4,005,107	4,005,107	20,025,535
In Rem Remedy-Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home Rental Assistance Endowment	1,200,000	1,200,000	700,000	0	0	3,100,000
TOTAL HOUSING	\$ 30,365,762	15,365,762	29,865,762	14,165,762	29,165,762	118,928,810
<u>NEIGHBORHOOD DEVELOPMENT</u>						
Neighborhood Improvements						
Comprehensive Neighborhood Improvement Program (CNIP)	\$ 40,000,000	0	40,000,000	0	20,000,000	100,000,000
SouthPark CNIP	5,000,000	0	5,000,000	0	0	10,000,000
Neighborhood Matching Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Pedestrian Safety						
Sidewalk and Pedestrian Safety	15,000,000	0	15,000,000	0	15,000,000	45,000,000
TOTAL NEIGHBORHOODS	\$ 60,325,000	325,000	60,325,000	325,000	35,325,000	156,625,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$ 90,690,762	15,690,762	90,190,762	14,490,762	64,490,762	275,553,810
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
Housing Bonds (2016, 2018, 2020)	\$ 15,000,000	0	15,000,000	0	15,000,000	45,000,000
Neighborhood Bonds (2016, 2018, 2020)	45,000,000	0	45,000,000	0	20,000,000	110,000,000
Street Bonds (2016, 2018, 2020)	15,000,000	0	15,000,000	0	15,000,000	45,000,000
Pay-As-You-Go Fund	6,454,991	6,454,991	5,954,991	5,254,991	5,254,991	29,374,955
Community Dev Block Grant	5,351,235	5,351,235	5,351,235	5,351,235	5,351,235	26,756,175
HOME Grant	2,299,536	2,299,536	2,299,536	2,299,536	2,299,536	11,497,680
Innovative Housing Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
Community Development Program Income	285,000	285,000	285,000	285,000	285,000	1,425,000
HOME Program Income	600,000	600,000	600,000	600,000	600,000	3,000,000
Affordable Housing Bonds Program Income	500,000	500,000	500,000	500,000	500,000	2,500,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY	\$ 90,690,762	15,690,762	90,190,762	14,490,762	64,490,762	275,553,810

FY2017-FY2021 Community Investment Plan

7.B TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
Roads						
Street and Road Infrastructure						
Northeast Corridor Infrastructure (NECI)	\$ 35,360,000	0	27,300,000	0	27,300,000	89,960,000
Dixie Berryhill Area Roads	16,200,000	0	28,520,000	0	0	44,720,000
Park South Drive Extension	4,000,000	0	4,632,000	0	0	8,632,000
Road Planning/Design/ROW	1,145,878	1,073,332	1,050,771	1,001,787	1,000,000	5,271,768
Short Term Road Congestion Improvements	2,963,539	3,052,810	0	0	0	6,016,349
Idlewild Road/Monroe Road Intersection	6,100,000	0	0	0	0	6,100,000
Non-Street Transportation Infrastructure						
26-Mile Cross Charlotte Multi-Use Trail	\$ 25,000,000	0	5,000,000	0	0	30,000,000
Repair and Replace Bridges Program	3,000,000	0	3,000,000	0	4,000,000	10,000,000
Sidewalk and Bike Improvements	2,000,000	0	4,000,000	0	2,000,000	8,000,000
Southend Pedestrian/Bicycle Connector	2,000,000	0	0	0	0	2,000,000
Research Drive-J.W. Clay Connector over I-85	12,480,000	0	0	0	0	12,480,000
ADA Implementation	2,000,000	0	0	0	0	2,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Cross Charlotte Trail-South CLT Connector	3,000,000	0	0	0	0	3,000,000
Neighborhood Transportation Program	5,000,000	0	0	0	0	5,000,000
Traffic Control						
Traffic Signal System Coordination Program	3,000,000	0	3,000,000	0	6,000,000	12,000,000
Traffic Control Devices Upgrade Program	4,000,000	0	4,000,000	0	4,000,000	12,000,000
TOTAL ROADS	\$ 127,799,417	4,676,142	81,052,771	1,551,787	44,850,000	259,930,117
ROADS REVENUE SUMMARY						
Street Bonds (2016, 2018 and 2020)	\$ 121,140,000	0	79,452,000	0	43,300,000	243,892,000
Prior Street Bonds	\$ 2,000,000	0	0	0	0	2,000,000
Pay-As-You-Go Fund	4,659,417	4,676,142	1,600,771	1,551,787	1,550,000	14,038,117
TOTAL REVENUE ROADS	\$ 127,799,417	4,676,142	81,052,771	1,551,787	44,850,000	259,930,117
City Transit Investment Program						
CATS Maintenance of Effort (MOE)	\$ 20,709,362	21,330,643	21,970,562	22,629,679	23,308,569	109,948,815
Transit Contribution to County & Towns	673,788	687,264	701,010	715,029	729,329	3,506,420
CityLYNX Gold Line Phase 1	1,533,357	1,564,024	1,595,305	1,627,211	1,659,755	7,979,652
CityLYNX Gold Line Phase 2	0	0	4,643,866	4,736,743	4,831,478	14,212,087
CityLYNX Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
CityLYNX Gold Line Phase 3 Reserve	1,130,836	976,358	0	0	0	2,107,194
TOTAL TRANSIT INVESTMENT PROGRAM	\$ 25,547,343	26,058,289	30,410,743	31,208,662	32,029,131	145,254,168
TRANSIT INVESTMENT REVENUE SUMMARY						
Vehicle Rental Tax	\$ 11,507,607	11,737,759	11,972,514	12,211,964	12,456,203	59,886,047
Motor Vehicle License	14,039,736	14,320,530	14,606,941	14,899,080	15,197,062	73,063,349
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000	4,500,000
Sales Tax - Partial Transfer from PAYGO	0	0	2,331,288	2,597,618	2,875,866	7,804,772
TOTAL REVENUE TRANSIT INVESTMENT	\$ 25,547,343	26,058,289	30,410,743	31,208,662	32,029,131	145,254,168
TOTAL TRANSPORTATION & TRANSIT	\$ 153,346,760	30,734,431	111,463,514	32,760,449	76,879,131	405,184,285

FY2017-FY2021 Community Investment Plan

7.B TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
Charlotte Area Transit System						
<u>Transit Vehicles:</u>						
Bus: Replacement	\$ 10,040,964	19,202,488	14,898,758	12,414,613	16,807,575	73,364,398
STS Vehicles: Replacement	2,073,663	1,835,760	2,157,960	2,181,600	2,122,195	10,371,178
Vanpool Vehicles: Replacement	721,780	435,468	456,468	478,518	655,291	2,747,525
STS Vehicles: Expansion	411,934	212,768	213,107	342,636	352,913	1,533,358
Non-Revenue Vehicles: Replacement	292,500	0	0	0	0	292,500
<u>Transit Facilities:</u>						
Asset Maintenance	485,695	0	212,872	0	0	698,567
Transit Amenities (Bus Stops)	473,575	489,647	489,647	489,647	489,647	2,432,163
Transit Center Camera Upgrade	465,094	42,000	42,000	42,000	42,000	633,094
<u>Transit Maintenance and Equipment:</u>						
Bus: Preventive Maintenance	4,930,000	4,930,000	4,930,000	4,930,000	4,930,000	24,650,000
Rail: Vehicle Maintenance	3,503,881	4,417,726	2,100,307	22,408,237	14,694,718	47,124,869
Rail: Guideway Maintenance	1,392,076	919,896	1,769,568	365,896	1,700,000	6,147,436
Safety & Security Equipment	964,647	1,414,647	1,414,647	1,414,647	1,414,647	6,623,235
Rail: Shop Equipment	515,123	1,442,331	369,647	0	259,294	2,586,395
Rail: Preventive Maintenance	375,000	1,500,000	1,500,000	500,000	1,500,000	5,375,000
STS: Preventive Maintenance	175,000	175,000	175,000	175,000	175,000	875,000
<u>Transit Support:</u>						
Fare Collection System Upgrade	10,000,000	120,000	132,000	144,000	168,000	10,564,000
Rail: Communications Systems Upgrade	2,312,500	1,870,861	205,195	0	0	4,388,556
Bus: Scheduling System Upgrade	1,466,369	235,544	241,433	248,676	256,136	2,448,158
Bus: Transit Signal Priority	843,750	42,000	42,000	42,000	42,000	1,011,750
Mobile Application Phase II	180,000	39,600	39,600	39,600	39,600	338,400
Technology System Support	54,048	0	0	0	0	54,048
<u>Transit Corridor Development:</u>						
LYNX Blue Line Extension (NE Light Rail)	253,295,000	34,346,000	9,244,000	8,244,000	0	305,129,000
Blue Line Capacity Expansion Phase 2	5,242,000	9,561,000	9,944,000	8,910,627	12,186,374	45,844,001
Red Line	780,000	780,000	780,000	780,000	780,000	3,900,000
West Line	730,000	2,250,000	2,250,000	2,250,000	2,250,000	9,730,000
TOTAL TRANSIT	\$ 301,724,599	86,262,736	53,608,209	66,401,697	60,865,390	568,862,631

Charlotte Area Transit System Revenue Summary

Federal Transit Grants	\$ 121,642,410	66,882,000	27,173,400	27,076,000	24,992,800	267,766,610
Debt Proceeds	143,192,372	0	0	0	0	143,192,372
NCDOT Transit Grants	21,256,500	3,261,165	9,814,591	22,189,000	18,204,132	74,725,388
CATS Local Contribution	15,633,317	16,119,571	16,620,218	17,136,697	17,668,458	83,178,261
TOTAL REVENUE TRANSIT	\$ 301,724,599	86,262,736	53,608,209	66,401,697	60,865,390	568,862,631

FY2017-FY2021 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>		<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
<u>Economic Development</u>							
Business Corridor							
Business Grant Program	\$	125,000	125,000	125,000	125,000	125,000	625,000
Economic Development Corridor							
Applied Innovation Corridor		2,720,000	0	13,760,000	0	0	16,480,000
SE Corridor Land Acquisition & Street Connection		7,500,000	0	5,000,000	0	0	12,500,000
Monroe Road Streetscape		2,080,000	0	8,320,000	0	0	10,400,000
Public/Private Redevelopment Opportunities		10,000,000	0	10,000,000	0	0	20,000,000
Synthetic Tax Increment Grant (property tax)		77,426	78,910	85,036	107,185	111,140	459,697
Economic Opportunity Task Force		50,000	0	0	0	0	50,000
Disparity Study		350,000	0	0	0	0	350,000
CBI-Small Business Loans		150,000	0	0	0	0	150,000
National League of Cities		300,000	300,000	0	0	0	600,000
Total Economic Development	\$	23,352,426	503,910	37,290,036	232,185	236,140	61,614,697
ECONOMIC DEVELOPMENT REVENUE SUMMARY							
Business Grant Program Income	\$	125,000	125,000	125,000	125,000	125,000	625,000
Pay-As-You-Go Fund		927,426	378,910	85,036	107,185	111,140	1,609,697
Neighborhood Bonds (2016, 2018)		10,000,000	0	10,000,000	0	0	20,000,000
Street Bonds TBA (2016, 2018)		12,300,000	0	27,080,000	0	0	39,380,000
TOTAL GENERAL ECONOMIC DEVELOPMENT	\$	23,352,426	503,910	37,290,036	232,185	236,140	61,614,697

FY2017-FY2021 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
Aviation						
Airfield Projects						
Aircraft Rescue and Fire Fighting Station	\$ 0	0	0	2,759,118	4,566,401	7,325,519
Airfield Progressive Light Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Asphalt Taxiway/Runway Improvements	500,000	0	0	0	0	500,000
East Ramp Lavatory and Fuel	447,536	0	0	0	0	447,536
Fourth Parallel Runway - Design	0	0	38,000,000	0	0	38,000,000
Fourth Parallel Runway - Construction	0	0	0	133,101,852	248,944,444	382,046,296
Fuel Farm Pumping Station Expansion	137,956	237,044	0	0	0	375,000
Fuel Farm Phase III	0	10,000,000	0	0	0	10,000,000
Center Airfield Lighting Vault Relocation	0	0	195,076	2,268,814	1,527,237	3,991,127
Perimeter Fence Upgrade	1,000,000	1,000,000	1,500,000	0	0	3,500,000
SPHSP Thermoplastic	226,000	0	0	0	0	226,000
West Boulevard Relocation Phase III	0	8,164	7,902,098	9,028,093	61,645	17,000,000
West Ramp Expansion - Phase I	43,199,074	1,650,463	0	0	0	44,849,537
West Ramp Expansion - Phase II	0	0	3,617,540	12,185,399	8,615,458	24,418,397
Taxicab A and C - Rehab	6,818,219	2,181,781	0	0	0	9,000,000
TWY Centerline Light Replacement	225,000	225,000	0	0	0	450,000
Runway 18R/36L Joint Seal Replacement	1,925,000	0	0	0	0	1,925,000
Runway 18R/36L Edge Light Wire and Transformer	100,000	0	0	0	0	100,000
Total Airfield Projects	\$ 54,778,785	15,502,452	51,414,714	159,543,276	263,915,185	545,154,412
Terminal Complex Projects						
A1, B2, C3, C6 Loading Bridge Replacement	\$ 2,904,000	0	0	0	0	2,904,000
AHU 7, 8, 11 Refurb	0	150,000	0	0	0	150,000
Asphalt Airport Roads and Parking lot improvements	500,000	0	0	0	0	500,000
Concourse A Expansion -Phase I	104,914,067	33,467,287	0	0	0	138,381,354
Concourse A Expansion - Phase II	0	0	12,153,053	123,807,867	140,362,242	276,323,162
Concourse C Expansion	0	0	0	0	30,707,864	30,707,864
Concourse E Baggage Transfer Station	11,078,510	1,474,307	0	0	0	12,552,817
Concourse E Breakroom Addition	57,647	0	0	0	0	57,647
Concourse E Expansion-Phase 8	6,792,192	2,360,552	0	0	0	9,152,744
Concourse E Jetways - Phase I	4,474,713	3,202,235	151,606	0	0	7,828,554
Concourse E Jetways - Phase II	3,551,983	6,443,335	404,682	0	0	10,400,000
East Terminal Expansion-Phase II	7,047,143	1,949,898	0	0	0	8,997,041
Elevator 1 Rehab	0	0	100,000	0	0	100,000
Elevator 3 Rehab	360,000	0	0	0	0	360,000
Elevator 4 Rehab	0	360,000	0	0	0	360,000
Elevator 6 Rehab	0	100,000	0	0	0	100,000
Energy Infrastructure	3,371,378	3,622	0	0	0	3,375,000
Long Term 2 Parking Lot Expansion	6,300,000	0	0	0	0	6,300,000
Passenger Boarding Bridge Replacements	5,464,589	9,912,823	622,588	0	0	16,000,000
Passenger Boarding Units	341,537	619,551	38,912	0	0	1,000,000
Pedestrian Tunnels	3,180,246	849,796	0	0	0	4,030,042
Roadway Canopies	0	5,500,000	0	0	0	5,500,000
Signage and Wayfinding Master Plan	792,969	103,516	0	0	0	896,485
Terminal Elevated Road and Tunnel	27,173,579	10,908,136	0	0	0	38,081,715
Terminal Ramp Improvements	500,000	0	0	0	0	500,000
Terminal Ticket Lobby Expansion	2,271,747	80,549,768	129,558,945	34,619,540	0	247,000,000
West Ramp Lavatory and Fuel Station	0	72,400	1,177,600	0	0	1,250,000
Total Terminal Complex Projects	\$ 191,076,300	158,027,226	144,207,386	158,427,407	171,070,106	822,808,425

FY2017-FY2021 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
Aviation						
Miscellaneous Aviation Projects						
Airport Area Development Plan	\$ 1,300,000	0	0	0	0	1,300,000
EIS Land Acquisition 2000	12,811,055	3,056,445	0	0	0	15,867,500
Express Catering Demo	125,000	0	0	0	0	125,000
LT2-3 Tree Reno	75,000	0	0	0	0	75,000
Irrigation for Main Entrance Landscape	0	110,000	0	0	0	110,000
Road System Landscape Master Plan	0	1,100,000	0	0	0	1,100,000
Master Plan Land Acquisition 2015	5,190,400	7,302,400	5,190,400	1,158,400	0	18,841,600
Master Plan Land Acquisition 2007	8,934	0	0	0	0	8,934
Miscellaneous Costs	4,377,999	0	0	0	0	4,377,999
Pavement Management Plan	200,000	0	0	0	0	200,000
Planning Support Services	250,000	250,000	250,000	250,000	250,000	1,250,000
Project Contingency	2,918,666	0	0	0	0	2,918,666
Public Art	3,059,577	0	0	0	0	3,059,577
Sustainability	100,000	100,000	100,000	100,000	0	400,000
Terminal Area Study	0	0	500,000	0	0	500,000
Total Miscellaneous Aviation Projects	30,416,631	11,918,845	6,040,400	1,508,400	250,000	50,134,276
Facility Renovations						
AA Training Center Expansion	\$ 7,015,762	0	0	0	0	7,015,762
AA Line Maintenance Hangar Expansion	998,927	1,073	0	0	0	1,000,000
American Airlines Mail Sort Facility	2,899,170	0	0	0	0	2,899,170
FBO Charter Terminal A/C Replacement	100,000	0	0	0	0	100,000
Main Data Center	650,000	0	0	0	0	650,000
Terminal Rehabilitation	21,332,748	19,825,422	5,689,560	3,800	0	46,851,530
CLT Center Phase 10	11,319	0	0	0	0	11,319
Roof Replacements	500,000	500,000	500,000	500,000	500,000	2,500,000
PSA Hangar Expansion	121,922	0	0	0	0	121,922
Hourly Parking Toll Plaza Refinish	145,606	0	0	0	0	145,606
Total Facility Renovation Projects	\$ 33,775,454	20,326,495	6,189,560	503,800	500,000	61,295,309
New Facilities						
Concession Distribution Warehouse	\$ 7,097,360	5,352,107	0	0	0	12,449,467
Joint Operations Center	10,000,000	0	0	0	0	10,000,000
Vehicle Maintenance Facility	8,353,014	178,986	0	0	0	8,532,000
Redundant Data Center	0	1,790,145	3,145,727	64,128	0	5,000,000
Fleet Vehicle Wash Facility	4,814	0	0	0	0	4,814
Solid De-Icing Facility	150,000	0	0	0	0	150,000
Total New Facilities	\$ 25,605,188	7,321,238	3,145,727	64,128	0	36,136,281
Technology						
Airport Com Room Expansion	\$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Airport Network Upgrade	0	0	0	500,000	0	500,000
BAS Wireless Infrastructure	80,000	0	0	0	0	80,000
City Network Upgrade	0	0	0	250,000	0	250,000
City Server Replacement	0	500,000	0	0	0	500,000
EASE	87,250	227,070	0	0	0	314,320
EIS for Master Plan Projects	1,262,318	2,884,118	852,537	0	0	4,998,973
Parking Revenue Control System	0	0	0	0	10,000,000	10,000,000
Security Access Improvements	419,630	3,460,955	619,415	0	0	4,500,000
Video Management System	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Technology Projects	\$ 4,849,198	10,072,143	4,471,952	3,750,000	13,000,000	36,143,293

FY2017-FY2021 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>TOTAL</u>
Aviation						
General Aviation Projects						
Bank of America Road Relocation	1,395,780	104,220	0	0	0	1,500,000
Fixed Base Operator Ramp Rehabilitation	2,859,157	0	0	0	0	2,859,157
Fixed Base Operator Ramp Expansion	0	0	2,260,911	739,089	0	3,000,000
Fixed Base Operator Terminal Expansion	895,271	2,104,729	0	0	0	3,000,000
GADO Site Redevelopment	0	0	1,049,383	3,950,617	0	5,000,000
General Aviation Hangar I	1,012,136	6,476,052	11,812	0	0	7,500,000
General Aviation Hangar II	0	153,399	2,346,087	3,590,879	1,403,063	7,493,428
Total General Aviation Projects	\$ 6,162,344	8,838,400	5,668,193	8,280,585	1,403,063	30,352,585
Capital Equipment						
Bus Fleet	\$ 4,790,000	3,000,000	3,000,000	3,000,000	3,000,000	16,790,000
Multifunction Snow Equipment	1,000,000	0	0	0	0	1,000,000
Automated Vehicle Location System	0	0	1,500,000	0	0	1,500,000
Skid Steer	140,000	0	0	0	0	140,000
Four Dump Trucks	152,000	152,000	152,000	152,000	0	608,000
Trash Compactors	1,400,000	0	0	0	0	1,400,000
PC Air Units C8,C10,A6	300,000	0	0	0	0	300,000
Deicing Facility Generator	200,000	0	0	0	0	200,000
Sign Shop Equipment	150,000	0	0	0	0	150,000
Mobile Column Lifts	75,000	0	0	0	0	75,000
ARFF Truck 2016	23,264	0	0	0	0	23,264
Avian Radar	0	1,300,000	0	0	0	1,300,000
Chiller 13 Replacement	0	800,000	0	0	0	800,000
PC Air Units C6, B7, A3, A8, A12	0	500,000	0	0	0	500,000
Excavator	0	170,000	0	0	0	170,000
Runway Wx Info System	0	170,000	0	0	0	170,000
Airfield Mower	0	94,000	0	0	0	94,000
Terminal Ramp Sweeper	0	86,000	0	0	0	86,000
Slope Mower	0	75,000	0	0	0	75,000
Chiller 14 Replacement	0	0	825,000	0	0	825,000
Knuckle Boom Lift	0	70,000	0	0	0	70,000
Gatekeeper System Upgrade	0	60,000	0	0	0	60,000
AHU 6 Refurb	0	50,000	0	0	0	50,000
Fuel/Lube Truck	0	0	325,000	0	0	325,000
Front End Loader	0	0	262,000	0	0	262,000
VX50 Gen2 Vacuum Excavator	0	0	70,000	0	0	70,000
Brush Chipper	0	0	68,000	0	0	68,000
Elevator 2 Rehab	0	0	0	100,000	0	100,000
A6 Loading Bridge Replacement	0	0	0	726,000	0	726,000
Replace CS1 Legacy Conveyors	2,488,448	0	0	0	0	2,488,448
Total Capital Equipment	\$ 10,718,712	6,527,000	6,202,000	3,978,000	3,000,000	30,425,712
Cargo Development Projects						
Cargo Building #8	\$ 0	0	0	0	0	2,223,776
Total Cargo Development	\$ 0	0	0	0	0	2,223,776
TOTAL AVIATION	\$ 357,382,612	238,533,799	227,339,932	336,055,596	455,362,131	1,614,674,070
AVIATION REVENUE SUMMARY						
Revenue Bonds	\$ 54,879,115	36,785,589	41,173,716	39,671,931	65,798,425	238,308,776
Fed Grants and Passenger Facility Charges	225,070,314	152,659,755	165,216,532	278,905,770	368,986,867	1,190,839,238
Airport Pay-As-You-Go	77,433,183	49,088,455	20,949,684	17,477,895	20,576,839	185,526,056
TOTAL REVENUE AVIATION	\$ 357,382,612	238,533,799	227,339,932	336,055,596	455,362,131	1,614,674,070
TOTAL ECONOMIC DEVELOPMENT REVENUES						
TOTAL ECONOMIC DEVELOPMENT REVENUES	\$ 380,735,038	239,037,709	264,629,968	336,287,781	455,598,271	1,676,288,767

FY2017-FY2021 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

The Environment Program encompasses City services that protect natural resources, promote conservation, and advance a clean and healthy environment. While not specifically shown within the Environment Program, transit-oriented infrastructure investments such as the LYNX Blue Line Extension also provide direct and significant contributions to the City's environmental stewardship.

PROJECT TITLE	FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
Environmental Services Program						
Environmental Services Program	\$ 1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Trees Program						
Tree Trimming & Removal Program	\$ 1,625,000	1,625,000	1,625,000	1,625,000	1,625,000	8,125,000
Tree Replacement Program	900,000	900,000	900,000	900,000	900,000	4,500,000
TreesCharlotte Endowment	250,000	250,000	250,000	250,000	0	1,000,000
TOTAL GENERAL ENVIRONMENT	\$ 3,975,000	3,975,000	3,975,000	3,975,000	3,725,000	19,625,000
ENVIRONMENTAL SERVICES REVENUE						
General Pay-As-You-Go Fund	3,975,000	3,975,000	3,975,000	3,975,000	3,725,000	19,625,000
TOTAL ENVIRONMENT REVENUES	\$ 3,975,000	3,975,000	3,975,000	3,975,000	3,725,000	19,625,000
Storm Water						
Storm Water Repairs to Existing Drains	\$ 16,000,000	27,500,000	28,500,000	28,750,000	29,500,000	130,250,000
Storm Water Pollution Control	0	600,000	2,350,000	2,400,000	2,450,000	7,800,000
Stream Restoration/Mitigation	550,000	875,000	1,300,000	1,425,000	2,550,000	6,700,000
Minor Storm Water Projects	2,650,000	7,350,000	700,000	700,000	2,700,000	14,100,000
Storm Water Flood Control	2,300,000	2,850,000	4,600,000	4,600,000	18,400,000	32,750,000
Post Construction Control Program	750,000	750,000	750,000	750,000	750,000	3,750,000
Stream Mitigation Bank	750,000	750,000	750,000	750,000	750,000	3,750,000
Community Investment Projects	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,000,000
Area Improvements						
Beckwith/Meadow Minor CIP	350,000	500,000	13,250,000	0	0	14,100,000
Cedars East Minor CIP	0	9,250,000	0	0	0	9,250,000
Chatham Minor CIP	0	0	0	0	10,350,000	10,350,000
Cutchin Drive SDIP	600,000	0	4,250,000	0	0	4,850,000
Edgewater/Rosecrest	350,000	1,150,000	0	5,200,000	0	6,700,000
Hampton Ave Minor CIP	0	8,000,000	0	0	0	8,000,000
Hill Street Minor CIP	300,000	600,000	0	9,600,000	0	10,500,000
Hinsdale/Tinkerbell SDIP	400,000	3,800,000	0	0	0	4,200,000
Kenilworth/Romany SDIP	8,800,000	0	0	0	0	8,800,000
Lyon Court SDIP	0	12,650,000	0	0	0	12,650,000
Myrtle/Morehead SDIP	22,800,000	0	0	0	0	22,800,000
Parkwood SDIP	0	0	0	10,500,000	0	10,500,000
Chandworth SDIP	200,000	0	5,500,000	0	0	5,700,000
Tattersall SDIP	900,000	2,300,000	0	0	0	3,200,000
Water Oak SDIP	0	4,250,000	0	0	0	4,250,000
Yancey Road SDIP	0	0	5,250,000	0	0	5,250,000
Alanhurst/Cherrycrest SDIP	0	3,500,000	0	0	0	3,500,000
6th & Graham Minor SDIP	400,000	0	4,600,000	0	0	5,000,000
Total Storm Water	\$ 59,100,000	87,775,000	73,000,000	65,975,000	68,850,000	354,700,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 14,600,000	45,275,000	29,500,000	24,475,000	25,350,000	139,200,000
Storm Water Pay-As-You-Go	43,000,000	41,000,000	42,000,000	40,000,000	42,000,000	208,000,000
Program Income	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL STORM WATER REVENUES	\$ 59,100,000	87,775,000	73,000,000	65,975,000	68,850,000	354,700,000

FY2017-FY2021 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY2017	FY2018	FY2019	FY2020	FY2021	Total
WATER						
Rehabilitation and Replacement						
Water Line Rehabilitation/Replacement	\$ 9,000,000	10,500,000	10,500,000	10,500,000	10,500,000	51,000,000
Water Treatment Plant Rehab and Upgrades	5,350,000	4,850,000	4,850,000	4,850,000	4,850,000	24,750,000
Booster Pump Station Upgrades	250,000	250,000	250,000	250,000	250,000	1,250,000
Elevated Water Storage Tank Rehabilitation	100,000	200,000	100,000	100,000	0	500,000
Vest Water Treatment Plant Rehabilitation and Upgrade	0	3,000,000	6,500,000	7,000,000	6,500,000	23,000,000
Regulatory Requirements						
Franklin Water Treatment Plant - Quality Improvement Project	\$ 6,000,000	6,000,000	8,000,000	5,000,000	0	25,000,000
Water Treatment Regulatory Improvements	400,000	200,000	100,000	0	0	700,000
Corrosion Control Optimization	250,000	250,000	0	0	0	500,000
Vest FM & Pump Station to Franklin	0	3,500,000	0	0	0	3,500,000
Franklin Dewatered Residuals Storage Facility	0	250,000	750,000	0	0	1,000,000
Capacity for Growth						
New Service Installation Water	\$ 8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000
Street and Minor Water Main Extensions	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000
Plaza Booster Pump Station Upgrades	500,000	2,800,000	0	0	0	3,300,000
Hambright Road Water Main	0	0	0	0	1,000,000	1,000,000
Catawba River Water Pump Station Cell 4 - Pump Addition	0	0	0	0	200,000	200,000
Commitment to Public Project and Utility Operations						
Water Lines for Street Improvements	\$ 2,750,000	2,750,000	2,750,000	2,750,000	2,750,000	13,750,000
Water Meter Operations Program	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	13,000,000
GIS Facilities Mapping	2,070,000	1,300,000	1,300,000	1,300,000	1,300,000	7,270,000
NCDOT Railroad Improvement Project - Watermain Relocation	1,600,000	0	0	0	0	1,600,000
Technology Projects	1,200,000	1,275,000	1,275,000	1,275,000	1,275,000	6,300,000
UMS / Advantage Billing Operations and Enhancements	1,100,000	150,000	150,000	150,000	150,000	1,700,000
Independence Boulevard Widening - Water and Sewer	1,000,000	0	0	0	10,000,000	11,000,000
CityLYNX Gold Line Program Utility Improv Phase II	1,000,000	0	0	0	0	1,000,000
Optimization of Metering and Services Program	1,000,000	0	0	0	0	1,000,000
Water Quality Sampling Stations	500,000	500,000	0	0	0	1,000,000
Backup Power and UPS System at ESF Building	350,000	0	0	0	0	350,000
I-77 Expresss Lanes Water	300,000	8,700,000	0	0	0	9,000,000
LIMS Replacement	75,000	50,000	25,000	25,000	25,000	200,000
Dixie Berryhill Water Projects	0	5,400,000	0	0	0	5,400,000
Security Improvements - Water System	0	100,000	100,000	100,000	100,000	400,000
Water Distribution Flow Monitoring Program	0	0	100,000	100,000	100,000	300,000
Total Water	\$ 49,595,000	66,825,000	51,550,000	48,200,000	53,800,000	269,970,000

FY2017-FY2021 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY2017	FY2018	FY2019	FY2020	FY2021	Total
SEWER						
Rehabilitation and Replacement						
Sanitary Sewer Line Rehabilitation	\$ 15,154,100	14,000,000	15,000,000	15,000,000	15,000,000	74,154,100
WWTP Rehab and Upgrades	7,600,000	7,800,000	7,800,000	7,800,000	7,800,000	38,800,000
Lift Station Improvements	750,000	750,000	750,000	750,000	750,000	3,750,000
Sewer Lift Station Force Main Replace and Rehabilitation	500,000	500,000	0	0	0	1,000,000
Regulatory Requirements						
McAlpine Creek WWMF Aeration System & Clarifier Rehab	5,900,000	13,800,000	10,000,000	15,600,000	11,500,000	56,800,000
McDowell Creek WWTP Digester Rehabilitation and Upgrades	4,000,000	0	0	0	0	4,000,000
McAlpine Creek WWMF CIPS Reliability Improvements	3,000,000	0	0	0	0	3,000,000
Vacuum Truck Debris Receiving Stations	750,000	750,000	750,000	0	0	2,250,000
WWTP UV Disinfection System Improvements	200,000	3,800,000	0	0	0	4,000,000
Irwin Creek WWTP Dewatering Facility	0	1,200,000	0	0	0	1,200,000
Capacity for Growth						
Street and Minor Sewer Main Extension	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
New Service Installation Sewer	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	13,500,000
Clems Branch Pump Station Improvements	1,500,000	0	0	0	0	1,500,000
Four Mile Tributary Trunk Sewer	1,336,000	0	0	0	0	1,336,000
Upper McAlpine Creek Relief Sewer	1,000,000	8,000,000	0	0	0	9,000,000
Goose Creek PS and Outfall	500,000	0	0	0	3,000,000	3,500,000
Wastewater System Evaluation	400,000	500,000	500,000	500,000	500,000	2,400,000
Developer Constructed Sewer - Reimbursable	310,000	810,000	810,000	500,000	500,000	2,930,000
Upper Little Sugar Creek Trunk Sewer	300,000	0	0	0	0	300,000
Belmont & Mt. Holly Pump Station and Force main	200,000	200,000	8,600,000	0	0	9,000,000
Wastewater Master Plan Study	100,000	0	0	0	0	100,000
Gum Branch Outfall Replacement	0	3,000,000	0	0	0	3,000,000
Upper Taggart Creek Outfall Replacement	0	2,400,000	0	4,500,000	0	6,900,000
McDowell Basin Trunk Sewers	0	0	17,000,000	0	0	17,000,000
McMullen Creek Parallel Sewer & Flow EQ	0	0	7,000,000	0	0	7,000,000
North Fork of Crooked Creek Trunk Sewer	0	0	0	0	2,700,000	2,700,000
McKee Creek Tributary-Larkhaen GC Trunk	0	0	0	0	2,500,000	2,500,000
Campus Ridge Rd. LS, Force Main, & Grav Sew	0	0	0	0	2,500,000	2,500,000
Dixon Branch Trunk Sewer Extension	0	0	0	0	1,600,000	1,600,000
McCullough Branch LS Improvements	0	0	0	0	1,500,000	1,500,000
Fuda Creek Trunk Sewer	0	0	0	0	1,550,000	1,550,000
Beaver Dam Creek West Branch Outfall	0	0	0	0	1,300,000	1,300,000
Upper Clear Creek Tributary Sewer	0	0	0	0	1,000,000	1,000,000
Clear Creek Tributary Sewer	0	0	0	0	975,000	975,000
Cane Creek Southeast Tributary Trunk Sewer	0	0	0	0	700,000	700,000
Lake Road Trunk Sewer (Matthews)	0	0	0	0	625,000	625,000
Mountain Island Tributary Extension	0	0	0	0	510,000	510,000
Cane Creek Trunk Sewer North	0	0	0	0	450,000	450,000
Commitment to Public Projects and Utility Operations						
WWTP PCB Remediation	8,000,000	7,600,000	0	0	0	15,600,000
Sewer Lines in Streets to be Widened	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Trunk Sewer and Stream Bank Repairs	2,000,000	500,000	250,000	250,000	250,000	3,250,000
Work and Asset Management	750,900	625,900	350,900	350,900	350,900	2,429,500
Site Work at All WWTPs	500,000	500,000	500,000	500,000	500,000	2,500,000
Flow Metering at Sewer Lift Stations	290,000	290,000	290,000	290,000	0	1,160,000
I-77 Express Lanes - Sewer	200,000	4,300,000	0	0	0	4,500,000
Mallard Creek WRF Generator Project	0	8,500,000	0	0	0	8,500,000
Dixie Berryhill Sewer Infrastructure	0	5,500,000	0	0	0	5,500,000
Wastewater Collection Division Site Needs	0	0	15,000,000	0	0	15,000,000
Total Sewer	\$ 66,441,000	96,525,900	95,800,900	57,240,900	69,260,900	385,269,600
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	6,800,000	13,100,000	4,200,000	4,200,000	15,200,000	43,500,000
Sewer Revenue Bonds	22,236,000	41,400,000	51,100,000	28,600,000	40,910,000	184,246,000
Water/Sewer Operating Fund	87,000,000	108,850,900	92,050,900	72,640,900	66,950,900	427,493,600
TOTAL REVENUES	\$ 116,036,000	163,350,900	147,350,900	105,440,900	123,060,900	655,239,600

FY2017 Adopted Strategic Operating Plan

FY2017-FY2021 Community Investment Plan

7.E FACILITY INVESTMENTS PROGRAM SCHEDULE

PROJECT TITLE		FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
New Facilities							
Police Station Construction Program	\$	24,750,000	0	18,600,000	0	7,050,000	50,400,000
Northeast Equipment Maintenance Facility		2,080,000	0	6,500,000	0	0	8,580,000
Sweden Road Maintenance Yard Replacement		0	0	3,120,000	0	19,500,000	22,620,000
Land Purchase for Future Fire Stations		5,860,000	0	0	0	0	5,860,000
Facility Renovation							
Fire Station Renovations		400,000	400,000	400,000	400,000	400,000	2,000,000
Fire Logistics Renovations		423,408	0	0	0	0	423,408
Rehabilitation of City Clerk Vault		85,000	0	0	0	0	85,000
Louise Avenue Parking Lot 6 Repaving		2,760,000	0	0	0	0	2,760,000
Facility Maintenance							
Building Maintenance Program		3,984,627	3,950,727	3,925,453	3,925,453	3,925,453	19,711,713
Roof Replacement Program		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Parking Lot and Deck Repairs		300,000	300,000	300,000	300,000	300,000	1,500,000
Government Center Plaza Maintenance		810,000	700,000	700,000	700,000	700,000	3,610,000
Landscape Maintenance and Renovation		250,000	250,000	250,000	250,000	250,000	1,250,000
Unprogrammed PAYGO Reserve		0	0	1,000,892	2,161,256	2,825,824	5,987,972
Technology							
Technology Investments		500,000	500,000	500,000	500,000	500,000	2,500,000
PeopleSoft Upgrade		2,592,399	0	0	0	0	2,592,399
Data Center Upfit		3,155,817	0	0	0	0	3,155,817
Radio System Upgrade		1,000,000	0	0	0	0	1,000,000
Voice Over IP (VoIP) Conversion		2,492,370	0	0	0	0	2,492,370
911 Power Dispatch Expansion		238,000	0	0	0	0	238,000
TOTAL FACILITY INVESTMENTS	\$	53,181,621	7,600,727	36,796,345	9,736,709	36,951,277	144,266,679
FACILITY INVESTMENTS REVENUE SUMMARY							
Police Station Construction Program (COPs)	\$	24,750,000	0	18,600,000	0	7,050,000	50,400,000
NE Equipment Maintenance Facility (COPs)		2,080,000	0	6,500,000	0	0	8,580,000
Prior COPs		437,276	0	0	0	0	437,276
Sweden Road Maintenance Yard Replace (COPs)		0	0	3,120,000	0	19,500,000	22,620,000
Land for Future Fire Stations (COPs)		4,000,000	0	0	0	0	4,000,000
Technology Reserve		1,138,364	0	0	0	0	1,138,364
PAYGO Project Savings		3,155,817	0	0	0	0	3,155,817
Pay-As-You-Go Fund		17,620,164	7,600,727	8,576,345	9,736,709	10,401,277	53,935,222
TOTAL FACILITY INVESTMENTS REVENUES	\$	53,181,621	7,600,727	36,796,345	9,736,709	36,951,277	144,266,679

FY2017-FY2021 Community Investment Plan

8. PUBLIC ART SCHEDULE

PROJECT TITLE	FY2017	FY2018	FY2019	FY2020	FY2021	TOTAL
Comprehensive Neighborhood Improvements	\$ 24,000,000	0	24,000,000	0	12,000,000	60,000,000
SouthPark CNIP	3,000,000	0	3,000,000	0	0	6,000,000
Northeast Corridor Infrastructure (NECI)	21,216,000	0	16,380,000	0	16,380,000	53,976,000
Research Drive-J.W. Clay Connector over I-85 (N)	1,248,000	0	0	0	0	1,248,000
Cross Charlotte Multi-Use Trail	15,000,000	0	3,000,000	0	0	18,000,000
Cross Charlotte Trail - South Charlotte Connector	1,800,000	0	0	0	0	1,800,000
Sidewalks and Pedestrian Safety	1,500,000	0	1,500,000	0	1,500,000	4,500,000
SE Corridor Sidewalk and Bikeway Improvements	200,000	0	400,000	0	200,000	800,000
Southend Pedestrian/Bicycle Connector	200,000	0	0	0	0	200,000
Police Station Construction Program	14,850,000	0	11,160,000	0	4,230,000	30,240,000
Northeast Equipment Maintenance Facility	1,248,000	0	3,900,000	0	0	5,148,000
Sweden Road Maintenance Yard Replacement	0	0	1,872,000	0	11,700,000	13,572,000
TOTAL	\$ 84,262,000	0 65,212,000			0 46,010,000	195,484,000

GENERAL ART ALLOCATIONS

Comprehensive Neighborhood Improvements	\$ 240,000	0	240,000	0	120,000	600,000
SouthPark CNIP	30,000	0	30,000	0	0	60,000
Northeast Corridor Infrastructure (NECI)	212,160	0	163,800	0	163,800	539,760
Research Drive-J.W. Clay Connector over I-85 (N)	12,480	0	0	0	0	12,480
Cross Charlotte Multi-Use Trail	150,000	0	30,000	0	0	180,000
Cross Charlotte Trail - South Charlotte Connector	18,000	0	0	0	0	18,000
Sidewalks and Pedestrian Safety	15,000	0	15,000	0	15,000	45,000
SE Corridor Sidewalk and Bikeway Improvements	2,000	0	4,000	0	2,000	8,000
Southend Pedestrian/Bicycle Connector	2,000	0	0	0	0	2,000
Police Station Construction Program	148,500	0	111,600	0	42,300	302,400
Northeast Equipment Maintenance Facility	12,480	0	39,000	0	0	51,480
Sweden Road Maintenance Yard Replacement	0	0	18,720	0	117,000	135,720
TOTAL	\$ 842,620	0 652,120		0	460,100	1,954,840

REVENUES

Neighborhood Improvement Bonds TBA	\$ 270,000	0	270,000	0	120,000	660,000
Street Bonds TBA	411,640	0	212,800	0	180,800	805,240
Certificates of Participation	160,980	0	169,320	0	159,300	489,600
TOTAL	\$ 842,620	0 652,120		0	460,100	1,954,840

Aviation public art funding is calculated at year-end. The FY2017 allocation from FY2016 projects is \$3,059,577.

FY2017-FY2021 Community Investment Plan

9. Estimated Operating Budget Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Annual Operating Cost	1st Year Needed
Airport/West Corridor				
Dixie Berryhill Area Roads	\$44,720,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets.	\$10,000	FY2020
East/Southeast Corridor				
Land Acquisition and Street Connections	25,000,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital budgets.	\$2,000	FY2018
Monroe Road Streetscape	10,400,000	Periodic maintenance of additional sidewalks, curb and gutter, and landscaping; Costs will be covered within existing sidewalk and landscape maintenance budgets.	\$5,000	FY2022
Idlewild Road/Monroe Road Intersection	6,100,000	Periodic maintenance of traffic signals and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	\$4,000	FY2024
Sidewalk and Bikeway Improvements	8,000,000	Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.	\$3,000	FY2020
Northeast Corridor				
Research Drive - J.W. Clay Connector over I-85 (North Bridge #1)	15,480,000	Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.	\$5,000	FY2022
Northeast Corridor Infrastructure (NECI)	106,600,000	Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	\$78,000	FY2018
Applied Innovation Corridor	28,960,000	Much of the Applied Innovation Corridor project includes new street connections, which would require periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets.	\$5,000	FY2018
Road/Infrastructure Projects				
Park South Drive Extension	8,632,000	Minimal increase in street resurfacing costs offset by increase in Powell Bill revenue. Signs and signals will be covered within existing maintenance budgets.	\$1,000	FY2020
Cross Charlotte Multi-Use Trail	40,000,000	Specific operating costs for City-maintained segments of the Trail cannot be determined until the design phase of the project is completed. Any City costs to maintain the Trail will likely be covered within the existing Sidewalk and Curb Repair and Bridge Repair Capital Program budgets. Some cost inflation increases in these budget may be needed over time. Some operating costs will be incurred to maintain CMPD security cameras.	\$55,000	FY2020
Sidewalks and Pedestrian Safety	60,000,000	Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time.	\$50,000	FY2018
Southend Pedestrial/Bicycle Connector	2,000,000	Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.	\$1,000	FY2020
Neighborhood Transportation Program	\$5,000,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time.	\$10,000	FY2018

FY2017-FY2021 Community Investment Plan

9. Estimated Operating Budget Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Annual Operating Cost	1st Year Needed
Traffic Control & Bridges				
Upgrade Traffic Signal System Coordination	\$15,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	\$2,500	FY2018
Upgrade Traffic Control devices	19,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	2,500	FY2018
Repair and Replace Bridges	14,000,000	Costs will be covered within existing Bridge Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time.	10,000	FY2018
Public Safety & Other Facilities				
6 Police Division Stations	60,900,000	Each Station will require annual, ongoing facility maintenance and operations for buildings ranging between 10,000 - 12,000 square feet; Operating and maintenance costs for each new Station will range between \$150,000 - \$250,000 per year. Where new City-owned Stations will replace existing leased facilities, current operating and maintenance budgets for the leased facilities will continue for the new Stations, with a moderate level of additional expenses. One of the six funded new stations will be for a newly-created Police Division that will require approximately 100 new positions.	8,716,000	FY2020
Land Purchase for Future Fire Stations	4,000,000	Periodic landscape and grounds maintenance; minimal, non-recurring costs to provide landscaping to maintain vacant parcels.	500	FY2018
Sweden Road Maintenance Yard Replacement	22,620,000	Annual, ongoing facility maintenance and operations for a vehicle maintenance building replacing an existing facility; moderate additional costs above expenses currently budgeted for existing building being replaced	113,000	FY2024
Northeast Equipment Maintenance Facility	8,580,000	Annual, ongoing facility maintenance and operations for a new vehicle maintenance building; Full operating and maintenance budget will be required for this new facility, including Salary & Benefits for four additional positions. Operating costs for current Equipment Maintenance facilities range from approximately \$300,000 - \$500,000 per year.	580,967	FY2022
Neighborhood Improvements				
Comprehensive Neighborhood Improvement Program (CNIP)	\$130,000,000	Periodic maintenance of additional sidewalks, curb and gutter, landscaping, and pedestrian crossings; Initial maintenance costs will be covered within existing capital maintenance budgets. At full completion of all five CNIP Community areas, the capital maintenance budgets will require additional funding to fully support the new infrastructure.	\$110,000	FY2024
Total Capital Cost	\$634,992,000	Total Estimated Additional Operating Costs	\$9,764,468	
		Total Annual Operating Costs (Excluding new Police Division staffing)	\$1,048,468	

FY2017-FY2021 Community Investment Plan

10. COMMUNITY INVESTMENT PLAN PROGRAM POLICIES

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

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

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

FY2017-FY2021 Community Investment Plan

10. COMMUNITY INVESTMENT PLAN FINANCIAL POLICIES

1. General government debt policies:
 - Diversify revenue sources dedicated to capital formation and debt service
 - Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
 - Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
 - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
2. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax (one-half cent)
 - Other miscellaneous revenues including Alcoholic Beverage Control (ABC) profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation
3. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50%.
4. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects
5. Dedicate asset sales to the Community Investment Plan:
 - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds.
6. Maintain the General Government fund balance at 16% of the operating budget:
 - Funding in excess of 16% of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council.
7. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:
 - Water and Sewer, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges.
 - The Water and Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents.
 - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit.
8. Pursuant to the North Carolina General Statutes, the City's outstanding general obligation debt is subject to a legal limitation based on 8% of the total assessed value of real and personal property.

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Adopted FY2017 User Fees

User fees are fees charged to those who receive certain governmental services or use governmental facilities. These fees are categorized as regulatory or non-regulatory:

The purpose of regulatory user fees is to recoup costs associated with providing special regulatory services. Regulatory user fees are associated with or incident to a regulatory program, such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a fully allocated cost recovery rate of 100% for regulatory user fees. The fully allocated cost recovery model includes both direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the FY2017 Adopted Budget is the continuation of the City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100% for regulatory user fees. Also included is a revision to allow the City Manager to recommend exceptions to the 100% regulatory user fee recovery for specific services as part of the annual budget process in order to:
 1. Avoid significant jumps in price from year to year
 2. Ensure regulatory compliance
 3. Account for service costs that may include or be dedicated to public involvement
- Regulatory user fees are calculated based on the annual operating budget and are driven by the complexity of the service, number of units, and amount of staff time. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Non-regulatory user fees include all other user fees for City services or facilities that are unrelated to regulations. Examples are fees associated with City-owned cemeteries or airport landing fees. These fees are calculated using different methods since City Council's policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the City agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

FY2017 User Fee Highlights

The City's User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. From July 2008 through June 2012, user fees remained flat to mitigate impacts from the economic decline. Effective July 1, 2012, City Council approved a multi-year approach to gradually return to the fully allocated cost recovery model for regulatory fees. In accordance with current Council direction, in FY2017 the majority of the regulatory user fees recover 100% of costs. The average cost recovery for the adopted combined regulatory user fees increased from 92.4% to 94.8%. The adopted FY2017 fees recover 94.8% and include a policy revision to allow the City Manager to recommend some fees recovery at a recovery rate less than 100%.

The adopted FY2017 User Fees, along with the percentage of general fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New regulatory fees include the following: Not Subject Plats (Planning), Interactive Review (Fire), and Mega/HCDT Plan Review (Fire).

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY2015 Recovery Rate	FY2016 Recovery Rate	FY2017 Recovery Rate	FY2017 Subsidy Rate
1	Engineering & Property Mgmt: Land Development	79.0%	97.6%	100%	0.0%
2	Transportation: Land Development & Right-of-Way	100.0%	94.9%	98.8%	1.2%
3	Planning: Rezoning, Subdivision, Urban Plan & Zoning	76.0%	65.1%	90.5%	9.5%
4	Fire: Fire Code & Plans Review	100.0%	100.0%	100%	0.0%
5	Police: Adult Businesses, Carnival, Dance Halls & Passenger Vehicle For Hire	87.0%	81.0%	85.5%	14.5%
6	Neighborhood & Business Services: Zoning Admin.	76.3%	68.1%	66.4%	33.6%
7	City Clerk's Office: Legal Advertisements-Rezonings	65.5%	73.8%	100%	0%
Total Recovery Percentage based on totals		83.3%	92.4%	94.8%	5.2%

Adopted FY2017 User Fees

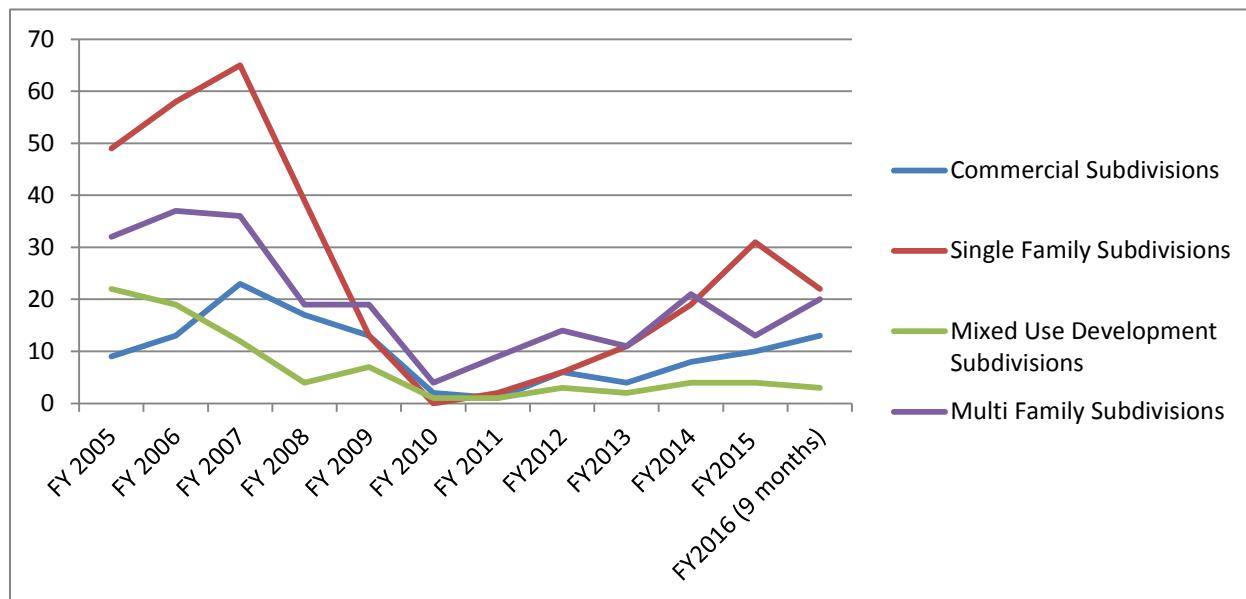
FY2017 User Fee Highlights continued:

The following pages detail the rates for regulatory user fees as well as the rates for non-regulatory user fees. In addition to the list of Regulatory and Non-Regulatory User Fees, this fee section includes storm water, as well as water and sewer fees.

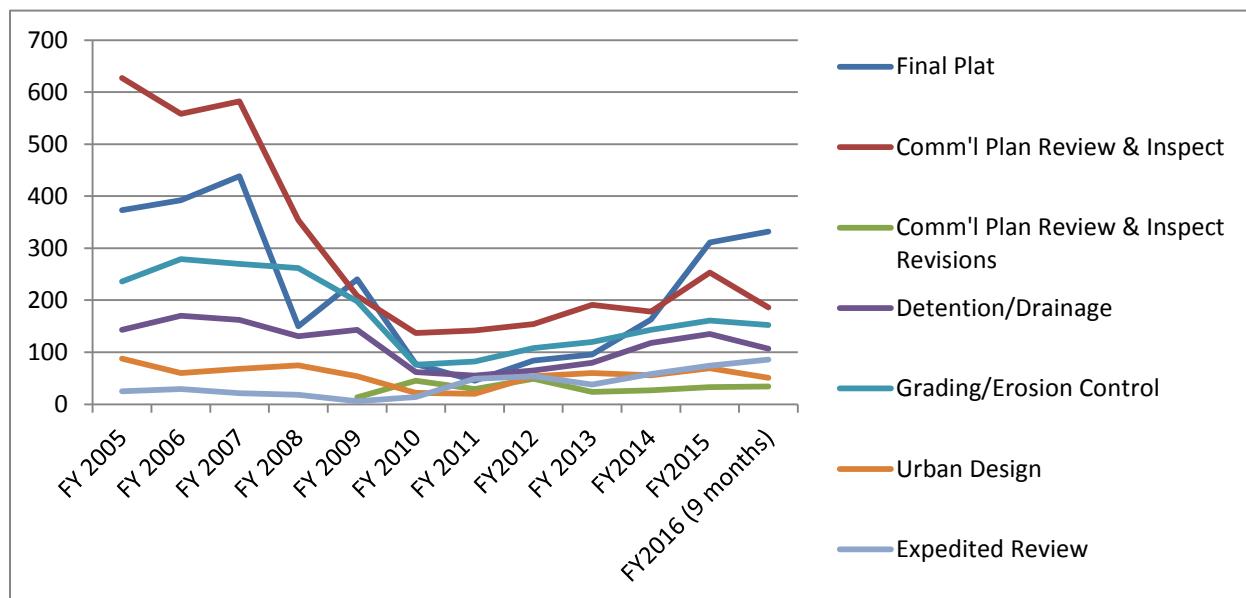
Regulatory Fees

The two charts provide trend history of occurrences associated with subdivision and land development approvals and depicts the direct correlation with the previous economic downturn.

Subdivision Projects



Other Land Development Approvals



Adopted FY2017 User Fees

FY2017 User Fee Highlights continued:

Regulatory Fees (continued)

1. Engineering & Property Management - Land Development

- All Land Development fees are proposed at 100% of fully-allocated costs with some fees slightly increasing or decreasing.
- Adopted FY2017 User Fees include:
 - No new fees
 - Two new positions to support the workload increase of 38% in submittals. The current goal of completing reviews 95% on time and meeting service goals recommended by the Gartner Consultant are becoming difficult to achieve with the increase in activity. The proposed fees include adding the following positions:
 - Urban Forester, and
 - Erosion Control Coordinator.
 - Reductions in the following fees: Commercial Tree Ordinance Review & Inspection, Commercial Tree Preservation, Detention/Drainage Plan Review & Inspection, Grading/Erosion Control Permit, Major Commercial Subdivision Review & Inspection, Residential Tree Ordinance and Tree Preservation, and Rezoning Staff Review & Inspection
 - The Sketch Plan Review fee was implemented in FY2016. Based upon current cost, the fee increased by \$105.

2. Charlotte Department of Transportation - Land Development & Right-of-Way

- Adopted FY2017 User Fees include:
 - No new fees requested
 - A General Fund subsidy for the following fees to account for service costs that may include or be dedicated to public involvement:
 - Rezoning – Minor at 13.5%
 - Rezoning – Major at 15.3%
 - Reductions in the following fees: Subdivision Processing, Urban Reviews, and Large Festival Permits

3. Charlotte-Mecklenburg Planning Department – Rezoning, Subdivision, Urban Plan and Zoning Administration

- Adopted FY2017 User Fees include:
 - One new user fee:
 - Not Subject Plats to recoup costs from Subdivision Plat reviews.
 - Two new positions:
 - Associate Planner to conduct rezoning process reviews, and
 - Associate Planner to conduct subdivision reviews and approvals
 - A General Fund subsidy for the following fees to account for service costs that may include or be dedicated to public involvement:
 - Conventional Rezoning at 14.1%
 - Conditional Rezoning (Minor) at 14.2%
 - Conditional Rezoning (Major) at 25.0%
 - Text Amendments at 24.9%
 - Reductions in the following fees: Amended Site Plan Approval, Condo Plats, and Sketch Plan Review

Adopted FY2017 User Fees

4. Charlotte Fire Department - Fire Code and Plans Review

- Adopted FY2017 User Fees include:
 - Two new user fees:
 - Interactive Plans Review in response to changes in Mecklenburg County LUESA's change review process.
 - Mega/Hybrid Collaborative Delivery Team (HCDT) Review (Phased, Mixed-Use, and Design Build Projects) to address changes made by Mecklenburg County LUESA and at the request of the development community.
 - Two new positions:
 - Land Development Plan Reviewer and Inspector to respond to the increase in service demands and to build additional review and inspection capacity.
 - Veteran Retraining Program position to prepare returning veterans for a career in the public section as a fire inspector.
 - With most fees remaining flat, the following fees increase to remain at 100% recovery: Plans Review for Construction Projects greater than \$1,000,001

5. Charlotte-Mecklenburg Police Department – Adult Businesses, Carnivals, Dance Halls, and Passenger Vehicle for Hire permits

- Adopted FY2017 User Fees include:
 - No new fees or positions
 - Passenger Vehicle for Hire fees have been restructured to simplify and streamline the fee process. Staff will provide a better analysis of fee subsidy for the FY2018 budget.
 - A General Fund subsidy for the following fees to ensure regulatory compliance:
 - Adult Business Application Fee at 18.5%
 - Passenger Vehicle for Hire fees have been restructured and the subsidy is undetermined at this time
 - Reductions in the following fees: Adult Business Background Checks and Dance Hall Licenses Building Design Changes

6. Neighborhood & Business Services – Zoning Administration

- Adopted FY2017 User Fees include:
 - No new fees or positions
 - A General Fund subsidy for the following fees to avoid significant jumps in price from year to year:
 - Residential Single Family Reviews at 68.8%
 - Sign Permits less than or greater than 100 square feet at 28%
 - Zoning Verification Letters at 84.9%
 - Zoning Use Permits at 60.9%

7. City Clerk's Office - Legal Advertisements for Rezoning Petitions

- Adopted FY2017 User Fee includes:
 - Fee for legal advertisements of rezoning increased by \$45 and is at 100% recovery.
- History of user fee gradual increases: FY2012 - \$120; FY2013 - \$130; FY2014 - \$150; FY2015 - \$200; FY2016 - \$225; and FY2017 Proposed - \$270 (100% recovery)

8. Charlotte Water – Back Flow and Subdivision Plans Review/Inspection

- Fees established at 50 percent recovery for FY2017, with the plan to reach 100 percent recovery in FY2019, increasing 25% each year.

Adopted FY2017 User Fees

FY2017 User Fee Highlights continued:

Non-regulatory Fees

9. Aviation

- Airline fees are based on Aviation's cost recovery model. Parking rates and tenant fees are determined by the Aviation Director. Adopted FY2017 fees include the following:
 - Airline Fees:
 - A new Airline Use and Lease Agreement is effective July 1, 2016. The new lease modernizes the 1985 agreement while keeping many of the terms and conditions which make CLT an attractive airport to airlines. This new agreement modifies how costs are recovered from the airlines, making a year-over-year comparison to FY2016 imprecise.
 - Parking Fees:
 - Hourly parking deck rates, daily parking deck rates, long term lot and all valet parking rates remain the same as the current FY2016 rates
 - Rental Rates:
 - Land rent per acre fees increased from a range of \$6,000 - \$10,000 to \$6,000 to \$15,000
 - City T-Hangar Rentals increased per month by 21% from \$300 to \$363.
 - Tenant Fees:
 - Tenant Parking Cards for employees increased by 20% from \$300 per card to \$360 per card.

10. City Clerk's Office

- The fee for Voluntary Annexation Petition remains set at \$400.

11. Engineering & Property Management

- Cemetery fees remained flat with the exception of an increase in three fees:
 - Sale of Grave Spaces Perpetual Care Charge (one-time fee per space) from \$50 to \$150
 - Monument Foundation Construction (per square inch) from \$0.75 to \$0.95
 - Marker Installation (per square inch) from \$0.70 to \$0.90
- All other non-regulatory fees remain unchanged

12. Charlotte-Mecklenburg Police Department – Animal Care & Control

- Adoption fees remain unchanged from FY2016 to encourage animal adoptions. Adoption rates for parrots, horses, and cows will continue to be offered at the going market rate or auction starting price.
- Spay/Neuter Fees remain unchanged
- Reclaim, boarding, rabies shots, and microchip fees remain unchanged.

13. Solid Waste Services

- Fees for annual solid waste for multi-family and single-family collection increased by \$8, from \$25 to \$33 annually.
- Small Business solid waste fee remains unchanged.
- Veterinary Dead Animal Collection fees remain unchanged.

14. Charlotte Department of Transportation

- Off-Duty Police Officer Permits remain unchanged.
- Parking Permits for Third and Fourth Ward residents remain unchanged.

Adopted FY2017 User Fees

FY2017 User Fee Highlights continued:

Other Fees

15. Engineering & Property Management – Storm Water Fees

- Storm Water fees remain unchanged

16. Charlotte Water – Water and Sewer Fees

- The fixed billing charge per month increases from \$3.15 to \$3.57 for both water and sewer service.
- The sewer volume rate remains at \$4.51 per ccf (ccf = 100 cubic feet) for all sewer customers.
- The typical monthly total water and sewer bill for residential customers is estimated to be \$60.99 in FY2017, an average increase of \$2.54 per month.
- The typical bill assumes 5,236 gallons or 7 ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource.
- New land development fees are being implemented. The new fees recover costs associated with plan review/construction inspection.

Adopted FY2017 User Fees

Engineering & Property Management					
1. Regulatory Fees: Land Development	Basis	FY2016	FY2017	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$ 625	\$ 645	3.2%	0.0%
Commercial Plan Review & Inspection ¹	Per project	2,040	2,055	0.7	0.0
Commercial Tree Ordinance Review & Inspection	Per project + per tree planted	1,370 + 10/tree	1365 + \$10	-0.4	0.0
Commercial Tree Preservation	Per project	1,510	1,280	-15.2	0.0
Commercial Zoning Plan Review & Inspection ²	Explanation in note 2 below	115 - 1,105	\$115-\$1,180	6.8	0.0
Detention/Drainage Plan Review & Inspection ³	Per project + denuded acre	1,970 + 100	\$1,330 + \$100	-32.5	0.0
Grading/Erosion Control Permit ³	Per project + per acre	4,360 + 100	\$4,000 + \$100	-8.3	0.0
Major Commercial Subdivision Review & Inspection ^{3, 4,5}	Per project + denuded acre	6,490 + 100	5,020 + \$100	-22.7	0.0
Major Residential Subdivision Review & Inspection ^{3, 4,5}	Per project + per acre	6,830 + 100	7,025 + \$100	2.9	0.0
Minor Administrative Review	Per project	500	500	0.0	0.0
Minor Residential Subdivision (without streets) Review & Inspection	Per project	1,265	1,300	2.8	0.0
Plat Review & Inspection	Per project	1,265	1,300	2.8	0.0
Residential Tree Ordinance (Single-family Subdivision) and Residential Tree Preservation	Per project	2,040 + \$10/Acre	\$2,000 + \$10/Acre	-2.0	0.0
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	1,150	1,160	0.9	0.0
Rezoning Staff Review & Inspection	Per project	265	255	-3.8	0.0
Sketch Plan Review	Per project	80	185	131.3	0.0
Single-family Residential Lot Inspection	Per Certificate of Occupancy	70	70	0.0	0.0
Urban Design Plan Review & Inspection ⁶	Per As-Built	2,830	2,910	2.8	0.0

Note 1: Engineering collects for driveway permit reviews, which includes Transportation's services on all complex traffic reviews for building permits, and driveway permit applications

Note 2 (with FY2017 fees): City Engineering Fee(s) collected by Mecklenburg County. Commercial Technical Assistance Center review = \$115 fee; Residential Technical Assistance Center review = \$190 fee; Construction costs of \$1 -\$3,000=\$125 fee; \$3,001-\$50,000=\$195 fee; \$50,001-\$100,000=\$470 fee; \$100,001-\$1,000,000=\$985; over \$1,000,001=\$1180 fee;

Note 3: Grading, Detention, and Subdivision fees are based on exact acreage. Fees are computed by adding the project fee and per acre fee.

Note 4: Major Subdivision includes Single-Family, Multi-Family, and Mixed-Use

Note 5: Major Subdivision costs based on total acreage; Commercial Subdivision costs based on denuded acreage

Note 6: Applies to Uptown Mixed Use Development, Mixed Used Development District , Pedestrian Overlay, Transit Station Overlays, and Transit Oriented District Overlays. Engineering collects for these reviews, which includes additional fees by Transportation and Planning. If tree save and tree plantings are required, the Commercial Tree Fee and Commercial Tree Preservation applies to Urban Design reviews.

Adopted FY2017 User Fees

Charlotte Department of Transportation					
2. Regulatory Fees: Land Development and Right-of-Way	FY2016	FY2017	% Change	% Subsidy	
A. Land Development Permits and Fees:					
Commercial Building/Driveway Permit/Site Plan*	\$ 590	\$ 645	9.3%	0.0%	
Rezoning - Minor*	770	770	0.0	13.5	
Rezoning - Major*	3,015	3,015	0.0	15.3	
Subdivision Processing*	1,310	985	-24.8	0.0	
Urban Reviews	2,045	1,675	-18.1	0.0	
B. Right-of-Way Permits:					
Festival Permits:					
Small event - 1 day only	350	350	0.0	0.0	
Large festival >1 day (a permit is required for each day for the duration of the event)	855	700	-18.1	0.0	
Parade Permits:					
Small< 1,000 attendees	75	75	0.0	0.0	
Medium 1,000 to 3,000 attendees	470	470	0.0	0.0	
Large > 3,000 attendees	940	940	0.0	0.0	
Right-of-Way (ROW) Changes:					
Right-of-Way Abandonment**	3,325	3,345	0.6	0.0	
Right-of-Way Encroachment	1,800	1,800	0.0	0.0	
Temporary Infrastructure Permit					
Parklets, art, decorative items, cabinets, filming activities, food trucks, and little libraries	150	150	0.0	0.0	
Sidewalk Dining Permit					
	225	445	97.8	0.0	
Valet Parking Permit (New, Renewal, & Revised)					
	420	575	36.9	0.0	

* Transportation's portion; additional fees collected by Engineering & Property Management, and Planning Department

** \$3,345 for one street or alleyway abandonment; \$1,675 for additional street or alley abandonments

Note: Per the Utility ROW Stakeholder process, fees are calculated based on annual operational costs and actual usage, and billed annually (June 1st - May 31st).

Adopted FY2017 User Fees

Charlotte-Mecklenburg Planning Department				
3. Regulatory Fees: Rezoning, Subdivision, Urban Plan, and Zoning Administration	FY2016	FY2017	% Change	% Subsidy
A. Rezoning:*				
Conventional	\$ 1,950	\$ 1,950	0.0%	14.1%
Conditional (Minor)	3,100	3,100	0.0	14.2
Conditional (Major)	5,000	5,890	17.8	25.0
Text Amendment	1,500	1,500	0.0	24.9
Amended Site Plan Approval	465	460	-1.1	0.0
Administrative Zoning Services (Sign Flex Option)	240	240	0.0	0.0
B. Subdivision Review:*				
Preliminary Single-family (Streets)	1,550	1,710	10.3	0.0
Preliminary Non-Residential*	1,200	1,215	1.3	0.0
Preliminary Plan Revisions	800	820	2.5	0.0
Final Plats	350	380	8.6	0.0
Final Plats Revision	245	245	0.0	0.0
Condo Plats	270	245	-9.3	0.0
Not Subject Plats - New Fee	N/A	105	New Fee	0.0
Planned Multi-family Review	2,135	2,145	0.5	0.0
Sketch Plan Review	500	470	-6.0	0.0
Street Exceptions	500	590	18.0	0.0
Variances & Appeals	2,500	2,500	0.0	0.0
C. Urban Plan Review:*				
Urban Plan Review	1,280	1,295	1.2	0.0
Urban Plan Review - Minor & Revision (Administrative Review)	255	255	0.0	0.0
D. Zoning Administration:				
Appeals (Residential)	175	245	40.0	0.0
Appeals (Non-Residential)	400	500	25.0	0.0
Variances (Residential)	700	705	0.7	0.0
Variances (Non-Residential)	1,600	1,605	0.3	0.0
Administrative Deviation (Residential)	200	245	22.5	0.0
Administrative Deviation (Non-Residential)	425	450	5.9	0.0
E. Historic District Review:				
Minor Review	500	545	9.0	0.0
Major Review	1,000	1,025	2.5	0.0
Major Review (with survey)	950	1,075	13.2	0.0

FY2017 Regulatory User Fees for Planning include one new fee for Not Subject Plats Subdivision Review.

*Planning portion of fee

Adopted FY2017 User Fees

Charlotte Fire Department					
4. Regulatory Fees: Fire Code and Plans Review	FY2016	FY2017	% Change	% Subsidy	
A. Fire Code Permits:					
ABC Inspection/Permit	\$ 135	\$ 135	0.0%	0.0%	
Aerosol Products	135	135	0.0	0.0	
Combustible Dust Producing Operations/Pulverized Particles	135	135	0.0	0.0	
Combustible Liquids Class 2 & 3 (25-60 gallons on property)	135	135	0.0	0.0	
Covered Mall Buildings–Display-liquid or gas-fired equipment	135	135	0.0	0.0	
Covered Mall Buildings–Retail Fixtures/Concessions	135	135	0.0	0.0	
Covered Mall Buildings–Use of open flame producing equipment	135	135	0.0	0.0	
Day Care/Group Homes - Renewable	135	135	0.0	0.0	
Day Care/Group Homes - Non-Renewable	135	135	0.0	0.0	
Dispensing of Flammable/Combustibles including service stations	135	135	0.0	0.0	
Dry Cleaning Plants	135	135	0.0	0.0	
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	135	135	0.0	0.0	
Fumigation & Thermal Insecticide Fogging	135	135	0.0	0.0	
Hazardous Chemicals ≤110 gallons; 1,000 pounds	135	135	0.0	0.0	
Hazardous Location Close Out	135	135	0.0	0.0	
Heliport/Helistop	135	135	0.0	0.0	
Lumber Storage/Yards & Woodworking Plants	135	135	0.0	0.0	
Non-Mandated Inspection Fee	135	135	0.0	0.0	
Re-inspection Fee (3rd Inspection)	135	135	0.0	0.0	
Repair Garages	135	135	0.0	0.0	
Temporary Membrane Structures, Tents, Canopies	135	135	0.0	0.0	
Waste Handling (Junk Yards, Wrecking Yards)	135	135	0.0	0.0	
B. Fire Code Permits:					
Amusement Buildings	190	190	0.0	0.0	
Carnivals & Fairs	190	190	0.0	0.0	
Combustible Fibers	190	190	0.0	0.0	
Combustible Liquids Class 2 & 3 (61-500 gallons)	190	190	0.0	0.0	
Combustible Storage Permit (over 2,500 cubic foot)	190	190	0.0	0.0	
Compressed Gas	190	190	0.0	0.0	
Cryogenic Fluids	190	190	0.0	0.0	
Exhibits & Trade Shows	190	190	0.0	0.0	
Explosives (Fireworks Indoors)	190	190	0.0	0.0	
Explosives (Fireworks Sales) (Reinstate)	190	190	0.0	0.0	
Flammable Liquids Class 1 (51-500 gallons on property)	190	190	0.0	0.0	
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	190	190	0.0	0.0	
High Pile Storage	190	190	0.0	0.0	
Places of Assembly	190	190	0.0	0.0	
Spraying or Dipping Operations	190	190	0.0	0.0	

FY2017 Adopted Strategic Operating Plan

Adopted FY2017 User Fees

Charlotte Fire Department (continued)				
4. Regulatory Fees: Fire Code and Plans Review continued	FY2016	FY2017	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$ 235	\$ 235	0.0 %	0.0 %
Combustible Liquids Class 2 & 3A (501-5,000 gallons on property)	235	235	0.0	0.0
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	235	235	0.0	0.0
Flammable & Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	235	235	0.0	0.0
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	235	235	0.0	0.0
Flammable & Combustible Liquids (Manufacture, process, blend/refine)	235	235	0.0	0.0
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	235	235	0.0	0.0
Flammable Liquids Class 1 (501-5,000 gallons on property)	235	235	0.0	0.0
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	235	235	0.0	0.0
Tire Rebuilding Plant	235	235	0.0	0.0
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, & 18)	2,200	2,200	0.0	0.0
Combustible Liquids Class 2 & 3A > 5,000	270	270	0.0	0.0
Explosives – (Manufacture, storage, handling, and sale)	270	270	0.0	0.0
Explosives – Blasting Operations	270	270	0.0	0.0
Explosives – Fireworks (Outdoors)	270	270	0.0	0.0
Flammable Liquids Class 1 (>5,000 gallons, on property)	270	270	0.0	0.0
Hazardous Chemicals >5,500 gallons; >50,000 pounds	270	270	0.0	0.0

Adopted FY2017 User Fees

Charlotte Fire Department (continued)					
4. Regulatory Fees: Fire Code and Plans Review continued	FY2016	FY2017	% Change	% Subsidy	
E. Plans Review:					
Fire Alarm Plans (Shop drawings)	\$ 135	\$ 135	0.0 %	0.0 %	
Fire Sprinkler Plans (Shop drawings)	135	135	0.0	0.0	
Interactive Review - New Fee	N/A	70	New Fee	0.0	
Hydrant Test	170	170	0.0	0.0	
Multi-family	270	270	0.0	0.0	
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	170	170	0.0	0.0	
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	270	270	0.0	0.0	
Performance Tests - Fire Alarm (Upfit)	135	135	0.0	0.0	
Performance Tests - Fire pumps	205	205	0.0	0.0	
Performance Tests - Private fire hydrants	170	170	0.0	0.0	
Performance Tests - Sprinkler System (13R, drain test, etc.)	205	205	0.0	0.0	
Performance Tests - Standpipe system tests	440	440	0.0	0.0	
Plans Review-Construction <\$50,000	205	205	0.0	0.0	
Plans Review-Construction \$50,001 to \$100,000	235	235	0.0	0.0	
Plans Review-Construction \$100,001 to \$500,000	270	270	0.0	0.0	
Plans Review-Construction \$500,001 to \$1,000,000	340	340	0.0	0.0	
Plans Review-Construction \$1,000,001 to \$5,000,000	440	575	30.7	0.0	
Plans Review-Construction \$5,000,001 to \$10,000,000	675	880	30.4	0.0	
Plans Review-Construction > than \$10,000,000	1,015	1,350	33.0	0.0	
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects) - New Fee	N/A	2,700	New Fee	0.0	
Residential Review	35	35	0.0	0.0	
Rezoning Petitions - Major	70	70	0.0	0.0	
Rezoning Petitions - Minor	35	35	0.0	0.0	
F. State Mandated Inspections by square foot:					
0 - 2499 square feet	\$ 35	\$ 35	0.0 %	0.0 %	
2,500 - 4,499 square feet	45	45	0.0	0.0	
4,500 - 7,999 square feet	60	60	0.0	0.0	
8,000 - 15,999 square feet	70	70	0.0	0.0	
16,000 - 49,999 square feet	90	90	0.0	0.0	
50,000 - 99,999 square feet	105	105	0.0	0.0	
100,000 - 499,999 square feet	135	135	0.0	0.0	
500,000 + square feet	270	270	0.0	0.0	
Apartment Building with Direct Egress	35	35	0.0	0.0	
Interior Suite or Floor	35	35	0.0	0.0	
Parking Decks	45	45	0.0	0.0	
Vacant Buildings	35	35	0.0	0.0	

FY2017 Regulatory User Fees include 2 new fees for Mega/HCDT review and Interactive Review.

Adopted FY2017 User Fees

Charlotte-Mecklenburg Police Department				
5. Regulatory Fees: Adult Business , Carnival, Dance Hall, and Passenger Vehicle for Hire	FY2016	FY2017	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$ 2,725	\$ 2,920	7.2%	18.5%
Background Check Fee	25	20	-20.0	0.0
Building Design Change Fee	1,250	1,340	7.2	0.5
License Fee	980	1,050	7.1	0.2
B. Carnival Permit Fee:				
Carnival Permit Fee	865	865	0.0	0.0
C. Dance Hall License Fees:				
Application/Renewal Fee	2,840	3,015	6.2	0.0
License Fee	1,000	1,065	6.5	0.0
Background Check Fee	15	15	0.0	0.0
Building Design Change Fee	1,340	1,250	-6.7	0.0
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	N/A	475	N/A	N/A
Late Renewal Charge (per day) ¹	100	100	0.0	0.0
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	N/A	60	N/A	N/A
Driver/Chauffeur Permit Fee ²	15	15	0.0	85.7
Transfer/Add/Replace/Duplication Fee	N/A	60	N/A	N/A
Reinstatement of Permit Fee	100	110	10.0	40.5
Vehicle Fees:				
Vehicle Permit Fee	N/A	95	N/A	N/A
Replace Vehicle Permit/Decals	N/A	45	N/A	N/A
Transfer Vehicle Permit	115	125	8.7	41.9

Police's FY2017 fees include restructured Passenger Vehicle for Hire fees.

Note 1: Penalty; not a regulatory fee

Note 2: Fee regulated by North Carolina State Statute

Adopted FY2017 User Fees

Neighborhood & Business Services					
6. Regulatory Fees: Zoning Administration	FY2016	FY2017	% Change	% Subsidy	
Zoning Administration:					
Residential Single Family Reviews	\$ 45	\$ 50	11.1%	68.8%	
Sign permits ≤100 square feet	160	170	6.3	28.0	
Sign permits >100 square feet	230	235	2.2	0.0	
Verification Letters	65	70	7.7	84.9	
Zoning Use Permits	165	175	6.1	60.9	

City Clerk's Office					
7. Regulatory Fees: Legal Advertisements	FY2016	FY2017	% Change	% Subsidy	
Legal Advertisements for Rezoning Petitions*	\$ 225	\$ 270	20.0%	0.0%	

*Clerk's legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by the Planning Department.

Adopted FY2017 User Fees

Charlotte Water				
8. Regulatory Fees: Plans Review/Inspection Fees	50% Cost Recovery July 1, 2016	75% Cost Recovery July 1, 2017	100% Cost Recovery July 1, 2018	
Backflow Review: Plan Review	\$ 109.00	\$ 163.50		218.00
Backflow Inspection: Per Inspection	70.00	105.00		140.00
Subdivision: Project Initiation	167.00	250.50		334.00
Subdivision Plan Review: Per Linear Foot	0.36	0.54		0.72
Subdivision Inspection: Per Linear Foot	1.62	2.43		3.24

Implementation Phasing*	Duration	Cost Recovery Percent
July 1, 2016 - June 30, 2017	12 months	50%
July 1, 2017 - June 30, 2018	12 months	75%
July 1, 2018 - On-going	On-going	100%

*Outreach to the development community occurred in FY2016 to prepare for the phased implementation starting in FY2017.

Backflow Plan Review
Fee covers costs associated with plan review surrounding backflow requirements. Typically refers to commercial or non-single-family development. Fee paid when plans for a project requiring a backflow review are submitted.
Backflow Inspection
Fee covers costs associated with site inspection surrounding new backflow installation or inspection of existing backflow devices. Typically refers to commercial, non-single-family development or customers with dedicated irrigation meters.
Subdivision Project Initiation
Fixed fee covers administrative costs associated with new project initiation. It includes different aspects of work that typical water and/or sewer projects encounter, regardless of size or scope. Typically refers to new residential subdivisions, commercial projects, non-single-family developments requiring water and or sewer infrastructure construction, or relocations of existing service. Fee paid when plans for an extension or relocation of water and/or sewer infrastructure are submitted for review.
Subdivision Plan Review
Fee covers costs associated with plan review resulting from new development including new residential subdivisions, commercial projects, non-single-family developments requiring water and or sewer infrastructure construction, or their relocations. Fee paid when plans are submitted for construction or relocation of water and/or sewer infrastructure.
Subdivision Inspection
Fee covers costs associated with construction inspection related activity of new public water and sewer infrastructure. Projects included in this fee are new residential subdivisions, commercial projects, non-single-family developments requiring water and/or sewer infrastructure and a contract is signed by the land developer.

Adopted FY2017 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees:	Basis	FY2016	FY2017	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$ 0.91	\$ 0.88	-3.3%
Terminal Rental Rates				
	Per square foot	N/A	42.50	new fee
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	N/A	0.95	new fee
Non-Signatory Carrier	Per available seat delivered	N/A	1.14	new fee
Common Use Ticket Counter	Per hour used	N/A	56.75	new fee
Baggage Fee	Per bag	0.83	0.83	0.0
International Facility Use	Per deplaned passenger	5.00	5.68	13.6
Loading Bridge Fee	Annual Fee	N/A	37,425	new fee
Fuel Flowage (Re-use of Airfield)	Per gallon delivered	0.065	0.065	0.0
Fuel through-put (fees for ground service equipment)	Per gallon delivered	0.08	0.08	0.0
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	50.00	50.00	0.0
>3-24 hours	>3 and up to 24 hours	100.00	100.00	0.0
Cargo Ground Handling	% of gross revenue	8.00	8.00	0.0
Ground Transportation Operators:				
Taxi Permits	Quarterly permit	312.50	312.50	0.0
Off Airport Rent-A-Cars	% of gross revenue	10.00	10.00	0.0
Off Airport Parking	% of gross revenue	10.00	10.00	0.0
Hotel/Motel Courtesy Vans	Annually per vehicle	400.00	400.00	0.0
Commercial Courier Vehicles	Per trip through lane	1.00	1.00	0.0
Contract Vans or Limos	Per trip through lane	1.00	1.00	0.0
Parking Fees:				
Hourly Deck (\$20.00 daily maximum)				
Free first hour	Per half hour	1.00	1.00	0.0
Daily Deck & Daily North (\$10.00 daily maximum)	0-1 hour	1.00	1.00	0.0
Long Term Lots	Daily maximum	5.00	5.00	0.0
Curbside Valet (\$28.00 daily maximum)	Per half hour	\$10 for 1 st 1/2 hr; \$2 for additional 1/2 hr	\$10 for 1 st 1/2 hr; \$2 for additional 1/2 hr	0.0
Business Valet (\$14.00 daily maximum)	Per half hour	\$5 for 1 st 1/2 hr; \$1 for additional 1/2 hr	\$5 for 1 st 1/2 hr; \$1 for additional 1/2 hr	0.0
Cell Phone Lot		free	free	free

Note: A new Airline Use and Lease Agreement is effective July 1, 2016. The new lease modernizes the 1985 agreement while keeping many of the terms and conditions which make CLT an attractive airport to airlines. This new agreement modifies how costs are recovered from the airlines, making a year-over-year comparison to FY2016 imprecise.

Adopted FY2017 User Fees

Charlotte-Douglas International Airport (continued)				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY2016	FY2017	% Change
Rental Rates:				
Land Rent	Per acre	\$ 6,000-10,000	\$ 6,000-15,000	0.0-50.0%
Cargo Facility Rentals	Per square foot	7.50-12.00	7.50-12.00	0.0
City Hangar Rentals:				
60' x 60'	Per month	1,018	1,018	0.0
T-Hangars	Per month	300	363	21.0
Shadeports	Per month	155	155	0.0
Rental Car Concessions	% of gross revenue	10	10	0.0
Tenant Fees:				
Airport ID Cards	Per card	10	10	0.0
Employee Parking Cards	Per card	300	360	20.0

City Clerk's Office

10. Non-Regulatory Fees - Voluntary Annexation Petition	FY2015	FY2016	% Change
Voluntary Annexation Petition Fee	\$ 400	\$ 400	0.0%

Adopted FY2017 User Fees

Engineering & Property Management				
11a. Non-Regulatory Fees: Cemetery Fees	FY2016	FY2017	% Change	
Opening & Closing Fees - Adult				
Weekdays	\$ 900	\$ 900	0.0	%
Weekdays after 3:30 p.m. & Saturday	1,350	1,350	0.0	
Sunday & Holidays	1,685	1,685	0.0	
Indigent (Catholic Social Services-Weekdays)	300	300	0.0	
Opening & Closing Fees - Infant/Child (up to 3 feet):				
Weekdays	350	350	0.0	
Weekdays after 3:30 p.m. & Saturday	525	525	0.0	
Sunday and Holidays	655	655	0.0	
Indigent (Catholic Social Services-Weekdays)	100	100	0.0	
Cremations (burial) (In-ground):				
Weekdays	400	400	0.0	
Weekdays after 3:30 p.m. & Saturday	600	600	0.0	
Sunday & Holidays	750	750	0.0	
Second Right of Interment	450	450	0.0	
Disinterment:				
Adult	1,800	1,800	0.0	
Infant/Child (up to 3 feet)	800	800	0.0	
Reinterment:				
Adult	900	900	0.0	
Infant/Child (up to 3 feet)	350	350	0.0	
Sale of Grave Spaces:				
Sale of Grave-Adult (Oaklawn, North Pinewood & West Pinewood)	950	950	0.0	
Sale of Grave-Adult (Elmwood, Ninth Street, & Pinewood)	1,500	1,500	0.0	
Sale of Grave-Adult (Evergreen)	1,100	1,100	0.0	
Sale of Grave-Infant	500	500	0.0	
Sale of Cremain Space In Ground (Elmwood, Ninth Street, Pinewood, & Evergreen)	600	600	0.0	
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, & West Pinewood)	400	400	0.0	
Sale of Cremain Single Space In Niche (Evergreen)	800	800	0.0	
Sale of Cremain Double Space in Niche (Evergreen)	1,200	1,200	0.0	
Perpetual Care Charge (one-time fee per space)	50	150	200.0	
Amenities:				
Flower Vase Installation	65	65	0.0	
Non-Permanent Burial Container/Adult	300	300	0.0	
Lettering of Niche Cover - Evergreen (two lines/name-date)	200	200	0.0	
Tent & Chair Setup - Evergreen only	300	300	0.0	
Sale and Installation of City Vase	110	110	0.0	
Monument Foundation Construction (per square inch)	0.75	0.95	26.7	
Marker Installation (per square inch)	0.70	0.90	28.6	
Transfer Burial Rights	100	100	0.0	

Adopted FY2017 User Fees

Engineering & Property Management (continued)			
11b: Non-Regulatory Fees: Land Development	FY2016	FY2017	% Change
Bond Administration Service	\$550/per surety posted, extension, reduction, renewal, replacement, or release	\$550/per surety posted, extension, reduction, renewal, replacement, or release	0.0%
Expedited Presubmittal Meeting	\$500 per meeting	\$500 per meeting	0.0
Expedited Plan Review	\$1,950 per project	\$1,950 per project	0.0
Letter of Intent	\$500 per project	\$500 per project	0.0
Tree Ordinance Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0.0

Engineering & Property Management			
11c. Non-Regulatory: Public and Employee Parking Fees	FY2016	FY2017	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking:			
First 1/2 hour	\$1.25	\$1.25	0.0
Additional time (1/2 hour increments)	\$1.25	\$1.25	0.0
Maximum per day	\$13.00	\$13.00	0.0
After Hours and Weekends:			
After Hours Weekdays Mon - Thurs 7 p.m. - 7 a.m.	\$1.25/hour or fraction	\$1.25/hour or fraction	0.0
Weekends Fri 7 p.m. - Mon 7 a.m.	Maximum 6 hours or \$7 After 6 hours max period, \$1.25 each 1/2 hour or 1/2 hour fraction	Maximum 6 hours or \$7 After 6 hours max period, \$1.25 each 1/2 hour or 1/2 hour fraction	0.0

Engineering & Property Management			
11d. Non-Regulatory Fees: Telecommunication Tower Lease	FY2016	FY2017	% Change
New lease:			
Application Fee	\$ 500	\$ 500	0.0 %
Installation/Inspection	5,000	5,000	0.0
Closeout Documentation	2,500	2,500	0.0
Lease Extension:			
Application Fee	500	500	0.0
Lease Extension	5,000	5,000	0.0
Lease Amendment/Modification:			
Application Fee	500	500	0.0
Amendment/Modification	5,000	5,000	0.0
Installation/Inspection	5,000	5,000	0.0
Closeout Documentation	2,500	2,500	0.0
Lease Termination:			
Lease Termination	5,000	5,000	0.0

The fees are based on industry practice and recovers the cost associated with ensuring security and operability of City towers for continued reliable public safety communications.

Adopted FY2017 User Fees

Charlotte-Mecklenburg Police Department				
12. Non-Regulatory Fees: Animal Care and Control Fees	FY2016	FY2017	% Change	
Animal Control Adoption Fees:				
Adult Dog/Cat	\$ 30	\$ 30	0.0 %	
Adult Dog/Cat Senior Citizen 62 and older	no charge	no charge	0.0	
Puppy/Kitten	30	30	0.0	
Puppy/Kitten Senior Citizen 62 and older	no charge	no charge	0.0	
Rescue Group Dog/Cat Approved Adoption	no charge	no charge	0.0	
0 - 3 feet Snake	25	25	0.0	
> 3 - 6 feet Snake	50	50	0.0	
>6 feet Snake	75	75	0.0	
Small Pot Belly Pig	25	25	0.0	
Medium Pot Belly Pig	15	15	0.0	
Large Pot Belly Pig	5	5	0.0	
Rats	2	2	0.0	
Mice	1	1	0.0	
Hamster/Gerbil	3	3	0.0	
Chinchilla	35	35	0.0	
Guinea Pigs	5	5	0.0	
Rabbits	5	5	0.0	
Chickens	2	2	0.0	
Turkeys	5	5	0.0	
Ferrets	25	25	0.0	
Small Iguana	25	25	0.0	
Medium Iguana	50	50	0.0	
Large Iguana	75	75	0.0	
Finch	5	5	0.0	
Parakeet /Canary	10	10	0.0	
Parrot - Max Price	Market Rate	Market Rate	0.0	
Gray Cockatiel	25	25	0.0	
Lutino Cockatiel	50	50	0.0	
Peach Faced Lovebird	25	25	0.0	
Other Lovebird	50	50	0.0	
Horse/Cow	Auction Starting Price	Auction Starting Price	0.0	
Goats	15	15	0.0	
Animal Spay/Neuter Fees:				
Canine Spay/Neuter	55	55	0.0	
Feline Spay	45	45	0.0	
Feline Neuter	35	35	0.0	
Rabbit Spay	30	30	0.0	
Rabbit Neuter	25	25	0.0	
Animal Reclaim/Boarding/Rabies Shot/Microchip:				
Canine	40/10/15/8	40/10/15/8	0.0	
Feline	25/6/15/8	25/6/15/8	0.0	
Livestock	55/12/0/0	55/12/0/0	0.0	

Adopted FY2017 User Fees

Solid Waste Services				
13. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee	FY2016	FY2017	% Change	
Annual Solid Waste Fee:				
Residential: Multi-Family	\$ 25.00	\$ 33.00	32.0%	
Residential: Single Family	25.00	33.00	32.0	
Small Business (<512 gallons/week)	250.00	250.00	0.0	
Veterinary Dead Animal Collections	\$25 per animal or \$50 minimum pickup charge	\$25 per animal or \$50 minimum pickup charge	0.0	

Any complex can request a fee refund if the City could not service the complex or the complex chooses to contract for its own solid waste services.

Charlotte Department of Transportation				
14. Non-Regulatory Fees: Land Development, Parking Permits & Off-Duty Police Officer Permit	FY2016	FY2017	% Change	
Land Development Expedited Review	\$ 200.00	\$ 200.00	0.0%	
Parking Meters (Per hour)	1.00	1.00	0.0	
Parking Permits:				
Parking Permits (4 th Ward, 3 rd Ward, etc.)	30.00	30.00	0.0	
Replacement Permits	5.00	5.00	0.0	
Off-Duty Police Officer Permit:				
Permit	50.00	50.00	0.0	
Permit Renewal	50.00	50.00	0.0	

Adopted FY2017 User Fees

Engineering & Property Management				
15. Other Fees: Storm Water Rates	FY2016	FY2017	% Change	
Single-family:				
Tier I - <2,000 square feet of impervious area	\$ 5.52/month	\$ 5.52/month	0.00	%
Tier II - 2,000 to <3,000 square feet of impervious area	8.13/month	8.13/month	0.00	
Tier III - 3,000 to <5,000 square feet of impervious area	12.04/month	12.04/month	0.00	
Tier IV - ≥5,000 square feet of impervious area	19.91/month	19.91/month	0.00	
Non-Detached Single-family and Commercial:				
Per acre of impervious area	143.73/month	143.73/month	0.00	

Charlotte Water				
16. Other Fees: Water & Sewer Rates	FY2016	FY2017	% Change	
Water Rates:				
Fixed:				
Administrative Charge	\$ 3.15	\$ 3.57	13.3 %	
Availability Fee	3.03	2.97	-2.0	
Volume Rate:				
Tier I - (0-4 ccf*)	1.58	1.58	0.0	
Tier II - (5-8 ccf)	2.04	2.04	0.0	
Tier III - (9-16 ccf)	4.71	4.71	0.0	
Tier IV - (16+ ccf)	8.91	8.91	0.0	
Non Residential (ccf)	2.73	2.73	0.0	
Sewer Rates:				
Fixed:				
Administrative Charge	3.15	3.57	13.3	
Availability Fee	5.11	6.87	34.4	
Volumetric - residential, commercial, others (ccf)**:	4.51	4.51	0.0	
Industrial Waste	0.24	0.24	0.0	
Capacity/Connection:				
Common residential water	2,504	2,685	7.2	
Common residential sewer	4,998	5,198	4.0	
The typical monthly water and sewer bill for residential customers is estimated to be \$60.99, an increase of \$2.54 per month (4.36%). The typical bill assumes 5,236 gallons or 7 ccf used each month.				

* 1 ccf = 748 gallons

**Up to 16 ccf for residential customers

Adopted FY2017 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

Chapter 2, Section 2-1 (a - e)

(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Nonregulatory user fees means fees charged to those who receive governmental services or use governmental facilities. The term "nonregulatory user fees" does not include fees charged incident to a regulatory program except to the extent that fees are to defray the cost of providing a higher degree of service than is otherwise provided in conjunction with the regulatory program whether or not regulatory user fees are charged. For purposes of this section, nonregulatory user fees shall not include stormwater service charges established pursuant to chapter 18, article II, of this Code or water and sewer service user charges and other fees and charges established pursuant to chapter 23 of this Code.

Regulatory user fees means fees associated with or incident to a regulatory program. The purpose of regulatory user fees is to meet some or all of the costs occasioned by the regulated action.

(b) Regulatory user fees. The city manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the city council, which policies shall be in accordance with generally accepted accounting principles.

(c) Nonregulatory user fees. The city manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the city council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.

(d) Notification of council of new or increased fees. The city manager shall notify the mayor and city council of any new regulatory or nonregulatory fee or any increase in a regulatory or nonregulatory fee through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.

(e) Schedule of fees. A complete schedule of regulatory user fees and nonregulatory user fees shall be available for inspection in the office of the city clerk.

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

Step 1: Department's total direct and indirect budgeted costs = Fully Allocated Cost

Direct & Indirect Costs	Eligible Budget	Fee Activity 1		Fee Activity 2		Fee Activity 3		Non User Fee Activity	
Staff Member 1	\$30,000	40%	\$12,000	25%	\$7,500	30%	\$9,000	5%	\$1,500
Staff Member 2	35,000	15	5,250	10	3,500	35	12,250	40	14,000
Building Rent	12,000	25	3,000	20	2,400	15	1,800	40	4,800
Fully Allocated Cost	\$77,000		\$20,250		\$13,400		\$23,050		\$20,300

Step 2: Fully Allocated Cost divided by average number of units = Cost Per Unit

Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	\$20,250	\$13,400	\$23,050
Average # of permits/applications	500	40	24
100% Cost per Unit	\$40	\$335	\$960

Step 3: Cost per Unit multiplied by cost recovery rate = Fee

Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
100% Cost to Applicant/Customer	\$40	\$335	\$960

Note: Fees rounded to the nearest five dollars

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Key Terms

Adjustments to Recommended Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Recommended Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the recommended budget. Council has traditionally required that the adjustments result in a balanced budget. Those items receiving five or more votes from Council members are then voted on at the straw votes session.

Allocation: The expenditure amount planned for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the City's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Balanced Scorecard: The Balanced Scorecard is a performance measurement system that translates strategy into tangible objectives and measures. The Balanced Scorecard uses four perspectives to ensure a balanced approach to evaluating achievement of organizational strategy. The four perspectives are serve the customer, run the business, manage resources, and develop employees.

Broadbanding Pay Plan: The City's Broadbanding Pay Plan covers all City employees with the exception of non-managerial sworn Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to market.

Budget Adoption: North Carolina State law requires local government to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget Committee: The Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides Council with a detailed overview of the Manager's recommended budget. This provides a forum for the Manager to share highlights of the budget and for Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of half-day workshops, conducted by Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as Council works to identify and confirm areas of focus, operating and capital investment policies, and review projected revenues and expense information, and review program and service delivery priorities.

Budget Plan-Recommended and Adopted: The City Manager submits to the City Council a recommended expenditure and revenue plan for all City operations for the coming fiscal year in the Preliminary Strategic Operating Plan. When City Council agrees upon the revenue and expenditure levels, the Recommended Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Key Terms

Capital Expenditure: An amount of funds, through current operating dollars or debt, spent on an asset with a useful life of at least one year or more with a significant value.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

Community Investment Plan (CIP): Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, low income housing, and services to low-income neighborhoods.

Corporate Objective: Organizational aims or purposes for the next 2-4 years that are the focal point of the organization's initiatives.

Debt Service: Annual principal and interest payments that the local government owes on money that it has borrowed.

Department: City's operating departments.

Enterprise Fund Department: One of four City Departments which are fully funded by operating revenues rather than property taxes. These are Charlotte-Douglas Airport, Charlotte Area Transit System, Charlotte Water Department, and Storm Water Services.

Financial Partner: Private, non-profit organizations which provide services to citizens by use of partial funding from the City.

Fiscal Year: A one-year fiscal period. The City's fiscal year extends from July 1st through June 30th.

Focus Areas: Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are: Housing and Neighborhood Development, Community Safety, Economic Development and Global Competitiveness, Environment, and Transportation and Planning.

Full Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: It is the difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

Key Terms

General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled, which is allocated to support many of the operations of City government.

General Obligation Bonds: Bonds whose payment is guaranteed by the full faith and credit of the government body.

Governance Department: The City's governance departments include the Mayor & City Council, City Attorney, City Clerk, and City Manager's Office.

Manager/Council Retreat: This initial retreat serves to reaffirm Council priorities and identify citizen concerns and desires for service delivery during the next fiscal year. This discussion also includes any other additional parameters for possible changes to the budget plan under development. City Council adopts a strategic plan as a result of this discussion and the Departments are charged with meeting these identified needs.

Metropolitan Transit Commission (MTC): is the policy board for the Charlotte Area Transit System (CATS) and has responsibility for reviewing and recommending all long-range public transportation plans.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, and one in the University City area.

Net of Transfers: Takes into account transfers between funds (General Fund, Enterprise Funds, and Capital Funds).

Non-Departmental Account: Those services or functions that is not specifically associated with a particular Department.

Operating Budget: The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

Pay-As-You-Go Projects (PAYGO): Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives. These indicators may include measures of inputs, outputs, outcomes, or activities.

Position Number: A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the PeopleSoft Human Resources System. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a department, aligned by a common purpose.

Key Terms

Public Hearing on Recommended Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for citizens to comment on the published budget plan. Notice of the public hearing and the Council discussion process are included in the Charlotte Observer, on the City's website, and on the Government Channel. The budget documents are made available to the public through the regional public libraries and the local university libraries.

Public Safety Pay Plan (PSPP): The City's Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

Strategic Operating Plan (SOP): The Strategic Operating Plan includes organizational strategy and resources. It combines City strategy, operating, and capital budgets.

Strategic Policy Objectives: The Strategic Policy Objectives are aligned with the Focus Area Plans as well as the City Manager's Work Plan to help identify the policy areas that are most important to the Mayor and Council.

Straw Votes: This session provides the opportunity for Council to vote on each of the items that moved from the adjustments session. Each of these items receiving six or more straw votes will be incorporated into the budget ordinance.

Support Department: The City's support departments include Human Resources, Innovation & Technology, and Management & Financial Services.

Target: Quantifiable and specific level of achievement, communicates the expected level of performance.

Two-Year Budget: The City operates with a two-year budget plan. The plan is established to manage funds on a fiscal year (FY) that begins July 1 and ends June 30. Council appropriates the first year's budget and approves the plan for the second year's budget. Although the City's budget preparation and request is presented in two-year increments, Council is required to appropriate monies on an annual basis.

Common Acronyms

<u>Acronym</u>	<u>Definition</u>
AF	Asset Forfeiture
AMWA	Association of Metropolitan Water Agencies
ARD	Asset Recovery and Disposal
BLE	Blue Line Extension
BSC	Balanced Scorecard
BTOP	Broadband Technology Opportunities Program
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Community Investment Plan
CLT	Charlotte Douglas International Airport
CMDC	Charlotte Mecklenburg Development Corporation
CMPD	Charlotte Mecklenburg Police Department
CMS	Charlotte Mecklenburg School
CNIP	Comprehensive Neighborhood Improvement Program
COPs	Certificates of Participation
CRC	Charlotte-Mecklenburg Community Relations Committee
CRP	Charlotte Regional Partnership
CRTPO	Charlotte Regional Transportation Planning Organization
CRVA	Charlotte Regional Visitors Authority
E&PM	Engineering & Property Management
EBPP	Electronic Bill Presentment and Payment
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
EUI	Energy Use Index
FAA	Federal Aviation Administration
FBO	Fixed Base Operation

Common Acronyms

<u>Acronym</u>	<u>Definition</u>
FCC	Federal Communications Commission
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GEP	Greater Enrichment Program
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	Home Ownership Made Easy (Federal Housing grant)
HOPWA	Housing Opportunities for People with AIDS
LEDs	Light Emitting Diodes
MGD	Million of Gallons per Day
MHz	Megahertz
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MSD	Municipal Service District
MTC	Metropolitan Transit Commission
MYEP	Mayor's Youth Employment Program
NCHFA	North Carolina Housing Finance Agency
NCDOT	North Carolina Department of Transportation
N&BS	Neighborhood & Business Services
NECI	Northeast Corridor Infrastructure
NIP	Neighborhood Improvement Projects
OSHA	Occupational Safety and Health Act
PAYGO	Pay-As-You-Go
POST	Partners in Out-of-School Time
RFP	Request for Proposal
SBE	Small Business Enterprise
S/MWBE	Small Business/Minority and Women Business Enterprise
SOP	Strategic Operating Plan
SRO	School Resource Officers
SSGC	Shared Services Governance Committee

Common Acronyms

<u>Acronym</u>	<u>Definition</u>
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services
TAP	Transportation Action Plan
TBA	To Be Authorized
UCR	Uniform Crime Reporting
UDAG	Urban Development Action Grant
UPWP	Unified Planning Work Program
VMT	Vehicles Miles Traveled
WIA	Workforce Investment Act

This concludes the FY2017 Strategic Operating Plan and
FY2017-FY2021 Community Investment Plan.