



CHARLOTTETM

FY2016 & FY2017 STRATEGIC OPERATING PLAN

and

FY2016 – FY2020 COMMUNITY INVESTMENT PLAN



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FY2016 & FY2017 STRATEGIC OPERATING PLAN

and

FY2016 – FY2020 COMMUNITY INVESTMENT PLAN

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MAYOR PRO TEM

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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Award*

PRESENTED TO

**City of Charlotte
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

Jeffrey P. Evans

Executive Director

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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY2016 and FY2017 Strategic Operating Plan** and the **FY2016 - FY2020 Community Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

FY2016 and FY2017 Strategic Operating Plan

This document provides a detailed record of the spending plan adopted by the City Council for FY2016 and the budget plan for FY2017. It contains the following elements:

Section	Description
Executive Summary (Pages 9-38)	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 45-120)	An overview of the City's corporate strategy and operating budget, 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 Water, Charlotte Area Transit System, 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. <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 Innovation & Technology, Human Resources, and Management & Financial Services.
Summary Statistics and Schedules (Pages 121-162)	Presentations of key revenue and expenditure information as City-wide totals, as well as totals by fund.
Community Investment Plan Summary (Pages 163-188)	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 189-211)	A listing of city regulatory and non-regulatory fees by City department.
Financial Policies, Key Terms, and Acronyms (Pages 213-224)	A list of practices, policies, references, and definitions used throughout the document.

FY2016 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, 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 level 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 Balance 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.

FY2016 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 with Council's adoption of the Focus Area Plans for the upcoming year. At this time, 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.

FY2016 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

<p>October 2014</p> <p>Strategic Operating Plan Kick-off</p>	<p>March 2015 (continued)</p> <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Review Draft Finance & Budget Principles• General Fund Update• General Community Investment Plan Update• Compensation and Benefits Update• Overview of Questions & Answers from February 25th Budget Workshop <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• CATS Budget• Airport Budget• General Community Investment Plan• Financial Partner Funding Considerations• General Fund Balancing Options <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Update from the Mecklenburg County Assessor
<p>December 2014</p> <p>City Council Business Meeting</p> <ul style="list-style-type: none">• Approve FY2016 Budget Calendar	
<p>January 2015</p> <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 FY2016	
<p>February 2015</p> <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Charlotte Water Rate Approach Alternatives• Storm Water Services Capital and Financial Planning• Financial Partner Summary and Process• Review Draft Finance & Budget Principles• State Budget Update <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Review of Budget Question & Answers from Mayor & Council Retreat• Charlotte Water Budget• Storm Water Budget• Financial Partner Requests• State Budget Update	<p>April 2015</p> <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• CATS Budget• General Fund Update• Financial Partners• General Community Investment Plan Update• Overview of Questions & Answers from March 17th Council Budget Workshop and March 19th Council Budget Committee <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• General Fund Update• General Community Investment Plan Update• Airport Budget Overview• Overview of Questions & Answers from April 8th Budget Workshop <p>City Council Business Meeting</p> <ul style="list-style-type: none">• Adopt FY2016 Focus Area Plans
<p>March 2015</p> <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Review Proposed March 17 Budget Workshop Agenda• Balancing Strategies Overview – General Fund• General Community Investment Plan• Employee Pay and Benefits Overview	

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

<p>May 2015</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 2015</p> <p>Budget Adoption for FY2016</p>
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CHARLOTTE
Manager's Transmittal

July 1, 2015

To the Mayor and City Council of Charlotte:

The Fiscal Year (FY) 2016 Budget is structurally balanced; complies with the Council's budget principles and priorities; and is strategic, sustainable, and creative. To meet short-term financial challenges, the overall financial plan does not sacrifice the City's future.

The budget is balanced at \$2,119,913,030 an increase of 1.2% above FY2015. This includes a balanced General Fund of \$594,827,732, an increase of 1.6% over the prior year. The General Fund is balanced in multiple ways:

- It is structurally balanced and does not use one-time funds for on-going operations nor one-time accounting actions;
- It is balanced across the different City departments, with an emphasis on preserving services;
- It is balanced across taxpayers to the best of the City's ability within its statutory authority; and
- It is balanced for City employees.

The City's Enterprise Fund operating budgets are balanced within their dedicated revenues and at levels that meet the dynamic needs of a growing city in an upward economy:

- The \$144.7 million Aviation Fund grows to meet the demands created by being the second largest hub to the world's largest airline.
- The creation of the \$119.0 million Transit Fund includes the first full year operation of the CityLynx Gold Line and preparatory work for the opening of the Blue Line Extension in Fiscal Year 2017.
- The \$122.8 million Water-Sewer Fund continues to maintain and update its basic infrastructure to meet current and future needs of a growing City eliminating a subsidy that is not needs based.
- The \$13.8 million Storm Water Fund includes the elimination of subsidies for properties with large impervious surfaces and would undertake an analysis of projects that are backlogged.

The City's Capital Budgets continue to support all specifically identified projects and makes no changes to the Community Investment Plan adopted by the Council and partially funded by voter-approved bonds in 2014. There is a shift of \$46 million of increased debt capacity from Capital to Operating, leaving an unallocated debt capacity of \$43 million.

\$21.7 million General Fund Budget Gap the Result of External Factors

Developing a General Fund Budget for FY2016 was a challenge. The budget development process began with an \$18.1 million tax cut to businesses, mandated by the General Assembly. In addition, the recently completed review by Mecklenburg County of the 2011 Property Assessment Revaluation resulted in much sharper declines at the end of the project than had been previously projected, reducing the City's total property tax revenue projection in FY2016 by \$10.8 million.

While the City's tax revenues declined from the preceding property tax base value reductions, the City continues to grow, service demands increase, and inflation, though modest, continues to increase the cost of doing business. Despite the numerous challenges driven largely by external factors, the FY 2016 budget is balanced in a way that positions the City for the future.



CHARLOTTE
Manager's Transmittal

Budget Development Context

Although the economy is improving, the repeal of the business privilege tax and the impact of the County property revaluation required reductions in the FY2016 budget that impact our ability to fully address current service demands that are driven by population growth, inflation, and prior commitments. The recession limited the resources available to meet our community needs.

Since FY2009, the General Fund has experienced flat operating budgets, targeted "base" budget adjustments, and limited new strategic investments. Departments continue to experience increased demand due to seven years of little additional operating funding in a City that has grown by an estimated 130,000 people. In this context, it would be imprudent for the City to further cut services in order to fund decreased business taxes and lower property taxes from the revaluation.

The budget was balanced using a combination of approaches including reductions in expenses, services, and compensation increases, combined with modest increases in the property tax rate and fees.

Everyone Shared in Addressing the Challenge

The General Fund Budget is based on the principle of being balanced in all respects, with all parties contributing to sustaining City services and our future. Accordingly, the following financial actions were taken:

- Reduction of approximately \$2.3 million in City services, including:
 - Reduction in hours for the CharMeck 311 service;
 - Reduction in Code Enforcement;
 - Reduction in Traffic Management and Maintenance;
 - Reduction in mowing of street rights-of-way;
 - Reduction in administrative services including internal audits and technology management.
- Reduction in expenses supporting administrative support programs in all departments, totaling \$4.5 million.
- Reduction in the market compensation adjustment for City employees from 3.0% to 1.5%, or a \$2.6 million savings.
- Increase in regulatory fees for service, especially business services, to cover or partially cover the City's cost of providing that service, offsetting expenses by approximately \$1 million.
- Maintaining support for Financial Partners at the FY2015 levels with no reductions.
- Shift of \$2.1 million in prior General Fund expenditures into other appropriate restricted funding sources outside the General Fund.
- One cent increase to the property tax rate- (total property tax rate becomes 47.87¢ per \$100 of assessed valuation)
- Elimination of 101.50 full-time equivalent positions, while avoiding lay-offs
- Revisions to Storm Water and Charlotte Water rate structures that better reflect actual customer usage

Council-approved changes to the original budget recommendations made by the City Manager include:

- Elimination of the Council Discretionary Fund for FY2016 in the amount of \$100,000
- Decrease in the Single Family Solid Waste fee from \$47 to \$25 annually
- Increase in the Multi-Family Solid Waste fee from \$24 to \$25
- Restoration of funds for paving in the amount of \$857,265 using proceeds from asset sales
- Funding restored for the Bike Charlotte Program in the amount of \$35,000
- Implementation of a Solid Waste Small Business fee of \$250 to cover the full cost of providing the service.



CHARLOTTE
Manager's Transmittal

These budgeting adjustments are permanent, on-going, and consistent with best practices. They are not one-time fixes.

Protecting and Investing in Our Future

The cumulative impacts of the above described changes enabled the City to balance the budget without putting the City at risk, either financially or from a service delivery perspective. Public Safety services are adequately sustained, including police patrol and fire and rescue responses. There is no delay or discontinuation of any existing commitments to capital projects, and there are no lay-offs or salary reductions for City employees.

Closing Thoughts

Much work went into developing the FY2016 & FY2017 Budget by staff in every department, an indefatigable budget staff, and a patient City Council that held multiple budget workshops. Numerous options and alternatives were explored and researched, ultimately converging into the final budget.

As challenging as this budget has been, everyone has contributed to its development and adoption with a sense of seriousness and a commitment to taking a long-term view with regard to what is best for our City. As the Chairman of the City Council's Budget Committee said, "This is Charlotte. We can do this"...and We did!

Respectfully Submitted,



Ron Carlee, City Manager

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FY2016–FY2020 Community Investment Plan Resolution

June 8, 2015
Resolution Book 46, Page 705

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE AMENDING THE FIVE-YEAR COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2020.

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 FY2016-FY2020 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 2016 to 2020.

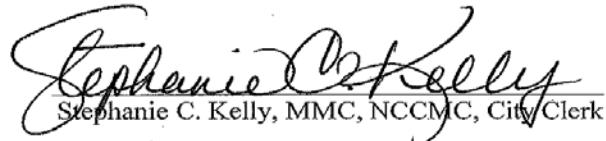
This 8th day of June 2015

CERTIFICATION

I, Stephanie C. Kelly, 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 8th day of June, 2015 the reference having been made in Minute Book 138, and recorded in full in Resolution Book 46, Page(s) 705.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, the 8th day of June, 2015.

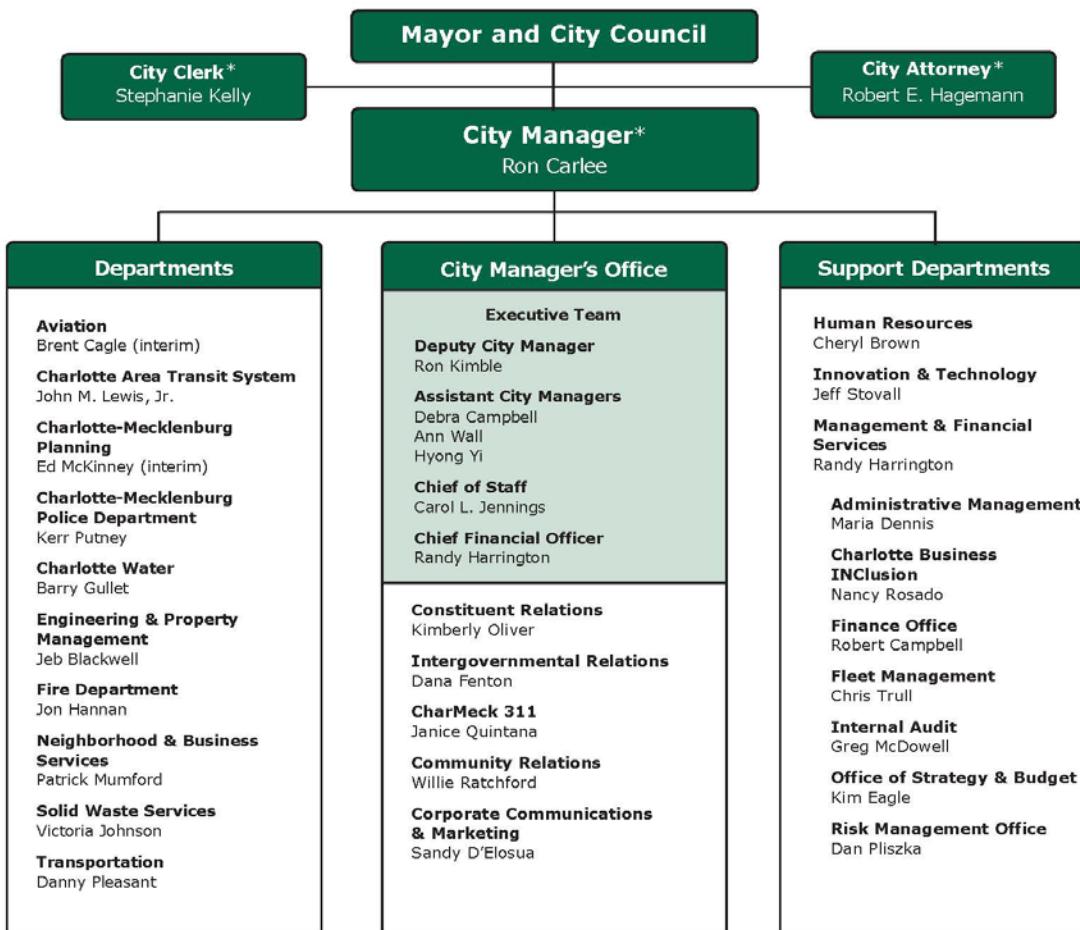



Stephanie C. Kelly, MMC, NCCMC, City Clerk

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City Government Organization Chart



* Council appointed

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Executive Summary

Adopted Budget

- *A budget that is balanced in all respects and protects our future •*
- *Reflects revenue reductions and expenditure cuts •*
- *Remains a strong value to the community •*
- *Consistent with City Council Policy •*

The FY2016 and FY2017 Adopted Budget is a balanced budget that reflects unanticipated reductions to local revenues and continued cuts to General Fund expenditures, while remaining a strong value to tax and rate payers.

There were three primary challenges related to the development of the FY2016 and FY2017 budget.

1. The North Carolina General Assembly's elimination of local governments' ability to assess the Business Privilege License Tax with no offsetting revenue, reducing City revenues by \$18.1 million
2. Lower than estimated property valuations resulting from the review of Mecklenburg County's 2011 Property Assessment Revaluation, further reducing City revenues by \$9.0 million
3. Continuing to provide quality services that the community expects from the City, following several years of decreased or flat departmental operating budgets coupled with increased service demands

The Adopted Budget maintains prior expenditure reductions, includes further cuts to the General Fund, adjusts the property tax rate, and upholds the City's commitment to quality services to our community today and in the future.

There are almost \$7 million in additional cuts to the General Fund budget, on top of ongoing cuts made primarily as a result of the lasting impacts from the Great Recession.

The budget includes three changes to the property tax bill that adjust the tax rate from 46.87¢ to 47.87¢:

- Property tax rate increase of 1.00¢ per \$100 of assessed valuation;
- Transfer 0.41¢ of Property Tax Rate from Debt Service Fund to the General Fund; and
- Reduction of the \$47 annual Single Family Residential Solid Waste Fee to \$25, increase to the Multi-Family Solid Waste fee from \$24 to \$25, and implementation of a Solid Waste Small Business fee of \$250 per year.

The approach to balancing the FY2016 and FY2017 budgets focused around an evaluation of expenditures, revenues and other financial options, capital investments, and future work. This approach is further detailed in the following pages.

Expenditures

- *Everyone shares in meeting the challenge of a balanced budget •*

The FY2016 and FY2017 budgets reflect almost \$7.0 million in reductions to services and expenses, shared across all departments in the General Fund, including the reduction of 101.50 full time equivalent positions.

Service Reduction Summary

The service reductions in the FY2016 budget shown in detail on page 23 of the Executive Summary total \$2.3 million in the General Fund. Examples of service reductions include:

- Reduction in hours for the CharMeck 311 service,
- Reduction in Code Enforcement,
- Reduction in Traffic Management and Maintenance,
- Reduction in the frequency of mowing of street rights-of-way, and
- Reduction in administrative services including internal audits and technology management.

Executive Summary

Expense Reduction Summary

The expense reductions in the FY2016 budget shown in detail on page 25 of the Executive Summary total over \$4.5 million. These reductions are across all operating categories, including:

- Technology and Telecommunications;
- Equipment Maintenance and Accident Repairs;
- Retirement Payment Reserve;
- Fuel;
- Travel, Training, and Educational Reimbursement;
- Uniforms; and
- Utilities.

In an additional effort to reduce costs, as well as increase efficiencies and protect the environment, the City is implementing a Motor Pool program beginning in FY2016. The program will be administered from the Charlotte-Mecklenburg Government Center and consist of 15 vehicles, with fuel efficiency as a priority. The program will result in a net decrease of 18 vehicles and a projected ongoing operating cost avoidance of \$80,500.

Revenue & Finance

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

In addition to the aforementioned budget cuts, the Adopted 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 City's property tax rate adjusts from 46.87¢ to 47.87¢ per \$100 valuation, with a total assessed property valuation of \$92.0 billion. The annual property tax bill includes the following three adjustments:

- Adjustment of 1.00¢ in the Property Tax Rate, of which 0.41¢ is to achieve the "Revenue Neutral Rate" that would have been considered if the initial 2011 Property Assessment Revaluation had been accurate,
- Transfer of 0.41¢ from new, unprogrammed debt capacity to the operating budget, without impacting the current Community Investment Plan, and
- Adjustment of Solid Waste fees by reduction of the \$47 annual Single Family Residential Solid Waste Fee to \$25, increase to the Multi-Family Solid Waste fee from \$24 to \$25, and implementation of a Solid Waste Small Business fee of \$250 per year

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

Fund	FY2015	FY2016	FY2017	Change from FY2015 to FY2016
General Fund	36.00¢	37.41¢	37.41¢	1.41¢
Debt Service	9.67¢	9.26¢	9.26¢	-0.41¢
Pay-As-You-Go Capital	1.20¢	1.20¢	1.20¢	0.00¢
Total	46.87¢	47.87¢	47.87¢	1.00¢

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

Executive Summary

level of General Fund subsidy with the impacts of fee changes is reflected in the FY2016 Adopted User Fee Schedule (page 191).

The average General Fund subsidy of regulatory user fees decreased from 16.7% to 7.6%, or an additional \$1.3 million being offset by fees.

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 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. FY2016 is an off-year, with the next biennial review scheduled for FY2017. The development of the Adopted Budget included the off-year review of CIP items as well as their associated debt service and Pay-As-You-Go (PAYGO) funding sources. The FY2016 – FY2020 CIP preserves the priorities set forth by the community in the 2014 bond referendum, while implementing newly identified priorities and best practices. Highlights of the CIP include:

- A new Transit Investment PAYGO Program is established to manage all transit-related activities funded through general City revenues, using no property taxes or General Fund operating funds. In FY2016, the PAYGO Fund is divided into two distinct programs to separate funding to support the City's contribution to transit from other PAYGO funding supporting the General Community Investment Plan.
- \$8.9 million allocated over three years for short-term road congestions improvements, shifting approximately \$5.3 million over five years from PAYGO Road Planning funds to existing bonds. These changes result in a net increase of \$3.6 million in PAYGO funding allocated to roads.
- Reduce funding to Technology Investments by \$1.5 million pending development of a Master Technology Plan
- \$4.0 million allocated over four years for A Way Home Rental Assistance Endowment to continue the City's funding commitment on a schedule to match private contributions
- Provide \$0.1 million one-time funding to support the Economic 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

Future Work

• *Ongoing evaluation to best meet service needs* •

Consistent with the City's commitment to quality service delivery and efficiency, the following areas of the budget will be studied during FY2016 for consideration in the FY2017 budget, in addition to the ongoing evaluation of operations to ensure efficient and effective service delivery:

- Asset Sales, Facility Sales, and Lease Back Opportunities;
- Fund Balance Policy;
- Take Home Vehicles;
- Cost Allocation/Overhead; and
- Solid Waste Services' service delivery and cost recovery model.

Executive Summary

Overview of Total Budget

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

The total FY2016 budget is \$2.12 billion, an increase of 1.2% above the prior fiscal year. 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 (CIP) 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. The 1.2% increase above FY2015 is due primarily to FY2016's enterprise fund capital investments.

The budget numbers 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.

Total Operating Budget

Within the Operating Budget and CIP, 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 FY2016 operating budget is \$1.24 billion, a decrease of -0.1% below the FY2015 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 Clerk	Innovation & Technology	Charlotte Area Transit System
Solid Waste Services	City Manager's Office	Management & Financial Services	Charlotte Water
Transportation	City Attorney's Office		Storm Water (a division of Engineering & Property Management)
Neighborhood & Business Services			Risk Management (a division of Management & Financial Services)
Engineering & Property Management			
Planning			

The FY2016 operating budget maintains stable core services. Residents will continue to receive high, competitive value for the level and quality of all services provided through residential fees, about \$4.11 per day for the typical homeowner, **an increase of 0.7% above FY2015.**

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

- 256 firefighters on duty at 42 fire stations, responding to more than 260 calls for service;
- 348 Police Field Units, responding to over 1,170 resident and 2,888 officer-initiated calls for service;

Executive Summary

- 740 signalized intersections operating over 2,450 miles of City streets;
- 4,100 service calls received by CharMeck 311;
- 65,800 households receiving trash pick-up;
- 100,000,000 gallons of drinking water treated and delivered; and
- 83,300,000 gallons of wastewater collected and treated.

The following table reflects the FY2016 Approved **City tax only** 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 home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$97,600 home	\$457.45	\$467.21	\$9.76	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Total Annual	\$504.45	\$492.21	(\$12.24)	(2.4%)
Total Monthly	\$42.04	\$41.02	(\$1.02)	(2.4%)

City of Charlotte taxes & fees – 50th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$141,100 home	\$661.34	\$675.45	\$14.11	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Total Annual	\$708.34	\$700.45	(\$7.89)	(1.1%)
Total Monthly	\$59.03	\$58.37	(\$0.66)	(1.1%)

City of Charlotte taxes & fees – 75th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$232,500 home	\$1,089.73	\$1,112.98	\$23.25	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Total Annual	\$1,136.73	\$1,137.98	\$1.25	0.1%
Total Monthly	\$94.73	\$94.83	\$0.10	0.1%

Executive Summary

The following table reflects the FY2016 Approved **City tax and fee** impact for home values at the 25th, 50th, and 75th percentiles, calculated based on owner-occupied, single family homes.

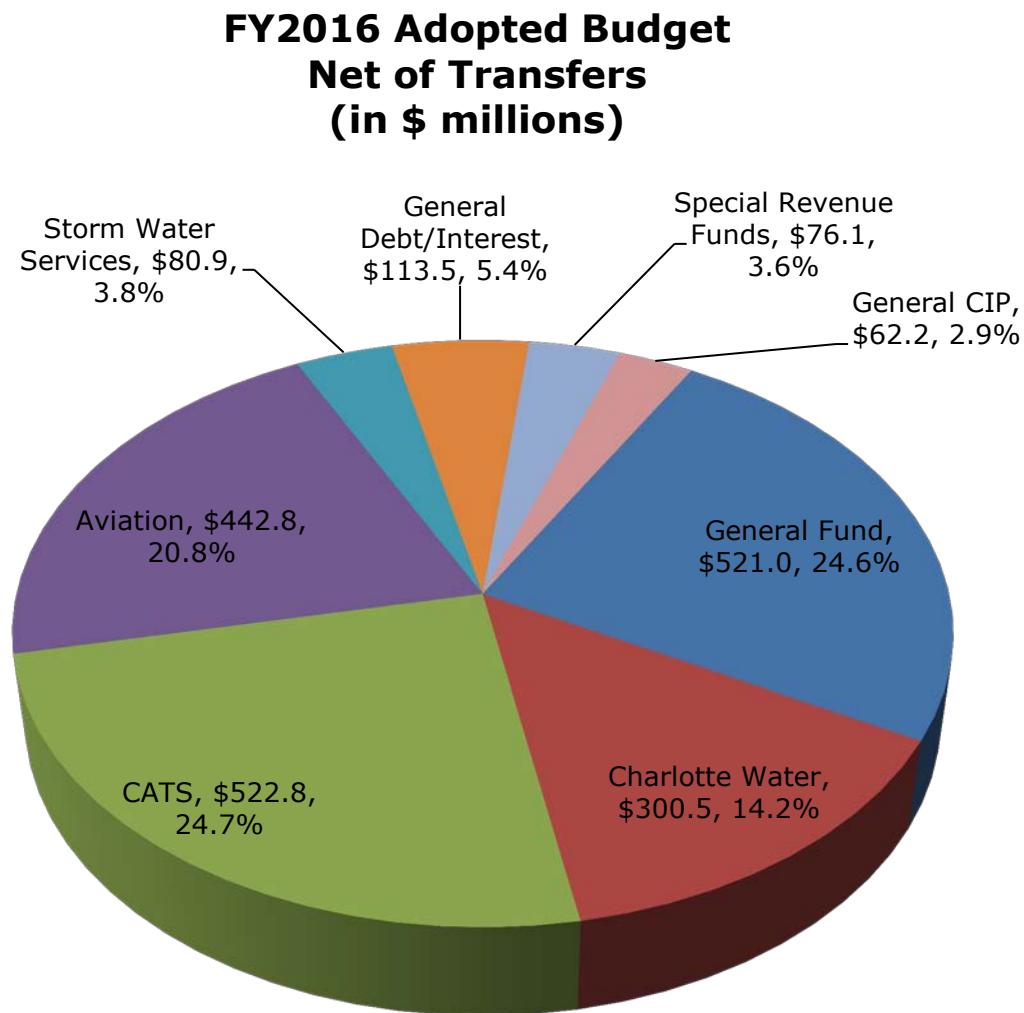
City of Charlotte taxes & fees – 25th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$97,600 home	\$457.45	\$467.21	\$9.76	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Water & Sewer (Average user rate)	\$682.80	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,284.81	\$1,291.17	\$6.36	0.5%
Total Monthly	\$107.07	\$107.60	\$0.53	0.5%

City of Charlotte taxes & fees – 50th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$141,100 home	\$661.34	\$675.45	\$14.11	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Water & Sewer (Average user rate)	\$682.80	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,488.70	\$1,499.41	\$10.71	0.7%
Total Monthly	\$124.06	\$124.95	\$0.89	0.7%

City of Charlotte taxes & fees – 75th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$232,500 home	\$1,089.73	\$1,112.98	\$23.25	2.1%
Solid Waste fee (Residential)	\$47.00	\$25.00	(\$22.00)	(46.8%)
Water & Sewer (Average user rate)	\$682.8	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,917.09	\$1,936.94	\$19.85	1.3%
Total Monthly	\$159.76	\$161.41	\$1.65	1.3%

Executive Summary

The following chart illustrates the composition of the FY2016 Total Budget (includes both Operating and Capital for General Fund and Enterprise Fund departments), which totals \$2.12 billion, an increase of 1.2% above FY2015.



Executive Summary

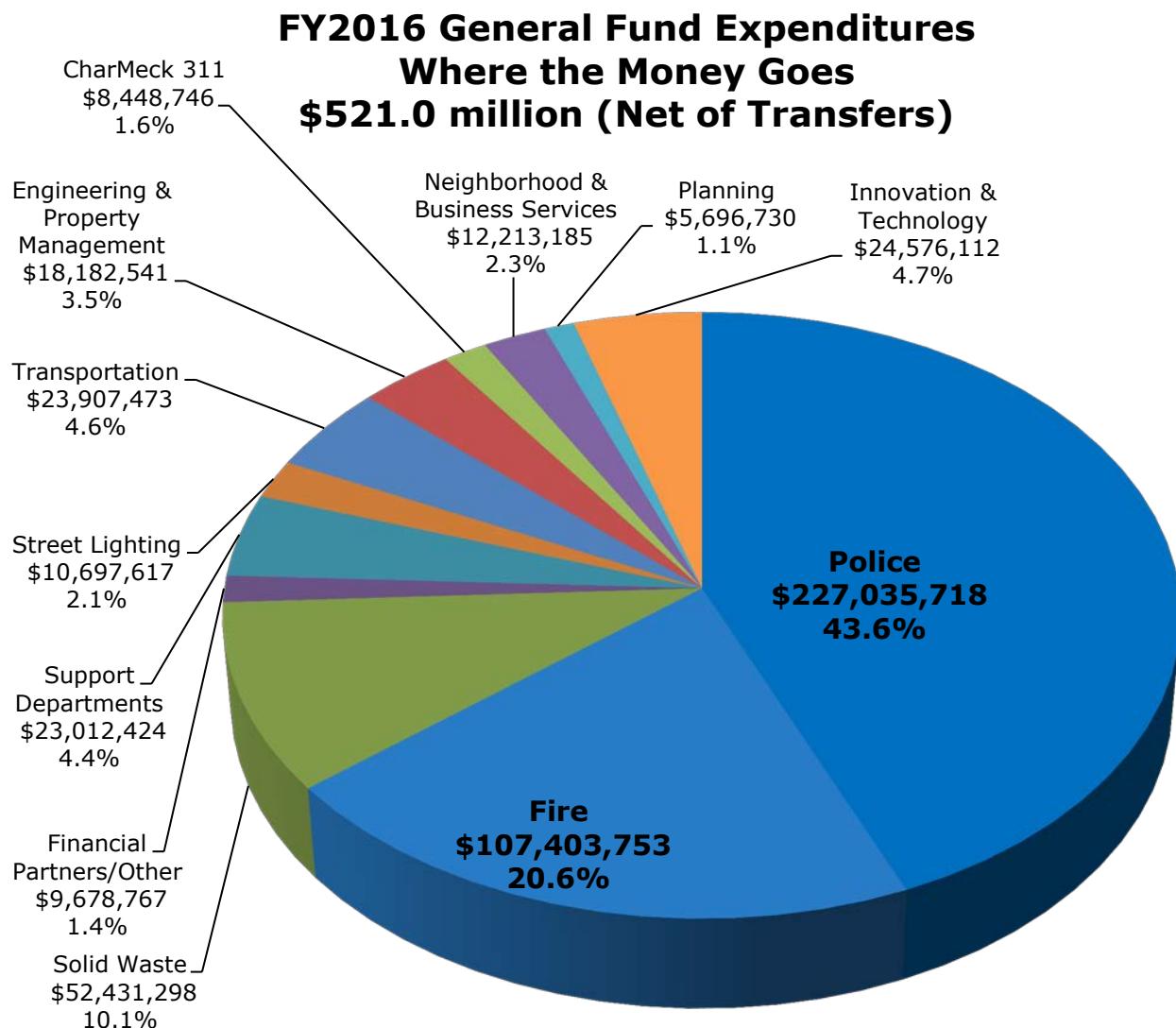
General Fund Budget

• A balanced budget reflecting revenue reductions and expenditure cuts •

General Fund

The FY2016 General Fund budget (net of transfers) is \$521.0 million, a 1.49% increase above FY2015 to maintain core service levels.

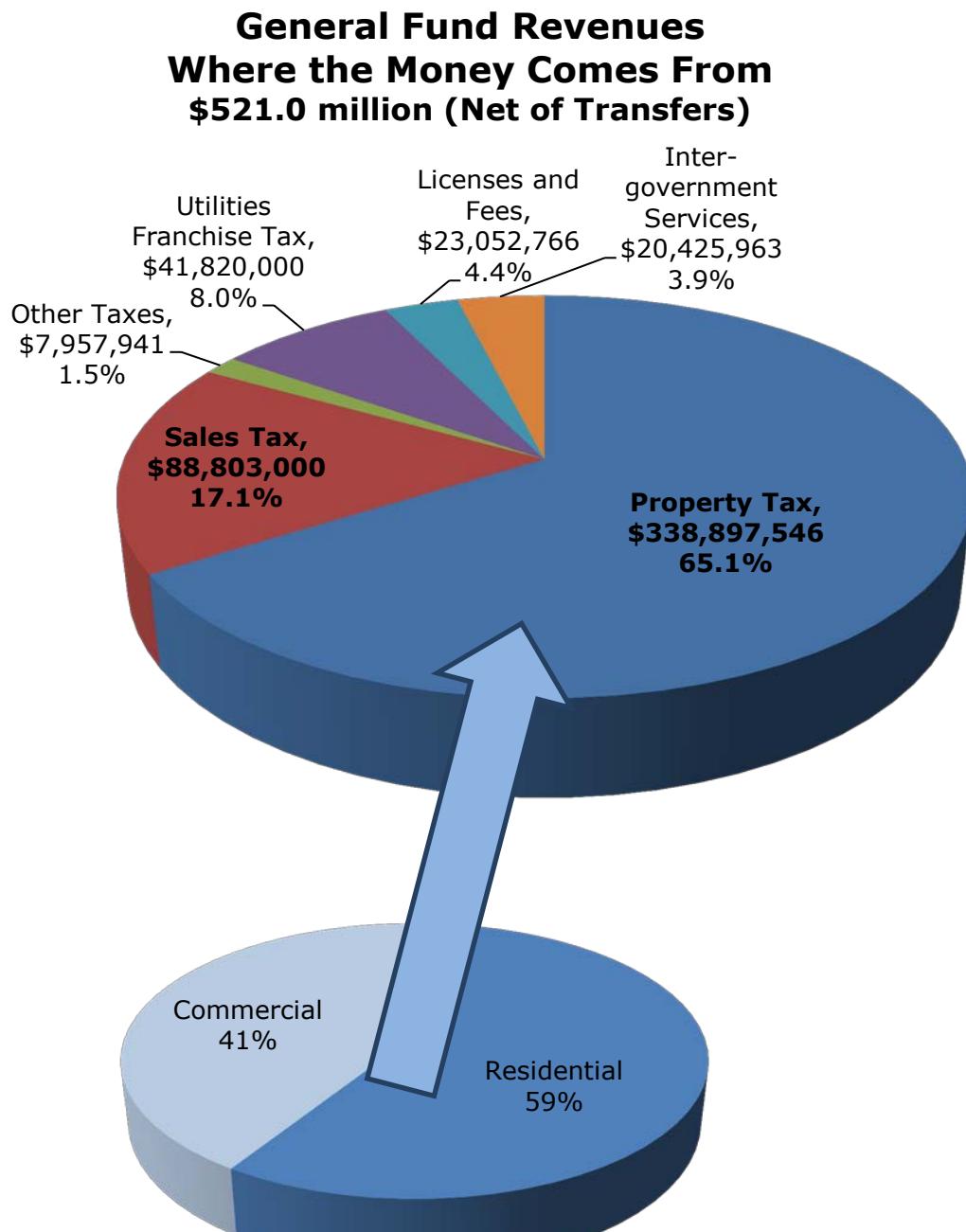
The chart below illustrates the allocations of expenditures in the General Fund budget.



Executive Summary

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise 82.2% of total revenue. The total General Fund revenue growth is budgeted at \$7.7 million, which is an increase of 1.49% above FY2015.



Executive Summary

General Fund Budget Reductions Included in Adopted Budget

General Fund budget cuts were made at both the service reduction and expense levels. The FY2016 General Fund budget cuts are summarized in the following two tables.

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
CharMeck 311	Close Weekends and Holidays; 11 positions (vacant)	Based on current call volume patterns; minimal impact to most partners, with Police and Charlotte Water seeing the largest impact. Constituents will have reduced access to live assistance; however Interactive Voice Response, web, mobile channels, and department specific dispatch transfers will be available as options. Average call volume on Saturday is 1,773 and the average call volume on Sunday is 1,198. This compares to an average weekday call volume of 5,114. There are currently 133 positions in CharMeck 311.	\$ 658,924
City Manager's Office Administration	Office Assistant IV position (vacant)	Reduces capacity for new Records Management program as mandated by the State. This program responsibility will now be shared among existing staff in City Manager's Office Administration.	54,415
Engineering & Property Management	Reduce contract for mowing in street rights-of-way	Eliminate some locations from City right-of-way and median mowing contracts and perform work with in-house staff and equipment; reduce mowing frequency from biweekly to monthly.	104,567
Engineering & Property Management	Administrative Officer II position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with Charlotte Business INClusion (CBI). The reduction in staff supporting CBI could delay completion of City Council Agenda items.	68,739

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Engineering & Property Management	Office Assistant V position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	\$ 53,894
Engineering & Property Management	Office Assistant IV position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	47,419
Fire	Emergency Management Battalion Chief position (filled)	This position provides dedicated oversight of the Urban Search and Rescue program, which responds to potential Homeland Security threats, terrorism and other disasters. Fire will spread these responsibilities to existing staff and their current workload will be re-prioritized.	127,126

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Fire	Public Service Coordinator position (vacant)	This is one of two public and media relations positions in the Fire Department which provide 24-hour public information coverage. Existing staff will be cross-trained in public and media relations and will be on-call when public and/or media relations services are required.	\$ 83,785
Innovation & Technology	Chief Operating Officer position (vacant)	For FY2016 this position will not be needed in the reorganized Innovation & Technology Department. Due to the unchanging nature of IT support, eliminating this position may limit IT support capacity and future technology initiative implementations.	125,000
Innovation & Technology	Enterprise Resource Planning position (vacant)	This position would have served as a resource for the City's ERP System (financial and procurement systems). The loss of this position limits the ERP Team's ability to react to situations where increased support of the ERP system is needed including support for department questions, capacity to build specialized reports, and a resource focused on finance-related modules. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application. The workload will have to be spread across six existing staff members.	105,477

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Innovation & Technology	Two Enterprise Resource Planning Support Center part-time positions (vacant)	These two part-time positions were intended to create one full-time position which would have served as a resource for the City's ERP System (financial and procurement systems). The loss of this position will limit the ERP Team's ability to react to situations where increased support of the ERP system is needed including support for department questions. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application, in addition to having a dedicated resource to focus on project and grant modules. The workload will have to be spread across six existing staff members.	\$ 98,000
Management & Financial Services	Internal Auditor (vacant)	Removes one out of ten internal auditor positions, therefore reducing capacity by 10%. This reduction will be tempered by increased reliance on contractors, which has been factored into the financial impact.	41,941
Neighborhood & Business Services	Community and Commerce Specialist position (vacant)	Reduces services in community partnerships such as Arts and Science Council Neighborhood Art and Little Free Libraries. As a result of this reduction, the City will not participate in these programs.	68,820
Neighborhood & Business Services	Code Enforcement Inspector position (vacant)	Elimination of this position reduces Code Enforcement's ability to be proactive in identifying violations; additionally, the amount of time to respond to complaints will increase from three to five days.	63,752

Executive Summary

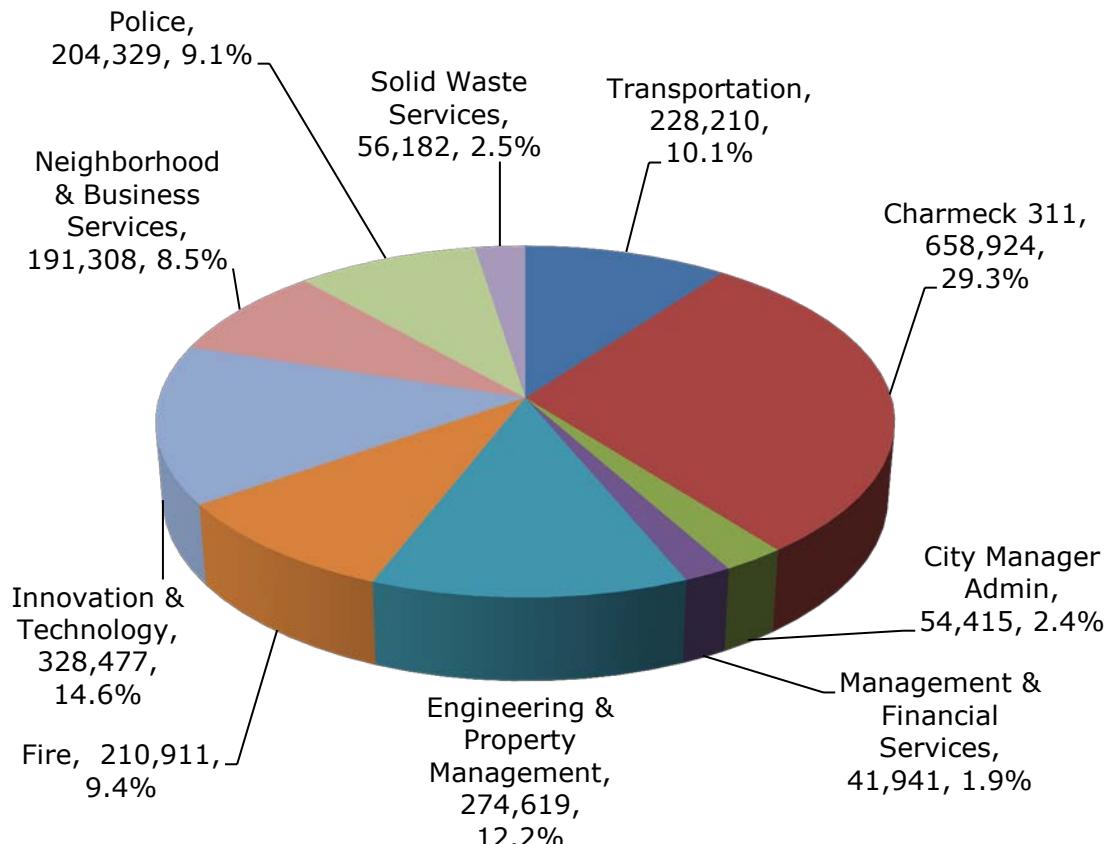
Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Neighborhood & Business Services	Code Process Specialist in Zoning division positions (vacant)	This position was a dedicated resource to assist customers, process permits, and respond to other customer inquiries related to the Business Privilege License permit process. Assuming volume remains constant, there will be an increase response time by approximately ten minutes to customer inquiries and customer waiting times when obtaining permits. This position's workload will be distributed among eight existing positions, which may impact overtime and training.	\$ 58,736
Planning	Office Assistant IV position (vacant)	Support services and front desk responsibilities would be shifted to other existing positions, impacting the workload and availability to provide the level of customer service expected by residents and developers	48,145
Police	Elimination of four vacant non-sworn positions (vacant)	Police has committed to eliminate four non-sworn vacant positions in FY2016. The exact positions will be determined by Police staff after examining staff and resource needs.	204,330
Solid Waste Services	Contract Technician position (vacant)	Eliminating this position will increase response time to customer inquiries about missed collections and cart repair/replacement requests by one business day (from 2 to 3 days). Workload will be shifted to the seven remaining contract technician positions which may impact overtime expenses.	56,182

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Transportation	Street Maintenance: Equipment Operator III position and Two Crew Member positions (vacant)	There are currently 27 Equipment Operator III positions and 61 crew members. The elimination of the vacant positions results in reduced staff available to provide timely services including street and sidewalk repairs, storm drainage maintenance, repair of curbs and gutters, removal of debris/obstructions, and responding to inclement weather events. These duties are assigned to the current Street Maintenance staff.	\$ 135,895
Transportation	Office Assistant IV position (vacant)	Front desk responsibilities would be shifted to existing staff positions, thereby reducing customer service capacity in street maintenance division.	47,600
Transportation	Traffic Counter position (vacant)	Reduces effectiveness of transportation planning, as this is one of two Traffic Counter I positions. These positions perform the basic traffic counting responsibilities in the City that help determine street safety and reliability.	44,715
Total			\$ 2,297,462

Executive Summary

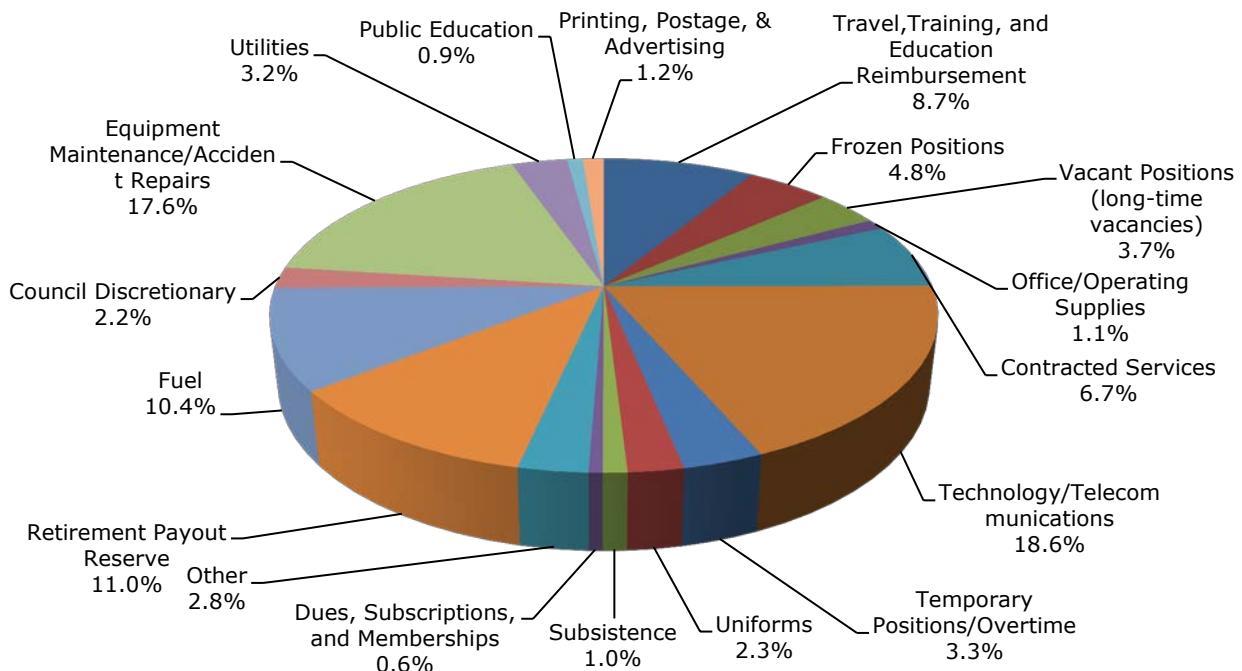
FY2016 Service Reductions (\$2.3 million)



Executive Summary

Expense Reductions			
Reduction Category	Financial Impact	General Fund Category Budget	% of General Fund Category Budget
Technology/Telecommunications	\$ 843,084	\$ 15,415,708	5.5%
Equipment Maintenance/Accident Repairs	801,141	20,303,573	3.9%
Retirement Payout Reserve	500,000	1,500,000	33.3%
Fuel	470,534	10,487,133	4.5%
Travel, Training, and Education Reimbursement	397,104	2,809,274	14.1%
Contracted Services	303,283	38,824,211	0.8%
Frozen Positions	216,568	216,568	100.0%
Vacant Positions (long-time vacancies)	165,873	165,873	100.0%
Temporary Positions/Overtime	149,950	7,582,364	2.0%
Utilities	145,340	14,617,705	1.0%
Other	129,203	129,203	100.0%
Uniforms	102,600	3,241,815	3.2%
Council Discretionary	100,000	200,000	50.0%
Printing, Postage, and Advertising	55,105	2,815,128	2.0%
Office/Operating Supplies	48,803	5,610,295	0.9%
Subsistence	45,212	307,186	14.7%
Public Education	41,447	870,508	4.8%
Dues, Subscriptions, and Memberships	25,232	962,433	2.6%
	\$4,540,479	\$126,058,977	3.6%

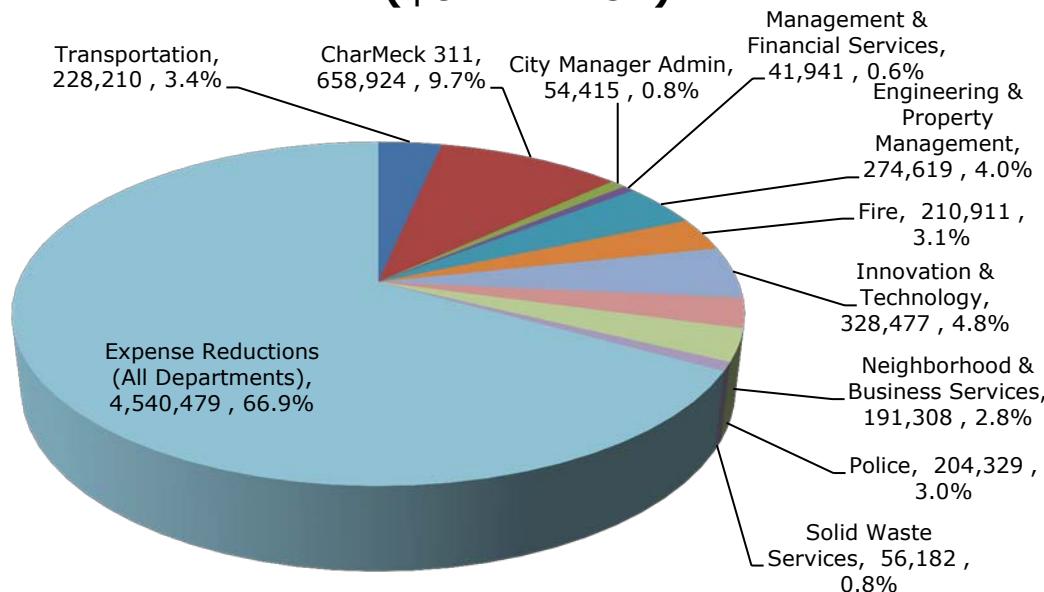
General Fund Expense Reduction Categories (\$4.5 million)



Executive Summary

Additional information on departmental budgets is included as part of the individual departmental pages in the "Operating Budgets" section of this book.

FY2016 Service & Expense Reductions (\$6.7 million)



- **66.9% Expense Reductions = \$4.5 million**
- **33.1% Service Reductions = \$2.2 million**
- **\$6.7 million Total Reductions = 1.1% of Total General Fund Budget**

Executive Summary

General Fund Budget Reduction Alternatives not Included in Adopted Budget

In addition to the service and expense reductions implemented in FY2016, the following items were alternative budget reductions during the budget development process. These alternatives were **neither** recommended nor adopted, and they are **not** in priority order.

Alternative Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Police	Eliminate Helicopter Unit (5 sworn positions, 1 civilian position)	Elimination of the Helicopter Unit would limit the knowledge of suspects' movements and location in active crime scenes. This reduction would cease operations for the entire Helicopter Unit.	\$1,159,313
Police	Eliminate District Attorney (DA) Liaison (9 sworn detective positions, 6 civilian positions)	DA Liaisons ensure that felony cases are filed properly and coordinate trial court calendars and subpoenas with law enforcement agencies. Eliminating the DA Liaisons would increase time for trial preparations and result in service impacts for victims, witnesses, subpoena service officers and could ultimately result in the dismissal of more trial cases.	1,144,372
Police	Reduce Motorcycle Unit (6 sworn positions, 1 civilian position)	This reduction removes one of the two motorcycle squads focused on suppressing crime through traffic enforcement and enhanced visibility. This reduction will eliminate motorcycle escorts and impact traffic safety.	442,794
Solid Waste Services	Eliminate Multi-Family Collection Contract & Associated Disposal Costs Effective 1/1/16	Multi-Family complexes and Homeowners' Associations would be responsible for contracting and paying for their own waste collection service. Mecklenburg County lists 10 private companies able to perform the work. Private rates are not available.	565,467
Solid Waste Services	Eliminate or Charge for Small Business Garbage (Non-Central Business Districts Locations)	Proposed service changes will impact approximately 2,600 small businesses, which are not currently charged for services. Changes to service will result in either small businesses bearing the full cost of waste collection or the elimination of six filled positions in Solid Waste Services and three rear loader trucks.	416,509
General Fund Financial Partners	Reduce General Fund Discretionary funds for the City's Financial Partners by 1%	General Fund Financial Partners include the Arts & Science Council, Charlotte Regional Partnership, Community Building Initiative, and Safe Alliance. These Partners are held flat in FY2016.	34,658
Total			\$3,763,113

Executive Summary

Budget Contingencies / Unmet Service Needs (not included in Adopted Budget)

As part of the FY2016 budget development process, there were budget items considered for *addition* to the FY2016 budget to meet unmet service demands, should additional revenues or reduction be implemented. Additionally, if the North Carolina General Assembly replaced Business Privilege License Tax revenue, \$3.1 million in service cuts, plus \$2.6 million in full market rate compensation would have been added to the budget. These budget additions are not included in the Adopted Budget.

Budget Contingencies			
Department	Additional Item	Impact Statement	Financial Impact
Fire	Ladder 28 -Northlake Mall (1 ladder truck and 18 sworn positions)	Development in the area surrounding Northlake Mall has resulted in a call load increase of 66% over the last 10 years. Engine 28, the area's sole resource, reaches only 67% of calls in six minutes or less. The addition of Ladder 28, along with necessary staffing resources, will help ensure fast and reliable fire response coverage in the Northlake Mall area.	\$2,723,193
Fire	Engine 65 -Eastland Mall (1 fire engine and 18 sworn positions)	The Eastland Mall area responds to some of the highest call volumes in the City. The majority of calls in this area are answered by Stations 15 and 42, both of which have single engine companies. The addition of Engine 65, along with necessary staffing resources, will ensure fast and reliable fire response coverage for the Eastland Mall area.	2,398,728
Police	65 sworn positions	The 65 requested officers would help maintain Police's crime reduction strategy by providing additional resources for investigating criminal cases, addressing drug and gang activity, staffing the Real Time Crime Center on a 24 hour basis, and mitigating the safety impacts related to an increased number of special events in the City.	5,185,868
All departments	Pay Plan at Market Rate	Due to budget constraints, the benchmarked average pay plan recommendation of 3% Broadband, 1.5% Public Safety Pay Plan Market, and full Public Safety Pay Plan steps is not funded in the FY2016 Adopted Budget, which challenges the City's recruitment and retention strategies. In the event of new budget capacity, the City Manager recommends funding the Pay Plan at this benchmarked average market rate.	\$2,626,349
All departments (see pages 18 –23 for detailed list of reductions)	Restore FY2016 Service Reductions	The City Manager's FY2016 Adopted Budget includes service reductions in response to reduced revenues. In the event of new budget capacity, the City Manager recommends restoring these service reductions to best meet the needs of the community.	\$3,141,581
Total			\$16,075,719

Executive Summary

Summary of General Fund Position Changes: Net change a reduction of 71.50 Positions

Department	FY2015 Revised Full-time Equivalent Positions	Eliminated fully-funded Vacant Positions	Eliminated Positions Frozen since 2009	FY2016 Budgetary Increases	FY2016 Full-time Equivalent Positions
Police	2,307.50	-4.00	-7.00	12.00	2,308.50
Fire	1,172.00	-2.00	-4.00	0.00	1,166.00
Solid Waste Services	302.00	-1.00	0.00	1.00	302.00
Transportation	431.50	-4.75	-22.00	4.00	408.75
Neighborhood & Business Services	145.00	-3.00	-5.00	0.00	137.00
Engineering & Property Management	322.00	-3.00	-2.00	8.00	325.00
Planning	65.00	-1.00	-8.00	0.00	56.00
Mayor & City Council	21.00	0.00	0.00	0.00	21.00
City Attorney	28.50	-1.00	-0.50	0.00	27.00
City Clerk	6.00	0.00	0.00	0.00	6.00
City Manager:	12.00	-1.00	0.00	0.00	11.00
Community Relations Committee	10.00	0.00	0.00	0.00	10.00
Corporate Communications	19.00	0.00	0.00	0.00	19.00
CharMeck 311	133.00	-11.00	-8.25	0.00	113.75
Human Resources	36.00	0.00	0.00	0.00	36.00
Innovation & Technology	134.00	-3.00	-1.00	0.00	130.00
Management & Financial Services:					
Administrative Management	14.00	0.00	0.00	0.00	14.00
Charlotte Business INclusion	11.00	0.00	0.00	0.00	11.00
Finance Office	98.00	0.00	-4.00	4.00	98.00
Fleet Management	122.00	-4.00	0.00	1.00	119.00
Internal Audit	10.00	-1.00	0.00	0.00	9.00
Office of Strategy & Budget	12.00	0.00	0.00	0.00	12.00
Total General Fund	5,411.50	(39.75)	(61.75)	30.00	5,340

- 39.75 fully-funded vacant positions will be eliminated with the Adopted Budget.
 - These positons will impact service delivery, but are not deemed critical to high priority areas
- 61.75 unfunded frozen positions will be eliminated with the Adopted Budget.
 - These positions will provide savings through the reduction of fringe benefits
 - These positions have generally been frozen since 2009 and will have no impact to service delivery

Executive Summary

General Fund Budgetary Increases

Department	Description
Police	Twelve additional Airport Law Enforcement Officers to maintain the preferred staffing level of 58 sworn officers at the airport, CMPD will implement a phased in approach over two years to add an additional 21 officers at Charlotte-Douglas International Airport. CMPD will add twelve officers in FY2016 and an additional nine officers in FY2017 to achieve a sustainable staffing level that will improve security and safety at the airport (Funded by Aviation)
Transportation	One additional Land Development Position due to the increased demand for land development permits, which has grown by 53% since FY2012. This position was previously reduced during the Great Recession. (Funded by Development Fees)
Transportation	Three additional Engineering Positions due to the passage of the November 2014 Bond Referendum. Work is now beginning on \$110.9 million in new infrastructure projects, requiring much greater project management activities across the Transportation department. A key element of the increased project management work is the emphasis on increased community and citizen engagement. This requires greater time commitment, with project management staff putting more effort into meeting more frequently with more groups of people in various communities around the City. (Funded by the Community Investment Plan)
Engineering & Property Management	Two additional Land Development Positions due to the increased demand for land development permits, which has grown by 53% since FY2012. (Funded by Development Fees)
Engineering & Property Management	Six additional Engineering Positions due to the passage of the November 2014 Bond Referendum. Work is now beginning on \$110.9 million in new infrastructure projects, requiring much greater project management activities across the Engineering department. In addition to the increased demand on project management (particularly construction inspection), a wave of work will flow through Contracts Management, Survey, and Real Estate. A key element of the increased project management work is the emphasis on increased community and citizen engagement. This requires greater time commitment, with project management staff putting more effort into meeting more frequently with more groups of people in various communities around the City. (Funded by the Community Investment Plan)
Management & Financial Services	Two additional Procurement Officers to support Aviation's procurement efforts (Funded by Aviation)
Management & Financial Services	One additional Procurement Card Administrator to support the City's existing procurement card program and new e-payable program. (The position will be 100% funded from the revenue generated by the e-payable program, which is a widely recognized and accepted no-fee card-based electronic payment option, generating rebates to the City, similar to the current procurement card agreement.)
Management & Financial Services	One additional Accounts Payable Technician to support the e-payable program and assist the current accounts payable team with the increase in quantity and complexity of accounts payable transactions. (The position will be 100% funded from the revenue generated by the e-payable program, which is a widely recognized and accepted no-fee card-based electronic payment option, generating rebates to the City, similar to the current procurement card agreement.)
Management & Financial Services	One additional Administrative Officer to support the new Motor Pool Program (The position is funded in the Motor Pool program, which is estimated to provide an ongoing operating savings of \$80,500 annually)

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 FY2016 Enterprise Fund Operating budgets and supporting rates are summarized below.

Aviation

FY2015 \$130.0 million; FY2016 \$144.7 million

The Charlotte Douglas International Airport is the sixth largest airport in the United States based upon operations, and the eighth largest based upon passengers. The FY2016 budget is \$144,737,684, an 11.3% increase above the prior year budget. The Aviation budget represents substantial investment in asset preservation, which involves the refurbishment and rehabilitation of large systems through the terminal as well as the day-to-day maintenance of the facility in order to effectively and efficiently manage an airport that now serves as the second largest hub for the largest airline in the world.

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

- The lowest cost structure of any large hub airport in the country
- The addition of 49 positions in a variety of capacities, including Business Services, Building Maintenance, and Security, to keep up with service complexity and customer demand
- Airline requested programs, such as the multi-year rehabilitation of 19 airline-owned passenger boarding bridges, lobby management, and safety activities
- 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 FY2015 \$114.2 million; FY2016 \$119.0 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 4.2% in FY2016 and 5.9% in FY2017. Highlights include:

- Additional 5,000 revenue service hours in FY2016
- Recovery of Transit Sales Tax with increase of \$1,400,000 (1.9%) over FY2015
- Opening of the new CityLYNX Gold Line service
- Ridership growth averaging 2.2% over the two year period
- Adding 35 fully funded positions for maintenance, acceptance start-up and testing of new rail cars for the Blue Line Extension project
- Change in fleet maintenance program for Special Transportation buses results in \$89,000 savings and increased efficiency due to 24/7 repair capabilities

Storm Water Services

FY2015 \$13.1 million; FY2016 \$13.8 million

More frequent and larger flood events are straining older drainage systems and increasing the number of citizen requests. New requests compete with the backlog of requests for limited funding. In order to respond to these increasing customer requests for storm water infrastructure improvements and repairs, the FY2016 budget includes a change in the Storm Water Services rate structure from two rates to four rates, to create a separate rate for each of the four residential tiers.

The Storm Water Services program is based on the premise that all rate payers are charged in accordance with their impervious surface and its impact on storm water runoff and water quality. The City currently has a four-tier structure based on impervious surface, but fees are based on two rates for single-family, detached residential properties. This two rate fee structure has not allowed Storm Water Services to recover costs associated with managing runoff from residential properties with the largest amounts of impervious surface. The revision to four rates will ensure that storm water fees for all tiers and other impervious areas will be calculated on the same per-square-foot basis (33/100 penny). Highlights of the Rate change include:

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- **Sixty one percent (61%)** of the 178,523 residential storm water customers (including the average customer in Tier II) will see no change in their monthly bill. The monthly variable rate fee will not change for those customers.
- For the 29% of residential stormwater customers in Tier III, the monthly variable rate fee will increase \$3.91.
- For the 10% of customers in Tier IV, the monthly fee will increase \$11.78.

Current Fee Structure	Customers per Tier	FY2015 Monthly 2 Rates	FY2016 Monthly 4 Rates
Detached Single-Family Residential			
Tier I (No Change) < 2,000 sq ft	35,631 (20%)	\$5.52 (33/100 penny)	\$5.52 (33/100 penny)
Tier II (No Change) 2,000 to <3,000 sq ft	72,362 (41%)	\$8.13 (33/100 penny)	\$8.13 (33/100 penny)
Tier III (+\$3.91/Mo.) 3,000 to <5,000 sq ft	52,335 (29%)	\$8.13 (22/100 penny)	\$12.04 (33/100 penny)
Tier IV (+11.78/Mo.) 5,000 sq ft & up	18,195 (10%)	\$8.13 (13/100 penny)	\$19.91 (33/100 penny)
All Other			
Per Impervious Acre (+\$8.17/Mo.)	20,166	\$135.56 (31/100 penny)	\$143.73 (33/100 penny)

Total increase in costs for the average residential storm water customer is \$0.

Increased revenues from charging four rates in four tiers will support a 5.9% increase in the FY2016 Storm Water operating budget, from \$13.1 million in FY2015 to \$13.8 million in FY2016. The majority of the increase in FY2016 is for 16 new positions to support the capital program. The increase in expenditures and positions is primarily to address the growing backlog of capital maintenance projects. Approval to hire the 16 positions is contingent upon completion of a workload analysis to determine the appropriate staffing level to support the expanded capital program under the revised four-tier fee structure.

During FY2016, Storm Water Services will conduct an evaluation of the existing low priority service requests to benchmark costs and provide a more accurate funding projection for future years. Future funding of the existing low priority requests for service will be determined based on information gathered during the evaluation in FY2016.

Charlotte Water

FY2015 \$120.0 million; FY2016 \$122.8 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 FY2016 operating budget is \$122,807,122 an increase of 2.1%. Highlights include:

- Change the rate methodology to eliminate the Tier 1 subsidy, which is not based on financial need
- Increase the Availability Fee from \$7.03 to \$8.14 to recover 25% of Debt Service
- With the change in methodology, customer rate impacts will vary from \$0.93 per month to \$3.41 per month, depending on usage tier
- Tier 1 customers (0-4 ccf (ccf = 100 cubic feet)) will see the largest impact due to increased fixed costs and the elimination of the subsidized Tier 1 rate, with monthly impacts ranging from \$2.41 per month to \$3.41 per month
- For the typical 7 ccf customer in Tier 3, the increase will be \$1.55 per month, a

Executive Summary

- 2.7% increase
- The following chart shows how monthly bill increases will impact all customers based on water usage rates

Usage	Percent of Customer Bills	Impact on Monthly Bill	Typical Monthly Bill*
Tier 1 (0-4 ccf)	41.1%	\$2.41 - \$3.41	\$32.71
Tier 2 (5-8 ccf)	37.7%	\$0.93 - \$2.79	\$58.45
Tier 3 (9-16 ccf)	13.0%	\$0.93	\$129.54
Tier 4 (16+ ccf)	9.2%	\$0.93	\$174.40

* Typical monthly bill amount is shown to provide context to the monthly increase impact for each tier. Although each unit of ccf usage within a tier has a different monthly bill, these amounts represent the total monthly cost for the typical customers in a specific range.

- The adopted rates summarized in the following table maintain current infrastructure and respond to changing economic and regulatory conditions such as new State laws requiring more locate services and Clean Water Act requirements to reduce sanitary sewer overflows.

Water and Sewer Rates		
Current	Current FY2015	Adopted FY2016
Water Rates		
Fixed Billing Charges	\$2.50	\$3.15
Availability Fee	2.47	3.03
Tiered Rate		
Tier 1: 0-4 ccf	1.33	1.58
Tier 2: 5-8 ccf	2.66	2.04
Tier 3: 9-16 ccf	4.71	4.71
Tier 4: >16 ccf	8.91	8.91
Non Residential	2.61	2.73
Sewer Rates		
Fixed Billing Charges	\$2.50	\$3.15
Availability Fee	4.56	5.11
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:	\$13.30	\$12.44
Fixed Billing Charge:	2.50	3.15
Availability Fee:	2.47	3.03
Total Water Cost:	\$18.27	\$18.62
Sewer Rates:	\$31.57	\$31.57
Fixed Billing Charge:	2.50	3.15
Availability Fee:	4.56	5.11
Total Sewer Cost:	\$38.63	\$39.83
Average User's Monthly Fee:	\$56.90	\$58.45

The total cost increase for the typical user at 7 ccf/month is \$1.55 per month.

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Pay & Benefits

• *Investing in the employees who delivery City services* •

Pay & Benefits – Investing in Employees

The vast majority of City services are delivered by employees, which is reflected by the dedication of over 50% of the total Operating budget to personnel related expenditures. The FY2016 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 five 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 2016 is 3.0%.**

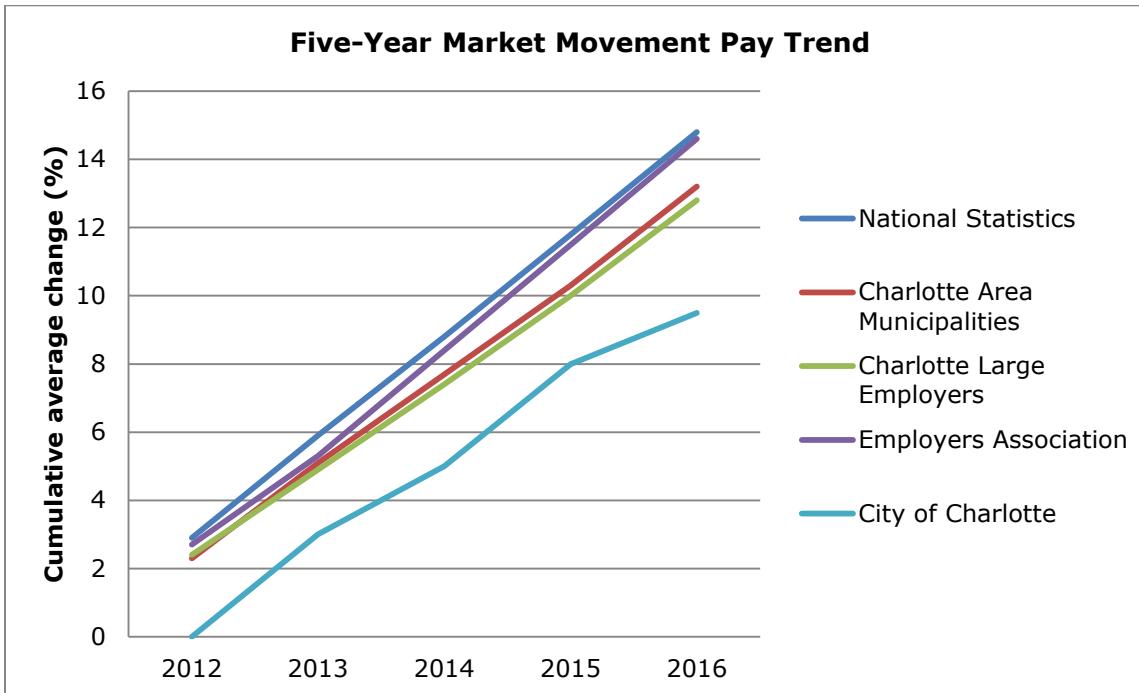
Due to revenue reductions from the State and the County, the City is unable to compete with the benchmark. City departments have made budget reductions to allow for a small pay adjustment in FY2016:

- 0.75% Public Safety market adjustment,
- 2.5% or 5.0% Public Safety step adjustment based on rank and current step,
- 1.5% Broadband merit budget (for all other general employees).

Compensation adjustments for the City's FY2017 budget have not been calculated at this time and will be addressed based on market conditions and City revenues.

Including 2016 projections, the City of Charlotte's five-year average market adjustment is 1.9%, falling below that of national statistics (3.0%), Charlotte area municipalities (2.6%), large private-sector Charlotte employers (2.6%), and the Employers Association (2.9%). The following chart illustrates the five-year trend.

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Other Compensation Considerations

- Employee Pay Below Area Median Income
 - An evaluation of all current full-time City employees earning levels was conducted to determine where the City stands with regard to Living Wage and Area Median Income comparisons. The evaluation showed that there are no City employees currently earning less than the annual Living Wage amount of \$20,842. The Area Median Income is \$45,000. The evaluation showed that the City has no employees earning less than 50% of the Area Median Income while there are 88 City employees currently earning less than 60% of the Area Median Income, or less than \$27,000 annually.
 - The Adopted Budget includes funds to bring these 88 employees up to 60% of Area Median Income at a total cost of \$138,483. Nine of the 88 employees are located in Enterprise Funds, and the remaining 79 are in the General Fund.
- Labor and Trades Pay Plan Study (non-exempt employees)
 - Work has been completed to evaluate options for implementing a different pay plan for the labor and trades compensation, to address needs and challenges in this section of the workforce.
 - Due to funding constraints, the Adopted Budget does not include funding to begin a transition to a new plan; staff is currently evaluating options for implementation in FY2017.

Benefits

The following benefits changes are included in the FY2016 and FY2017 budgets:

- Group Medical Insurance
 - The City's increased costs are 4%, a notable achievement compared to a national trend of 9%. Charlotte's lower increase results from the City's favorable claims experience and aggressive cost management
 - Effective January 1, 2016, employee rates for the **Basic PPO Plan** will be flat.
 - Effective January 1, 2016, employee rates for the PPO Plus Wellness Plan will increase by 4%.

Executive Summary

- Effective July 4, 2015, enrollment in the PPO Plus Plan will be restricted to only employees and pre-65 retirees currently enrolled in the health insurance plan; new employees will only be permitted to enroll in the PPO Basic Plan.
- Dental Insurance
 - The dental plan rates are held flat.
 - The dental plan contract will expire December 31, 2015, and it may be necessary to rebid the plan.
- Other Considerations
 - In an effort to continue to address rising health care costs and improve employee health and productivity, the City is currently implementing near-site employee health clinics through a third party vendor with a target implementation date of January 1, 2016. The first year costs for implementation of the health clinics are projected to be approximately \$1.7 million. This cost will initially be funded by the anticipated FY2015 projected claims surplus, an estimated \$2.4 million.

Position Changes

The FY2016 budget includes 7,332.75 full-time and temporary positions across all funds, a decrease of .50 positions. This position number reflects a decrease of 101.25 positions in the General Fund due to FY2016 budget reductions. The Enterprise Funds' position count increases by 100.75, funded by user rates and charges.

Fund	FY2015 Revised Full-time Equivalent Positions	FY2015 Revised Total Positions	FY2016 Full-time Equivalent Positions	FY2016 Budget Total Positions	FY2017 Full-time Equivalent Positions	FY2017 Budget Total Positions	Position Change from FY2015 Revised Total to FY2016 Budget Total
General Fund	5,411.50	5,497.75	5,340.00	5,396.50	5,349.00	5,405.50	(101.25)
Enterprise & Grant Funds	1,770.75	1,835.50	1,896.75	1,936.25	1,989.75	2,029.25	100.75
Total All Funds	7,182.25	7,333.25	7,236.75	7,332.75	7,338.75	7,434.75	(0.50)

Note: "Total Positions" includes Full-Time and Temporary Positions

Total Capital Budget

All debt-funded projects included in the prior year capital program for FY2015 through FY2019 are included with no changes in the adopted FY2016-FY2020 General Community Investment Plan.

General Community Investment Plan. Any potential adjustments or additions to these debt-funded capital projects will be considered in FY2017 as part of the biennial review of the General Community Investment Plan.

The Community Investment Plan (CIP) is consistent with the policy direction provided through the adoption of last year's five-year plan. The FY2016 – FY2020 CIP budget for General and Enterprise funds is \$3.5 billion and includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities. The capital program is divided into five parts: General Government, Storm Water, Charlotte Area Transit System, Water and Sewer, and Aviation.

General Community Investment Plan

The City continues to maintain its AAA credit rating reflecting the positive outlook for the City from the perspective of the bond rating agencies. The FY2016-FY2020 General Community Investment Plan totals \$749.2 million, including:

- \$468.2 million in debt-funded projects designed to keep Charlotte growing. Debt

Executive Summary

funding for these projects includes:

- \$398.4 million in Street, Neighborhood, and Housing bonds scheduled over three General Obligation bond referenda in November of 2014, 2016, and 2018; and
- \$69.8 million in Certificates of Participation

A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017;

- \$146.1 million in General Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, program income, and non-recurring revenues; and
- \$134.9 million in Transit Investment PAYGO funding, including vehicle rental tax, motor vehicle license revenue, sales taxes, and CityLYNX Gold Line fare revenue.

General Community Investment Plan programs include:

Program	5-Year Cost (in millions)
Housing and Neighborhood Development Support improving communities through the Housing Diversity Program and the new Comprehensive Neighborhood Improvement Program	\$218.6
Transportation & Planning Supports new investments in corridors, increased transportation connections, and City support of transit investments including CATS Maintenance of Effort and CityLYNX Gold Line Phase 1 and 2 operations	\$343.5
Economic Development & Global Competitiveness Supports additional corridor investments including Applied Innovation Corridor and the East/Southeast Independence Corridor	\$60.5
Environmental Services Supports environmental mitigation and Charlotte's Tree Program	\$16.5
Facility Investments Supports additional public safety and maintenance facilities	\$110.1
Total	\$749.2

Enterprise Funded Community Investment Plan

Aviation

Aviation totals \$1.1 billion, and is funded by \$737.6 million in revenue bonds, \$283.7 million in Federal Aviation Administration grants and passenger facility charges, and \$114.6 million in cash. The Aviation capital projects are mostly that of terminal expansions, runway reconstruction, and rehabilitation that are part of the Airport's long-range plan.

Charlotte Area Transit System

Charlotte Area Transit System totals \$646.6 million, and is funded by federal and state grants and the one half-cent sales tax for transit. The Transit capital program is primarily comprised of funding for the LYNX Blue Line Extension.

Storm Water

Storm Water totals \$332.7 million, and is funded by \$202.5 million in cash and \$130.2 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 major flood control, minor flood control maintenance repairs, and stream restoration projections. However, major unmet needs on private property remain an issue.

Water and Sewer

Water and Sewer totals \$633.4 million, and is funded by \$289.8 million in cash and \$343.6 million in revenue bonds. The Water and Sewer capital projects are related to maintaining and expanding infrastructure to support growth and demand.

Executive Summary

External Impacts and Future Budget Considerations

• *Continuing to monitor State legislation while evaluating further budget considerations* •

Potential External Impacts

State legislation considerations continue to create uncertainty in local governments' revenues, including:

- Business Privilege License Tax
 - The Legislature's repeal of local governments' ability to assess the Business Privilege License Tax resulted in the City's loss of \$18.1 million in FY2016 revenues, for which the State has not identified replacement revenue.
- Repeal of Business License Fee Authority
 - This legislation would remove the authority for cities to charge regulatory fees to businesses that are located in cities, which potentially impacts the City's authority to charge regulatory user fees (such as zoning and other land development fees).
 - The bill could eliminate some of the City's long-standing regulatory user fees revenue. The fiscal impact is estimated between \$100,000 and \$500,000.
- Exempt Builders Inventory
 - This legislation would exclude from property taxes any increase to the value of improvements made to real property held for sale by a builder for up to five years. The bills broaden the definition of a "builder" by removing the requirement that they be licensed as a general contractor under G.S. 87-1.
 - The bills would cause a 1.5% decline in tax value resulting in an estimate of revenue loss for the City of \$5.8 million in FY2016 growing to \$6 million in FY2017.
- Sales Tax Redistribution
 - This legislation would convert local sales tax revenues to a state source of revenue that will be shared with local governments through State General Fund appropriations. The City's share of sales tax could decrease. Sales tax proceeds to all local governments would be subject to annual appropriation by the General Assembly, and could be sequestered by the Governor.
 - The financial impact to the City is not known at this time.

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, presently covering 310 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



Aviation

- Charlotte-Douglas International Airport (CLT) was recently 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.
- 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.

Charlotte City Profile

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.

- The **2012 Democratic National Convention** (DNC) held in Charlotte, N.C., in September 2012 was the single largest event in the City's history.
 - Producing an economic impact of \$163.6 million.
 - Drawing approximately 35,000 delegates, media, and visitors to the Queen City.

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 **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.

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 FY2015 unless otherwise noted)

Total # of Employees	7332.75 FTEs	Fire Protection
Total Budget	\$2.12 Billion	Fire Prevention Inspectors 32
General Fund (net of transfers)	\$520.9 Million	Firefighters 1,035
General Bonded Debt per capita (FY2014)	\$ 1,170	
General Bonded Debt % of Property Value (FY2014)	1.03 %	Police Protection
Debt Service % of Non Capital Expenditures (FY2014)	19.60 %	Sworn Police Officers 1,836
Assessed value (2014)	\$92.0 billion	Civilian 532
Land Area (square miles)	309.55	Storm Water Rates
Street Miles	2,453	Single Family (monthly) < 2,000 sq feet - \$5.52
Retail Sales (FY2013)	\$15.9 billion	Single Family (monthly) 2,000 to <3,000 sq ft - \$8.13
General Obligation Bond Rating (FY2015)	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
<u>Meck County Building Permits (FY2014)</u>		
Total	15,778	Utilities
		Water Accounts (projected) 272,849
		Sewer Accounts (projected) 248,032
<u>Population</u>		
2010 Census	731,424	1 ccf = 748 gallons
2015	772,947	Water Rates for ccf use (typical) \$ 12.44
		Fixed Charge \$ 6.18
<u>Unemployment Rate (Mecklenburg County)</u>		
2012 (as of March)	9.30%	Typical Total Water Rates \$ 18.62
2013 (as of March)	8.70%	Sewer Rates \$ 31.57
2014 (as of March)	6.90%	Fixed Charge \$ 8.26
2015 (as of March)	5.10%	Typical Total Sewer Rates \$ 39.83
<u>Top Principal Taxpayers (2014)</u>		
Wells Fargo/Wachovia	2.38%	Typical Residential User's Total Monthly Fee \$ 58.45
Bank of America	1.65%	
Duke Energy	1.19%	Median Household Income
US Airways	0.76%	2015 \$ 57,319
Time Warner Entertainment	0.62%	
<u>Principal Employers (2014)</u>		
Carolinas Healthcare System	7.39%	
Wells Fargo/Wachovia Corporation	4.64%	
Charlotte-Mecklenburg Schools	3.83%	
Wal-Mart Stores, Incorporated	3.40%	
Bank of America	3.17%	

Charlotte City Profile

Property Tax (FY2016)

1-cent on the property tax rate	\$ 8,928,602	Total Property Tax Rate (per \$100 valuation)	47.87¢
General Fund	37.41¢		
Muni Debt Service for Capital	9.26¢		
Pay-As-You-Go Capital	1.20¢		

Area City and County Property Tax Rates (FY2016)

Charlotte	47.87¢
Mecklenburg County	81.57¢
Cornelius	24.00¢
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 (FY2016)

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

MOTOR VEHICLE REGISTRATION FEE (FY2016)

First 3-Percent	3.0%	Charlotte	\$ 30.00
Second 3-Percent	3.0%		
NASCAR Hall of Fame Tax	2.0%		
Total	8.0%	Charlotte	

SOLID WASTE FEES (FY2016)

Prepared Food Tax (FY2016)

City/County	1.0%
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MUNICIPAL SERVICE DISTRICTS (FY2016)

Road Use Tax	8.0%		
Charlotte Vehicle Rental Tax	1.5%	District	Tax Rate *
Mecklenburg Vehicle Rental Tax	1.5%	01 - Center City	1.68¢
Airport Tax (If applicable)	10.0%	02 - Center City	2.33¢
U-Drive-it Vehicle Rental tax	5.0%	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. It 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, followed by the creation of departmental goals and targets that operationalize the Focus Area Plans. 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 core services and Focus Area goals, which in turn facilitate the achievement of the City's vision and mission. Council's strategic Focus Areas Plans are a critical tool used in making budget recommendations.

At the time of this printing, an evaluation of the City's vision, mission, core values, and Focus Area Plans is underway.

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 create and sustain 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, and Council Focus Area Plans into departmental goals and targets. Department pages that follow include performance measure information that further illustrates the link between resources and performance. Funding reductions have the ability to negatively impact targets within Council Priorities and Focus Area Plans. Budget decisions impact how well strategy is implemented and executed. How well budget allocations are linked to strategy needs can either promote or impede the implementation process. The Focus Area Plan is used to monitor success in the accomplishment of City strategy and adherence to Council's priorities.

City Strategy and Operating Budgets



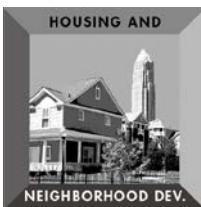
Community Safety FY2016 Strategic Focus Area Plan

"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.

Initiatives	Key Indicators
Reduce crime rate	<ul style="list-style-type: none">Reduce numbers of reported UCR Part One Crimes; rate of Part One Crimes per 100,000 populationIncrease investigator clearance rate percentage for arson, robbery, burglary, and larceny from vehicle cases
Enhance citizen perception of safety	<ul style="list-style-type: none">Maintain or improve survey ratings on citizen satisfaction and perception of safety in neighborhoodsIncrease number of fire code inspections conducted within state mandated frequencies
Develop a workforce that is reflective of the community's demographics	<ul style="list-style-type: none">Recruit women and minorities in police officer and firefighter applicant pools
Improve response times for emergency calls	<ul style="list-style-type: none">Improve Fire and Police response time from answering the 911 call to on-scene arrival
Develop infrastructure that promotes a safer community	<ul style="list-style-type: none">Number of sidewalks and bikeways installedImplement technology that assists in crime reduction, fire protection, and citizen perception of safetyImprove safety of pedestrian crossingsNumber of operational streetlights
Enhance emergency preparedness	<ul style="list-style-type: none">Conduct annual Disaster Preparedness Public Education ActivitiesDevelop Incident Action Plans for significant events

City Strategy and Operating Budgets



Housing & Neighborhood Development FY2016 Strategic Focus Area Plan

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

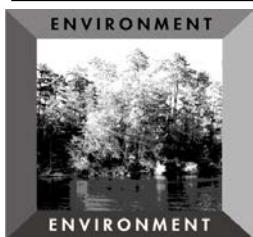
The City's long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

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.

Initiatives	Key Indicators
Preserve and create healthy, vibrant, and distinct neighborhoods	<ul style="list-style-type: none">• Correct 90% of nuisance violations within 30 days• Assist neighborhoods in developing and implementing strategic plans during annual neighborhood board retreats, neighborhood matching grants, and other partnerships• Continue implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan
Coordinate public/private partnership investments to attract the amenities neighborhoods need	<ul style="list-style-type: none">• Continue implementing the 2014 Community Investment Plan projects• Leverage public/private investments and support of small business within the business corridors through the use of the Community Investment Plan and Business Corridor funds• Promote internet access in all neighborhoods
Market housing programs to achieve geographical dispersion of diverse housing options throughout the City.	<ul style="list-style-type: none">• Increase number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs• Allocate Housing Trust Fund dollars to developments consistent with Housing Policy goals• Continue implementing the initiatives of the Ten-Year Plan to End and Prevent Homelessness
Utilize the Quality of Life Study and open data to inform and guide strategic neighborhood investments and programs	<ul style="list-style-type: none">• Use the Quality of Life data to:<ul style="list-style-type: none">- Assess Neighborhood Profile Areas,- Enhance and develop programs in partnership with neighborhoods and community organizations, and- Develop Neighborhood Profile Areas composites to develop programs to assist with common reoccurring neighborhood issues• Support neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams• Engage neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program
Support partners and programs that enhance opportunity for economic mobility	<ul style="list-style-type: none">• Support quality out of school time for youth from low income families• Support youth connections to mentors, work, and community• Support projects and programs that address the digital divide• Engage organizations to provide apprenticeships, mentoring relationships, and work experiences

City Strategy and Operating Budgets



Environment

FY2016 Strategic Focus Area Plan

"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:

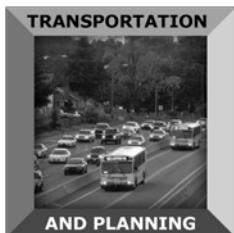
- Becoming a model environmental community in how it manages solid waste, energy, water and air;
- Leading by example by practicing environmental stewardship in City operations and facilities as directed through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional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

Specific initiatives to support these goals include:

FY2016 Initiatives	Key Indicators – Community
Waste	<ul style="list-style-type: none">• Develop baseline towards 100% achievement of waste diversion from landfill
Energy	<ul style="list-style-type: none">• Develop baseline towards achieving carbon neutral footprint for the community
Water	<ul style="list-style-type: none">• Develop baseline towards reducing potable water use per capita• Develop baseline towards making all Charlotte waterways swimmable and fishable
Air	<ul style="list-style-type: none">• Develop baseline towards achieving 50% tree canopy• Develop a baseline towards 100% of households located within a 5 minute walk of a transit option by 2050
Smart City	<ul style="list-style-type: none">• Develop the Happiness Index for Charlotte

FY2016 Initiatives	Key Indicators – City Organization
Waste	<ul style="list-style-type: none">• Develop baseline towards achievement of 100% waste diversion from the landfill
Energy	<ul style="list-style-type: none">• Develop baseline towards achievement of carbon neutral footprint for City operations• Develop baseline toward 100% LEED certified or equivalent government facilities
Water	<ul style="list-style-type: none">• Develop baseline towards using water as efficiently as possible
Air	<ul style="list-style-type: none">• Develop baseline towards increasing alternative fuel and vehicle technology use
Smart City	<ul style="list-style-type: none">• Develop baseline towards creating an engaged and connected workforce

City Strategy and Operating Budgets



Transportation & Planning FY2016 Strategic Focus Area Plan

“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.

FY2016 Initiatives	Key Indicators
Establish public and private sector partnerships to achieve effective transportation and land use results which support economic development and livability	<ul style="list-style-type: none">• Continue to coordinate with partners to advance multimodal transportation projects (i.e., streets, transit, bikeways, and sidewalks) in the Charlotte area• In conjunction with CRTPO and other regional and local stakeholders, begin to apply CONNECT’s regional growth framework to link development patterns with transportation investments
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	<ul style="list-style-type: none">• Expand community engagement opportunities and techniques to increase the community’s awareness and understanding of the City’s transportation and land use goals, and adopted policies such as the Centers Corridors & Wedges Growth Framework, the 2030 Transit System Plan, and the Transportation Action Plan
Implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan and Transportation Action Plan	<ul style="list-style-type: none">• Continue to implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan and Transportation Action Plan• Develop and implement area plans and other policies that help to guide growth and development• Begin to update the City’s Zoning Ordinance to effectively implement the City’s land use, design, and transportation policies
Implement land use and transportation decisions that increase safety, livability, transportation choices and enhance economic growth	<ul style="list-style-type: none">• Continue to position Charlotte as a global freight and logistics hub by implementing appropriate infrastructure projects• Implement the projects and programs identified in the Community Investment plan to enhance livability, transportation choices and job growth• Improve Charlotte’s walkability and bicycle-friendliness through various initiatives, including Charlotte Walks and the 5-year update of the Bicycle Plan• Monitor and seek to decrease intersection crash rates citywide• Improve citywide pavement conditions
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services	<ul style="list-style-type: none">• Develop long-term funding strategy for transportation and community place-making projects as part of 5-year update of TAP• Collaborate with legislative partners and stakeholders to consider new revenue sources discussed in the Transit Funding Workgroup Report
Refine the regulatory system	<ul style="list-style-type: none">• Implement recommendations from the permitting and development review report.

FY2016 & FY2017 Adopted Strategic Operating Plan

City Strategy and Operating Budgets



Economic Development & Global Competitiveness FY2016 Strategic Focus Area Plan

“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.

Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none">• Increase utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses• Source solutions to the City’s needs from local start-ups and small businesses by using the Small Business Services program and Code for America Charlotte Brigade• Increase contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INClusion Program• Participation in Community Collaborative(s) to advance technology and promote digital inclusion to startup companies in light of Google Fiber’s planned investment
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none">• Private investment stimulated in targeted areas of opportunity and areas identified by the Community Investment Plan and the Business Corridor Revitalization Plan. Examples include the Applied Innovation Corridor, the Northwest Corridor, the Eastland area, the West Boulevard area, and the Freedom Drive area.
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.	<ul style="list-style-type: none">• Creation of a Global Logistics Center Strategy for the area surrounding the airport• Increase leads for foreign direct investment through the International Relations Office• Support of Charlotte’s emergence as the center of a two-state energy hub by collaborating with partners, such as E4 Carolinas and CLT Joules• Re-tooling of the Business Investment Grant program to better align with business needs• Incorporate Smart City attributes as part of economic growth in Charlotte
Introduce youth and young adults to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none">• Increase number of work experiences and summer internships through Mayor’s Youth Employment Program• Creation of an apprenticeship strategy
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none">• Continue to pursue a plan for the redevelopment of the Bojangles/Ovens area• Identify solutions for needs associated with amateur sports, such as swimming, tennis, baseball, rugby, lacrosse, and soccer• Maximize utilization of community-use days at Bank of America Stadium and BB&T Ballpark

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 Service Departments, General Fund Support Departments, and General Governance Departments. A sample page containing this information is provided below.

Mission

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

Department's mission statement

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

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

Budget and Staffing Overview

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

This section also highlights total staffing numbers including full time and temporary positions.

Budget	FY2014	FY2015	FY2016	FY2017	Percent Change
	Actual	Revised	Budget	Budget	FY2015
Personnel	\$ 26,017,517	27,781,547	28,667,881	28,701,669	3.19 %
Operating	10,678,133	10,568,401	10,542,221	10,542,221	-0.25
Capital	5,761	0	0	0	0.00
Department Charges	(15,212,168)	(15,018,514)	(15,337,954)	(15,330,213)	2.13
Total Expenditures	\$ 21,489,243	23,331,434	23,872,148	23,913,677	2.32 %
Total Revenues	\$ 5,792,642	5,779,843	7,354,128	7,354,128	27.24 %
Net Expenditures	\$ 15,696,601	17,551,591	16,518,020	16,559,549	-5.89 %

Position Count Change

Total Positions	FY2014	FY2015	FY2016	FY2017	Position Count Change
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions	
Full Time Equivalents	431.50	431.50	408.75	408.75	-22.75
Temporary	2.00	2.00	0.00	0.00	-2.00
Total Positions	433.50	433.50	408.75	408.75	-24.75

Program Summary (Focus Area)

Street Maintenance (Transportation & Planning)	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Provides road maintenance services, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance	\$ 6,958,330	7,591,541	7,708,688	7,810,213
	251.50	250.75	230.75	230.75

This section describes the program areas of each department, explaining how services are provided, a three-year review of budgets and positions, and the City Council Focus Area in which this program falls.

FY2016 Budget and Staffing Adjustments

Decreases

- Miscellaneous contractual services to outside vendors
- Elimination of 22 frozen positions
- Reduction of one vacant Equipment Operator and two street
- Reduction in traffic analysis and studies
- Reduction of one vacant Office Assistant position
- Reduction of one vacant Traffic Counter position
- Reduction in cell service and mobile technology
- Reduction in temporary positions

FY2016 Amount

\$ 351,000
\$ 148,412
\$ 135,895
\$ 55,000
\$ 47,600
\$ 44,715
\$ 23,125
\$ 15,000

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

Increases

- Maintenance and repair of city maintained vehicles

FY2016 Amount

\$ 374,292

Performance Measure Highlights

Performance Achievement

FY2014 Actual	FY2015 Actual	FY2016 Target
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Street Maintenance

Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time

100 % 100 % ≥97 %

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

FY2016 & 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, Government Departments, and Support Departments.

<u>Budget</u>		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Revised	Budget	Budget	FY2015 FY2016
Service Departments						
Police	\$	214,517,582	222,236,394	227,035,628	227,036,354	2.2%
Fire		107,440,929	110,143,919	112,626,341	112,617,918	2.3
Solid Waste Services		46,226,801	52,282,210	52,431,227	52,786,183	0.3
Transportation		21,489,243	23,331,434	23,907,473	23,977,224	2.5
Neighborhood & Business Services		11,165,263	12,218,420	12,213,190	12,243,193	0.0
Engineering & Property Management		18,287,858	20,020,742	18,182,541	18,233,095	-9.2
Planning		5,250,621	5,643,972	5,696,730	5,685,469	0.9
Total Expenditures	\$	424,378,297	445,877,091	452,093,130	452,579,436	1.4%
Less Total Revenues	\$	48,228,932	57,295,485	53,019,068	53,142,378	-7.5%
Net Expenditures	\$	376,149,365	388,581,606	399,074,062	399,437,058	2.7%
Enterprise Departments						
Aviation	\$	112,194,560	129,991,071	144,737,684	152,294,918	11.3%
Charlotte Area Transit System		108,646,858	114,206,941	119,041,001	126,037,003	4.2
Charlotte Water		103,163,316	120,022,894	122,807,122	124,569,287	2.3
Storm Water Services		12,136,932	13,056,324	13,822,606	13,500,146	5.9
Risk Management		3,020,981	3,318,959	3,351,677	3,454,696	1.0
Total Expenditures	\$	339,162,647	380,596,189	403,760,090	419,856,050	6.1%
Governance Departments						
Mayor & City Council	\$	1,713,976	1,516,663	1,488,752	1,489,796	-1.8%
Attorney		2,459,896	2,458,427	2,482,082	2,463,600	1.0
Clerk		513,278	550,174	560,171	560,051	1.8
City Manager's Office:		13,078,499	14,582,316	13,862,797	13,857,600	-4.9
Total Expenditures	\$	17,765,649	19,107,580	18,393,802	18,371,047	-3.7%
Less Total Revenues	\$	2,556,970	2,496,690	2,369,034	2,369,034	-5.1%
Net Expenditures	\$	15,208,679	16,610,890	16,024,768	16,002,013	-3.5%
Support Departments						
Human Resources	\$	3,946,980	4,221,143	4,227,630	4,221,407	0.2%
Innovation & Technology		21,198,392	22,711,859	24,576,112	24,935,277	8.2
Management & Financial Services		18,595,626	22,175,949	19,615,696	19,605,359	-11.5
Total Expenditures	\$	43,740,998	49,108,951	48,419,438	48,762,043	-1.4%
Less Total Revenues	\$	12,491,417	22,682,781	16,759,827	16,039,089	-26.1%
Net Expenditures	\$	31,249,581	26,426,170	31,659,611	32,722,954	19.8%

FY2016 & FY2017 Adopted Strategic Operating Plan

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, 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 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Police	\$ 214,517,582	222,236,394	227,035,628	227,036,354	2.2%
Fire	107,440,929	110,143,919	112,626,341	112,617,918	2.3
Solid Waste Services	46,226,801	52,282,210	52,431,227	52,786,183	0.3
Transportation	21,489,243	23,331,434	23,907,473	23,977,224	2.5
Neighborhood & Business Services	11,165,263	12,218,420	12,213,190	12,243,193	0.0
Engineering & Property Management	18,287,858	20,020,742	18,182,541	18,233,095	-9.2
Planning	5,250,621	5,643,972	5,696,730	5,685,469	0.9
Total Expenditures	\$ 424,378,297	445,877,091	452,093,130	452,579,436	1.4%
Less Total Revenues	\$ 48,228,932	57,295,485	53,019,068	53,142,378	-7.5%
Net Expenditures	\$ 376,149,365	388,581,606	399,074,062	399,437,058	2.7%

<u>Staffing (General Fund Service Departments)</u>					Position Count Change
Full Time Equivalents	4,729.00	4,744.00	4,703.25	4,712.25	-40.75
Temporary	99.00	75.00	51.50	51.50	-23.50
Total Positions	4,828.00	4,819.00	4,754.75	4,763.75	-64.25

General Fund Service Department

Police

Mission

The Charlotte-Mecklenburg Police Department builds problem-solving partnerships with our 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 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 188,663,872	191,591,780	195,963,161	196,447,301	2.3%
Operating	32,237,278	36,652,482	37,266,094	37,686,107	1.7
Capital	155,175	0	10,000	10,000	100.0
Department Charges	(6,538,743)	(6,007,868)	(6,203,627)	(7,107,054)	3.3
Total Expenditures	\$ 214,517,582	222,236,394	227,035,628	227,036,354	2.2%
Total Revenues	\$ 20,904,006	22,613,752	23,146,077	23,146,077	2.4%
Net Expenditures	\$ 193,613,576	199,622,642	203,889,551	203,890,277	2.1%

Staffing

					Position Count Change
Full Time Equivalents	2,313.50	2,307.50	2,308.50	2,317.50	1.00
Temporary	65.50	50.50	50.50	50.50	0
Total Positions	2,379.00	2,358.00	2,359.00	2,368.00	1.00

General Fund Service Department

Police

Program Summary (Focus Area)

	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 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	\$ 145,871,956 1,557.50	151,120,748 1,558.50	154,434,877 1,555.50	154,384,721 1,555.50
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	17,161,407 246.50	17,778,910 224.50	18,150,188 236.50	18,162,908 245.50
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	15,016,231 160.00	15,556,548 160.00	15,881,414 160.00	15,892,545 160.00
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 60.00	7,333,801 60.00	7,486,952 60.00	7,492,200 60.00
Police Communications (Community Safety) Answers and dispatches 911 calls for service in the City of Charlotte, Davidson, Huntersville, and unincorporated Mecklenburg County	13,085,573 193.00	13,556,420 193.00	13,839,518 193.00	13,849,218 193.00
Community Services (Community Safety) Provides a variety of services that promote positive police-citizen interaction	3,003,246 28.00	3,111,310 28.00	3,176,283 22.00	3,178,509 22.00
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 44.00	4,889,201 44.00	4,991,302 43.00	4,994,800 43.00
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 90.00	8,889,456 90.00	9,075,094 89.00	9,081,453 89.00
Total Budget	\$ 214,517,582	222,236,394	227,035,628	227,036,354
Total Positions	2,379.00	2,358.00	2,359.00	2,368.00

FY2016 & FY2017 Adopted Strategic Operating Plan

General Fund Service Department

Police

FY2016 Budget and Staffing Adjustments

Decreases

- Motor fuel and lubricants for patrol and staff vehicles \$ 1,346,508
- Maintenance and repair of buildings paid to outside vendors \$ 306,084
- Maintenance and repair of vehicles paid to outside vendors \$ 241,091
- Uniforms and accompanying accessories such as shoes, jackets, gloves, and hats. \$ 100,000
- Maintenance and repair of facilities and buildings performed by outside vendors \$ 100,000
- Approved travel for training, conferences, seminars and meetings \$ 80,000

Increases

- Full funding of Police separation allowance retirement expenses \$ 2,000,000
- Addition of 12 sworn officers at Charlotte Douglas International Airport (cost to general fund reimbursed by Aviation) \$ 924,192

Performance Measures Highlights

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Field Services/Community Policing/Patrol/Crime Prevention			
Reduction in Uniform Crime Report Part One crime per 100,000 population over previous fiscal year	5.1% (reduction)	3.4% (increase)	≥3% (reduction)
Special Investigations			
Disruption of gang/disorder activity through federal charges by increasing the number of guns seized	2%	15.5 %	≥5%
Criminal Investigations			
Increase homicide clearance rate	78%	78%	≥75%
Special Operations and Crime Lab			
Complete DNA lab analysis for priority cases in 10 working days	98%	96.8%	≥90%
Communications			
Percentage of 911 calls answered in 10 seconds or less	89.8%	92.7%	≥90%
Police Officer Training and Recruitment			
Percentage of females and minorities in applicant pool	58.1%	59.9%	≥40%
Animal Control			
Reduction in euthanasia rates of cats and dogs	8.06%	10.8%	≥15%

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 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 94,821,939	97,482,684	99,263,913	99,255,356	1.83 %
Operating	12,976,282	13,058,057	13,790,046	13,790,180	5.61
Department Charges	(357,292)	(396,822)	(427,618)	(427,618)	7.76
Total Expenditures	\$ 107,440,929	110,143,919	112,626,341	112,617,918	2.25 %
Total Revenues	\$ 7,651,263	8,070,980	9,066,194	9,066,194	12.33 %
Net Expenditures	\$ 99,789,666	102,072,939	103,560,147	103,551,724	1.46 %

<u>Staffing</u>					Position Count Change
Full Time Equivalents		1,166.00	1,172.00	1,166.00	1,166.00 -6.00
Temporary		11.00	8.00	1.00	1.00 -7.00
Total Positions		1,177.00	1,180.00	1,167.00	1,167.00 -13.00

General Fund Service Department

Fire

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Fire Emergency Response (Community Safety) Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, aircraft crash rescue, and the annual Firemen's Retirement Actuarial Study	\$ 97,985,772 1,070.00	100,227,404 1,073.00	102,486,328 1,061.00	102,346,476 1,061.00
Emergency Preparedness/Homeland Security (Community Safety) Coordinates large-scale emergency situations in Charlotte and Mecklenburg County	741,939 5.00	745,151 5.00	761,945 4.00	631,314 4.00
Fire Communications (Community Safety) Provides 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department	3,017,751 39.00	3,098,921 39.00	3,168,764 39.00	3,309,308 39.00
Fire Investigations (Community Safety) Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson	924,953 10.50	983,691 10.50	1,005,861 10.50	1,011,614 10.50
Fire Code Enforcement (Community Safety) Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings	2,731,240 36.00	2,845,739 36.00	2,909,876 36.00	2,957,851 36.00
Fire Community Education/Involvement (Community Safety) 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	396,409 4.50	421,582 4.50	431,084 4.50	433,549 4.50
Fire Training (Community Safety) Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community	1,642,865 12.00	1,821,432 12.00	1,862,483 12.00	1,927,806 12.00
Total Budget	\$ 107,440,929 110,143,919 112,626,341 112,617,918			
Total Positions	1,177.00	1,180.00	1,167.00	1,167.00

FY2016 Fee Changes

- Plans Review and Fire Permit Fees increased an average of 8% in order to achieve 100% cost recovery
- Established new State Mandated Inspections Fee based on square footage or type of structure
- Created Hazardous Location Close Out Fee and set it to \$135
- Collaborated with other City departments to restructure rezoning fees; this restructuring resulted in a reduction in Fire's rezoning fees of 44% for major petitions and 72% for minor petitions

General Fund Service Department

Fire

FY2016 Budget and Staffing Adjustments

Decreases

- | | |
|---|-------------------------|
| <ul style="list-style-type: none"> • Eliminated Emergency Management Battalion Chief as a part of the larger position reduction exercise in the General Fund • Eliminated vacant Public Service Coordinator as a part of the larger position reduction exercise in the General Fund | Amount |
| <ul style="list-style-type: none"> • Eliminated Emergency Management Battalion Chief as a part of the larger position reduction exercise in the General Fund • Eliminated vacant Public Service Coordinator as a part of the larger position reduction exercise in the General Fund | \$ 127,126
\$ 83,785 |

Increases

- | | |
|--|------|
| <ul style="list-style-type: none"> • None | \$ 0 |
|--|------|

Performance Measure Highlights

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Fire Emergency Response			
Percent of first alarms to which an effective firefighting force will be on scene within nine minutes	84%	85%	≥80%
Percent of alarms to which first-due fire companies will be on scene within six minutes	85%	85%	≥80%
Percent of women and minorities in firefighter applicant pool	39%	35%	≥20%
Emergency Preparedness/Homeland Security			
Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area	7	7	≥5
Fire Communications			
Percent of time telecommunicators answer calls within 10 seconds	99.4%	99.5%	≥90%
Fire Investigations			
Percent of arson cases investigations will be cleared	56%	41%	≥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 citywide 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
- Sweep and remove litter and dead animals from City streets and rights-of-way
- Participate 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

Budget	FY2014	FY2015	FY2016	FY2017	Percent Change
	Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$ 16,495,030	19,177,892	18,509,719	18,864,852	-3.48 %
Operating	30,137,625	33,601,445	34,430,865	34,430,728	2.47
Department Charges	(405,854)	(497,127)	(509,357)	(509,397)	2.46
Total Expenditures	\$ 46,226,801	52,282,210	52,431,227	52,786,183	0.29%
Total Revenues	\$ 12,362,788	12,485,000	4,161,206	4,161,206	-66.67%
Net Expenditures	\$ 33,864,013	39,797,210	48,270,021	48,624,977	21.29%

Staffing	Position Count Change				
	Full Time Equivalents	289.00	302.00	302.00	302.00
Temporary		13.00	7.00	0.00	0.00
Total Positions		302.00	309.00	302.00	302.00

General Fund Service Department

Solid Waste Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Residential Collections (Environment) Provides weekly curbside collection of garbage, yard waste, bulky waste, and bi-weekly collection of recycling. Weekly collection of garbage, recycling, and bulky waste for multi-family complexes using dumpsters and compactors.	\$ 40,221,619 218.00	45,954,452 225.00	46,023,701 217.00	46,335,262 217.00
Special Collections and Services (Environment) Collects small business garbage and refuse, and recyclables from public receptacles. Provides street sweeping, litter picking, and dead animal removal from City streets and rights-of-way. Manages the infrastructure and cleanliness of the Central Business District and supports special events. Maintains bus stops and rail corridors for the Charlotte Area Transit System. Supports neighborhood cleanup efforts.	6,005,182 84.00	6,327,758 84.00	6,407,526 85.00	6,450,921 85.00
Total Budget	\$ 46,226,801 52,282,210 52,431,227 52,786,183			
Total Positions	302.00	309.00	302.00	302.00

FY2016 Fee Changes

- Set single family and multi-family Solid Waste Fee (formerly the Solid Waste Disposal Fee) to \$25 annually
- Established new Small Business Garbage Fee and set it to \$250 annually

FY2016 Budget and Staffing Adjustments

Decreases	Amount
• Eliminated vacant contract monitor position as part of larger position reduction in General Fund	\$ 56,182
Increases	
• Annual Contract Escalations and Growth for residential recycling, multi-family solid waste collection, and roll-out cart maintenance and replacement	\$ 2,200,000
• Added CATS funded FTE and operating budget to maintain the CityLynx Goldline	\$ 105,000
• Increased Maintenance & Repair costs due to aging fleet	\$ 1,361,020

General Fund Service Department

Solid Waste Services

Performance Measures Highlights	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Residential Collections			
Maintain cost per ton for refuse collection below the statewide average as reported in the University of North Carolina School of Government's North Carolina Benchmarking Project	\$86.00	\$88.00	TBD. Previous Target was ≤\$101 *
Maintain cost per ton for the collection of recyclables below the statewide average as reported in the University of North Carolina School of Government's North Carolina Benchmarking Project	103.00	101.00	TBD. Previous Target was ≤\$201 *
Maintain an average garbage cart collection rate of 125 carts per hour for residential garbage routes.	134.00	129.20	≥125
Special Collections & Services			
Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best)	1.90	1.83	≤2.00
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.	87.70	80.10	>83.90

* These targets are updated annually based on the results of the University of North Carolina School of Government's North Carolina Benchmarking Project. Data and targets lag by one fiscal year.

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

Budget						Percent Change
	FY2014	FY2015	FY2016	FY2017	FY2015	
	Actual	Revised	Budget	Budget	FY2016	
Personnel	\$ 26,017,517	27,781,547	28,668,206	28,553,653	3.19 %	
Operating	10,678,133	10,568,401	10,577,221	10,761,284	0.08	
Capital	5,761	0	0	0	0.00	
Department Charges	(15,212,168)	(15,018,514)	(15,337,954)	(15,337,713)	2.13	
Total Expenditures	\$ 21,489,243	23,331,434	23,907,473	23,977,224	2.47 %	
Total Revenues	\$ 5,792,642	5,779,843	7,354,128	7,354,128	27.24 %	
Net Expenditures	\$ 15,696,601	17,551,591	16,553,345	16,623,096	-5.69 %	

Staffing						Position Count Change
	FTE	Actual	Revised	Budget	Budget	
Full Time Equivalents		431.50	431.50	408.75	408.75	-22.75
Temporary		2.00	2.00	0.00	0.00	-2.00
Total Positions		433.50	433.50	408.75	408.75	-24.75

General Fund Service Department

Transportation

Program Summary (Focus Area)	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Street Maintenance (Transportation & Planning)	\$ 6,958,330	7,591,541	7,708,688	7,810,213
Provides road maintenance services, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance	251.50	250.75	231.00	231.00
Traffic Control (Transportation & Planning)	6,582,025	7,427,874	7,665,626	7,709,161
Provides new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance	109.50	109.75	109.75	109.75
Transportation Safety & Neighborhood Services (Transportation & Planning)	3,249,260	3,304,483	3,426,551	3,485,157
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	15.25	15.50	15.50	15.50
Land Development Regulations (Transportation & Planning)	2,696,565	2,777,625	2,932,851	2,793,921
Reviews development plans for conformance with City ordinances	21.25	21.50	20.50	20.50
Capital Program Planning & Management (Transportation & Planning)	2,003,063	2,229,911	2,173,757	2,178,772
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares	36.00	36.00	32.00	32.00
Total Budget	\$ 21,489,243	23,331,434	23,907,473	23,977,224
Total Positions	433.50	433.50	408.75	408.75
	FY2014	FY2015	FY2016	FY2017
	Actual	Revised	Budget	Budget
Powell Bill Fund	\$ 24,927,733	24,805,005	25,874,428	25,783,751
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 Executive Summary and in the Summary Schedule section.				
Powell Bill Fund Total	\$ 24,927,733	24,805,005	25,874,428	25,783,751

FY2016 & FY2017 Adopted Strategic Operating Plan

General Fund Service Department

Transportation

FY2016 Budget and Staffing Adjustments

Decreases

	Amount
• Miscellaneous contractual services to outside vendors	\$ 351,000
• Elimination of 22 frozen positions	\$ 148,412
• Reduction of one vacant Equipment Operator and two street crew members	\$ 135,895
• Reduction in traffic analysis and studies	\$ 55,000
• Reduction of one vacant Office Assistant position	\$ 47,600
• Reduction of one vacant Traffic Counter position	\$ 44,715
• Reduction in cell service and mobile technology	\$ 23,125
• Reduction in temporary positions	\$ 15,000

Increases

• Maintenance and repair of city maintained vehicles	\$ 374,292
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Performance Measure Highlights

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Street Maintenance			
Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	100.0 %	100.0 %	≥97 %
Improve the pavement condition survey rating over 90	83.6	82.3	≥ 90
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	99.6 %	97.0 %	100.0 %
Transportation Safety & Neighborhood Services			
Complete 10 miles of new sidewalks annually	16.4	19.3	≥10
Complete 10 miles of new bikeways annually	11.6	10.2	≥10
Land Development Regulations			
Complete 95% of plan reviews on time annually	95.0 %	96.1 %	≥95 %
Capital Program Planning and Management			
90% of transportation bond projects complete or on schedule	83.0 %	73.0 %	≥90 %
Percentage change in annual hours of delay per traveler in Charlotte will be less than the five-year average percent change for the top 25 cities in the nation	25th most congested	24th most congested	<Top 25

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 to internal City departments, citizens, and businesses to reduce energy usage

Budget and Staffing Overview

<u>Budget</u>	FY2014	FY2015	FY2016	FY2017	Percent Change FY2015
	Actual	Revised	Budget	Budget	FY2016
Personnel	\$ 9,869,587	10,676,055	10,794,572	10,813,877	1.11%
Operating	3,123,231	3,754,482	3,636,663	3,647,361	-3.14
Department Charges	(1,827,555)	(2,212,117)	(2,218,045)	(2,218,045)	0.27
Total Expenditures	\$ 11,165,263	12,218,420	12,213,190	12,243,193	-0.04%
Total Revenues	\$ 845,424	865,000	873,600	873,600	0.99%
Net Expenditures	\$ 10,319,839	11,353,420	11,339,590	11,369,593	-0.12%

<u>Staffing</u>					Position Count Change
Full Time Equivalents		144.00	145.00	137.00	137.00 -8.00
Temporary		1.00	1.00	0.00	0.00 -1.00
Total Positions		145.00	146.00	137.00	137.00 -9.00

General Fund Service Department

Neighborhood & Business Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ 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	\$ 1,779,645 17.00	1,947,510 17.00	1,954,319 16.00	1,957,216 16.00
Housing Services (Housing & Neighborhood Development) Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies	611,229 20.00	668,882 20.00	669,071 20.00	672,148 20.00
Code Enforcement (Housing & Neighborhood Development) Conducts housing, property, and zoning inspections to enforce City codes	7,225,303 94.00	7,906,826 95.00	7,889,832 87.00	7,910,350 87.00
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	1,549,086 14.00	1,695,202 14.00	1,699,968 14.00	1,703,479 14.00
Total Budget	\$ 11,165,263	12,218,420	12,213,190	12,243,193
Total Positions	145.00	146.00	137.00	137.00

General Fund Service Department

Neighborhood & Business Services

FY2016 & FY2017 Budget and Staffing Adjustments

Decreases

- | | Amount |
|--|---------------|
| • Expenses are reduced in FY2016 across several operating categories, including cellular telephones, fuel, travel, training, and meetings, and employee reimbursable education expenses. | \$ 98,285 |
| • One vacant Code Process Specialist is eliminated in the Zoning Division. There will be an increase in response time to customers' inquiries and customers' waiting times when obtaining permits. Workload for the remaining Code Process Specialists will be increased. | \$ 58,736 |
| • One vacant Code Enforcement Specialist is eliminated in the Code Enforcement Division. Elimination reduces Code Enforcement's ability to be proactive in identifying violations. Also, the amount of time to respond to complaints will increase from 3 to 5 days. | \$ 63,752 |
| • One vacant Community and Commerce Specialist is eliminated in the Community and Commerce Division. There will be a reduction in services provided in community partnerships such as Arts & Science Council Neighborhood Art and Little Free Libraries. As a result, the City will not participate in these community partnerships. | \$ 68,820 |
| • Five vacant and unfunded positions were eliminated in the Neighborhood & Business Services Department: 1 N&BS Area Supervisor, 2 Code Enforcement Inspectors, and 2 Small Business Program Managers. There is no impact on the FY2016 Budget from eliminating these positions. | \$ 0 |

Increases

- | | |
|--------|------|
| • None | \$ 0 |
|--------|------|

General Fund Service Department

Neighborhood & Business Services

Performance Measure Highlights	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Economic Development Achieve a leverage ratio within the business corridors of 1:10 for business corridor funds to strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas	1:10	1:10	1:10
Housing Services Increase number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs	New Target in FY2014	7 developers submitted inquiries regarding the new voluntary single and multi-family density bonus programs	Seek 5 developer inquiries for new voluntary single and multi-family density bonus programs
Code Enforcement Create healthy and vibrant neighborhoods and business districts by ensuring that properties meet community and code standards through education	7% reduction in nuisance complaints (1,907 fewer complaints compared to previous fiscal year)	16% reduction in nuisance complaints (2,530 fewer complaints compared to previous fiscal year)	Reduce the number of nuisance complaints to 45% of the total nuisance cases compared to previous fiscal year

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
- City's tree canopy, landscaping, and environmental protection

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change
	Actual		Revised		Budget	Budget	
Personnel	\$ 24,720,074		26,413,562		27,567,233	27,612,787	4.4%
Operating		12,168,798		13,103,063		11,070,827	11,075,827
Capital		283,749		276,500		276,500	0.0
Department Charges		(18,884,763)		(19,772,383)		(20,732,019)	(20,732,019)
Total Expenditures	\$ 18,287,858		20,020,742		18,182,541	18,233,095	-9.2%
Total Revenues	\$ 6,877,614		6,966,035		7,440,854	7,440,854	6.8%
Net Expenditures	\$ 11,410,244		13,054,707		10,741,687	10,792,241	-17.7%

<u>Staffing</u>	Position Count Change				
Full Time Equivalents	322.00	322.00	325.00	325.00	3.00
Temporary	4.50	4.50	0.00	0.00	-4.50
Total Positions	326.50	326.50	325.00	325.00	-1.50

General Fund Service Department

Engineering & Property Management

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Municipal Capital Project Planning, Design, and Construction (Transportation & Planning)	\$ 6,225,742	7,105,883	7,202,565	7,346,538
Provides planning, engineering, landscape design, 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	185.50	184.50	186.00	186.00
Land Development Regulation, Plan Review, and Inspection (Environment)	2,844,330	3,324,809	3,442,561	3,478,923
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	34.00	33.00	31.00	31.00
Municipal Facilities Maintenance (Environment)	3,149,067	3,631,223	1,567,323	1,442,960
Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities	51.00	51.00	51.00	51.00
Landscape Management (Environment)	6,068,719	5,958,827	5,970,092	5,964,674
Provides landscape planning, management, and grounds maintenance of most public rights-of-way, public buildings, City-owned parks and green spaces, medians, islands, and park and ride lots, which are the City's responsibility. Examples of some public facilities include Tryon Street Mall, CATS facilities and rail line, cultural arts facilities, and Police facilities	56.00	58.00	57.00	57.00
Total Budget	\$ 18,287,858	20,020,742	18,182,541	18,233,095
Total Positions	326.50	326.50	325.00	325.00

General Fund Service Department

Engineering & Property Management

FY2016 Budget and Staffing Adjustments

	Amount
<u>Decreases</u>	
• Expenses are reduced in FY2016 across several operating categories, including maintenance & repair, utilities, technology, office supplies, postage, and temporary help fees.	\$ 303,288
• Three vacant Administrative positions are eliminated in Engineering & Property Management's Main Engineering Division. Eliminating these three positions represents a 50% reduction in administrative support staff within the Division. Workload for the remaining administrative support positions will be increased to perform duties associated with Charlotte Business INClusion (CBI).	\$ 170,052
• Contractual work for mowing in street rights-of-way is reduced by eliminating some locations from City right-of-way and median mowing contracts and performing work with in-house staff and equipment, and by reducing mowing frequency from biweekly to monthly.	\$ 104,567
• Two vacant and unfunded positions are eliminated in Engineering & Property Management's Land Development Division. There is no impact on the FY2016 Budget from eliminating these positions.	\$ 0
<u>Increases</u>	
• Six additional positions are added to Engineering & Property Management's Main Engineering Division due to the passage of the November 2014 Bond Referendum. Work is now beginning on \$110.9 million in new infrastructure projects, requiring much greater project management activities. A key element of the increased project management work is the emphasis on increased community and citizen engagement. This requires greater time commitment, with project management staff putting more effort into meeting more frequently with more groups of people in various communities around the City. Total cost for the six positions is \$641,563, with 100% of the cost charged to projects in the General Community Investment Plan. No impact on the FY2016 General Fund Budget.	\$ 0
• 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.	\$ 150,511

General Fund Service Department

Engineering & Property Management

Performance Measure Highlights	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Municipal Capital Project Planning, Design, & Construction			
Manage capital projects so that at least 85% are completed on schedule	75%	74%	≥85%
Begin CityLYNX Gold Line Phase I passenger service by March 31, 2015	Began Construction by 3-15-13	Began Passenger Service on 7-14-15	Complete
Advance CityLYNX Gold Line Phase 2 Project Design to 90% (New in FY2016)	New target in FY2016	New target in FY2016	June 30, 2016
Complete Phase 1 Renovations of Time Warner Cable Arena (New in FY2016)	New target in FY2016	New target in FY2016	Oct 31, 2015
Land Development Regulation, Plan Review, & Inspection			
Complete all Land Development permitting submissions with an average of less than 2.5 reviews	1.97	1.90	<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	64.3	Overall EUI <68
Landscape Management			
Maintain a significant and healthy tree canopy:			
Achieve Arbor Foundation's "Tree City USA" status	June 2014	June 2015	June 2016
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.	June 2014	June 2015	June 2016

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

- Coordinate the Zoning Ordinance
 - Provide zoning administration
 - Administrator of the Historic District Program
 - Promote and enhance neighborhoods and business areas
 - Plan for the development of the City in a manner consistent with the Centers, Corridors, and Wedges Growth Framework
 - Support economic development
-

Budget and Staffing Overview

<u>Budget</u>		FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change
						FY2015 FY2016
Personnel	\$	4,828,572	5,284,130	5,422,355	5,412,787	2.6 %
Operating		1,015,792	1,028,028	985,627	985,627	-4.1
Department Charges		(593,743)	(668,186)	(711,252)	(712,945)	6.4
Total Expenditures	\$	5,250,621	5,643,972	5,696,730	5,685,469	0.9 %
Total Revenues	\$	672,836	514,875	977,009	1,100,319	89.8 %
Net Expenditures	\$	4,577,785	5,129,097	4,719,721	4,585,150	-8.0 %

<u>Staffing</u>					Position Count Change
Full Time Equivalents		63.00	64.00	56.00	56.00 -8.00
Temporary		2.00	2.00	0.00	0.00 -2.00
Total Positions		65.00	66.00	56.00	56.00 -10.00

General Fund Service Department

Planning

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Development Services (Transportation & Planning) Provides administrative and planning services for Subdivision Administration, Zoning Services, Zoning Administration, Urban Design, Historic District, and Committee Support for Charlotte-Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission	\$ 1,680,199 27.50	1,806,071 27.50	1,822,954 19.50	1,819,350 19.50
Strategic Planning Services (Transportation & Planning) Responsible for Economic Development planning efforts in targeted areas including distressed business corridors and transit corridors, and coordinates the City's annexation process. Responsibilities include: Economic Development, Transit Planning Services, Capital Facilities, Plan Implementation, Annexation, and Developer Response	997,618 9.50	1,072,355 10.50	1,082,378 9.50	1,080,239 9.50
Long Range Planning Services (Transportation & Planning) Coordinates collaborative and comprehensive long-range land use and transportation planning services, which include: Land Use Planning, Charlotte Regional Transportation Planning Organization (CRTPO), Research, Information and Technology, and Communication/Public Outreach; provides support to City and County budget offices in the development of capital budget needs, and committee support for the Charlotte-Mecklenburg Planning Commission Planning Committee and CRTPO	2,572,804 28.00	2,765,546 28.00	2,791,398 27.00	2,785,880 27.00
Total Budget	\$ 5,250,621	5,643,972	5,696,730	5,685,469
Total Positions	65.00	66.00	56.00	56.00

FY2016 Fee Changes

- Created new Historic District Review Fee to recover costs associated with additional resources added during FY2015, new fee is \$500 for minor review, \$1,000 for major review, and \$1,950 for a major review requiring a survey
- Established new Subdivision Sketch Plan Review Fee to recoup review costs not currently included in other fees, new fee is \$500
- Created new Subdivision Street Exemptions Review Fee to recoup review costs not currently included in other fees, new fee is \$500
- Revised former "Sign Flex Option," to create the new Administrative Zoning Services Fee to recoup additional costs including parking reductions, alternate buffer plans, innovative site plan review, and streetscape modifications. The revised fee is \$240

General Fund Service Department

Planning

FY2016 Budget and Staffing Adjustments

Decreases

- Eliminated vacant Office Assistant IV position as a part of larger position reduction in \$ General Fund
- Reduced Miscellaneous Contracted Services budget to meet General Fund budget \$ reduction goals

Amount

48,145

Increases

- None

\$

0

Performance Measure Highlights

Performance Achievement

	FY2014 Actual	FY2015 Actual	FY2016 Target
Development Services			
Initiate Zoning Ordinance update process to better address the City's land use needs and provide a more customer-friendly regulatory framework	New Target in FY2015	Initiated ordinance update; hired project manager and contracted consultant services	Begin formal revisions to the Zoning Ordinance
Average number of reviews on all submitted plans	1.9	2.45	≤2.5
Document and initiate regulatory process improvements			
	22 regulatory process improvements initiated	12 regulatory process improvements initiated	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	Target achieved; participated in three major 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	Target achieved; CIP support was provided throughout FY2015	Continue to support CIP projects and programs
Long Range Planning Services			
Collaborate with CONNECT partners to engage the public in developing a consensus-growth scenario	Target achieved; collaborated with CONNECT throughout FY2014	Target achieved; continued collaboration with CONNECT throughout FY2015	Develop strategies and CONNECT tools for the 2045 Metropolitan Transportation Plan

FY2016 & 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
- Identifies and evaluates risk and loss exposure of the City of Charlotte, Mecklenburg County, and Charlotte-Mecklenburg School System

Budget and Staffing Overview

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change
					FY2015 FY2016
Aviation	\$ 112,194,560	129,991,071	144,737,684	152,294,918	11.3%
Charlotte Area Transit System	108,646,858	114,206,941	119,041,001	126,037,003	4.2
Charlotte Water	103,163,316	120,022,894	122,807,122	124,569,287	2.3
Storm Water Services	12,136,932	13,056,324	13,822,606	13,500,146	5.9
Risk Management	3,020,981	3,318,959	3,351,677	3,454,696	1.0
Total Expenditures	\$ 339,162,647	380,596,189	403,760,090	419,856,050	6.1%

Staffing (Enterprise Fund Departments)	Full Time Equivalents	Temporary	Position Count Change	Position Count Change
				FY2016 FY2017
Full Time Equivalents	1,528.75	1,770.75	1,896.75	1,989.75
Temporary	214.50	64.75	39.50	39.50
Total Positions	1,743.25	1,835.50	1,936.25	2,029.25
				100.75

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 715 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

<u>Budget</u> ¹	FY2014		FY2015		FY2016		Percent Change
	Actual	Revised	Budget	Budget	FY2015	FY2016	
Personnel	\$ 23,484,238	33,185,894	35,405,382	35,201,739		6.7%	
Operating	71,059,757	81,273,754	92,893,244	97,014,172		14.3	
Capital	7,881,879	783,121	1,929,500	1,360,200		146.4	
Grants & Contributions	9,768,687	14,748,302	17,414,530	21,631,504		18.1	
Department Charges			(2,904,972)	(2,912,697)			
Total Expenditures	\$ 112,194,560	129,991,071	144,737,684	152,294,918		11.3%	

<u>Staffing</u>	Position Count Change				
	Full Time Equivalents	262.00	454.00	503.00	534.00
Temporary		186.00	39.00	17.50	17.50
Total Positions		448.00	493.00	520.50	551.50
					27.50

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	FY2015	FY2016	FY2017
		Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Airport Operations (Transportation & Planning)	\$ 53,875,158	267.00	293.00	274.50	281.50
Provides Law Enforcement, Parking and Ground Transportation, Facilities Operations, and Valet Parking Operations					
Airport Development (Transportation & Planning)	4,694,575	20.00	17.00	22.00	25.00
Provides Oversight of the Planning, Design, and Construction of new facilities					
Airport Maintenance (Transportation & Planning)	38,835,021	117.00	123.00	155.00	162.00
Provides Maintenance and Repair of the Buildings, Airfield, and Fleet					
Airport Technology (Transportation & Planning)	2,400,279	10.00	10.00	13.00	17.00
Provides technology infrastructure and systems					
Airport Finance (Transportation & Planning)	1,841,722	13.00	15.00	17.00	22.00
Provides Development and Oversight for the Annual Budget, Accounting, Procurement, and Revenue Collection					
Airport Business Office (Transportation & Planning)			858,061	1,350,038	1,453,511
Provides Property Management and Lease Negotiations	0.00		11.00	13.00	15.00
Airport Administration (Transportation & Planning)	10,547,805	21.00	24.00	26.00	29.00
Provides Human Resources and External Communications					
Total Budget	\$ 112,194,560		129,991,071	144,737,684	152,294,918
Total Positions		448.00	493.00	520.50	551.50

FY2016 & FY2017 Adopted Strategic Operating Plan

Enterprise Fund Department

Aviation

FY2016 Budget and Staffing Adjustments

	Amount
<u>Decreases</u>	
• None	\$ 0
<u>Increases</u>	
• 49 new positions and associated operating costs to meet immediate and long-term needs in the areas of asset preservation and risk mitigation; program and service enhancements; airline requested programs, and the community investment plan. Those new positions are:	\$ 1,165,265
- Asset Preservation and Risk Mitigation: 25 positions including facilities, maintenance, finance, technology, and environmental compliance with the focus on increased maintenance and repair of the terminal, airfield, and fleet as well as strengthened security of critical operation systems and infrastructures	\$ 1,165,265
- Airline Requested Programs: 11 positions including maintenance, facilities, technology, and business with the focus on maintenance of airline-owned passenger boarding bridges and aircraft docking systems, lobby management, and safety and security measures for employees as well as passengers	\$ 5,423,876
- Program and Service Enhancements: 9 positions including operations and administration to support new programs that improve efficiencies for airport operations and provide enhanced service to airport tenant and passengers	\$ 4,340,634
- Community Investment Plan: 4 positions including planning and administrative to support a \$1.1 billion five-year Community Investment Plan, which will require increased oversight of planning, development, and construction projects.	\$ 3,659,316
• Aviation's FY2016 operating expense budget includes approximately a \$15.4 million increase over Fiscal Year 2015. The increase is attributable to:	\$ 1,006,522
- Airline Requested Programs: costs associated with the maintenance of airline-owned equipment and security, transportation, and system operations	\$ 969,805
- Safety and Security: costs associated with the operation and maintenance of Phase I of the Checked Baggage Inline System, which automated the security screening process of checked bags	\$ 1,165,265
- Asset Preservation and Risk Mitigation: costs associated with the implementation, maintenance, and repair of facilities, fleet, and operation systems	\$ 1,165,265
- Growth and Inflation: increase cost for existing contractual agreements as well as utilities	\$ 1,165,265
- Program and Service Enhancements: costs associated with new program initiatives, such as the work order and inventory management system; employee training and education; fleet replacement; and sustainability projects designed to reduce the Airport's power usage.	\$ 1,165,265

Enterprise Fund Department

Aviation

Performance Measure	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Airport Operations			
Increase food/beverage/retail revenue per passenger by 1%	10.30%	1.91%	1.00%
Maintain low cost of enplaned passenger to airlines based on the national average of \$10.93	\$1.00/passenger	\$1.35/passenger	≤\$10.93/passenger
Airport Capital Project Planning, Design, and Construction			
Terminal and Airfield Facilities: Construction of the Fourth Parallel Runway	Started the Airfield Capacity Enhancement Plan	Completed the Airfield Capacity Enhancement Plan	Complete 15% of the Environmental Impact Statement
Terminal and Airfield Facilities: Construction of Concourse A North Expansion - Phase I (formerly the International Terminal)	New Target for FY2015	Begin design services work	Complete 50% of design services
Meet debt service coverage ratio in City's revenue bond order	3.00	3.50	Generate debt service coverage ratio of 1.25 or greater
Airport Maintenance			
Maintain Part 139 Certification ¹	0 defects for the annual inspection	Maintained	Maintain
Recordable OSHA injuries of workforce	3.10%	2.60%	<5%

¹For FY2015, the target was modified to remove achievement of zero defects for the annual inspection

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

<u>Budget</u>						Percent Change
	FY2014	FY2015	FY2016	FY2017	FY2015	
	Actual	Revised	Budget	Budget	FY2016	
Personnel	\$ 77,912,929	81,423,775	90,038,245	92,285,667	10.6%	
Operating	40,497,920	45,039,747	45,598,440	50,577,321	1.2	
Grants & Contributions	3,370,592	3,438,004	3,439,356	3,542,536	0.0	
Department Charges	(13,134,583)	(15,694,585)	(20,035,040)	(20,368,521)	27.7	
Total Expenditures	\$ 108,646,858	114,206,941	119,041,001	126,037,003	4.2%	

<u>Staffing</u>						Position Count Change
	Full Time Equivalents	361.75	384.75	419.75	481.75	
Temporary	20.75	22.00	22.00	22.00	22.00	0.00
Total Positions	382.50	406.75	441.75	503.75	35.00	

Enterprise Fund Department

Charlotte Area Transit System

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Transportation Services (Transportation & Planning)	\$ 111,083,013	115,008,559	123,541,561	130,259,881
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	273.00	298.25	333.25	395.25
Transit Development (Transportation & Planning)	2,608,595	3,149,424	3,304,549	3,342,205
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan	25.50	24.50	24.50	24.50
Marketing and Communications (Transportation & Planning)	4,273,149	4,638,676	4,733,884	4,796,251
Provides customer service, public relations, communications and service marketing; develops market research, sales, and promotional activities	32.00	32.00	32.00	32.00
Executive and Administration (Transportation & Planning)	6,491,011	7,104,867	7,496,047	8,007,187
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission; manages financial planning, budget, and grants administration	52.00	52.00	52.00	52.00
Transfers to Transit Capital Projects	(15,808,910)	(15,694,585)	(20,035,040)	(20,368,521)
Total Budget	\$ 108,646,858	114,206,941	119,041,001	126,037,003
Total Positions	382.50	406.75	441.75	503.75

FY2016 Budget and Staffing Adjustments

<u>Decreases</u>	<u>Amount</u>
• None	\$ 0
Increases	
• Addition of 35 positions for start-up and testing of new rail cars for the LYNX Blue Line Extension project. These positions are fully funded by the BLE Project in FY2016 and FY2017.	\$ 0
• First fully year of service for the CityLYNX Gold Line in FY2016. Annual operating budget of \$ 1.5 million funded by motor vehicle license revenue.	\$ 0

Enterprise Fund Department

Charlotte Area Transit System

Performance Measure Highlights	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Transportation Services			
Increase ridership	-0.02%	-1.40%	≥1.5%
Vehicular Accident Rate- Bus per 100,000 miles	0.47	0.23	<.50
Vehicular Accident Rate- Rail	0.19	0.59	<.50
Vehicular Accident Rate- Special Transportation Services	0.49	0.44	<.50
Vehicular Accident Rate- Streetcar	n/a	n/a	<.50
Average On-Time Performance- Bus	84.00%	84.90%	≥84.00%
Average On-Time Performance- Rail	99.00%	99.50%	≥98.50%
Average On-Time Performance- Special Transportation Services	92.00%	90.40%	≥92.00%
Targeted cost per service hour- Rail	\$ 211.44	\$ 153.65	\$ 263.87
Targeted cost per service hour- Bus	\$ 96.18	\$ 90.18	\$ 107.10
Targeted cost per service hour- Special Transportation Services	\$ 65.61	\$ 61.45	\$ 74.58
Targeted cost per service hour- Vanpool	\$ 20.65	\$ 19.63	\$ 24.32

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. We provide safe and sufficient drinking water by protecting, treating, and distributing drinking water. We protect the environment by collecting and treating wastewater, reusing residuals beneficially, and regulating system discharges. We accomplish our 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 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 49,038,900	54,749,933	55,593,166	55,428,998	1.5 %
Operating	68,451,710	79,736,514	83,241,787	85,077,186	4.4
Department Charges	(14,327,294)	(14,463,553)	(16,027,831)	(15,936,897)	10.8
Total Expenditures	\$ 103,163,316	120,022,894	122,807,122	124,569,287	2.3 %

<u>Staffing</u>					Position Count Change
Full Time Equivalents		778.00	796.00	822.00	822.00 26.00
Temporary		3.75	3.75	0.00	0.00 3.75
Total Positions		781.75	799.75	822.00	822.00 22.25

Enterprise Fund Department

Charlotte Water

Program Summary (Focus Area)		FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Administration (Environment)	\$ 26,018,964	48.50	27,893,609	28,879,919	29,297,475
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		50.50		55.50	55.50
Customer Service (Environment)	7,483,240	122.00	7,645,321	7,290,574	7,270,941
Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention		122.00		112.00	112.00
Utility System Planning & Engineering (Environment)	-		-	-	-
Provides design and construction of Charlotte Water facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying	94.00		98.00	109.00	109.00
Laboratory Services (Environment)	57,936	35.50	1,421,246	1,647,145	1,739,877
Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor		35.50		37.50	37.50
Environmental Management (Environment)	41,900,317	186.50	49,281,252	49,083,789	49,895,985
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. Also, provides treatment and pumping of water to distribute drinking water to customers		186.50		186.50	186.50
Union County Operations (Environment)	300,000	16.00	3,201,542	3,201,542	3,201,542
Operation of Union County's Wastewater Treatment Plants pursuant to signed inter-local agreement		16.00		20.00	20.00
Field Operations (Environment)	28,020,458	279.25	30,579,924	32,704,153	33,163,467
Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections		291.25		301.50	301.50
Total Budget	\$ 103,163,316		120,022,894	122,807,122	124,569,287
Total Positions		781.75		799.75	
				822.00	
					822.00

FY2016 & FY2017 Adopted Strategic Operating Plan

Enterprise Fund Department

Charlotte Water

FY2016 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- 26 positions that respond to the improving economy and regulatory changes:
 - 5 Locate Technicians to meet rising workload demands
 - 3 Sewer Cleaning Crewmembers to maintain the trend of decreasing sanitary sewer overflows
 - 2 Rapid Leak Response crew members to continue to drive down leak repair time
 - 6 Plan Review & Construction Inspection staff to meet the increasing demand
 - 1 Engineering Project Manager for Field Operations to focus on major pipe repair and rehabilitation as the system continues to age
 - 2 Lab Services and Project Management staff to respond to increasing regulatory requirements and reduce overtime
 - 1 Records Management Program Manager to replace current work that is contracted and develop a records management program
 - 2 Construction related Procurement Support staff to improve accountability and ensure compliance with City policy and State statutes
 - 4 Lab Services staff members to bring lab services for Union County in house and decrease annual costs

Performance Measure Highlights

Performance Achievement

	FY2014 Actual	FY2015 Actual	FY2016 Target
Reduce Sanitary Sewer Overflow	5.9 per 100 miles	4.1 per 100 miles	< 6.1 per 100 miles
Repair Water Leaks	100% repaired in 8 calendar weeks	100% repaired in 8 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%

Enterprise Fund

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, improvement, and maintenance of the City's storm water infrastructure
-

Budget and Staffing Overview

<u>Budget</u>		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Revised	Budget	Budget	FY2015
Personnel	\$	7,900,165	9,497,110	11,209,205	11,159,459	18.0%
Operating		8,507,902	7,844,174	8,569,381	8,599,484	9.2
Grants and Contributions		977,208	1,019,960	1,035,000	1,050,000	1.5
Department Charges		(5,248,344)	(5,304,920)	(6,990,980)	(7,308,797)	31.8
Total Expenditures	\$	12,136,932	13,056,324	13,822,606	13,500,146	5.9%

<u>Staffing</u>		Position Count Change			
		Full Time Equivalents	Temporary	Total Positions	
Full Time Equivalents		100.00	0.00	100.00	16.00
Temporary		4.00	0.00	4.00	0.00
Total Positions		104.00	0.00	104.00	16.00

Enterprise Fund

Storm Water Services

(Department of Engineering & Property Management)

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Storm Water Services (Environment) Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction	\$ 12,136,932 104.00	13,056,324 108.00	13,822,606 124.00	13,500,146 124.00
Contribution to Storm Water Capital Fund	36,000,000	35,000,000	43,000,000	40,000,000
Contribution to Storm Water Debt Service	9,987,520	11,630,252	12,176,700	14,859,497
Total Budget	\$ 58,124,452	59,686,576	68,999,306	68,359,643
Total Positions	104.00	108.00	124.00	124.00

FY2016 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- 16 new positions (1 Senior Construction Inspector, 5 Construction Inspectors, 1 Senior Project Manager, 5 Project Managers, 2 Project Coordinators, 1 Construction Supervisor, and 1 Wetland Specialist) to 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 16 positions is \$1,549,917, but \$740,981 of this cost is transferred from the operating budget to the Storm Water Capital Program. Approval to hire the 16 positions is contingent upon completion of a workload analysis to determine the appropriate staffing level to support the expanded capital program under the revised four-tier fee structure.

Performance Measures

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target

Storm Water Services

Transition Storm Water capital program from debt financing by increasing Pay-As-You-Go funding	Increased by \$2.0 million	Decreased by \$1.0 million	Increase by \$8.0 million
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 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 Revised	FY2016 Budget	FY2017 Budget	Percent Change
					FY2015 FY2016
Personnel	\$ 2,013,538	2,169,933	2,246,248	2,304,267	3.5%
Operating	516,531	648,296	555,570	569,268	-14.3
Grants and Contributions	490,912	500,730	549,859	581,161	9.8
Total Expenditures	\$ 3,020,981	3,318,959	3,351,677	3,454,696	1.0%

<u>Staffing</u>		Position Count Change			
		Full Time Equivalents	Temporary	Total Positions	
Full Time Equivalents		27.00	0.00	27.00	28.00
Temporary		0.00	0.00	0.00	0.00
Total Positions		27.00	0.00	28.00	0.00

Enterprise Fund

Risk Management

(Department of Management & Financial Services)

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ 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	3,061,233 26.00	3,086,609 26.00	3,187,487 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	257,726 2.00	265,068 2.00	267,209 2.00
Total Budget	\$ 3,020,981	3,318,959	3,351,677	3,454,696
Total Positions	27.00	28.00	28.00	28.00

FY2016 Budget and Staffing Adjustments

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

Performance Measure Highlights	Performance Achievements		
	FY2014	FY2015	FY2016
	Actual	Actual	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%

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

- The Mayor and City Council are responsible for establishing 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

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change
					FY2015 FY2016
Mayor and City Council	\$ 1,713,976	1,516,663	1,488,752	1,489,796	-1.8%
Attorney	2,459,896	2,458,427	2,482,082	2,463,600	1.0
Clerk	513,278	550,174	560,171	560,051	1.8
City Manager's Office:					
CharMeck 311	7,538,477	9,001,534	8,448,744	8,454,744	-6.1
Community Relations	940,160	990,262	910,948	909,043	-8.0
City Administration	2,456,047	2,465,060	2,330,765	2,323,171	-5.4
Corporate Comm.	2,143,815	2,125,460	2,172,340	2,170,642	2.2
Total Expenditures	\$ 17,765,649	19,107,580	18,393,802	18,371,047	-3.7%
Total Revenues	\$ 2,556,970	2,496,690	2,369,034	2,369,034	-5.1%
Net Expenditures	\$ 15,208,679	16,610,890	16,024,768	16,002,013	-3.5%

				Position Count Change
Staffing (General Fund Service Departments)				
Full Time Equivalents	220.50	229.50	207.75	207.75 -21.75
Temporary	5.00	5.00	4.00	4.00 -1.00
Total Positions	225.50	234.50	211.75	211.75 -22.75

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, setting the tax rate, and approving the financing of all City operations
- Authorize contracts on behalf of the City

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 1,280,233	1,214,879	1,250,646	1,251,690	2.9%
Operating	445,743	301,784	238,106	238,106	-21.1
Department Charges	(12,000)				
Total Expenditures	\$ 1,713,976	1,516,663	1,488,752	1,489,796	-1.8%
Net Expenditures	\$ 1,713,976	1,516,663	1,488,752	1,489,796	-1.8%

<u>Staffing</u>					Position Count Change
Full Time Equivalents	9.00	21.00	21.00	21.00	0.00
Temporary	0.00	0.00	0.00	0.00	0.00
Total Positions	9.00	21.00	21.00	21.00	0.00

Governance Department

Mayor & City Council

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Mayor, City Council, and Administrative Support	\$ 1,713,976	1,516,663	1,488,752	1,489,796
Provides leadership and strategic vision for the City of Charlotte	9.00	21.00	21.00	21.00
Total Budget	\$ 1,713,976	1,516,663	1,488,752	1,489,796
Total Positions	9.00	21.00	21.00	21.00

FY2016 Budget and Staffing Adjustments

Decreases

- Expense reductions in technology, travel, Council retreat costs, and subsistence

Amount

\$ 50,983

Increases

- None

\$ 0

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	Revised	Budget	Budget	FY2015
Personnel	\$ 3,240,641	3,637,887	3,558,986	3,552,127	-2.2%
Operating	304,960	418,963	388,453	391,303	-7.3
Department Charges	(1,158,167)	(1,598,423)	(1,465,357)	(1,479,830)	-8.3
Total Expenditures	\$ 2,459,896	2,458,427	2,482,082	2,463,600	1.0%
Net Expenditures	\$ 2,459,896	2,458,427	2,482,082	2,463,600	1.0%

<u>Staffing</u>	FY2014	FY2015	FY2016	FY2017	Position Count Change
	Actual	Revised	Budget	Budget	FY2015
Full Time Equivalents	28.50	28.50	27.00	27.00	-1.50
Temporary	0.50	0.50	0.00	0.00	-0.50
Total Positions	29.00	29.00	27.00	27.00	-2.00

Governance Department

City Attorney

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ 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	2,458,427 29.00	2,482,082 27.00	2,463,600 27.00
Total Budget	\$ 2,459,896	2,458,427	2,482,082	2,463,600
Total Positions	29.00	29.00	27.00	27.00

FY2016 Budget and Staffing Adjustments

Amount

Decreases

- Expenses are reduced in FY2016 across several operating categories, including technology, office supplies, auto and other allowances, and cell service and mobile technology. \$ 12,500
- One vacant Legal Assistant position is eliminated in the City Attorney's Office. Workload for the remaining Legal Assistants will be increased. \$ 63,760
- One temporary position, contracted attorneys, and contracted services are reduced in the City Attorney's Office. Workload for the remaining Attorneys will be increased. \$ 28,290
- One vacant and unfunded part-time Legal Assistant position is eliminated in the City Attorney's Office. There is no impact on the FY2016 Budget from eliminating this position. \$ 0

Increases

- None \$ 0

Performance Measure Highlights

Performance Achievement

	FY2014 Actual	FY2015 Actual	FY2016 Target
Ensure attorneys and paralegals maintain certifications	240 training hours	240 training hours	≥240 training hours
Provide litigation services in a cost effective manner and at a lower cost than services provided by outside counsel	\$91.67 per hour	\$97.07 per hour	\$107.31 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 Council with records requests and oaths of office
 - Administer Boards and Commissions
 - Create, dispense, and archive verbatim minutes of all City Council meetings
 - Manage public records and research
-

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change	
	Actual		Revised		Budget	Budget		
Personnel	\$ 381,526		422,784		437,931	437,811	3.6%	
Operating		134,498		127,390		122,240	122,240	-4.0
Department Charges		(2,746)						
Total Expenditures	\$ 513,278		550,174		560,171	560,051	1.8%	
Total Revenues	\$ 29,450		13,600		29,050	29,050	113.6%	
Net Expenditures	\$ 483,828		536,574		531,121	531,001	-1.0%	

<u>Staffing</u>						Position Count Change	
Full Time Equivalents		6.00		6.00		6.00	0.00
Temporary		0.50		0.50		0.00	-0.50
Total Positions		6.50		6.50		6.00	-0.50

Governance Department

City Clerk

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ 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 Council by coordinating and disseminating the speakers' list; certifies and posts all official acts by Council; and provides public access to the records as broadly and quickly as possible.	\$ 277,170 3.25	298,919 3.25	302,492 3.00	302,428 3.00
Records Maintenance, Retention, and Administration of Boards & Commissions Custodian of the corporate seal of 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 City-initiated annexations and protest petitions. Administers processes, maintains records, coordinates nominations and appointments for City Council's 38 Advisory Boards and Commissions, and serves as staff support and Clerk to the Citizens' Review Board and Civil Service Board.	236,108 3.25	251,255 3.25	257,679 3.00	257,623 3.00
Total Budget	\$ 513,278	550,174	560,171	560,051
Total Positions	6.50	6.50	6.00	6.00

FY2016 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• Expense reductions in contracted services and temporary positions	\$ 1,350
<u>Increases</u>	
• None	\$ 0

Governance Department

City Clerk

Performance Measure Highlights	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Complete Council business meeting minutes within 28 business days 98% of the time	98%	90%	98%
Execute, publish, and file 90% of official documents (including Requests for Council Action and Digital Contracts Archive) within three business days; including posting official documents to the Clerk website	100%	100%	90%
Administer process for 100% of Council's 38 Advisory Boards and Commissions	100%	100%	100%

Governance Department

City Manager

Mission

The City Manager's Office is comprised of five 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

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 10,903,142	11,821,204	11,456,579	11,451,381	-3.1%
Operating	2,255,534	2,915,840	2,711,905	2,711,905	-7.0
Department Charges	(80,177)	(154,728)	(305,687)	(305,687)	97.6
Total Expenditures	\$ 13,078,499	14,582,316	13,862,797	13,857,600	-4.9%
Total Revenues	\$ 2,527,520	2,483,090	2,339,984	2,339,984	-5.8%
Net Expenditures	\$ 10,550,979	12,099,226	11,522,813	11,517,616	-4.8%

Staffing

					Position Change Count
Full Time Equivalents	173.00	174.00	153.75	153.75	-20.25
Temporary	4.00	4.00	4.00	4.00	0.00
Total Positions	177.00	178.00	157.75	157.75	-20.25

FY2016 & FY2017 Adopted Strategic Operating Plan

Governance Department

City Manager

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ 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	9,001,534 133.00	8,448,744 113.75	8,454,744 113.75
Charlotte-Mecklenburg Community Relations 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 13.00	990,262 13.00	910,948 13.00	909,043 13.00
City Administration Provides vision and leadership to the organization, is responsible for carrying out City Council's policy decisions, and for overseeing the daily operations of City government	2,456,047 12.00	2,465,060 13.00	2,330,765 12.00	2,323,171 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	2,125,460 19.00	2,172,340 19.00	2,170,642 19.00
Total Budget	\$ 13,078,499 14,582,316 13,862,797 13,857,600			
Total Positions	177.00 178.00 157.75 157.75			

Governance Department

City Manager

FY2016 Budget and Staffing Adjustments

<u>Decreases</u>	<u>Amount</u>
CharMeck 311	
• Close weekends and holidays, eliminating 11 positions	\$ 658,924
• Elimination of 8.25 vacant, unfunded positions. There is no impact to the FY2016 budget from eliminating these positions.	\$ 0
City Administration	
• Elimination of an Office Assistant IV position (vacant)	\$ 54,415
• Expense line item reductions in technology, dues & subscriptions, travel, subsistence, and temporary positions	\$ 38,962
Corporate Communications & Marketing	
• Expense line item reductions in advertising, training, travel, printing & publishing, dues & subscriptions, and contractual services	\$ 63,600
Increases	
• None	\$ 0

Performance Measure Highlights

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
CharMeck 311			
Answer 70% of calls within 30 seconds or less	81.1% within ≤30 seconds	89% within ≤30 seconds	70% within ≤30 seconds
Maintain less than 5% call abandonment rate	2.5%	1.5%	<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	4.5	4.5
City Administration			
Percentage of achievement of organizational performance measures	New Target in FY2016	New Target in FY2016	70%
Corporate Communications & Marketing			
Consolidate websites into minimal number for service-oriented approach	New Target in FY2016	New Target in FY2016	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 Revised	FY2016 Budget	FY2017 Budget	Percent Change
					FY2015 FY2016
Human Resources	\$ 3,946,980	4,221,143	4,227,630	4,221,407	0.2 %
Innovation & Technology	21,198,392	22,711,859	24,576,112	24,935,277	8.2
Management & Financial Services*					
Administrative Management	2,145,577	1,650,012	2,102,127	2,091,090	27.4
Charlotte Business INClusion	640,010	920,853	906,706	901,603	-1.5
Finance	11,741,490	14,868,055	12,521,920	12,585,766	-15.8
Fleet Management	1,413,317	1,832,930	1,355,156	1,236,106	-26.1
Internal Audit	1,072,961	1,292,770	1,206,145	1,283,936	-6.7
Strategy & Budget	1,582,271	1,611,329	1,523,642	1,506,858	-5.4
Total Expenditures	\$ 43,740,998	49,108,951	48,419,438	48,762,043	-1.4 %
Total Revenues	\$ 33,563,436	38,098,797	41,182,473	41,159,014	8.1 %
Net Expenditures	\$ 10,177,562	11,010,154	7,236,965	7,603,029	-34.3 %

<u>Staffing (Support Departments)</u>	Full Time Equivalents	433.00	437.00	429.00	Position Count Change
					FY2016 FY2017
Full Time Equivalents	433.00	437.00	429.00	429.00	-8.00
Temporary	10.25	7.25	1.00	1.00	-6.25
Total Positions	443.25	444.25	430.00	430.00	-14.25

*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 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 FY2015
	Actual		Revised		Budget	Budget	
Personnel	\$ 3,278,457		3,499,085		3,584,736	3,578,513	2.45%
Operating		913,152		1,002,348	967,032	967,032	-3.52
Department Charges		(244,630)		(280,290)	(324,138)	(324,138)	15.64
Total Expenditures	\$ 3,946,980		4,221,143		4,227,630	4,221,407	0.15%
Net Expenditures	\$ 3,946,980		4,221,143		4,227,630	4,221,407	0.15%

<u>Staffing</u>	Position Count Change				
	Full Time Equivalents				
Full Time Equivalents	33.00		36.00		36.00
Temporary	4.50		1.50		0.00
Total Positions	37.50		37.50		36.00
					-1.50

Support Department

Human Resources

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Compensation, Benefits Services, Compliance, Recruitment, and Retention Provides oversight and consultation services in the areas of employee talent and performance management, compensation administration, and benefit design/management	\$ 2,203,762 21.50	2,320,784 21.50	2,311,824 20.00	2,309,924 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 9.00	923,433 9.00	940,031 9.00	937,488 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 7.00	976,926 7.00	975,775 7.00	973,995 7.00
Total Budget	\$ 3,946,980	4,221,143	4,227,630	4,221,407
Total Positions	37.50	37.50	36.00	36.00

Support Department

Human Resources

FY2016 Budget and Staffing Adjustments

	Amount
<u>Decreases</u>	
• Expenses are reduced in FY2016 in overtime	\$ 13,675
• Expenses are reduced in FY2016 across several operating categories, including training, travel, dues/subscriptions, printing, and telecommunications	\$ 80,385
<u>Increases</u>	
• None	\$ 0

Performance Measure Highlights

	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
On-time payment of Human Resources' invoices	New Target in FY2016	New Target in FY2016	95% of invoices are paid on-time
Participation rate of City employees engaged in medical/wellness options	77%	76%	≥65%
Participation rate of Human Resources employees engaged in medical/wellness options	97%	96.8%	≥80%

Support Department

Innovation & Technology

Mission

Innovation & Technology improves community outcomes by facilitating technology investments that enable the City's departments and partners to achieve service objectives and create "the next Charlotte" together.

Responsibilities

- Provide technology-based goods and services to ensure the City receives the most reliable and best value in technology infrastructure investments
 - Provide executive-level leadership for the City's Technology Governance Policy
 - Build, maintain, and operate the City's financial management, budgetary, and procurement platforms
 - Coordinate Innovation & Technology's initiatives across the organization to support, enhance, and advance citizen service delivery
-

Budget and Staffing Overview

<u>Budget</u>	FY2014		FY2015		FY2016		Percent Change FY2015
	Actual	Revised	Budget	Budget	FY2017		
Personnel	\$ 11,627,899	14,161,484	11,972,167	12,331,332	12,331,332	-15.5%	
Operating	13,414,965	15,421,741	18,713,124	18,713,124	18,713,124	21.3	
Capital	15,930	0	0	0	0	0.0	
Grants and Contributions	331,946	0	0	0	0	0.0	
Department Charges	(4,192,348)	(6,871,366)	(6,109,179)	(6,109,179)	(6,109,179)	-11.1	
Total Expenditures	\$ 21,198,392	22,711,859	24,576,112	24,935,277	24,935,277	8.2%	
Total Revenues	\$ 4,073,353	4,706,024	3,582,224	3,582,224	3,582,224	-23.9%	
Net Expenditures	\$ 17,125,039	18,005,835	20,993,888	21,353,053	21,353,053	16.6%	

<u>Staffing</u>						Position Count Change
	Full Time Equivalents	130.00	134.00	130.00	130.00	
Temporary		3.25	3.25	1.00	1.00	-2.25
Total Positions		133.25	137.25	131.00	131.00	-6.25

Support Department

Innovation & Technology

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Office of the Chief Information Officer	\$ 2,416,613	2,278,814	4,618,979	4,719,374
Provides executive-level leadership for the City's Technology Governance Policy and coordinates IT initiatives across the organization to support, enhance, and advance citizen service delivery	12.00	18.00	16.00	16.00
Technology Management	18,045,936	19,216,612	13,439,698	13,611,019
Ensures the City receives the most reliable and best value technology infrastructure available to enable the effective delivery of City services	101.50	101.50	97.00	97.00
Enterprise Resource Planning*	735,843	1,216,433	6,517,435	6,604,884
Builds, maintains, and operates the City's financial management, budgetary, and procurement platforms necessary for the City to conduct daily business	19.75	17.75	18.00	18.00
Total Budget	\$ 21,198,392	22,711,859	24,576,112	24,935,277
Total Positions	133.25	137.25	131.00	131.00

*The Enterprise Resource Planning program was funded using capital funding from FY2012 through part of FY2015; Phase 1 was live and operational at the beginning of FY2015.

FY2016 Budget and Staffing Adjustments

Decreases

- Elimination of three vacant full-time equivalent positions \$ 328,477
- Elimination of one vacant, unfunded position in the Information Technology Division. There \$ 0 is no impact to the FY2016 budget from eliminating this position.
- Reductions to expense line items resulting in reduced physical servers, contact center licenses, modems, network access registers, circuits and videos, and Cisco SmartNet \$ 378,370
- Elimination of systems that supported the GEAC financial system, extranet, VDI environment, and Gartner license \$ 270,223

Increases

- None \$ 0

Support Department

Innovation & Technology

Performance Measures	Performance Achievement		
	FY2014 Actual	FY2015 Actual	FY2016 Target
Office of the Chief Information Officer			
Develop a complete services catalog along with corresponding service costs for support in budget development	New Target in FY2015	On-going	February 2016
Deploy one-third of end-user devices to Cisco Voice Over IP by June 30, 2016	New Target in FY2016	New Target in FY2016	June 2016
Technology Management			
Maintain the high standards of availability for the City's core infrastructure	New Target in FY2014	99.75%	99.75%
Maintain the high standards of availability for the Public Safety Communications Radio Network	99.99%	99.90%	99.90%
Enterprise Resource Planning (ERP)			
Ensure system availability to end users. Create infrastructure, processes, and remedies to provide ERP system availability during normal financial business hours	New Target in FY2016	New Target in FY2016	99%

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			Percent Change FY2015	
	Actual			FY2016	
Personnel	\$ 20,197,048	21,364,251	21,830,752	21,553,045	2.2%
Operating	11,384,154	14,334,375	11,841,097	11,595,598	-17.4
Capital	112,526	278,119	100,000	100,000	-64.0
Grants & Contributions	831,946	100,000	100,000	100,000	0.0
Department Charges	(13,930,048)	(13,900,796)	(14,256,153)	(13,743,284)	2.6
Total Expenditures	\$ 18,595,626	22,175,949	19,615,696	19,605,359	-11.5%
Total Revenues	\$ 8,418,064	17,976,757	13,177,603	12,456,865	-26.7
Net Expenditures	\$ 10,177,562	4,199,192	6,438,093	7,148,494	53.3

<u>Staffing</u>	Position Count Change				
	Full Time Equivalents	270.00	267.00	263.00	263.00
Temporary		2.50	2.50	0.00	0.00
Total Positions	272.50	269.50	263.00	263.00	-6.50

Support Department

Management & Financial Services

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Administrative Management Provides centralized administrative support, communications/marketing, business resource analysis, human resources, and budget/financial management services.	\$ 2,145,577 16.00	1,650,012 14.00	2,102,127 14.00	2,091,090 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	920,853 11.00	906,706 11.00	901,603 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.	11,741,490 100.50	14,868,055 99.50	12,521,920 98.00	12,585,766 98.00
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.	1,413,317 122.50	1,832,930 122.50	1,355,156 119.00	1,236,106 119.00
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 9.50	1,292,770 10.50	1,206,145 9.00	1,283,936 9.00
Office of 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, and Council Business Agenda processes.	1,582,271 13.00	1,611,329 12.00	1,523,642 12.00	1,506,858 12.00
Total Budget	\$ 18,595,626 22,175,949 19,615,696 19,605,359			
Total Positions	272.50	269.50	263.00	263.00

FY2016 & FY2017 Adopted Strategic Operating Plan

Support Department

Management & Financial Services

FY2016 Budget and Staffing Adjustments

Decreases

- | | Amount |
|---|---------------|
| • Reduced funding for operating expenses including advertising, technology, travel, training, professional dues, uniforms, small tools, printing and contracted services. | \$ 384,356 |
| • Reduced Fleet's Capital Outlay equipment funding by 50%. | \$ 100,000 |
| • Eliminated one vacant Internal Auditor position and increased contractual funds for a net reduction of \$41,941 | \$ 41,941 |

Increases

- | | |
|--|------------|
| • Two procurement officers to support Aviation's procurement efforts with total cost of \$210,855 funded by Aviation | \$ 0 |
| • One Procurement Card Administrator funded 100% by new e-Payables program. | \$ 103,527 |
| • One Accounts Payable Technician funded 100% by new e-Payables program. | \$ 58,511 |
| • One Administrative Officer to support the new CMGC Motor Pool. Offset by CMGC Motor Pool recovery rate | \$ 0 |

Performance Measure Highlights

Performance Achievement

	FY2014 Actual	FY2015 Actual	FY2016 Target
Implementation of comprehensive agenda automation.	New Measure in FY2016	New Measure in FY2016	New Target. Complete by September 28, 2015
Demonstrate environmental sustainability in the management of the City's vehicle fleet, including compressed natural gas, flex fuel, hybrid, and electric vehicles.	1,000	1,004	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	10.00%	10.63%	>10.63%
Provide Procurement training opportunities to City departments in partnership with Finance, Accounts Payable, Human Resources and ODL.	New Measure in FY2016	New Measure in FY2016	Minimum of 4 trainings/year
Expand billing and payment channels for Solid Waste Services	New Measure in FY2016	New Measure in FY2016	Provide Billing/ collection services for Small Business Garbage
Fleet Availability by Vehicle Class Grouping per Service Level agreements with City Departments.	29 of 32 Availability achieved	27 of 32 Availability achieved	32 of 32 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-Departmentals 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 Budget	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) Funding for program that 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 addressing race and ethnicity issues	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	579,590
UNC Chapel Hill School of Government	83,472	87,493	92,737	92,737
NC League of Municipalities	76,242	97,822	98,964	98,964
NCLM - Charlotte Host City	50,000	0	0	0
Alliance for Innovation	0	8,250	0	0
US Conference of Mayors	26,216	26,216	26,216	26,216
National League of Cities	32,000	25,490	25,490	25,490
ICMA - Charlotte Host City	50,000	50,000	0	0
NC Metropolitan Coalition	16,225	17,848	19,633	19,633
Charlotte Regional Partnership	199,034	141,008	141,008	141,008
Charlotte Regional Film Commission - CRVA	0	150,000	0	0
Centralina Council of Governments	175,542	175,542	175,542	175,542
Total Financial Partners and Other Community Agencies	\$ 4,068,389	4,146,969	3,906,890	3,906,890

Non-Departmental Accounts

<u>Services Provided</u>	FY2014	FY2015	FY2016	FY2017
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>
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	1,680,676
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	2,251,369
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license	761,800	1,040,865	259,362	267,143
Total County Administered	\$ 3,693,954	4,531,719	4,076,881	4,199,188
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	16,241,238	16,711,993
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	682,500
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	17,118,716
Total Capital Investment	\$ 30,487,789	40,483,274	42,133,851	43,313,500

Non-Departmental Accounts

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
OTHER ACCOUNTS				
Street Lighting Represents electrical operating costs for the City's street lighting program	\$ 10,411,113	10,697,617	10,697,617	10,923,887
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events.	3,876,024	4,259,919	4,721,222	4,851,309
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per North Carolina State Statute.	2,891,854	2,993,069	3,236,719	3,333,821
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 two fiscal years. Funding for the reserve is provided within General Fund fund balance.	0	550,000	0	0
Retirement Contingency Funding provides a compensation contingency for potential sworn officer and other retirement payouts in FY2016	0	500,000	1,000,000	1,500,000
Refunds of Multi-Family Solid Waste Fees Funding provides refund contingency for multi-family collection customers	0	0	300,000	300,000
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. This will be the responsibility of individual Departments beginning in FY2016.	158,490	275,000	0	0

Non-Departmental Accounts

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
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	358,479
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.	2,360,202	2,213,465	2,128,101	2,251,781
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. The account balance as of May 4, 2015, was \$200,000.	0	200,000	0	0
Charlotte-Mecklenburg Government Center Rent Funds building rent for unoccupied areas	10,506	10,646	80,236	81,941
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	104,840

Non-Departmental Accounts

<u>Services Provided</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
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	188,149	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 estimate 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	20,000
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	1,851,996	1,915,233
	FY2016	FY2017		
Cultural Facilities	1,291,230	1,291,230		
External Agreements	560,766	624,003		
Total	1,851,996	1,915,233		
City Burials Funds burials in City-owned cemeteries for indigent citizens	3,400	3,400	3,400	3,400
Total Other Accounts	\$ 22,423,920	26,190,469	25,803,740	26,951,623
Total Non-Departmental Accounts	\$ 69,772,422	77,388,917	75,921,362	78,371,200

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; partnerships that contribute to community enrichment, such as the Arts & Science Council; and partners that 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 by the Innovated Housing portion with the PAYGO fund for services such as housing and community development as well as crisis assistance

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

New Financial Partner Funding

Economic Opportunity Task Force

The Foundation for the Carolinas' "Economic Opportunity Task Force" is funded at a level of \$100,000 from the PAYGO fund. This initiative is borne out of a recent Harvard University study that ranked Charlotte at the bottom among the country's 50 largest cities for economic mobility. This contribution is anticipated to be time-limited (i.e. not ongoing annually).

Out of School Time Partners

Agencies that deliver after school enrichment activities participate in a Request for Proposal (RFP) process. The review and funding process includes recommendations from the City Council's Economic Development & Global Competitiveness Committee and Budget Committee, which were subsequently approved by full City Council. FY2016 begins the first year of a two-year contract period. As a result of the FY2016 and FY2017 RFP process, there are two new Financial Partners: Behailu Academy and Bethlehem Center. The total annual Out of School Time Partner funding of \$979,934 maximizes the eligible CDBG allocation of \$815,007. The remaining funding of \$164,927 is funded by the PAYGO program. The individual Out of School Time Partner funding levels are found on subsequent pages.

Changes to Existing Financial Partners Funding

General Fund Discretionary

- All agencies are held flat at their FY2015 level
- The Film Commission funding of \$150,000 is transferred from the General Fund to the Tourism Fund, resulting in a savings to the General Fund of \$150,000

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; due to the decline in property valuations, revenues are anticipated to be 12% below FY2015
- The Charlotte Regional Visitors Authority budget increases by 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 FY2015 level)

PAYGO Funds

- Agencies that receive 100% PAYGO funding are held flat at the FY2015 level

Financial Partner Summary

- For agencies that receive a portion of PAYGO funds, this component is held flat at the FY2015 level (the federal portion is allocated at the full eligible allocation)
- Due to reduced funding requests from agencies that received PAYGO funds, there is a savings of \$406,157 compared to FY2015

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

Financial Partner Summary

General Fund Discretionary	FY2014 Actual	FY2015 Revised	FY2016 Budget	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	141,008	0.0
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	-100.0
TOTAL	\$ 3,522,834	3,615,808	3,465,808	3,465,808	-4.1%
Dedicated Revenue Sources	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Charlotte Center City Partners	\$ 3,967,333	4,555,470	4,000,022	4,000,022	-12.2%
University City Partners	678,934	734,123	643,792	643,792	-12.3
Charlotte Regional Visitors Authority	11,499,500	12,467,298	13,597,941	13,597,941	9.1
Charlotte Regional Visitors Authority - Film Commission	0	0	150,000	150,000	100.0
TOTAL	\$ 16,145,767	17,756,891	18,391,755	18,391,755	3.6%
100% Federal Grant Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Carolinas Care Partnership	\$ 830,903	1,060,917	1,640,862	1,640,862	54.7%
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	41.7%
100% PAYGO Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	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	-100.0
TOTAL	\$ 878,699	878,699	830,000	830,000	-5.5%
Federal & PAYGO Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	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 Revised	FY2016 Budget	FY2017 Budget	Change
Citizen Schools	\$ 0	306,342	200,000	200,000	-34.7%
Greater Enrichment Program	400,000	350,000	200,000	200,000	-42.9
Police Activities League	287,410	287,410	200,000	200,000	-30.4
YWCA	307,000	158,826	200,000	200,000	25.9
Bethlehem Center	0	0	113,934	113,934	100.0
Behailu Academy	0	0	66,000	66,000	100.0
Above and Beyond Students	124,158	110,358	0	0	-100.0
Youth Development Initiative	0	94,710	0	0	-100.0
First Baptist Church West	81,432	0	0	0	0.0
TOTAL	\$ 1,200,000	1,307,646	979,934	979,934	-25.1%

FY2016 & FY2017 Adopted Strategic Operating Plan

Summary Statistics and Schedules

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

Listing of Schedules

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- 28 Neighborhood & Business Services Consolidated Grants (Summary of Revenues and Expenditures)
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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, 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 Charlotte-Mecklenburg Utility 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.
- Stimulus Grants Fund – Accounts for American Recovery and Reinvestment Act (ARRA) grants to be used for governmental-type activities.
- 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-Mecklenburg Utilities Department, 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

	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	FY2017 <u>Budget</u>
<u>Citywide Assessed Valuation</u>				
Assessed Property Value	\$ 90,633,781,000	89,604,350,473	91,992,101,515	93,831,943,545
<u>Citywide Tax Rate Per \$100 Valuation</u>				
<u>Fund</u>				
General	0.3600	0.3600	0.3741	0.3741
Municipal	0.0650	0.0967	0.0926	0.0926
Pay-As-You-Go	0.0120	0.0120	0.0120	0.0120
Total City-wide Tax Rate	0.4370	0.4687	0.4787	0.4787
<u>Collection Rate</u>				
All Funds	0.9720	0.9720	0.9750	0.9750
<u>Citywide Tax Levy*</u>				
<u>Fund</u>				
General	\$ 323,162,672	318,097,150	333,138,890	339,531,668
Municipal Debt Service	57,145,978	85,655,762	84,096,976	85,525,420
Pay-As-You-Go	10,551,366	10,603,238	10,912,476	11,010,156
Total Citywide Tax Levy	\$ 390,860,016	414,356,150	428,148,342	436,067,244
* Levy includes estimated rebates				
<u>Municipal Service Districts</u>				
<u>Rates Per \$100 in Valuation</u>				
District 1 - Center City	0.0168	0.0168	0.0168	0.0168
District 2 - Center City	0.0233	0.0233	0.0233	0.0233
District 3 - Center City	0.0358	0.0358	0.0358	0.0358
District 4 - South End	0.0668	0.0668	0.0668	0.0668
District 5 - University City	0.0279	0.0279	0.0279	0.0279
<u>Municipal Service Districts</u>				
<u>Assessed Valuation</u>				
District 1 - Center City	\$ 7,867,432,273	8,977,046,766	7,701,402,881	7,701,402,881
District 2 - Center City	3,260,141,406	3,493,805,469	3,311,871,720	3,311,871,720
District 3 - Center City	3,609,775,266	4,548,845,491	3,441,770,592	3,441,770,592
District 4 - South End	1,159,716,580	1,101,812,066	1,223,942,505	1,223,942,505
District 5 - University City	2,361,190,543	2,707,063,640	2,373,968,211	2,373,968,211

Summary of Position Allocation by Fund

Departments	FY2015 Revised Full-time Equivalent Positions	FY2015 Revised Total Positions*	FY2016 Full-time Equivalent Positions	FY2016 Budget Total Positions*	FY2017 Full-time Equivalent Positions	FY2017 Budget Total Positions*	Total Position Change FY2015 to FY2016
Police	2,307.50	2,358.00	2,308.50	2,359.00	2,317.50	2,368.00	1.00
Fire	1,172.00	1,180.00	1,166.00	1,167.00	1,166.00	1,167.00	(13.00)
Solid Waste Services	302.00	309.00	302.00	302.00	302.00	302.00	(7.00)
Transportation	431.50	433.50	408.75	408.75	408.75	408.75	(24.75)
Neighborhood & Business Services	145.00	146.00	137.00	137.00	137.00	137.00	(9.00)
Engineering & Property Management	322.00	326.50	325.00	325.00	325.00	325.00	(1.50)
Planning	65.00	66.00	56.00	56.00	56.00	56.00	(10.00)
Mayor & City Council	21.00	21.00	21.00	21.00	21.00	21.00	0.00
City Attorney	28.50	29.00	27.00	27.00	27.00	27.00	(2.00)
City Clerk	6.00	6.50	6.00	6.00	6.00	6.00	(0.50)
City Manager:	12.00	13.00	11.00	12.00	11.00	12.00	(1.00)
Community Relations Committee	10.00	13.00	10.00	13.00	10.00	13.00	0.00
Corporate Communications & Marketing	19.00	19.00	19.00	19.00	19.00	19.00	0.00
CharMeck 311	133.00	133.00	113.75	113.75	113.75	113.75	(19.25)
Human Resources	36.00	37.50	36.00	36.00	36.00	36.00	(1.50)
Innovation & Technology	134.00	137.25	130.00	131.00	130.00	131.00	(6.25)
Management & Financial Services:							
Administrative Management	14.00	14.00	14.00	14.00	14.00	14.00	0.00
Charlotte Business INClusion Office	11.00	11.00	11.00	11.00	11.00	11.00	0.00
Finance Office	98.00	99.50	98.00	98.00	98.00	98.00	(1.50)
Fleet Management	122.00	122.50	119.00	119.00	119.00	119.00	(3.50)
Internal Audit	10.00	10.50	9.00	9.00	9.00	9.00	(1.50)
Office of Strategy & Budget	12.00	12.00	12.00	12.00	12.00	12.00	0.00
Total General Fund	5,411.50	5,497.75	5,340.00	5,396.50	5,349.00	5,405.50	(101.25)
Charlotte Water	796.00	799.75	822.00	822.00	822.00	822.00	22.25
Aviation	454.00	493.00	503.00	520.50	534.00	551.50	27.50
Storm Water	108.00	108.00	124.00	124.00	124.00	124.00	16.00
Charlotte Area Transit System	384.75	406.75	419.75	441.75	481.75	503.75	35.00
Risk Management	28.00	28.00	28.00	28.00	28.00	28.00	0.00
Total Enterprise Fund	1,770.75	1,835.50	1,896.75	1,936.25	1,989.75	2,029.25	100.75
Total All Funds	7,182.25	7,333.25	7,236.75	7,332.75	7,338.75	7,434.75	(0.50)

*Note: "Total Positions" include Temporary Staffing

Temporary Staffing	FY2015	FY2016	FY2017	Staffing Change FY2015 to FY2016
General Fund	86.25	56.50	56.50	(29.75)
Enterprise Fund	64.75	39.50	39.50	(25.25)
Total Temporary Staffing	151.00	96.00	96.00	(55.00)

FY2016 & FY2017 Adopted Strategic Operating Plan

Summary of Expenditures

(Net of Transfers)

FY2016

Fund / Activity	Operating	Percent Change	Capital	Percent Change	Total	Percent Change
General	\$ 520,957,216	1.5%	0	0.0%	520,957,216	1.5%
Aviation	144,737,686	12.4	269,306,085	5.4	414,043,771	7.8
Water and Sewer	122,807,122	2.3	103,200,400	-3.5	226,007,522	-0.4
Charlotte Area Transit System	119,041,001	4.2	384,850,688	86.9	503,891,689	57.4
Storm Water Utility	13,822,605	5.9	59,650,000	12.4	73,472,605	11.1
Debt Service	243,248,140	-12.3	0	0.0	243,248,140	-12.3
Powell Bill	23,141,993	3.3	0	0.0	23,141,993	3.3
Convention Center	20,090,919	-3.9	0	0.0	20,090,919	-3.9
NASCAR Hall of Fame	3,800,000	26.7	0	0.0	3,800,000	26.7
Public Safety and Other Grants	7,106,054	-1.0	0	0.0	7,106,054	-1.0
Public Safety 911 Services	2,317,076	-31.1	0	0.0	2,317,076	-31.1
Neighborhood & Business Svcs Grants	10,744,137	21.3	0	0.0	10,744,137	21.3
Municipal Service Districts	4,643,814	-12.2	0	0.0	4,643,814	-12.2
Risk Management	1,461,588	0.7	0	0.0	1,461,588	0.7
Tourism Operating	2,108,731	5.4	0	0.0	2,108,731	5.4
Pay-As-You-Go (Transit Investment Fund)	663,686	0.0	0	0.0	663,686	0.0
Pay-As-You-Go (General)	18,734	-97.1	0	0.0	18,734	-97.1
General CIP	0	0.0	62,195,355	-73.2	62,195,355	-73.2
Total Budget	\$ 1,240,710,502	-0.1%	879,202,528	3.0%	2,119,913,030	1.2%

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 FY2016 by the General's Fire Department, which totals \$5,224,508 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 \$19,930,094; Workforce Group Insurance at \$62,512,881; Totaling to \$82,442,975

Summary of Expenditures

General Fund (Gross Expenditures)

Department	FY2014 Actual	FY2015 Revised	FY2016 Budget	Percent Change FY2015 FY2016
Police	\$ 214,517,582	222,236,394	227,035,628	2.2%
Fire	107,440,929	110,140,486	112,626,341	2.3
Solid Waste	46,226,801	48,709,935	52,431,227	7.6
Transportation	21,489,243	23,331,434	23,907,473	2.5
Engineering & Property Management	18,287,858	20,020,742	18,182,541	-9.2
Neighborhood & Business Services	11,165,263	12,218,420	12,213,190	0.0
Planning	5,250,621	5,643,972	5,696,730	0.9
Mayor & City Council	1,713,976	1,516,663	1,488,752	-1.8
City Attorney	2,459,896	2,458,427	2,482,082	1.0
City Clerk	513,278	550,174	560,171	1.8
City Manager's Office	13,078,499	14,582,316	13,862,797	-4.9
Innovation & Technology	21,198,392	22,711,859	24,576,112	8.2
Management & Financial Services ¹	18,595,625	19,972,232	19,615,696	-1.8
Human Resources	3,946,980	4,221,143	4,227,630	0.2
Non-Departmentals	86,963,752	77,388,917	75,921,362	-1.9
Total General Fund Expenditures	\$ 572,848,695	585,703,114	594,827,732	1.6%

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). FY2014 and 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 FY2016. 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 FY2016 totals \$594,827,733. There is a revenue increase of \$8.9 million (or 1.8%) over the revised FY2015 Budget. The increase in revenues for the City's General Fund budget is the result of a projected growth in the local option sales tax receipts of 10.6% and a projected 4.6% increase in property tax collections. The City's general fund tax rate of 37.41¢ per \$100 valuation is an increase of 1.41¢, of which 0.41¢ was transferred from existing capacity in the Municipal Debt Service Fund. The additional 1.00¢ tax adjustment was part of a balanced approach to offset an \$18.1 million tax cut to businesses, mandated by the General Assembly. 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 FY2016, 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 \$340.0 million in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 97.5%. This represents a \$15.0 million revenue increase over FY2015. The tax base used in this budget preparation represents a total property valuation of \$92.0 billion (including motor vehicles). One cent on the City's tax rate produces \$8.9 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 \$88.8 million in sales tax revenue in FY2016, an \$8.5 million (or 10.6% increase) over FY2015. 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 one quarter 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 \$41.8 million in FY2016, which represents an increase of \$2.8 million (or 10.6%) over FY2015.

Business Privilege License: 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. The State General Assembly has eliminated this tax effective July 1, 2015.

Solid Waste Services Fee: The City collects a single family residential solid waste fee of \$25 and a multi-family fee of \$25 to offset the cost of the solid waste system. The single family residential fee was decreased by \$22, from FY2015. The multi-family fee was increased by \$1, from FY2015. This revenue source is projected to be \$9.3 million in FY2016, which represents a decrease of \$3.0 million (or -24.2%) under FY2015.

Summary of Revenues

General Fund

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

	FY2014 Actual	FY2015 Revised	FY2016 Budget	Percent Change FY2015 FY2016
PROPERTY TAX				
Property Tax - Current Year Base	\$ 321,235,372	317,913,857	333,127,694	4.8%
Property Tax - Synthetic TIG Properties	1,927,300	2,583,293	2,411,196	-6.7
Prior Year	0	4,800,000	4,800,000	0.0
Rebates	0	(2,400,000)	(2,400,000)	0.0
Penalties	1,297,265	590,000	590,000	0.0
Interest	3,343,034	1,500,000	1,500,000	0.0
Rebates of Listing Penalties	(8,000)	(8,000)	(8,000)	0.0
Total	\$ 327,802,971	324,979,150	340,020,890	4.6%
SALES TAX				
Sales - Article 39 (1.0%)	\$ 46,692,426	47,912,806	52,977,864	10.6%
Sales - Article 42 (0.5%)	22,796,059	23,300,000	25,763,138	10.6
Sales - Article 44/Hold Harmless (0.5%) *	8,655,567	9,100,000	10,061,998	10.6
Total	\$ 78,144,052	80,312,806	88,803,000	10.6%
UTILITIES FRANCHISE TAX				
Utility Franchise	\$ 38,914,921	39,000,000	41,820,000	7.2%
Total	\$ 38,914,921	39,000,000	41,820,000	7.2%
POLICE SERVICES				
Law Enforcement Services - County	\$ 13,786,581	14,497,899	15,301,995	5.5%
Small Town Service Fees	87,019	337,403	337,403	0.0
School Resource Officers - School Board	4,586,626	4,892,385	4,786,565	-2.2
Total	\$ 18,460,226	19,727,687	20,425,963	3.5%
TAX REIMBURSEMENTS				
Beer & Wine Tax	\$ 3,348,369	3,393,035	3,551,235	4.7%
State Waste Disposal Tax	429,115	485,000	480,000	-1.0
Total	\$ 3,777,484	3,878,035	4,031,235	4.0%
SOLID WASTE FEE				
Refuse Disposal Fees	\$ 12,227,654	12,300,000	9,327,591	-24.2%
Total	\$ 12,227,654	12,300,000	9,327,591	-24.2%
BUSINESS PRIVILEGE LICENSES				
Business Privilege Licenses	\$ 8,519,537	18,100,000	0	-100.0%
Total	\$ 8,519,537	18,100,000	0	-100.0%
OTHER REVENUES				
Licenses and Permits				
Motor Vehicle Licenses	\$ 3,694,569	2,850,000	2,850,000	0.0%
Motor Vehicle Licenses (CityLYNX Gold Line)	0	750,000	0	100.0
Motor Vehicle Licenses - Rebates	(7,305)	(48,000)	(48,000)	0.0
Animal Licenses - Fertile	177,920	228,480	228,480	0.0
Animal Licenses - Spay/Neuter	525,314	601,800	601,700	0.0
Fire Plan Review Fees	994,081	1,147,785	1,261,650	9.9
Vehicle Licenses - City Billed	13,780	15,450	15,450	0.0
Fire Permits	1,023,925	1,034,290	1,731,735	67.4
Tryon Mall Vendor Fees	0	2,960	0	-100.0
Security Dog Licenses	0	100	100	0.0
Vehicle for Hire Fees and Permits	425,923	431,322	444,262	3.0
Carrier Franchise Fees	95,352	100,000	100,000	0.0
Video Programming (Cable Franchise) Fees	7,581,314	7,755,768	7,873,122	1.5
Development Plan Review Fees	3,162,089	2,919,090	3,646,130	24.9
Sexually Oriented Businesses Licenses	94,005	109,164	113,065	3.6
Parking and Parade Permits	40,519	24,850	35,000	40.8
Total	\$ 17,821,486	17,923,059	18,852,694	5.2%

* 0.25% pt of delivery + 0.25% per capita

Summary of Revenues

General Fund

	<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change FY2015 FY2016
Fines, Forfeits and Penalties				
Vehicle for Hire Penalties	\$ 27,675	21,000	21,000	0.0%
Housing Code Violations	42,989	25,000	30,000	20.0
Parking Citations	665,042	765,000	800,000	4.6
Parking Citation Penalties	61,718	80,000	80,000	0.0
Security Alarm Fines	481,530	450,000	500,000	11.1
Fire Citation Fines	60,365	16,000	60,000	275.0
Fire Citation Penalties	0	300	0	-100.0
Zoning Enforcement Fines	64,311	40,000	51,500	28.8
Court Assessment Crime Lab	115,482	215,000	130,000	-39.5
Privilege License Penalties	668,649	750,000	600,000	-20.0
Animal License Penalties	60,140	51,500	51,500	0.0
Animal Citation Penalties	24,594	25,712	25,712	0.0
Grading Permit Penalties	16,950	15,000	15,000	0.0
Court Costs - Superior	163,021	200,000	160,000	-20.0
Court Awards - Fair Housing Settlements	0	70	0	-100.0
Court Awards - Vice & Narcotics	80	100	50	-50.0
Animal License Late Fees	75,959	91,620	80,000	-12.7
Total	\$ 2,528,505	2,746,302	2,604,762	-5.2%
Interlocal Grants and Agreements				
Wireless Communications	\$ 3,016,449	3,600,000	3,358,105	-6.7%
Fleet Maintenance	1,389,945	1,857,399	1,987,177	7.0
Webhosting - County	91,950	91,950	91,950	0.0
First Responder	484,500	484,500	484,500	0.0
Procurement Services	738,593	773,167	800,367	3.5
Customer Services - CharMeck 311	2,527,520	2,483,090	2,339,984	-5.8
CMGC Occupancy	589,362	752,747	772,132	2.6
Recycling Program Proceeds	132,659	175,000	251,620	43.8
Corporate Communications Services	13,371	21,218	21,855	3.0
CMGC Phone Costs - County	832,786	707,718		-100.0
County Grant Income	20,603			0.0
Total	\$ 9,837,738	10,946,789	10,107,690	-7.7%
Federal and State Shared Revenues				
ABC Stores Revenue	\$ 2,627,426	2,502,325	2,923,022	16.8%
Total	\$ 2,627,426	2,502,325	2,923,022	16.8%
General Government				
Land Development Zoning Fees	\$ 486,450	508,153	607,204	19.5%
Utility Right-of-Way Ordinance Fees	572,043	700,000	1,830,534	161.5
County Plan Review	849,344	892,775	892,775	0.0
Zoning Petition Filing Fees	621,784	512,925	864,565	68.6
Annexation Fees	2,000	400	2,400	500.0
Subdivision Services	377,952	269,775	348,860	29.3
Zoning Admin Fees	25,490	25,675	62,525	143.5
Historic District Fee	0	0	94,834	100.0
Sale of Maps	791	5,000	0	-100.0
Equipment Mgmt Svcs - Fleet	5,127	4,000	4,000	0.0
Procurement Professional Services	385,099	350,000	360,275	2.9
Procurement CCPA	0	0	100,000	100.0
Tree Planting	(4,550)	0	0	0.0
Park It! Program Fees	20,933	19,895	19,895	0.0
Parking Garage Fees	906,383	1,148,500	950,000	-17.3
Parking Meter Revenue	564,102	561,196	618,000	10.1
Rent Revenue - Misc	1,277,987	1,221,496	1,221,496	0.0
Total	\$ 6,090,935	6,219,790	7,977,363	28.3%

Summary of Revenues

General Fund

	<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change
			FY2015 FY2016	
Public Safety				
State Reimb for Services Provided - DOT/Fire	\$ 1,252,455	1,445,537	1,445,537	0.0%
CMPD - Fingerprint Reports	5,879	1,500	3,000	100.0
Underbrush and Debris Removal	487,066	540,000	540,000	0.0
Demolition - Clearing	179,743	200,000	180,000	-10.0
Sale of Animals	51,567	67,568	87,790	29.9
Utility Street Cuts	2,360,094	2,300,000	2,369,000	3.0
Spay/Neuter Fees	88,840	131,110	100,000	-23.7
Vehicle Towing and Storage	71,315	60,000	72,100	20.2
Animal Reclaim Fees	100,628	115,189	101,978	-11.5
Dead Animal Collection	2,475	10,000	9,586	-4.1
Total	\$ 4,600,062	4,870,904	4,908,991	0.8%
Cemeteries				
Sale of Cemetery Lots	\$ 189,450	181,900	187,357	3.0%
Grave Digging	307,864	279,530	303,850	8.7
Duplicate Deeds and Transfer Fees	400	400	400	0.0
Monument Foundation	62,600	62,795	64,679	3.0
Perpetual Care	11,550	10,400	12,000	15.4
Total	\$ 571,864	535,025	568,286	6.2%
Use of Money and Property				
Interest on Liens	\$ 151,001	150,000	150,000	0.0%
Damage to City-Owned Equipment	354,029	303,504	303,504	0.0
Reimbursement for City Car Use	97,464	85,000	103,000	21.2
Total	\$ 602,494	538,504	556,504	3.3%
Sale of Salvage and Land				
Sale of Land	20,002	0	857,265	-100.0%
Sale of Salvage	\$ 70,374	35,000	60,000	71.4%
Sale of Used Autos	724,706	615,000	750,000	22.0
Total	\$ 815,082	650,000	1,667,265	156.5%
Other				
Miscellaneous Grants and Contributions	\$ 140,990	1,852,635	0	-100.0%
Newspaper Rack Revenue	8,250	10,171	11,400	12.1
Reimb City Svcs - SWS Spec Svcs	69,460	95,000	75,000	-21.1
Telecom Review/Modifications	3,500	50,000	37,500	-25.0
Other Revenue	186,927	752,189	752,188	0.0
Total	\$ 409,127	2,759,995	876,088	-68.3%
Total Other Revenues	\$ 45,173,731	45,743,458	48,466,366	6.0%
TRANSFERS AND FUND BALANCE				
Transferred Revenues				
Occupancy Taxes - CRVA	\$ 4,321,627	4,259,919	4,721,222	10.8%
Heavy Equipment Tax	355,169	280,000	400,000	42.9
Tree Mitigation Fees	446,501	250,000	250,000	0.0
Municipal Debt Service - CRVA	35,000	35,000	35,000	0.0
Convention Center Tax - Towns' Tourism Subsidy	2,824,592	2,993,069	3,236,719	8.1
Convention Center Tax - Stadium Traffic Control	250,000	250,000	250,000	0.0
Interfund Transfers (one-time)	4,018,168	247,860	0	-100.0
Interest on Investments - Debt Svc	1,089,988	520,000	552,501	6.3
Total	\$ 13,341,045	8,835,848	9,445,442	10.9%

Summary of Revenues

General Fund

		<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	<u>Percent Change FY2015 FY2016</u>
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$	977,208	974,272	1,055,507	8.3%
Cost Allocation - Charlotte Water		8,474,702	8,471,878	8,582,838	1.3
Cost Allocation - Aviation		1,724,690	1,835,367	2,374,728	29.4
Fire Control Services - Aviation		4,677,674	5,084,304	5,224,508	2.8
Account Services - Storm Water		149,494	1,609,286	2,061,985	28.1
Account Services - Charlotte Water		3,897,076	4,989,129	5,366,247	7.6
Cost Allocation - EMD		942,296	832,814	913,837	9.7
Cost Allocation - Radio		132,168	306,356	132,168	-56.9
Cost Allocation - CATS		3,370,592	3,349,594	3,394,494	1.3
Cost Allocation - Risk Management		490,912	469,811	631,365	34.4
Total	\$	24,836,812	27,922,811	29,737,677	6.5%
Transfers from Other Funds					
Cemetery Trust	\$	96,000	96,000	96,000	0.0%
Municipal Debt Service - Treasury Reimbursement		69,160	73,059	77,269	5.8
Total	\$	165,160	169,059	173,269	2.5%
Appropriated Fund Balance					
Fund Balance - Capital Reserve (Unemployment Insurance & Zoning Ordinance Update)	\$	0	1,032,885	0	-100.0%
Total	\$	0	1,032,885	0	-100.0%
Total Transfers and Fund Balance	\$	38,335,855	37,960,603	39,356,386	3.7%
Total General Fund Revenues	\$	572,094,581	585,950,974	594,827,732	1.5%

Summary of Fund Balances

	<u>Actual as of 6/30/2014</u>	<u>Anticipated Change in FY2014</u>	<u>Estimate as of 6/30/2015</u>	<u>Percent Change FY2015 FY2016</u>
General Fund	\$ 170,517,000	17,632,000	188,149,000	10.3 %
Debt Service Fund	264,645,000	29,628,000	294,273,000	11.2
Total Governmental Fund Balance	\$ 435,162,000	47,260,000	482,422,000	10.9%
Enterprise Fund Total Net Position				
Aviation Net Assets	\$ 1,283,715,000	171,282,000	1,454,997,000	13.3%
Charlotte Area Transit System	759,515,000	(144,448,000)	615,067,000	-19.0
Charlotte Water	1,746,194,000	107,745,000	1,853,939,000	6.2
Storm Water	419,442,000	8,209,000	427,651,000	2.0

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 was estimated at \$188.1 million, an estimated increase of 10.3 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 was estimated at \$294.2 million on June 30, 2015. This reflects an increase of 11.2 percent. The increase is due to the following:

- 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.

	FY2014	FY2015	FY2016	Percent Change
	Actual	Revised	Budget	FY2015
<u>Operating Revenues</u>				
Concessions	\$ 47,151,657	49,706,697	54,163,382	9.0%
Parking	40,824,579	49,645,594	44,543,026	-10.3
Terminal	28,766,046	29,436,779	37,434,268	27.2
Airfield Usage	18,737,467	21,605,253	27,216,979	26.0
Cargo Area and Ground Rents	25,326,325	25,594,563	26,531,177	3.7
Other	10,767,427	11,869,684	6,380,754	-46.2
Interest on Investments	428,943	553,217	677,554	22.5
Total Operating Revenues	\$ 172,002,443	188,411,787	196,947,140	4.5%
Passenger Facility Charge Fund	\$ 59,700,165	25,797,006	25,399,242	-1.5%
Contract Facility Charge Fund	\$ 9,494,708	4,465,332	5,604,525	25.5%
Total Revenues	\$ 241,197,315	218,674,125	227,950,907	4.2%
<u>Operating Expenditures</u>				
Airport Operations	\$ 53,875,158	65,455,206	67,336,732	2.9%
Airport Development	4,694,575	5,576,806	2,864,950	-48.6
Airport Administration	10,547,805	8,216,850	10,893,311	32.6
Airport Technology	2,400,279	3,830,972	7,488,883	95.5
Airport Business Office	0	858,061	1,350,038	57.3
Airport Finance	1,841,722	2,277,501	2,257,538	-0.9
Airport Maintenance	38,835,021	43,775,675	52,546,232	20.0
Total Operating	\$ 112,194,560	129,991,071	144,737,684	11.3%
Discretionary and Debt Support*	106,675,608	88,683,054	83,213,223	-6.2%
Total Expenditures	\$ 218,870,168	218,674,125	227,950,907	4.2%

*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.

	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 52,520,339	55,102,084	43,610,163	-20.9%
Contribution from Rental Car Facilities	3,833,312	4,465,332	4,470,026	0.1
Proceeds from Sale of Debt	0	13,000,000	0	100.0
Premium from Sale of Debt	0	1,500,000	0	-100.0
Interest on Investments	16,849	13,500	15,000	11.1
Transfer from Capital Project Fund	27,910,000	0	0	0
Total Revenues	\$ 84,280,500	74,080,916	48,095,189	-35.1%
<u>Expenditures</u>				
Retirement of Debt	\$ 49,780,000	24,085,000	19,200,936	-20.3%
Interest on Debt	36,124,233	34,676,166	28,282,859	-18.4
Cost of Bond Sale	0	1,500,000	0	-100.0
Fees and Other Charges	881,249	806,250	596,394	-26.0
Debt Service Reserve Deposit (new bond deals)	0	13,000,000	0	100.0
Transfers to Operating Fund	23,571	13,500	15,000	11.1
Total Expenditures	\$ 86,809,053	74,080,916	48,095,189	-35.1%

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.

	<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Operating Revenues</u>				
Variable Rate Revenues	\$ 244,294,961	260,968,334	260,375,882	-0.2%
Fixed Rate Revenues	45,508,946	46,306,940	54,855,593	18.5
Specific Service and Capacity Charges	24,979,194	14,914,303	18,762,000	25.8
Industrial Waste Surcharge	4,233,599	4,030,382	4,300,000	6.7
Other	2,607,177	5,276,450	3,905,233	-26.0
Union County Operations	300,000	3,201,542	3,201,542	0.0
Interest on Investments	218,649	961,986	694,698	-27.8
Total Revenues	\$ 322,142,526	335,659,937	346,094,948	3.1%
Fund Balance	\$ 20,797,204	0	0	0
Balance	\$ 342,939,730	335,659,937	346,094,948	3.1%
<u>Operating Expenditures</u>				
Administration, Management & Support	\$ 26,018,964	27,893,609	28,879,919	3.5%
Customer Service	7,483,240	7,645,321	7,290,574	-4.6
Laboratory Services	57,936	1,421,246	1,647,145	15.9
Water and Wastewater Services	41,900,317	49,281,252	49,083,789	-0.4
Field Operations	28,020,458	30,579,924	32,704,153	6.9
Union County Operations	300,000	3,201,542	3,201,542	100.0
Total Operating Expenditures	\$ 103,163,316	120,022,894	122,807,122	2.3%
Debt Service/Community Investment Plan Support	239,776,414	188,289,357	212,726,530	13.0%
Total Expenditures	\$ 342,939,730	308,312,251	335,533,652	8.8%
Reserved for Future Years	\$ 20,797,204	27,347,686	10,561,296	100.0

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 the Utility's operating budget with expenses dedicated to retirement of long-term debt incurred as the Utility made capital investments in the water and sewer infrastructure.

		<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Operating Revenues</u>					
Contribution from W/S Operating Fund	\$ 147,060,265	146,907,956	147,277,630	147,277,630	0.3 %
Interest on Investments	1,634	1,400	1,000	1,000	(28.6)
Proceeds from Refunding	30,045,000	0	0	0	0.0
Premium from Sale of Bonds	3,023,606	50,000	50,000	50,000	0.0
Water and Sewer Operating	345,731	248,000	263,500	263,500	6.3
CIP and Other	0	232,000	246,500	246,500	6.3
Total Revenue	\$ 180,476,236	147,439,356	147,838,630	147,838,630	0.3 %
<u>Operating Expenditures</u>					
Bond Retirement	\$ 69,532,400	70,612,661	73,358,464	73,358,464	3.9 %
Interest on Bonds	71,291,721	69,568,531	67,944,355	67,944,355	(2.3)
Bank Charges	2,302,504	3,770,313	2,203,250	2,203,250	(41.6)
Refunding Bond Escrow Agent	32,440,000	0	0	0	0.0
Equipment Lease - Purchase Principal	4,408,565	2,905,321	3,761,533	3,761,533	29.5
Equipment Lease - Purchase Interest	603,639	582,530	571,028	571,028	(2.0)
Total Expenditures	\$ 180,578,829	147,439,356	147,838,630	147,838,630	0.3%

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.

<u>Operating Revenues</u>		FY2014	FY2015	FY2016	Percent Change
		<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>FY2015 FY2016</u>
Half-Percent Sales Tax	\$ 69,538,942	73,087,000	74,492,000		1.9%
Fares and Service Reimbursements	30,135,364	32,563,197	32,778,026		0.7
Maintenance of Effort - Charlotte	18,952,000	19,520,560	20,106,177		3.0
Maintenance of Effort - Mecklenburg	187,322	192,942	192,942		0.0
Maintenance of Effort - Huntersville	18,025	18,566	18,566		0.0
Operating Assistance	11,876,590	12,679,834	12,904,823		1.8
Other	2,612,251	3,855,599	4,126,422		7.0
Total Operating Revenues	\$ 133,320,494	141,917,698	144,618,956		1.9%
<u>Operating Expenditures</u>					
Transportation Services	\$ 111,083,013	115,008,560	123,541,561		7.4%
Transit Development	2,608,595	2,548,720	3,304,549		29.7
Marketing and Communications	4,273,149	3,286,858	4,733,884		44.0
Executive and Administration	6,491,011	9,057,388	7,496,046		-17.2
Sub-total Operating	\$ 124,455,768	129,901,526	139,076,040		7.1%
Transfers to Eligible CIP Projects	\$ (15,808,910)	(15,694,585)	(20,035,039)		27.7%
Total Net Operating	\$ 108,646,858	114,206,941	119,041,001		4.2%
Transfer to Capital Program Support	\$ 4,847,700	4,897,426	7,156,688		46.1%
Contribution for Future Capital	7,095,156	12,831,949	7,870,429		-38.7
Transfer to Debt Service Funds	\$ 12,730,780	9,981,382	10,550,838		5.7%
Total Expenditures	\$ 133,320,494	141,917,698	144,618,956		1.9%

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>	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change
				FY2015 <u>FY2016</u>
Half Percent Sales Tax	\$ 12,730,780	0	0	0.0%
Transfers from CATS Operating Funds	0	9,981,382	10,550,838	5.7
Federal Formula Grant	4,810,009	5,455,000	2,911,000	-46.6
BLE Debt Proceeds/FFGA/SFFGA	0	0	7,891,000	100.0
Interest on Investments	41,966	0	0	0.0
Total Revenues	\$ 17,582,755	15,436,382	21,352,838	38.3%
 <u>Expenditures</u>				
Debt Retirement	\$ 6,375,000	4,340,000	4,520,000	4.1%
Interest on Debt	10,171,332	10,073,838	15,782,838	56.7
Fees	1,036,423	1,022,544	1,050,000	2.7
Total Expenditures	\$ 17,582,755	15,436,382	21,352,838	38.3%

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.

	<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Operating Revenues</u>				
Impervious Fee- City	\$ 5,676,562	5,676,562	5,676,562	0.0%
Impervious Fee- Other	49,937,308	52,841,697	61,511,708	16.4
Other - Miscellaneous	25,430	0	(450,000)	0.0
Total Revenues	\$ 55,639,300	58,518,259	66,738,270	14.0%
Fund Balance	\$ 2,485,151	1,168,317	2,261,036	93.5%
Total Revenues and Fund Balance	\$ 58,124,451	59,686,576	68,999,306	15.6%
<u>Operating Expenditures</u>				
Operating Budget	\$ 12,136,932	13,056,324	13,822,606	5.9%
Transfer to Other Funds:				
Storm Water Capital Project Fund	36,000,000	35,000,000	43,000,000	22.9
Storm Water Debt Service Fund	9,987,519	11,630,252	12,176,700	4.7
Total Expenditures	\$ 58,124,451	59,686,576	68,999,306	15.6%

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.

		FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change <u>FY2015</u> <u>FY2016</u>
<u>Revenues</u>					
Contribution from Storm Water Operating	\$	9,987,520	11,630,252	12,176,700	4.7%
Premium on Sale of Debt		0	425,000	0	-100.0
Proceeds from Sale of Bonds		0	3,150,000	0	-100.0
Total Revenues	\$	9,987,520	15,205,252	12,176,700	-19.9%
Fund Balance	\$	142,126	0	0	0%
Total Revenues and Fund Balance	\$	10,129,646	15,205,252	12,176,700	-19.9%
<u>Expenditures</u>					
Bond Retirement	\$	4,585,302	4,775,549	4,743,801	-0.7%
Interest on Bonds		5,375,587	6,824,703	7,402,899	8.5
Cost of Bond Sale		154,426	425,000	0	-100.0
Debt Service Reserve		0	3,150,000	0	-100.0
Fees		14,331	30,000	30,000	0.0
Total Expenditures	\$	10,129,646	15,205,252	12,176,700	-19.9%

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.

	FY2014 Actuals	FY2015 Revised	FY2016 Budget	Percent Change FY2015 FY2016
<u>Revenues</u>				
Property Tax	\$ 85,292,300	86,204,445	83,366,852	-3.3%
Property Tax - Synthetic TIG Appreciation	850,141	693,901	730,124	5.2
Sales Tax	14,302,037	15,500,000	16,539,822	6.7
Interest on Investments	1,056,182	1,008,000	1,071,000	6.3
Interest Transferred from Other Funds				
General	659,451	520,000	552,500	6.3
Contribution from Other Funds				
General Fund - Equip	15,752,023	13,975,695	14,553,950	4.1
General Fund - Public Safety Communications	1,686,788	1,687,288	1,687,288	0.0
Powell Bill Fund	1,626,062	1,257,486	1,595,162	26.9
County Share				
Park and Rec Lease Purchase	284,122	288,274	0	-100.0
Proceeds from Lease Purchases	0	750,000	750,000	0.0
Proceeds from Refunding	205,173,380	0	0	0.0
Premium on Sale of Bonds	28,535,416	0	0	0.0
Other	1,183,454	1,080,981	1,098,966	1.7
Total Revenues	\$ 356,401,356	122,966,070	121,945,664	-0.8%
<u>Expenditures</u>				
Payment to Developer	\$ 56,689	194,970	165,042	-15.4
Bonds				
Principal	30,192,298	34,086,790	40,063,133	17.5%
Interest	24,918,388	28,615,370	28,960,199	1.2
Debt Issue Expense	1,634,202	750,000	750,000	0.0
Payment to Refunded Bond Escrow Agent	231,451,268	0	0	0.0
Principal	23,946,435	22,454,504	28,161,645	25.4
Interest	6,626,864	8,288,600	8,756,186	5.6
Bond Anticipation Note Interest	203,628	150,000	150,000	0.0
Bank Charges and Other	859,680	1,000,000	1,835,000	83.5
Contribution to				
General Fund	4,066,160	108,059	112,269	3.9
Cultural Facilities Operating Fund	0	340,833	319,564	-6.2
Total Expenditures	\$ 323,955,612	95,989,126	109,273,038	13.8%
Restricted for Future Years	\$ 32,445,744	26,976,944	12,672,626	-53.0%

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, 2014, the City's legal debt limit was \$7,250,702. The outstanding debt subject to this limit was \$2,150,659, leaving a net legal debt margin of \$5,100,043 (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.

		<u>FY2014 Actual</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	Percent Change FY2015 FY2016
<u>Revenues</u>					
Taxes					
Occupancy	\$	14,958,974	16,000,209	17,881,327	11.8 %
Prepared Food		23,353,126	25,667,917	27,856,798	8.5
Total Taxes	\$	38,312,100	41,668,126	45,738,125	9.8 %
Lease of City Funded Bank of America Stadium Improvements		0	1,000,000	1,000,000	0.0 %
Interest on Investments		292,815	224,000	238,000	6.3
Fund Balance		0	0	368,956	100 %
Total Revenues	\$	38,604,915	42,892,126	47,345,081	10.4 %
<u>Expenditures</u>					
Promotion and Marketing	\$	5,723,321	6,250,219	6,860,719	9.8 %
Business Development		1,900,155	1,957,160	2,016,000	3.0
Administration		53	75,000	75,000	0.0
Contributions for Convention Center:					
Operating Allocation		6,624,791	6,720,000	7,306,000	8.7
Capital Items		0	1,190,000	1,933,200	62.5
Bank of America Stadium Maintenance Contribution			1,000,000	1,000,000	0.0
Maintenance of City Funded Bank of America Stadium Improvements		0	900,000	900,000	0.0
Transfer to Other Funds:					
Convention Center Debt Service		17,860,744	18,741,604	23,767,443	26.8
General Fund-General Tourism		2,891,854	2,993,069	3,236,719	8.1
General Fund-Stadium Traffic Control			250,000	250,000	0.0
Total Expenditures	\$	35,000,918	40,077,052	47,345,081	18.1 %
Reserved for Future Years	\$	3,603,997	2,815,074		0 -100.0 %

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.

		FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change FY2015 FY2016
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$	17,860,744	18,741,604	23,767,443	26.8%
Proceeds from Refunding		61,719,600	0	0	0.0
Proceeds from Lease Purchase		125,000	0	0	0.0
Total Revenues	\$	79,705,344	18,741,604	23,767,443	26.8%
<u>Expenditures</u>					
Bond Retirement	\$	12,070,000	14,059,796	18,636,359	32.6%
Interest on Bonds		5,671,495	4,494,808	4,971,084	10.6
Payment to Escrow Agent		61,569,600	0	0	0.0
Fees		391,017	187,000	160,000	-14.4
Total Expenditures	\$	79,702,112	18,741,604	23,767,443	26.8%

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.

		FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change FY2015 FY2016
<u>Revenues</u>					
Occupancy Tax	\$	9,970,265	10,694,534	11,920,889	11.5%
Interest on Investments		97,257	96,000	102,000	6.3
Total Revenues	\$	10,067,522	10,790,534	12,022,889	11.4%
Fund Balance	\$	1,225,975	1,794,125	1,398,172	-22.1%
Total Revenues and Fund Balance	\$	11,293,497	12,584,659	13,421,061	6.6%
<u>Expenditures</u>					
Transfer to Debt Service	\$	9,447,210	9,584,659	9,621,061	0.4%
Contributions:					
Maintenance & Repair Allocation		1,846,287	1,000,000	3,300,000	230.0
Maintenance & Repair Reserve Deposit ¹		0	2,000,000	500,000	-75.0
Total Expenditures	\$	11,293,497	12,584,659	13,421,061	6.6%

¹Increase for Maintenance & Repair Reserve based on previous agreement with NASCAR

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.

		FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change FY2015 FY2016
<u>Revenues</u>					
Hall of Fame Tax Fund	\$	9,447,210	9,584,659	9,621,061	0.4%
Total Revenues	\$	9,447,210	9,584,659	9,621,061	0.4%
<u>Expenditures</u>					
Debt Retirement	\$	2,380,000	2,510,000	2,640,000	5.2%
Interest on Debt		6,321,475	6,299,659	6,206,061	-1.5
Bank Charges and Other		745,735	775,000	775,000	0.0
Total Expenditures	\$	9,447,210	9,584,659	9,621,061	0.4%

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>FY2014 Revised</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	<u>Percent Change FY2015 FY2016</u>
<u>Revenues</u>				
Occupancy Tax	\$ 7,722,398	8,292,824	9,246,705	11.5%
Rental Car Tax	2,827,871	3,106,094	3,229,268	4.0
Interest on Investments	286,377	272,000	289,000	6.3
Rents	467,319	0	0	0.0
Contribution from Hornets	351,775	369,364	987,832	167.4
Contribution from Center City Partners	0	229,347	50,694	-77.9
Transfers from General Capital PAYGO	7,988,180	7,796,015	8,272,222	6.1
Transfers for Synthetic TIF Agreements:				
General Fund	1,268,871	1,268,871	1,291,230	1.8
Municipal Debt Service	340,833	340,833	319,564	-6.2
PAYGO	42,296	42,296	40,765	-3.6
Contribution from Mecklenburg County	2,948,040	2,948,040	2,948,040	0.0
Total Revenues	\$ 24,243,960	24,665,684	26,675,321	8.1%
Fund Balance	\$ 0	0	3,284,151	100%
Total Revenues and Fund Balance	\$ 24,243,960	24,665,684	29,959,472	21.5%
<u>Expenditures</u>				
Contractual Services - Baseball Stadium Allocation:				
City Share	\$ 0	632,088	632,088	0.0%
Center City Partners Share	0	229,347	50,694	-77.9
Contributions:				
Arena Maintenance Reserve	703,550	738,728	1,975,664	167.4
Ovens/Bojangles Maintenance	400,000	400,000	400,000	0.0
Tourism Debt Service Fund	12,993,115	13,280,557	12,654,446	-4.7
Cultural Facilities Debt Service Fund	9,177,528	9,190,963	12,320,631	34.1
Cultural Facilities Maintenance **			1,925,949	100%
Total Expenditures	\$ 23,274,193	24,471,683	29,959,472	22.4%
Reserved for Future Years	\$ 969,767	194,001	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.

		FY2014 <u>Revised</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Revenues</u>					
Contribution from Other Funds					
Tourism Operating Fund	\$	12,993,115	13,280,557	12,654,446	-4.7%
Contribution from CRVA		1,209,893	595,966	0	-100.0
Interest on Investments		48,540	48,000	51,000	6.3
Total Revenues	\$	14,251,548	13,924,523	12,705,446	-8.8%
<u>Expenditures</u>					
Debt Retirement	\$	5,750,000	5,975,000	5,035,000	-15.7%
Interest on Debt		6,303,677	7,014,523	6,760,446	-3.6
Bank Charges and Other		942,465	935,000	910,000	-2.7
Total Expenditures	\$	12,996,142	13,924,523	12,705,446	-8.8%
Reserved for Future Years	\$	1,255,406	0	0	0.0%

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 (e.g., 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.

	<u>FY2014 Revised</u>	<u>FY2015 Revised</u>	<u>FY2016 Budget</u>	<u>Percent Change FY2015 FY2016</u>
<u>Revenues</u>				
Tourism Operating Fund	\$ 9,177,528	9,190,963	12,320,631	34.1%
Debt Proceeds	0	0	3,500,000	100.0
Total Revenues	\$ 9,177,528	9,190,963	15,820,631	72.1%
<u>Expenditures</u>				
Debt Retirement	\$ 2,800,000	2,910,000	3,625,087	24.6%
Interest on Debt	6,372,963	6,260,963	8,675,544	38.6
Bank Charges and Other	4,565	20,000	20,000	0.0
Contribution to Capital for Discovery Place	0	0	3,500,000	0.0
Total Expenditures	\$ 9,177,528	9,190,963	15,820,631	72.1%

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.

		FY2014	FY2015	FY2016	FY2017	Percent Change
		<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>FY2015</u> <u>FY2016</u>
<u>Revenues</u>						
State Gas Tax Refund	\$	19,615,727	19,814,005	20,586,852	20,792,751	3.9 %
Transfer from General Fund		4,261,000	4,261,000	4,261,000	4,261,000	0.0
Interest on Investments		90,944	80,000	80,000	80,000	0.0
Street Degradation Fee		960,062	650,000	650,000	650,000	0.0
Total Revenues	\$	24,927,733	24,805,005	25,577,852	25,783,751	3.1 %
Fund Balance	\$	0	0	296,576	0	%
Total Revenues & Fund Balance	\$	24,927,733	24,805,005	25,874,428	25,783,751	4.3 %
<u>Expenditures</u>						
Contracted Resurfacing	\$	10,292,826	10,377,280	9,142,408	9,857,885	-11.9 %
Repairs by City Forces		8,716,552	9,389,887	9,389,887	9,389,764	0.0
Equipment Rent/Purchase		1,121,636	1,151,957	1,151,957	1,151,957	0.0
Street Drainage Maintenance		(11,125)	160,860	160,860	160,860	0.0
Traffic Control Improvements		623,786	623,786	623,786	623,786	0.0
Snow Removal		181,008	150,000	150,000	150,000	0.0
Physical Inventory of Streets		12,711	12,000	12,000	12,000	0.0
Pavement Management System		113,432	160,000	160,000	160,000	0.0
Wheel Chair Ramps		77,931	150,000	303,841	303,841	102.6
Annexation		1,095,674	250,000	2,047,254	1,027,500	718.9
Storm Water Program Fees		1,137,273	1,137,273	1,137,273	1,137,273	0.0
Lease Purchase Contribution		1,566,029	1,241,962	1,595,162	1,808,885	28.4
Total Expenditures	\$	24,927,733	24,805,005	25,874,428	25,783,751	4.3 %

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.

		FY2014 Revised	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Revenues						
Federal Grants	\$ 3,974,839	4,503,471	4,669,264	4,669,264		3.7%
State Grants	689,500	689,500	550,000	550,000		-20.2
Contributions	500,000	500,000	400,000	400,000		-20.0
Assets Forfeiture	137,877	1,141,790	1,141,790	1,141,790		0.0
Charlotte Regional Transportation & Planning Organization	98,956	0	0	0		0.0
Contribution from General Fund	396,014	345,000	345,000	345,000		0.0
Total Revenues	\$ 5,797,186	7,179,761	7,106,054	7,106,054		-1.0%
Expenditures						
Police						
Assets Forfeiture Attorney	\$ 137,877	142,013	142,013	142,013		0.0%
Forensics and Analysis	112,450	378,000	378,000	378,000		0.0
Police Equipment and Overtime	150,000	300,000	422,171	422,171		40.7
Fire						
Emergency Management	142,500	150,500	166,500	166,500		10.6
Emergency Response		65,000	62,500	62,500		-3.8
Homeland Security	80,000	25,000	25,000	25,000		0.0
Medical Response	337,608	70,000	70,000	70,000		0.0
Urban Area Security Initiative	2,272,751	2,400,000	2,400,000	2,400,000		0.0
Charlotte Department of Transportation						
Unified Planning Work Program	1,500,000	2,767,098	2,526,880	2,526,880		-8.7
Transportation Planning Assistance	450,000	526,360	557,200	557,200		5.9
Charlotte Regional Transportation & Planning Organization	250,000	0	0	0		0.0
Miscellaneous from Donations	150,000	141,790	141,790	141,790		0.0
Community Relations						
Fair Housing	102,000	102,000	102,000	102,000		0.0
Dispute Settlement	100,000	100,000	100,000	100,000		0.0
Private Contributions	12,000	12,000	12,000	12,000		0.0
Total Expenditures	\$ 5,797,186	7,179,761	7,106,054	7,106,054		-1.0%

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>		FY2014	FY2015	FY2016	FY2017	Percent Change
		<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>	<u>FY2015</u>
NC 911 Fund Distributions	\$ 3,263,643	3,349,323	2,302,076	2,302,076		-31.3%
Interest on Investments	15,000	15,000	15,000	15,000		0.0
Total Revenues	\$ 3,278,643	3,364,323	2,317,076	2,317,076		-31.1%
 <u>Operating Expenditures</u>						
Consolidated 911 Services	\$ 3,263,643	3,349,323	2,302,076	2,302,076		-31.3%
Reserved for Future Projects	15,000	15,000	15,000	15,000		0.0
Total Expenditures	\$ 3,278,643	3,364,323	2,317,076	2,317,076		-31.1%

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.

<u>Operating Revenues</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
<u>Federal Grants:</u>					
Workforce Investment Act (WIA) Adult	\$ 1,534,653	2,131,950	2,131,950	2,131,950	0.0%
WIA Administration	654,202	773,153	773,153	773,153	0.0
WIA Youth	2,194,939	2,322,509	2,322,509	2,322,509	0.0
WIA Dislocated Worker	2,488,595	2,583,240	2,583,240	2,583,240	0.0
Housing Opportunities for People with AIDS (HOPWA) Program	873,634	1,060,906	1,794,703	1,794,703	69.2
Emergency Shelter Program	322,208	395,256	444,353	444,353	12.4
One NC Grant	2,481,644	2,500,000	0	0	-100.0
Double Oaks Loan Repayment	671,098	683,158	694,229	705,108	1.6
Total Federal Grants	\$ 11,220,973	12,450,172	10,744,137	10,755,016	-13.7%
Total Operating Revenues	\$ 11,220,973	12,450,172	10,744,137	10,755,016	-13.7%
<u>Capital Revenues (Federal Grants)</u>					
Community Development Block Grant (CDBG)	\$ 4,865,370	4,985,075	5,183,380	5,183,380	4.0%
Housing Grant (HOME)	2,055,268	2,251,986	2,008,392	2,008,392	-10.8
Total Federal Capital Grants	\$ 6,920,638	7,237,061	7,191,772	7,191,772	-0.6%
Total Operating and Capital Grant Revenues	\$ 18,141,611	19,687,233	17,935,909	17,946,788	-8.9%
<u>Operating Expenditures</u>					
Dislocated Worker Contract	\$ 2,488,595	2,583,240	2,583,240	2,583,240	0.0%
Education & Training Courses	1,534,653	2,131,950	2,131,950	2,131,950	0.0
Summer & Year Round Youth Program	2,194,939	2,322,509	2,322,509	2,322,509	0.0
Contribution to Workforce Development Board & Subgrantee Administration	654,202	773,153	773,153	773,153	0.0
Housing Opportunities for People with AIDS (HOPWA) Program	873,634	1,060,906	1,794,703	1,794,703	69.2
Emergency Shelter Program	322,208	395,256	444,353	444,353	12.4
One NC Grant	2,481,644	2,500,000	0	0	-100.0
Double Oaks Loan Repayment	671,098	683,158	694,229	705,108	1.6
Total Operating Expenditures	\$ 11,220,973	12,450,172	10,744,137	10,755,016	-13.7%
<u>Capital Expenditures</u>					
Community Development and Housing	\$ 6,920,638	7,237,061	7,191,772	7,191,772	-0.6%
Total Capital Expenditures	\$ 6,920,638	7,237,061	7,191,772	7,191,772	-0.6%
Total Operating and Capital Grant Expenditures	\$ 18,141,611	19,687,233	17,935,909	17,946,788	-8.9%

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.

		FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	Percent Change <u>FY2015 FY2016</u>
<u>Revenues</u>					
City of Charlotte - General Fund	\$	977,246	1,033,756	1,016,061	-1.7%
City of Charlotte - Other Funds		769,792	833,357	874,028	4.9
Mecklenburg County		772,538	828,539	837,646	1.1
Board of Education		542,751	585,232	590,917	1.0
Other Agencies		38,075	38,075	33,025	-13.3
Total Revenues	\$	3,100,402	3,318,959	3,351,677	1.0%
<u>Expenditures</u>					
Operating Budget	\$	3,020,981	3,318,959	3,351,677	1.0%
Transfer to Loss Fund		79,421	0	0	0.0
Total Expenditures	\$	3,100,402	3,318,959	3,351,677	1.0%

Consolidated Municipal Service Districts

Summary of Revenues and Expenditures

The FY2016 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.

					Percent Change
	<u>FY2014</u> <u>Actual</u>	<u>FY2015</u> <u>Revised</u>	<u>FY2016</u> <u>Budget</u>	<u>FY2017</u> <u>Budget</u>	<u>FY2015</u> <u>FY2016</u>
<u>Operating Revenues</u>					
Property Taxes	\$ 4,672,505	5,289,593	4,643,814	4,643,814	-12.2%
Total Revenues	\$ 4,672,505	5,289,593	4,643,814	4,643,814	-12.2%
<u>Operating Expenditures</u>					
Contractual Services	\$ 4,646,410	5,262,715	4,616,130	4,616,130	-12.3%
City Services	26,095	26,878	27,684	27,684	3.0
Total Expenditures	\$ 4,672,505	5,289,593	4,643,814	4,643,814	-12.2%

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 FY2016 is \$7,701,402,881. 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>Revised</u>	<u>Budget</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 1,284,720	\$ 1,465,916	\$ 1,257,608	\$ 1,257,608
Total Municipal Service District 1 Revenues \$ 1,284,720 \$ 1,465,916 \$ 1,257,608 \$ 1,257,608				
Expenditures				
Contractual Services	1,284,720	1,465,916	1,257,608	1,257,608
Total Municipal Service District 1 Expenditures \$ 1,284,720 \$ 1,465,916 \$ 1,257,608 \$ 1,257,608				

District 2 (Center City)

Assessed value for FY2016 is \$3,311,871,720. 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>Revised</u>	<u>Budget</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 738,344	\$ 791,263	\$ 750,059	\$ 750,059
Total Municipal Service District 2 Revenues \$ 738,344 \$ 791,263 \$ 750,059 \$ 750,059				
Expenditures				
Contractual Services	738,344	791,263	750,059	750,059
Total Municipal Service District 2 Expenditures \$ 738,344 \$ 791,263 \$ 750,059 \$ 750,059				

Municipal Service Districts

District 3 (Center City)

Assessed value for FY2016 is \$3,441,770,592. Budget continues the current MSD tax rate of 3.58¢ per \$100 valuation.

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

District 4 (South End)

Assessed value for FY2016 is \$1,223,942,505. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation.

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

District 5 (University City)

Assessed value for FY2016 is \$2,373,968,211. Budget continues the current MSD tax rate of 2.79¢ per \$100 valuation.

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

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant 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 Tax Increment Financing 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 3.0% of annual property tax levy in any given year.

City Council Approved Projects

Mid-Town Square (Metropolitan)

Project involved two phases. Phase I included a first floor Home Depot Design Center (vacant) under a second floor Target; 800 space parking deck; and road/intersection improvements. Phase II included 160,000 sq. ft. of retail/restaurant space, 75,000 sq. ft. of office space, 101 condominiums, parking deck, and relocation of Baxter Street Bridge and construction of the Sugar Creek Greenway extension. Incremental taxes were revised for the February 1, 2013, sale of the South Parcel.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	

The Levine Center for the Arts (Cultural Facilities)

Project included development of four Cultural Facilities (Harvey B. Gantt African-American Cultural Center, Bechtler Art Museum, Knight Theater, and Mint Museum), the 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	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	9,177,778
Est. STIG Payment	\$ 1,652,000	\$ 8,260,000				

Wesley Village (Bryant Park)

Project supports redevelopment of Bryant Park and funded construction of Stewart Creek Parkway from the 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	136,614	136,614	136,614	136,614	136,614	683,068
Est. STIG Payment	\$ 122,952	\$ 614,761				

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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	32%	42%	54%	66%	100%	
Est. property tax increment	75,715	123,694	123,694	123,694	123,694	570,491
Est. STIG Payment	\$ 68,144	\$ 111,325	\$ 111,325	\$ 111,325	\$ 111,325	\$ 513,445

Synthetic Tax Increment Grants

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 \$276.2 million. Completions of infrastructure improvements will trigger payment.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	36%	36%	46%	46%	46%	
Est. property tax increment	392,445	392,445	392,445	392,445	392,445	1,962,225
Est. STIG Payment	\$ 176,600	\$ 883,001				

Elizabeth Avenue Mixed-Use Development

Project includes construction of 250,000 sq. ft. of retail, 340,000 sq. ft. of office space, 810 residential units, and a parking deck with 3,000 spaces. Anticipated total private investment equals \$220 million. Completion of parking deck construction of 1,000 spaces triggers payment. Deadline for parking deck completion extended from 2014 to 2020.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	0%	0%	0%	0%	0%	

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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	30%	40%	50%	50%	60%	
Est. property tax increment	435,000	478,500	526,350	526,350	578,985	2,545,185
Est. STIG Payment	\$ 391,500	\$ 430,650	\$ 473,715	\$ 473,715	\$ 521,087	\$ 2,290,667

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 \$267.1 million. Total 45% STIG payments not to exceed \$5.81 million.

	FY2016	FY2017	FY2018	FY2019	FY2020	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 requested to build residential units has been approved.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	20%	30%	50%	80%	80%	
Est. property tax increment	0	0	576,501	576,501	866,805	2,019,807
Est. STIG Payment	0	0	\$ 518,851	\$ 518,851	\$ 780,125	\$ 1,817,826

Synthetic Tax Increment Grants

Merrifield/Radiator Specialty

Project supports construction of Bryant Park Drive, connecting Wilkinson to Morehead. 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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	20%	30%	50%	50%	50%	
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

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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	10%	20%	20%	40%	40%	
Est. property tax increment	889,080	1,798,160	1,798,160	3,596,320	3,596,320	11,678,040
Est. STIG Payment	0	0	0	1,618,344	1,618,344	3,236,688

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.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	0%	0%	25%	50%	50%	
Est. property tax increment	0	0	321,100	642,200	642,200	1,605,500
Est. STIG Payment	0	0	144,495	288,990	288,990	722,475

STIG Projects Combined Total

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

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. property tax increment	2,411,196	2,493,527	3,199,938	5,802,095	6,110,741	20,017,497
Est. TOTAL STIG Payment	2,411,196	2,493,527	3,199,938	5,802,095	6,110,741	20,017,497

Est. Total STIG Payment by Fund

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
General Fund	1,851,996	1,915,233	2,457,815	4,456,484	4,693,549	15,375,077
Municipal Debt Service	497,467	514,453	660,196	1,197,061	1,260,740	4,129,917
Pay-As-You-Go	61,733	63,841	81,927	148,549	156,452	512,502

FY2016-FY2020 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 FY2016-FY2020 Community Investment Plan totals **\$3.5 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 FY2016-FY2020 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	Provides individual funding and expenditure schedules for each capital program, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments, showing all capital projects and funding sources in each year in the five-year in the Community Investment Plan
8. Preliminary Public Art Schedule	Provides a summary of the public art funding allocations to each of the eligible projects
9. 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

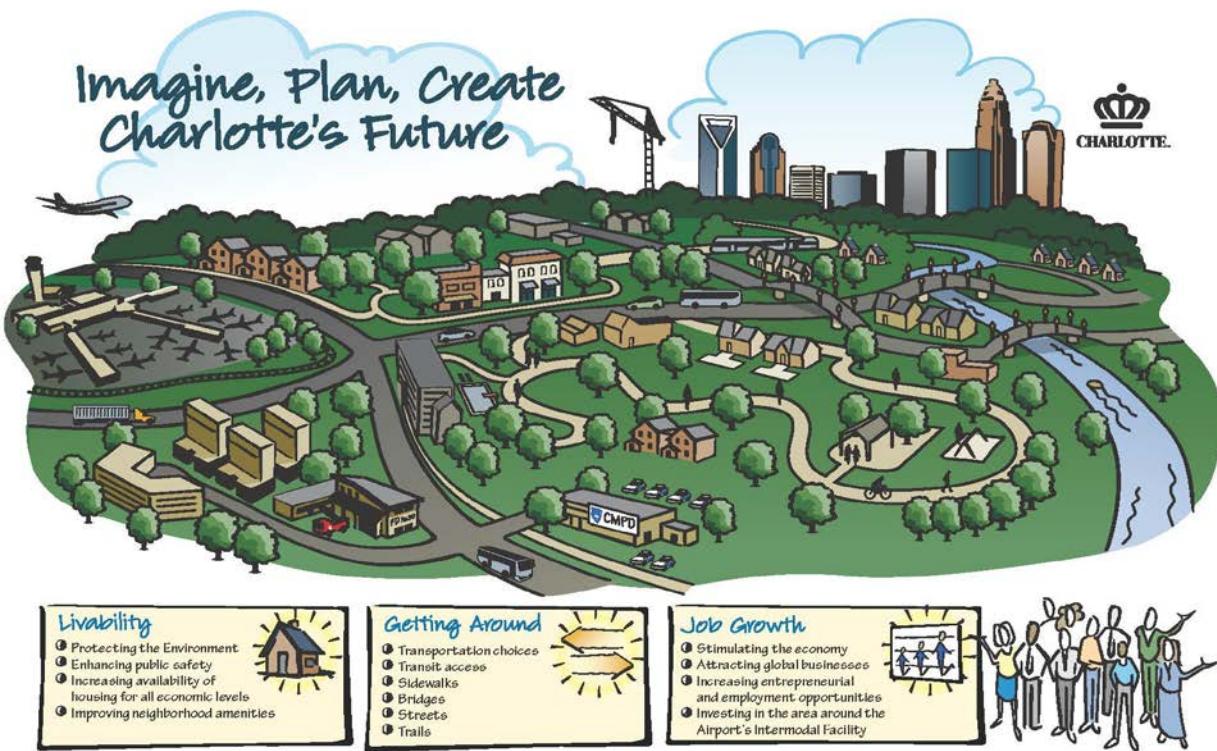
FY2016-FY2020 Community Investment Plan

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 FY2016-FY2020 General Community Investment Plan (CIP) totals **\$749.2 million**, including:

- **\$468.2 million** in debt-funded projects designed to keep Charlotte growing.
 - \$398.4 million in Street, Neighborhood, and Housing bonds over three General Obligation bond referenda in November of 2014, 2016, and 2018. A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017.
 - \$69.8 million in Certificates of Participation (COPs) to construct five new Police stations and two vehicle equipment maintenance facilities.
- **\$146.1 million** in General Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, program income, and non-recurring revenues.
- **\$134.9 million** in Transit Investment PAYGO funding, including vehicle rental tax, motor vehicle license revenue, sales taxes, and CityLYNX Gold Line fare revenue.

FY2016-FY2020 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.26¢ of the property tax rate is dedicated to general government debt in FY2016, a 0.41¢ reduction from the current year due to a transfer of a portion of the dedicated property tax rate to the General Fund. This reduction does not affect the existing debt capacity currently committed to the debt-funded capital program.

All debt-funded projects included in the prior year capital program for fiscal year's FY2016 through FY2019 are included with no changes in the adopted FY2016-FY2020 General Community Investment Plan. Identified below are three high priority capital needs adopted by City Council for addition to the debt-funded General Community Investment Plan in FY2016. Any potential adjustments or additions to the debt-funded capital program other than those listed below will be considered in FY2017 as part of the biennial review of the General Community Investment Plan.

Adopted Adjustments to the General Community Investment Plan

Included in the General Municipal Debt-Funded capital program for the FY2016-FY2020 General Community Investment Plan are the following adopted adjustments. These adjustments do not impact the total available debt capacity for previously approved projects included in the bond referenda scheduled for 2016, 2018, and 2020.

- **Police Central Division Station – \$13.5 million** in new debt capacity is set aside for use in purchasing or constructing a facility to house the Central Division Station. The Police Department currently leases approximately 8,000 square feet of office space at 119 East 7th Street in Uptown to house its Central Division offices. The owner of the currently leased facility has notified the Police Department that they desire to sell the facility. Alternatives for replacing the current facility include leasing other facilities within the Central Division boundaries, buying available land and building a new Division Station, or pursuing a public/private partnership facility. This \$13.5 million in debt capacity is being set aside for use if a capital facility replacement alternative is chosen.
- **N. Tryon Redevelopment - \$3.5 million** in completed Street Bond Project Savings will be transferred to provide needed additional funding for the N. Tryon Redevelopment project. This project, approved in FY2011 and funded with 2010 Street Bonds, will provide public improvements along North Tryon Street from Dalton Avenue to 30th Street, including new curb and gutter, setback of utilities, streetscape, bicycle lanes, pedestrian crossings, and wider sidewalks. Engineering & Property Management staff have identified the need for an additional \$3.5 million to complete this project. The increased estimate is due to additional electric utility relocation costs and rising real estate values resulting in higher land acquisition costs. In addition, the original project design assumed reuse of the existing Church Street. Geotechnical reports identified bad soil and existing faulty asphalt on Church Street, requiring full asphalt replacement. This funding will not be reflected in the FY2016–FY2020 five year capital schedule as it is being transferred to an existing project funded in a previous five-year Community Investment Plan.
- **Beatties Ford Road Widening - \$5.0 million** in completed Street Bond Project Savings will be transferred to provide needed additional funding for the Beatties Ford Road Widening project. This project, approved in FY2011 and funded with 2010 Street Bonds, will extend the four-lane median-divided cross-section of Beatties Ford Road from its current end at Capps Hill Mine Road north to Sunset Road. The project includes multimodal improvements such as bicycle lanes and sidewalks. The project is currently awaiting utility relocation work. Engineering & Property Management staff expect final construction estimates will increase the total project budget by approximately \$5.0 million due to increased electric and telephone utility relocation costs, increased sanitary sewer line infrastructure costs, and design revisions identified during the Real Estate Phase requiring additional paving quantities. This funding will not be reflected in the FY2016–FY2020 five year capital schedule as it is being transferred to an existing project funded in a previous five-year Community Investment Plan.

The next page provides detailed information on the General Obligation Bond and Certificates of Participation funded projects included in the General Community Investment Plan for the next three bond referenda in 2016, 2018, and 2020.

FY2016-FY2020 Community Investment Plan

City Council Approved Allocation of Bonds and Certificates of Participation
For General Community Investment Plan

	2014	2016	2018	2020	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)					
Airport/West Corridor	\$ -	\$ 31,200,000	\$ 13,520,000	\$ -	\$ 44,720,000
Spine Dixie Berryhill Infrastructure (New Garrison Road)		31,200,000			31,200,000
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)			13,520,000		13,520,000
East/Southeast Corridor	\$ 12,500,000	\$ 26,580,000	\$ 22,320,000	\$ 6,160,000	\$ 67,560,000
Land Acquisition and Street Connections	12,500,000	12,500,000			25,000,000
Monroe Road Streetscape		2,080,000	8,320,000		10,400,000
Public/Private Redevelopment Opportunities		10,000,000	10,000,000		20,000,000
Idlewild Road/Monroe Road Intersection				4,160,000	4,160,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	2,000,000	8,000,000
Northeast Corridor	\$ 47,200,000	\$ 43,080,000	\$ 48,540,000	\$ 27,300,000	\$ 166,120,000
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	7,720,000	8,760,000		28,960,000
Road/Infrastructure Projects	\$ 17,264,000	\$ 8,632,000	\$ -	\$ -	\$ 25,896,000
Neighborhood Transportation Programs	5,200,000				5,200,000
Eastern Circumferential	12,064,000				12,064,000
Park South Drive Extension		8,632,000			8,632,000
Cross Charlotte Multi-Use Trail	\$ 5,000,000	\$ 30,000,000			\$ 35,000,000
Sidewalks and Pedestrian Safety	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Traffic Control and Bridges	\$ 14,000,000	\$ 10,000,000	\$ 10,000,000	\$ 14,000,000	\$ 48,000,000
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 Diversity	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Comprehensive Neighborhood Improvement Program (CNIP)	\$ 20,000,000	\$ 40,000,000	\$ 40,000,000	\$ 20,000,000	\$ 120,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 219,492,000	\$ 164,380,000	\$ 97,460,000	\$ 627,296,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)					
East/Southeast Corridor	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 25,000,000
Bojangles/Ovens Area Redevelopment	25,000,000				25,000,000
Public Safety Facilities	\$ 78,500,000	\$ 22,750,000	\$ 21,900,000	\$ 9,750,000	\$ 132,900,000
Joint Communications Center	68,000,000				68,000,000
6 Police Division Stations	10,500,000	18,750,000	21,900,000	9,750,000	60,900,000
Land Purchase for Future Fire Stations		4,000,000			4,000,000
Maintenance Facilities/Customer Service	\$ -	\$ 2,080,000	\$ 9,620,000	\$ 19,500,000	\$ 31,200,000
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
Total Certificates of Participation	\$ 103,500,000	\$ 24,830,000	\$ 31,520,000	\$ 29,250,000	\$ 189,100,000
Total All Projects	\$ 249,464,000	\$ 244,322,000	\$ 195,900,000	\$ 126,710,000	\$ 816,396,000

FY2016 & FY2017 Adopted Strategic Operating Plan

FY2016-FY2020 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 FY2016, 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 is 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 is established to manage all transit-related activities funded through general City revenues.

General Pay-As-You-Go Program - includes \$33.1 million in FY2016 revenues, a \$22.0 million reduction from FY2015 reflecting the transfer of dedicated revenues to the new Transit Investment Pay-As-You-Go Program.

Major programs and projects funded by PAYGO in FY2016:

- \$8.3 million for Contribution to Cultural Facilities
- \$8.0 million for Facilities Maintenance & Renovation
- \$5.3 million for Innovative Housing and other housing programs
- \$4.6 million for transportation infrastructure
- \$3.3 million for Environmental Services and the Tree Management Program
- \$2.2 million for Technology Services
- \$0.9 million for Rental Assistance Endowment (A Way Home)
- \$0.5 million for Economic Development and Neighborhoods

Additions and Reductions to General PAYGO in FY2016:

- **\$2.9 million for Short Term Road Congestion Improvements** in critical transportation corridors. Including the \$2.9 million in FY2016, a total of \$8.9 million is programmed in FY2016 through FY2018 for this program from sales tax revenue that will be reallocated in future years to the CityLYNX Gold Line Phase 2 operations.
- **\$1.7 million** to upgrade the **PeopleSoft** payroll management system. The upgrade is required to continue system support.
- **\$0.9 million for A Way Home Rental Assistance Endowment** to continue the City's funding commitment on a schedule to match private contributions. Including the \$0.9 million in FY2016, a total of \$4.0 million is programmed in FY2016 through FY2019 to bring 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.
- **\$0.8 million** to complete the **Government Center Elevator Upgrades**.
- **\$0.1 million** in one-time funding to support the **Economic 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.
- **(\$2.0) million** eliminated from the **Business Corridor Revitalization program** and recommitted to support the CityLYNX Gold Line transit corridor. Business corridor revitalization will continue to be conducted in other corridors through the bond-funded Comprehensive Neighborhood Improvement Program and other bond-funded infrastructure projects.
- **(\$1.5) million** reduced from the **Technology Investment Program**. This program will continue to be funded at \$0.5 million per year (down from \$2.0 million per year) pending development of a Master Technology Plan for the City.
- **(\$1.0) million** reduced from **Road Planning/Design/ROW** and shifted to bond-funded transportation infrastructure programs and projects.

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

FY2016-FY2020 Community Investment Plan

3. PAY-AS-YOU-GO PROGRAM SCHEDULE

	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
REVENUES						
Property Tax (1.20¢)	\$ 10,819,338	11,010,156	11,151,501	11,230,158	11,391,348	55,602,501
Property Tax - Synthetic TIG	93,138	117,581	140,911	229,400	237,862	818,892
PAYGO Fund - Interest Income	287,130	354,690	481,365	557,370	557,370	2,237,925
Sales Tax	16,539,822	17,051,136	17,471,845	14,759,877	15,110,438	80,933,118
Motor Vehicle Licenses	101,452	0	0	0	0	101,452
Grant Program Income (a)	500,000	500,000	500,000	500,000	500,000	2,500,000
Capital Fund Balance & Reserves	3,923,097	508,989	884,511	203,345	0	5,519,942
County Contribution to CMGC Elevators	152,800	0	0	0	0	152,800
Sale of Land	709,028	1,105,658	239,785	0	0	2,054,471
TOTAL REVENUES	\$ 33,125,805	30,648,210	30,869,918	27,480,150	27,797,018	149,921,101
EXPENDITURES						
Contributions to Others						
Cultural Facilities (b)	\$ 8,272,222	8,437,666	8,606,419	8,778,548	8,954,118	43,048,973
Economic Development & Neighborhoods						
Economic Opportunity Task Force	100,000	0	0	0	0	100,000
Neighborhood Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Synthetic TIG Projects	59,499	61,531	78,962	143,173	150,789	493,954
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	700,000	700,000	700,000	700,000	700,000	3,500,000
Tree Trimming and Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Facilities Maintenance & Renovation						
Americans With Disabilities Act (ADA)	400,000	0	0	0	0	400,000
Building Maintenance	3,643,824	3,657,391	3,650,727	3,625,453	4,508,119	19,085,514
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center and Plaza Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Government Center Elevator Upgrades	800,000	0	0	0	0	800,000
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
Roof Replacement Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Housing Program						
HOME Grant Match (a)	852,098	852,098	852,098	852,098	852,098	4,260,490
Innovative Housing (a)	3,955,107	3,955,107	3,955,107	3,955,107	3,955,107	19,775,535
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home Rental Assistance Endowment (c)	900,000	1,200,000	1,200,000	700,000	TBD	4,000,000
Technology Services						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
PeopleSoft Upgrade	1,700,000	0	0	0	0	1,700,000
Transportation Infrastructure						
Short Term Road Congestion Improvements (d)	2,876,019	2,963,539	3,052,810	0	0	8,892,368
Road Planning/Design/ROW	1,192,036	1,145,878	1,098,795	1,050,771	1,001,787	5,489,267
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
TOTAL EXPENDITURES	\$ 33,125,805	30,648,210	30,869,918	27,480,150	27,797,018	149,921,101

(a) Includes annual program income (Innovative = \$150,000; HOME = \$350,000)

(b) Contribution to Cultural Facilities supported by Sales Tax

(c) The allocation of \$4.0 million in FY2016 - 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) Sales Tax revenue needed in future years for Gold Line Phase 2 Operating funds is allocated in early years to Short Term Road
Congestion Improvements in critical corridors

FY2016-FY2020 Community Investment Plan

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

FY2016 will be the first full year of CityLYNX Gold Line Phase 1 operations, and federal funds to construct Phase 2 of the Gold Line are expected to be approved by Congress in FY2016. In order to accept these federal funds and proceed with Phase 2 of the Gold Line, the City is establishing 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 \$23.8 million in FY2016 to support the Transit Investment Pay-As-You-Go Fund include vehicle rental tax, motor vehicle license revenue, a portion of the City's sales taxes, and Gold Line fare revenue upon commencement of Phase 2 operations.

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 will be 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

REVENUES	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
Vehicle Rental Tax	\$ 11,003,963	\$ 11,224,042	\$ 11,448,523	\$ 11,677,494	\$ 11,911,043	\$ 57,265,065
Motor Vehicle License	12,769,191	13,128,056	13,390,617	13,658,429	13,931,597	66,877,890
CityLynx Gold Line Fares	0	0	0	1,500,000	1,500,000	3,000,000
Sales Tax-Partial Transfer from PAYGO	0	67,580	246,026	3,578,119	3,869,388	7,761,113
TOTAL	\$23,773,154	\$24,419,678	\$25,085,166	\$30,414,042	\$31,212,028	\$134,904,068

EXPENDITURES						
CATS MOE	\$ 20,106,177	\$ 20,709,362	\$ 21,330,643	\$ 21,970,562	\$ 22,629,679	\$ 106,746,423
Transit Contribution to County & Towns	663,686	676,959	690,499	704,309	718,395	3,453,848
CityLynx Gold Line Phase 1	1,503,291	1,533,357	1,564,024	1,595,305	1,627,211	7,823,188
CityLynx Gold Line Phase 2	0	0	0	4,643,866	4,736,743	9,380,609
CityLynx Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL	\$23,773,154	\$24,419,678	\$25,085,166	\$30,414,042	\$31,212,028	\$134,904,068

FY2016-FY2020 Community Investment Plan

5. PROGRAM EXPENDITURE SUMMARY

<u>Program Category</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY16-20 CIP</u>
HOUSING AND NEIGHBORHOOD DEVELOPMENT						
Housing Neighborhoods	\$ 21,498,977 325,000	29,298,977 55,325,000	14,298,977 325,000	28,798,977 55,325,000	13,098,977 325,000	106,994,885 111,625,000
Total Housing and Neighborhood Development	\$ 21,823,977	84,623,977	14,623,977	84,123,977	13,423,977	218,619,885
TRANSPORTATION & PLANNING						
Roads Charlotte Area Transit City Transit Investment	\$ 11,618,055 384,850,688 23,773,154	116,851,417 148,212,438 24,419,678	9,701,605 45,113,231 25,085,166	63,900,771 41,932,048 30,414,042	6,551,787 26,517,889 31,212,028	208,623,635 646,626,294 134,904,068
Total Transportation & Planning	\$ 420,241,897	289,483,533	79,900,002	136,246,861	64,281,704	990,153,997
ECONOMIC DEVELOPMENT & GLOBAL COMPETITIVENESS						
Economic Development Aviation	\$ 259,499 269,306,085	32,461,531 57,884,134	178,962 92,667,500	27,323,173 245,446,704	250,789 470,661,324	60,473,954 1,135,965,747
Total Economic Development & Global Competitiveness	\$ 269,565,584	90,345,665	92,846,462	272,769,877	470,912,113	1,196,439,701
ENVIRONMENT						
Environmental Services Storm Water Water Sewer	\$ 3,300,000 59,650,000 51,997,000 51,203,400	3,300,000 79,500,000 42,053,000 66,680,900	3,300,000 66,500,000 102,828,000 76,525,900	3,300,000 60,500,000 48,900,000 89,420,900	3,300,000 66,500,000 48,495,000 55,345,900	16,500,000 332,650,000 294,273,000 339,177,000
Total Environment	\$ 166,150,400	191,533,900	249,153,900	202,120,900	173,640,900	982,600,000
FACILITY INVESTMENTS						
Facilities	\$ 23,693,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514
TOTAL PROGRAM	\$ 901,475,682	688,124,466	443,825,068	734,057,068	730,416,813	3,497,899,097

FY2016-FY2020 Community Investment Plan

5. GENERAL GOVERNMENT REVENUES

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
BONDS						
Housing Bonds TBA (2014, 2016, 2018)	\$ 7,500,000	15,000,000	0	15,000,000	0	37,500,000
Neighborhood Bonds TBA (2014, 2016, 2018)	0	40,000,000	0	40,000,000	0	80,000,000
Street Bonds TBA (2014, 2016, 2018)	7,000,000	159,492,000	5,000,000	104,380,000	5,000,000	280,872,000
CERTIFICATES OF PARTICIPATION (COPs)						
Central Division Police Station (2016)	13,500,000	0	0	0	0	13,500,000
Police Station Construction Program (2016)	0	18,750,000	0	0	0	18,750,000
Police Station Construction Program (2018)	0	0	0	21,900,000	0	21,900,000
NE Equipment Maintenance Facility (2016, 2018)	0	2,080,000	0	6,500,000	0	8,580,000
Sweden Road Maintenance Yard (2018)	0	0	0	3,120,000	0	3,120,000
Land for Future Fire Stations (2016)	0	4,000,000	0	0	0	4,000,000
Total Bonds and COPs	\$ 28,000,000	220,222,000	5,000,000	120,222,000	5,000,000	160,222,000
TAXES						
Property Tax	\$ 10,819,338	11,010,156	11,151,501	11,230,158	11,391,348	55,602,501
Property Tax - Synthetic TIG	93,138	117,581	140,911	229,400	237,862	818,892
Interest Income	287,130	354,690	481,365	557,370	557,370	2,237,925
Sales Tax	8,267,600	8,681,050	9,111,452	9,559,448	10,025,708	45,645,258
Vehicle Rental Tax	11,003,963	11,224,042	11,448,523	11,677,494	11,911,043	57,265,065
Motor Vehicle License	12,870,643	13,128,056	13,390,617	13,658,429	13,931,597	66,979,342
Capital Fund Balance	3,923,097	508,989	884,511	203,345	0	5,519,942
Total Taxes	\$ 47,264,909	45,024,564	46,608,880	47,115,644	48,054,928	224,060,025
GRANTS						
Community Dev Block Grant	\$ 5,183,380	5,183,380	5,183,380	5,183,380	5,183,380	25,916,900
Community Dev HOME Grant	2,008,392	2,008,392	2,008,392	2,008,392	2,008,392	10,041,960
Total Grants	\$ 7,191,772	7,191,772	7,191,772	7,191,772	7,191,772	35,958,860
FUND BALANCES, LOAN REPAYMENTS, AND OTHER						
Innovative Housing Income	\$ 150,000	150,000	150,000	150,000	150,000	750,000
CDBG Program Income	250,000	250,000	250,000	250,000	250,000	1,250,000
HOME Program Income	350,000	350,000	350,000	350,000	350,000	1,750,000
Affordable Housing Income	300,000	300,000	300,000	300,000	300,000	1,500,000
Business Grant Program Income	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Land	709,028	1,105,658	239,785	0	0	2,054,471
Contribution from Mecklenburg County	152,800	0	0	0	0	152,800
CityLYNX Gold Line Fares	0	0	0	1,500,000	1,500,000	3,000,000
Total Fund Balances, Loan Repayments, and Other	\$ 2,011,828	2,255,658	1,389,785	2,650,000	2,650,000	10,957,271
TOTAL GENERAL GOVERNMENT REVENUES	\$ 84,468,509	203,702,000	60,190,437	247,857,416	62,896,700	740,207,056

5. GENERAL GOVERNMENT EXPENDITURE

HOUSING & NEIGHBORHOOD DEVELOPMENT	\$ 21,823,977	84,623,977	14,623,977	84,123,977	13,423,977	218,619,885
TRANSPORTATION	35,391,209	141,271,095	34,786,771	94,314,813	37,763,815	343,527,703
ECONOMIC DEVELOPMENT	259,499	32,461,531	178,962	27,323,173	250,789	60,473,954
ENVIRONMENT	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
FACILITY INVESTMENTS	23,693,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514
TOTAL GENERAL GOVERNMENT EXPENDITURES	\$ 84,468,509	203,702,000	60,190,437	247,857,416	62,896,700	740,207,056

FY2016-FY2020 Community Investment Plan

6. ENTERPRISE COMMUNITY INVESTMENT PLAN SUMMARY

Storm Water (\$332.7 million)

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. Storm Water totals \$332.7 million, a 24.2% increase over the prior year's five-year program, and is funded by \$202.5 million in cash and \$130.2 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:

- \$188.1 million for flood control projects in neighborhood water basins
- \$128.5 million for storm water repairs to existing drains and stream restoration/mitigation
- \$12.3 million for pollution control projects
- \$3.8 million for Post Construction Control

Charlotte Area Transit System (CATS) (\$646.6 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 \$646.6 million, a 45.0% 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:

- \$497.7 million for the LYNX Blue Line Extension
- \$70.2 million for bus and special transportation vehicle replacement
- \$51.2 million for transit maintenance and equipment
- \$14.2 million for Transit Support Technology
- \$8.6 million for Bus and Light Rail Transit facilities
- \$4.7 million for transit corridor planning and development

Water and Sewer (\$633.4 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 \$633.5 million, a 3.9% increase, and is funded by \$289.8 million in cash and \$343.6 million in revenue bonds. The Water and Sewer capital program includes the following major programs:

- \$288.7 million to maintain and extend existing infrastructure
- \$226.9 million to support growth and development
- \$117.8 million to support other public projects and Utilities operations

Aviation (\$1.1 billion)

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. Aviation totals \$1.1 billion, a 10.9% decrease from the prior year's five-year program, and is funded by \$737.6 million in revenue bonds, \$283.7 million in federal grants and passenger facility charges, and \$114.6 million in cash. The Aviation capital program includes, among others, the following major projects:

- \$284.5 million for the Fourth Parallel Runway
- \$261.3 million for Concourse A expansion
- \$244.9 million for Terminal Ticket Lobby expansion
- \$70.0 million for Terminal rehabilitation and renovation
- \$22.4 million for Concourse 'E' expansion and improvements
- \$39.2 million for West Ramp Expansion
- \$17.0 million for West Boulevard Relocation

FY2016-FY2020 Community Investment Plan

6. ENTERPRISE FUNDS REVENUE SUMMARY

	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
STORM WATER						
Storm Water Revenue Bonds	\$ 15,150,000	38,000,000	27,000,000	21,000,000	29,000,000	130,150,000
Storm Water Pay-As-You-Go	43,000,000	40,000,000	38,000,000	38,000,000	36,000,000	195,000,000
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	\$ 59,650,000	79,500,000	66,500,000	60,500,000	66,500,000	332,650,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 126,163,000	83,938,000	33,389,000	33,545,600	21,214,311	298,249,911
Debt Proceeds	226,031,000	24,189,313	0	0	0	250,220,313
NCDOT Transit Grants	25,500,000	25,500,000	526,500	500,000	0	52,026,500
CATS Local Contribution	7,156,688	14,585,125	11,197,731	7,886,448	5,303,578	46,129,570
Total CATS	\$ 384,850,688	148,212,438	45,113,231	41,932,048	26,517,889	646,626,294
WATER AND SEWER						
Water Revenue Bonds	\$ 16,130,000	12,100,000	67,210,000	20,720,000	20,370,000	136,530,000
Sewer Revenue Bonds	21,885,000	40,990,000	52,090,000	63,610,000	28,535,000	207,110,000
Water/Sewer Operating Fund	65,185,400	55,643,900	60,053,900	53,990,900	54,935,900	289,810,000
Total Water and Sewer	\$ 103,200,400	108,733,900	179,353,900	138,320,900	103,840,900	633,450,000
AVIATION						
Revenue Bonds	\$ 169,851,169	18,479,038	48,022,752	170,502,194	330,752,648	737,607,801
Federal Grants & Passenger Facility Charges	41,531,150	20,832,921	26,784,954	65,114,072	129,465,684	283,728,781
Aviation Pay-As-You-Go	57,923,766	18,572,175	17,859,794	9,830,438	10,442,992	114,629,165
Total Aviation	\$ 269,306,085	57,884,134	92,667,500	245,446,704	470,661,324	1,135,965,747
TOTAL ENTERPRISE FUND REVENUES	\$ 817,007,173	394,330,472	383,634,631	486,199,652	667,520,113	2,748,692,041

6. ENTERPRISE FUNDS EXPENDITURE SUMMARY

STORM WATER	59,650,000	79,500,000	66,500,000	60,500,000	66,500,000	332,650,000
CHARLOTTE AREA TRANSIT	384,850,688	148,212,438	45,113,231	41,932,048	26,517,889	646,626,294
WATER AND SEWER	103,200,400	108,733,900	179,353,900	138,320,900	103,840,900	633,450,000
AVIATION	269,306,085	57,884,134	92,667,500	245,446,704	470,661,324	1,135,965,747
TOTAL ENTERPRISE FUNDS EXPENDITURES	\$ 817,007,173	394,330,472	383,634,631	486,199,652	667,520,113	2,748,692,041

FY2016-FY2020 Community Investment Plan

7. HOUSING AND NEIGHBORHOODS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
<u>HOUSING</u>						
Affordable Housing						
Housing Diversity Program	\$ 7,800,000	15,300,000	300,000	15,300,000	300,000	39,000,000
Housing Grant Programs						
Community Dev BLOCK Grant	5,433,380	5,433,380	5,433,380	5,433,380	5,433,380	27,166,900
Community Dev HOME Grant	2,860,490	2,860,490	2,860,490	2,860,490	2,860,490	14,302,450
Innovative Housing						
Innovative Housing Program	3,955,107	3,955,107	3,955,107	3,955,107	3,955,107	19,775,535
In Rem Remedy-Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home (Rental Assistance Endowment)	900,000	1,200,000	1,200,000	700,000	TBD	4,000,000
TOTAL HOUSING	\$ 21,498,977	29,298,977	14,298,977	28,798,977	13,098,977	106,994,885
<u>NEIGHBORHOOD DEVELOPMENT</u>						
Neighborhood Improvements						
Comprehensive Neighborhood	\$ 0	40,000,000	0	40,000,000	0	80,000,000
Neighborhood Matching Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Pedestrian Safety						
Sidewalk and Pedestrian Safety	0	15,000,000	0	15,000,000	0	30,000,000
TOTAL NEIGHBORHOODS	\$ 325,000	55,325,000	325,000	55,325,000	325,000	111,625,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$ 21,823,977	84,623,977	14,623,977	84,123,977	13,423,977	218,619,885
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
Neighborhood Bonds (2014, 2016, 2018)	\$ 0	40,000,000	0	40,000,000	0	80,000,000
Housing Bonds (2014, 2016, 2018)	7,500,000	15,000,000	0	15,000,000	0	37,500,000
Street Bonds (2014, 2016, 2018)	0	15,000,000	0	15,000,000	0	30,000,000
Pay-As-You-Go Fund	6,082,205	6,382,205	6,382,205	5,882,205	5,182,205	29,911,025
Community Dev Block Grant	5,183,380	5,183,380	5,183,380	5,183,380	5,183,380	25,916,900
HOME Grant	2,008,392	2,008,392	2,008,392	2,008,392	2,008,392	10,041,960
Innovative Housing Program Income	150,000	150,000	150,000	150,000	150,000	750,000
Community Development Program Income	250,000	250,000	250,000	250,000	250,000	1,250,000
HOME Program Income	350,000	350,000	350,000	350,000	350,000	1,750,000
Affordable Housing Bonds Program Income	300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY	\$ 21,823,977	84,623,977	14,623,977	84,123,977	13,423,977	218,619,885

FY2016-FY2020 Community Investment Plan

7. TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
Roads						
Street and Road Infrastructure						
Northeast Corridor Infrastructure (NECI)	\$ 0	35,360,000	0	27,300,000	0	62,660,000
New Garrison Road	0	31,200,000	0	0	0	31,200,000
Widen Dixie Berryhill Road	0	0	0	13,520,000	0	13,520,000
Park South Drive Extension	0	8,632,000	0	0	0	8,632,000
Road Planning/Design/ROW	1,192,036	1,145,878	1,098,795	1,050,771	1,001,787	5,489,267
Short Term Road Congestion Improvements	2,876,019	2,963,539	3,052,810	0	0	8,892,368
Non-Street Transportation Infrastructure						
26-Mile Cross Charlotte Multi-Use Trail	\$ 0	30,000,000	0	0	0	30,000,000
Repair and Replace Bridges Program	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000
SE Corridor Sidewalk and Bike Improvements	0	2,000,000	0	4,000,000	0	6,000,000
Research Drive-J.W. Clay Connector over I-85	0	0	0	12,480,000	0	12,480,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Traffic Control						
Traffic Signal System Coordination Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Traffic Control Devices Upgrade Program	3,500,000	2,000,000	2,000,000	2,000,000	2,000,000	11,500,000
TOTAL ROADS	\$ 11,618,055	116,851,417	9,701,605	63,900,771	6,551,787	208,623,635
ROADS REVENUE SUMMARY						
Street Bonds (2014, 2016 and 2018)	\$ 7,000,000	112,192,000	5,000,000	62,300,000	5,000,000	191,492,000
Pay-As-You-Go Fund	4,618,055	4,659,417	4,701,605	1,600,771	1,551,787	17,131,635
TOTAL REVENUE ROADS	\$ 11,618,055	116,851,417	9,701,605	63,900,771	6,551,787	208,623,635
City Transit Investment Program						
CATS Maintenance of Effort (MOE)	\$ 20,106,177	20,709,362	21,330,643	21,970,562	22,629,679	106,746,423
Transit Contribution to County & Towns	663,686	676,959	690,499	704,309	718,395	3,453,848
CityLYNX Gold Line Phase 1	1,503,291	1,533,357	1,564,024	1,595,305	1,627,211	7,823,188
CityLYNX Gold Line Phase 2	0	0	0	4,643,866	4,736,743	9,380,609
CityLYNX Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL TRANSIT INVESTMENT PROGRAM	\$ 23,773,154	24,419,678	25,085,166	30,414,042	31,212,028	134,904,068
TRANSIT INVESTMENT REVENUE SUMMARY						
Vehicle Rental Tax	\$ 11,003,963	11,224,042	11,448,523	11,677,494	11,911,043	57,265,065
Motor Vehicle License	12,769,191	13,128,056	13,390,617	13,658,429	13,931,597	66,877,890
CityLYNX Gold Line Fares	0	0	0	1,500,000	1,500,000	3,000,000
Sales Tax - Partial Transfer from PAYGO	0	67,580	246,026	3,578,119	3,869,388	7,761,113
TOTAL REVENUE TRANSIT INVESTMENT	\$ 23,773,154	24,419,678	25,085,166	30,414,042	31,212,028	134,904,068
TOTAL TRANSPORTATION & TRANSIT	\$ 35,391,209	141,271,095	34,786,771	94,314,813	37,763,815	343,527,703

FY2016 & FY2017 Adopted Strategic Operating Plan

FY2016-FY2020 Community Investment Plan

7. TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
Charlotte Area Transit System						
<u>Transit Vehicles:</u>						
Vehicles: Revenue	\$ 10,720,517	11,774,926	18,343,247	14,336,300	12,999,000	68,173,990
Vehicles: Non Revenue	230,000	694,644	687,144	229,110	229,110	2,070,008
<u>Transit Facilities:</u>						
Bus Facilities: Improvements	1,330,226	1,024,693	906,481	878,275	905,000	5,044,675
LRT Facilities Projects	838,937	412,318	523,318	1,125,000	650,000	3,549,573
<u>Transit Maintenance and Equipment:</u>						
Bus Equipment: Shop	600,000	620,000	590,000	975,000	954,000	3,739,000
Preventive Maintenance	4,410,377	4,410,377	4,410,377	4,410,377	4,410,377	22,051,885
LRT Maintenance-Of-Way: Equipment & Tools	3,897,375	4,674,670	4,846,966	4,907,228	3,842,413	22,168,652
Safety & Security Equipment	647,738	688,362	627,376	650,000	650,400	3,263,876
<u>Transit Support:</u>						
Technology	5,297,830	3,290,010	2,029,091	2,012,710	1,523,700	14,153,341
<u>Transit Corridor Development:</u>						
LYNX Blue Line Extension (NE Light Rail)	351,051,000	109,047,000	53,000	0	0	460,151,000
Core Capacity (BLCE)	4,801,000	10,499,000	10,919,000	11,355,000	0	37,574,000
Transit Planning Support	500,000	500,000	0	350,000	0	1,350,000
Transit Corridor Development - Bridge Program	525,688	576,438	1,177,231	703,048	353,889	3,336,294
TOTAL TRANSIT	\$ 384,850,688	148,212,438	45,113,231	41,932,048	26,517,889	646,626,294

Charlotte Area Transit System Revenue Summary

Federal Transit Grants	\$ 126,163,000	83,938,000	33,389,000	33,545,600	21,214,311	298,249,911
Debt Proceeds	226,031,000	24,189,313	0	0	0	250,220,313
NCDOT Transit Grants	25,500,000	25,500,000	526,500	500,000	0	52,026,500
CATS Local Contribution	7,156,688	14,585,125	11,197,731	7,886,448	5,303,578	46,129,570
TOTAL REVENUE TRANSIT	\$ 384,850,688	148,212,438	45,113,231	41,932,048	26,517,889	646,626,294

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
<u>Economic Development</u>							
Business Corridor							
Business Grant Program	\$	100,000	100,000	100,000	100,000	100,000	500,000
Economic Development Corridor							
Applied Innovation Corridor							
Woodward/24th Street Connection	\$	0	2,560,000	0	0	0	2,560,000
Tryon Street Connectivity		0	5,160,000	0	0	0	5,160,000
Matheson Avenue Streetscape		0	0	0	6,760,000	0	6,760,000
Private Development Leverage Fund		0	0	0	2,000,000	0	2,000,000
SE Corridor Land Acquisition & Street Connection		0	12,500,000	0	0	0	12,500,000
Monroe Road Streetscape		0	2,080,000	0	8,320,000	0	10,400,000
Public/Private Redevelopment Opportunities		0	10,000,000	0	10,000,000	0	20,000,000
Synthetic Tax Increment Grant (property tax)		59,499	61,531	78,962	143,173	150,789	493,954
Economic Opportunity Task Force		100,000	0	0	0	0	100,000
Total Economic Development	\$	259,499	32,461,531	178,962	27,323,173	250,789	60,473,954
ECONOMIC DEVELOPMENT REVENUE SUMMARY							
Business Grant Program Income	\$	100,000	100,000	100,000	100,000	100,000	500,000
Pay-As-You-Go Fund		159,499	61,531	78,962	143,173	150,789	593,954
Street Bonds TBA (2014, 2016, 2018)		0	32,300,000	0	27,080,000	0	59,380,000
TOTAL GENERAL ECONOMIC DEVELOPMENT	\$	259,499	32,461,531	178,962	27,323,173	250,789	60,473,954

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

PROJECT TITLE	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Aviation						
Airfield Projects						
Airfield Pavement Repairs - FY2016	\$ 2,000,000	0	0	0	0	2,000,000
Aircraft Rescue and Fire Fighting Station	0	0	0	1,085,262	5,329,476	6,414,738
East Lavatory and Fuel	950,308	0	0	0	0	950,308
Fourth Parallel Runway - Design	0	0	2,640,239	35,359,761	0	38,000,000
Fourth Parallel Runway - Construction	0	0	0	4,925,102	241,591,799	246,516,901
Fuel Farm Phase II	21,397	0	0	0	0	21,397
Fuel Farm Phase III	0	98,872	4,151,128	0	0	4,250,000
High-Speed Taxiway	309,276	0	0	0	0	309,276
Master Plan Land Acquisition	12,786	0	0	0	0	12,786
Operations and Security Capital Projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Runway 18L/36R Reconstruction	0	0	0	0	465,282	465,282
Runway 18L/36R Rehabilitation	1,420,238	0	0	0	0	1,420,238
Taxiway A and C - Rehab	0	0	1,056,252	121,964	0	1,178,216
Taxiway A and C - Object Free Area Clearing	0	0	0	1,000,000	0	1,000,000
Vault	0	0	652,320	3,347,680	0	4,000,000
West Boulevard Relocation	0	0	176,929	9,457,598	7,358,138	16,992,665
West Ramp Expansion - Phase I	13,908,233	260,189	0	0	0	14,168,422
West Ramp Expansion - Phase II	0	0	4,814,008	17,598,101	2,587,891	25,000,000
Total Airfield Projects	\$ 19,622,238	1,359,061	14,490,876	73,895,468	258,332,586	367,700,229
Terminal Complex Projects						
Concourse A Expansion - Phase I	\$ 110,823,373	2,863,441	0	0	0	113,686,814
Concourse A Expansion - Phase II	0	0	0	21,309,154	126,326,018	147,635,172
Concourse E Expansion	4,361,118	49,497	0	0	0	4,410,615
Concourse E Baggage Transfer Station	7,367,604	65,259	0	0	0	7,432,863
Concourse E Jetways - Phase I	7,593,953	0	0	0	0	7,593,953
Concourse E Jetways - Phase II	0	3,000,000	0	0	0	3,000,000
East Terminal Expansion - Phase II	7,999,150	4,420,225	23,935	0	0	12,443,310
Emergency Operations Center - FY2016	250,000	0	0	0	0	250,000
Energy Infrastructure	4,104,941	1,478,179	0	0	0	5,583,120
In-Line Baggage System	587,681	0	0	0	0	587,681
Long Term Parking Expansion	35,614	0	0	0	0	35,614
Long Term 2 Parking Lot Expansion	5,689,192	417,839	0	0	0	6,107,031
Passenger Boarding Units	1,761,375	0	0	0	0	1,761,375
Roadway Canopies	0	0	0	5,304,784	195,216	5,500,000
Terminal Elevated Road and Tunnel	6,152,622	14,983,736	14,001,170	4,499,035	19,114	39,655,677
Terminal Infrastructure Update	1,330,000	0	0	0	0	1,330,000
Terminal Rehabilitation and Renovation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Terminal Ticket Lobby Expansion			40,280,760	128,311,560	76,293,360	244,885,680
Total Terminal Complex Projects	\$ 159,056,623	28,278,176	55,305,865	160,424,533	203,833,708	606,898,905
Miscellaneous Aviation Projects						
Environmental Impact Statement	\$ 898,747	1,811,771	773,460	3,771	0	3,487,749
Fuel Master Plan	91,971	0	0	0	0	91,971
Miscellaneous Costs	5,192,690	0	0	0	0	5,192,690
Project Contingency	3,461,794	0	0	0	0	3,461,794
Master Plan Land South	19,496,638	5,788,064	0	0	0	25,284,702
Sustainability	100,000	100,000	100,000	100,000	100,000	500,000
Total Miscellaneous Aviation Projects	\$ 29,241,840	7,699,835	873,460	103,771	100,000	38,018,906

FY2016 & FY2017 Adopted Strategic Operating Plan

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
Facility Renovations							
Main Data Center	\$	826,173	44,905	0	0	0	871,078
Space Renovation for American and Express		10,176	0	0	0	0	10,176
Terminal Rehabilitation		15,426,933	8,524,720	46,160	0	0	23,997,813
Total Facility Renovation Projects	\$	16,263,282	8,569,625	46,160	0	0	24,879,067
New Facilities							
Concession Distribution Warehouse	\$	5,392	5,410,398	6,954,115	130,096	0	12,500,001
Vehicle Maintenance Facility		7,515,537	579,200	0	0	0	8,094,737
Data Center		0	2,157	2,164,158	2,781,647	52,038	5,000,000
Total New Facilities	\$	7,520,929	5,991,755	9,118,273	2,911,743	52,038	25,594,738
Technology							
Information Technology Master Plan	\$	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Security Enhancement Upgrades		0	711,966	3,277,188	510,846	0	4,500,000
Technology		3,957,800	0	0	0	0	3,957,800
Total Technology Projects	\$	4,957,800	1,711,966	4,277,188	1,510,846	1,000,000	13,457,800
General Aviation Projects							
Aircraft Rescue and Firefighting Trucks	\$	103,516	0	0	0	0	103,516
Bank of America Road Relocation		1,145,509	1,737	0	0	0	1,147,246
Fixed Base Operator Infrastructure Updates		200,000	0	0	0	0	200,000
Fixed Base Operator Ramp Rehabilitation		1,376,038	0	0	0	0	1,376,038
Fixed Base Operator Ramp Expansion		0	0	0	2,459,982	540,018	3,000,000
Fixed Base Operator Terminal Expansion		0	1,220,619	1,779,381	0	0	3,000,000
GADO Site Redevelopment		0	0	0	1,587,200	3,412,800	5,000,000
General Aviation Hangars I		0	1,763,770	5,727,544	8,686	0	7,500,000
General Aviation Hangars II		0	0	298,754	2,544,476	3,390,174	6,233,404
General Aviation Maintenance Hangar		2,212,411	1,287,589	0	0	0	3,500,000
Total General Aviation Projects	\$	5,037,474	4,273,715	7,805,679	6,600,344	7,342,992	31,060,204
Capital Equipment							
Airfield Equipment	\$	1,480,200	0	0	0	0	1,480,200
Acquire Airline Jetways		8,000,000	0	0	0	0	8,000,000
Bus Fleet		4,290,000	0	0	0	0	4,290,000
Jetways - 20		12,000,000	0	0	0	0	12,000,000
Multifunction Equipment		0	0	750,000	0	0	750,000
TSA Command Vehicle Equipment		95,000	0	0	0	0	95,000
Vehicle Transponders		550,000	0	0	0	0	550,000
Total Capital Equipment	\$	26,415,200	0	750,000	0	0	27,165,200
Cargo Development Projects							
Cargo South	\$	640,699	0	0	0	0	640,699
Excluded Infrastructure Updates		550,000	0	0	0	0	550,000
Total Cargo Development	\$	1,190,699	0	0	0	0	1,190,699
TOTAL AVIATION	\$	269,306,085	57,884,134	92,667,500	245,446,704	470,661,324	1,135,965,747
AVIATION REVENUE SUMMARY							
Revenue Bonds	\$	169,851,169	18,479,038	48,022,752	170,502,194	330,752,648	737,607,801
Fed Grants and Passenger Facility Charges		41,531,150	20,832,921	26,784,954	65,114,072	129,465,684	283,728,781
Airport Pay-As-You-Go		57,923,766	18,572,175	17,859,794	9,830,438	10,442,992	114,629,165
TOTAL REVENUE AVIATION	\$	269,306,085	57,884,134	92,667,500	245,446,704	470,661,324	1,135,965,747
TOTAL ECONOMIC DEVELOPMENT REVENUES	\$	269,565,584	90,345,665	92,846,462	272,769,877	470,912,113	1,196,439,701

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7. ENVIRONMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
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	\$ 0	0	0	0	0	0
Tree Replacement Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
TreesCharlotte	700,000	700,000	700,000	700,000	700,000	3,500,000
TOTAL GENERAL ENVIRONMENT	\$ 3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
ENVIRONMENTAL SERVICES REVENUE						
General Pay-As-You-Go Fund	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
TOTAL ENVIRONMENT REVENUES	\$ 3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
Storm Water						
Storm Water Repairs to Existing Drains	\$ 24,600,000	10,150,000	21,300,000	23,100,000	27,700,000	106,850,000
Storm Water Pollution Control	2,750,000	1,050,000	2,400,000	2,500,000	3,600,000	12,300,000
Stream Restoration/Mitigation	3,400,000	6,900,000	2,100,000	2,200,000	3,300,000	17,900,000
Storm Water Flood Control	6,100,000	2,200,000	2,000,000	3,000,000	16,000,000	29,300,000
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
<u>Area Improvements</u>						
Beckwith/Meadow Minor CIP	0	0	0	0	4,600,000	4,600,000
Cedars East Minor CIP	0	10,100,000	0	0	0	10,100,000
Chatham Minor CIP	0	0	0	4,600,000	0	4,600,000
Cutchin Drive SDIP	0	0	0	0	4,600,000	4,600,000
Edgewater/Rosecrest	0	0	5,200,000	0	5,200,000	10,400,000
Hampton Ave Minor CIP	0	6,300,000	0	0	0	6,300,000
Hill Street Minor CIP	0	0	14,400,000	0	0	14,400,000
Hinsdale/Tinkerbell SDIP	0	4,600,000	0	0	0	4,600,000
Kenilworth/Romany SDIP	0	8,800,000	0	0	0	8,800,000
Lyon Court SDIP	6,100,000	0	6,100,000	0	0	12,200,000
Myrtle/Morehead SDIP	0	19,000,000	0	0	0	19,000,000
Parkwood SDIP	0	0	0	10,400,000	0	10,400,000
Chandworth SDIP	0	0	0	8,600,000	0	8,600,000
Tattersall SDIP	0	900,000	0	4,600,000	0	5,500,000
Water Oak SDIP	0	4,600,000	0	0	0	4,600,000
Yancey Road SDIP	0	0	4,600,000	0	0	4,600,000
Louise SDIP	9,400,000	0	0	0	0	9,400,000
McAlway/Churchhill SDIP	3,000,000	0	0	0	0	3,000,000
Trade Street SDIP	2,800,000	0	0	0	0	2,800,000
Alanhurst/Cherrycrest SDIP	0	3,400,000	0	0	0	3,400,000
6th & Graham Minor SDIP	0	0	6,900,000	0	0	6,900,000
Total Storm Water	\$ 59,650,000	79,500,000	66,500,000	60,500,000	66,500,000	332,650,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 15,150,000	38,000,000	27,000,000	21,000,000	29,000,000	130,150,000
Storm Water Pay-As-You-Go	43,000,000	40,000,000	38,000,000	38,000,000	36,000,000	195,000,000
Program Income	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL STORM WATER REVENUES	\$ 59,650,000	79,500,000	66,500,000	60,500,000	66,500,000	332,650,000

FY2016-FY2020 Community Investment Plan

7. ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY2016	FY2017	FY2018	FY2019	FY2020	Total
WATER						
Rehabilitation and Replacement						
Water Line Rehabilitation/Replacement	\$ 10,500,000	10,500,000	10,500,000	10,500,000	10,500,000	52,500,000
Replacement of Old Statesville Road 24" PCCP	1,000,000	0	0	0	0	1,000,000
Booster Pump Station Upgrades	600,000	100,000	100,000	100,000	100,000	1,000,000
Catawba Pump Station to Franklin Water Main Evaluation	500,000	0	0	0	0	500,000
Franklin Water Treatment Plant - Pump Replace & Addition	200,000	750,000	750,000	0	0	1,700,000
Catawba Raw Water Pump Station Cell 1 Rehabilitation	0	0	200,000	1,000,000	8,500,000	9,700,000
Fire Hydrant Installation / Replacement	0	200,000	200,000	200,000	200,000	800,000
Elevated Water Storage Tank Rehabilitation	0	100,000	200,000	100,000	100,000	500,000
Water Treatment Plant Rehab and Upgrades	4,000,000	3,600,000	4,000,000	4,600,000	4,600,000	20,800,000
Diesel Generators for BPS	0	0	0	0	500,000	500,000
Duke Dewatering Bldg & Residuals Storage Facility	0	0	0	0	470,000	470,000
Regulatory Requirements						
Vest FM & Pump Station to Franklin	\$ 2,030,000	0	0	0	0	2,030,000
Water Dist. System Study	600,000	0	0	0	0	600,000
Franklin Water Treatment Plant - Quality Improvement	500,000	0	0	0	0	500,000
Water Treatment Regulatory Improvements	500,000	0	0	0	0	500,000
Franklin Dewatered Residuals Storage Facility	0	0	660,000	4,470,000	0	5,130,000
Capacity for Growth						
New Service Installation Water	\$ 6,500,000	8,000,000	8,000,000	8,000,000	8,000,000	38,500,000
Water Main -Tylvola Road West	1,000,000	0	0	0	0	1,000,000
978' North-South Transmission Main	0	0	8,000,000	0	0	8,000,000
Water Main - Freedom/Tuckaseegee Rd. Replacement	0	0	7,200,000	0	0	7,200,000
North Tryon Transmission Main	0	0	2,000,000	0	0	2,000,000
Northeast Water Transmission Main	0	0	25,700,000	0	0	25,700,000
Plaza BPS Intake Transmission Main -NEWT Extension	0	0	1,250,000	0	0	1,250,000
Plaza Rd. BPS to W.T. Harris TM	0	0	500,000	0	0	500,000
Camp Stewart and Rocky River Church Rd 12" Main	0	0	0	1,500,000	0	1,500,000
Catawba River Water Pump Station- Pump Addition	0	0	0	200,000	1,200,000	1,400,000
978 Booster Pump Station	0	0	5,000,000	0	0	5,000,000
Lee S. Dukes WTP/Stumptown Rd. Transmission Main	0	0	0	3,650,000	0	3,650,000
Gibbon / Nevin to Mallard Tank Transmission Main	0	0	0	3,000,000	0	3,000,000
Developer Constructed Water - Reimbursable	0	0	0	200,000	0	200,000
Vernhoeff Drive Water Main	0	0	0	0	1,300,000	1,300,000
Hambright Road Water Main	0	0	0	0	1,000,000	1,000,000
Independence Blvd. Widening - Water and Sewer	0	0	10,000,000	0	0	10,000,000
Commitment to Public Project and Utility Operations						
CityLYNX Gold Line Program Utility Improv Phase II	\$ 6,400,000	0	0	0	0	6,400,000
Street and Minor Water Main Extensions	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000
N Meck WTP Generator	3,000,000	0	0	0	0	3,000,000
Technology Projects	1,501,000	1,275,000	1,275,000	1,275,000	1,275,000	6,601,000
UMS / Advantage Billing Operations and Enhancements	2,120,000	250,000	250,000	150,000	150,000	2,920,000
Water Lines for Street Improvements	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
GIS Facilities Mapping	1,471,000	1,403,000	1,418,000	1,430,000	1,400,000	7,122,000
Water Meter Operations Program	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Building and Facility Support	800,000	700,000	300,000	200,000	200,000	2,200,000
Water Distribution Flow Monitoring Program	500,000	500,000	100,000	100,000	100,000	1,300,000
LIMS Replacement	75,000	75,000	25,000	25,000	0	200,000
Security Improvements - Water System	200,000	200,000	200,000	200,000	200,000	1,000,000
Dixie Berryhill Water Projects	0	5,400,000	0	0	0	5,400,000
Franklin WTP - Renovation Main Bldg.	0	500,000	6,500,000	0	0	7,000,000
Water Quality Sampling Stations	0	500,000	500,000	0	0	1,000,000
Catawba River Water Pump Station New Generator	0	0	0	0	450,000	450,000
Dukes Treatment Plant - Backwash Recycle Pump Station	0	0	0	0	250,000	250,000
Total Water	\$ 51,997,000	42,053,000	102,828,000	48,900,000	48,495,000	294,273,000

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7. ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY2016	FY2017	FY2018	FY2019	FY2020	Total
SEWER						
Rehabilitation and Replacement						
Sanitary Sewer Line Rehabilitation	\$ 13,000,000	14,000,000	14,000,000	15,000,000	15,000,000	71,000,000
Irwin Creek WWTP Upgrade	4,000,000	0	0	0	0	4,000,000
WWTP Rehab and Upgrades	5,800,000	5,800,000	5,800,000	6,800,000	7,800,000	32,000,000
Lift Station Force Main Replace and Rehab	200,000	500,000	500,000	0	0	1,200,000
Sugar Creek WWTP - Phase II	0	17,000,000	0	0	0	17,000,000
Lift Station Improvements	0	0	0	400,000	400,000	800,000
Regulatory Requirements						
Sugar & Irwin WAS Equalization Tanks at McAlpine	880,000	0	0	0	0	880,000
Gas Conditioning System at Mallard	170,000	1,130,000	0	0	0	1,300,000
Dewatering Complex Upgrade at McAlpine	0	440,000	2,970,000	0	0	3,410,000
Thermal Hydrolosis System at McAlpine	0	0	7,710,000	49,400,000	0	57,110,000
PS & WAS Pipelines from Irwin to McAlpine	0	0	0	1,800,000	0	1,800,000
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
Steele Creek LS Replacement	4,000,000	0	0	0	0	4,000,000
McDowell Basin Trunk Sewers	3,000,000	0	17,000,000	0	0	20,000,000
Clems Branch Pump Station Improvements	3,000,000	0	0	0	0	3,000,000
New Service Installation Sewer	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	13,500,000
Coffey and Taggart Creek Outfall	1,000,000	0	0	0	0	1,000,000
Torrence Creek Tributary Sewer to Hambright Rd.	975,000	0	0	0	0	975,000
Clarkes Creek to Ramah Church Road	500,000	0	0	0	0	500,000
Developer Constructed Sewer - Reimbursable	310,000	810,000	810,000	810,000	500,000	3,240,000
McAlpine Creek WWMF Final Clarifier	0	5,100,000	0	0	0	5,100,000
Gum Branch Outfall Replacement	0	3,000,000	0	0	0	3,000,000
Upper McAlpine Creek Relief Sewer	0	1,000,000	0	3,500,000	0	4,500,000
McMullen Creek Parallel Sewer & Flow EQ	0	0	7,000,000	0	0	7,000,000
Goose Creek PS and Outfall	0	0	0	0	3,000,000	3,000,000
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
Fuda Creek Trunk Sewer	0	0	0	0	1,550,000	1,550,000
McCullough Branch LS Improvements	0	0	0	0	1,500,000	1,500,000
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
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	0	0	0	0	450,000	450,000
Commitment to Public Projects and Utility Operations						
Sewer Lines in Streets to be Widened	3,100,000	2,100,000	2,100,000	2,100,000	2,100,000	11,500,000
Site Work at All WWTPs	1,500,000	500,000	500,000	250,000	250,000	3,000,000
Work and Asset Management	758,400	750,900	625,900	350,900	350,900	2,837,000
Flow Metering at Sewer Lift Stations	290,000	290,000	290,000	290,000	290,000	1,450,000
Lift Station Communications, SCADA	20,000	20,000	20,000	20,000	20,000	100,000
Mallard Creek WRF Generator Project	0	0	8,500,000	0	0	8,500,000
Dixie Berryhill Sewer Infrastructure	0	5,540,000	0	0	0	5,540,000
Total Sewer	\$ 51,203,400	66,680,900	76,525,900	89,420,900	55,345,900	339,177,000
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	16,130,000	12,100,000	67,210,000	20,720,000	20,370,000	136,530,000
Sewer Revenue Bonds	21,885,000	40,990,000	52,090,000	63,610,000	28,535,000	207,110,000
Water/Sewer Operating Fund	65,185,400	55,643,900	60,053,900	53,990,900	54,935,900	289,810,000
TOTAL REVENUES	\$ 103,200,400	108,733,900	179,353,900	138,320,900	103,840,900	633,450,000

FY2016 & FY2017 Adopted Strategic Operating Plan

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7. FACILITY INVESTMENTS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
<u>New Facilities</u>						
Police Station Construction Program	\$ 0	18,750,000	0	21,900,000	0	40,650,000
Central Division Station	13,500,000	0	0	0	0	13,500,000
Northeast Equipment Maintenance Facility	0	2,080,000	0	6,500,000	0	8,580,000
Sweden Road Maintenance Yard Replacement	0	0	0	3,120,000	0	3,120,000
	0	4,000,000	0	0	0	4,000,000
<u>Facility Renovation</u>						
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center Elevator Upgrades	800,000	0	0	0	0	800,000
Americans with Disabilities Act Investments	400,000	0	0	0	0	400,000
<u>Facility Maintenance</u>						
Building Maintenance Program	3,643,824	3,657,391	3,650,727	3,625,453	4,508,119	19,085,514
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	700,000	700,000	700,000	700,000	700,000	3,500,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
<u>Technology</u>						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
PeopleSoft Upgrade	1,700,000	0	0	0	0	1,700,000
TOTAL FACILITY INVESTMENTS	\$ 10,193,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514

FACILITY INVESTMENTS REVENUE SUMMARY

Police Station Construction Program (2016 COPs)	\$ 0	18,750,000	0	0	0	18,750,000
Police Station Construction Program (2018 COPs)	0	0	0	21,900,000	0	21,900,000
Central Division Police Station (2016 COPs)	13,500,000	0	0	0	0	13,500,000
NE Equipment Maintenance Facility (2016 COPs)	0	2,080,000	0	6,500,000	0	8,580,000
Sweden Road Maintenance Yard Replace (2018 COPs)	0	0	0	3,120,000	0	3,120,000
Land for Future Fire Stations (2016 COPs)	0	4,000,000	0	0	0	4,000,000
Pay-As-You-Go Fund	10,193,824	7,307,391	7,300,727	7,275,453	8,158,119	40,235,514
TOTAL FACILITY INVESTMENTS REVENUES	\$ 23,693,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514

FY2016-FY2020 Community Investment Plan

8. PUBLIC ART SCHEDULE

PROJECT TITLE	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Comprehensive Neighborhood Improvements	\$ 0	4,000,000	0	4,000,000	0	8,000,000
Northeast Corridor Infrastructure (NECI)	0	3,536,000	0	2,730,000	0	6,266,000
Research Drive-J.W. Clay Connector over I-85 (N)	0	0	0	1,248,000	0	1,248,000
Cross Charlotte Multi-Use Trail	0	7,500,000	0	0	0	7,500,000
Sidewalks and Pedestrian Safety	0	1,500,000	0	1,500,000	0	3,000,000
SE Corridor Sidewalk and Bikeway Improvements	0	200,000	0	400,000	0	600,000
Police Station Construction Program	0	11,250,000	0	13,140,000	0	24,390,000
Northeast Equipment Maintenance Facility	0	1,248,000	0	3,900,000	0	5,148,000
Sweden Road Maintenance Yard Replacement	0	0	0	1,872,000	0	1,872,000
TOTAL	\$ 0	29,234,000	0	28,790,000	0	58,024,000

GENERAL ART ALLOCATIONS

Comprehensive Neighborhood Improvements	\$ 0	40,000	0	40,000	0	80,000
Northeast Corridor Infrastructure (NECI)	0	35,360	0	27,300	0	62,660
Research Drive-J.W. Clay Connector over I-85 (N)	0	0	0	12,480	0	12,480
Cross Charlotte Multi-Use Trail	0	75,000	0	0	0	75,000
Sidewalks and Pedestrian Safety	0	15,000	0	15,000	0	30,000
SE Corridor Sidewalk and Bikeway Improvements	0	2,000	0	4,000	0	6,000
Police Station Construction Program	0	112,500	0	131,400	0	243,900
Northeast Equipment Maintenance Facility	0	12,480	0	39,000	0	51,480
Sweden Road Maintenance Yard Replacement	0	0	0	18,720	0	18,720
TOTAL	\$ 0	292,340	0	287,900	0	580,240

REVENUES

Neighborhood Improvement Bonds TBA	\$ 0	40,000	0	40,000	0	80,000
Street Bonds TBA	0	127,360	0	58,780	0	186,140
Certificates of Participation	0	124,980	0	189,120	0	314,100
TOTAL	\$ 0	292,340	0	287,900	0	580,240

Aviation public art funding is calculated at year-end. The FY2016 allocation from FY2015 projects is \$665,685.

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Estimated Operating Budget and Service Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Estimated Additional Annual Operating Cost	First Year Needed
Airport/West Corridor				
Spine Dixie Berryhill Infrastructure (New Garrison Road)	\$ 31,200,000	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
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)	13,520,000	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	FY2022
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	4,160,000	Periodic maintenance of traffic signals and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	\$2,500	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
University Pointe Connection - IBM Drive to Ikea Blvd (South Bridge #2)	15,080,000	Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.	\$5,000	FY2018
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	35,000,000	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.	\$50,000	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
Eastern Circumferential Road	12,064,000	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
Neighborhood Transportation Program	\$ 5,200,000	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

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Estimated Operating Budget and Service Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Estimated Additional Annual Operating Cost	First 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				
Joint Communications Center	68,000,000	Annual, ongoing facility maintenance and operations of a 73,400 square foot building. All occupants of the Joint Communications Center (Police 911, Fire 911, County Sheriff Communications, CDOT Traffic Cameras, CharMeck 311, and the City's Emergency Operations Center) are currently housed in various existing City and County facilities. Current operating and maintenance budgets for each of the operations moving into the Joint Communications Center will be consolidated to support the operations of the new facility. Moderate cost increases are expected and are currently being calculated. Offsetting savings of approximately \$750,000 per year will occur from elimination of annual lease payments for the City Data Center and CharMeck 311. It is feasible to expect that any additional operation and maintenance costs above those currently budgeted in the various operations will be less than the (\$750,000) cost reduction from eliminating lease payments. A net overall reduction in costs is possible.	0	FY2018
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	FY2017
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)	\$ 120,000,000	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.	\$ 100,000	FY2024
Total Capital Cost	\$ 711,396,000	Total Estimated Additional Operating Costs	\$ 9,771,967	
		Total Annual Operating Costs (Excluding new Police Division staffing)	\$ 1,271,967	

FY2016-FY2020 Community Investment Plan

9. 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

FY2016-FY2020 Community Investment Plan

9. 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.

Adopted FY2016 User Fees

Regulatory and Non-Regulatory User Fees

User fees are fees charged to those who receive 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.
- 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 fee is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

FY2016 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 FY2016 the majority of the regulatory user fees recover 100% of costs. The average cost recovery for the original recommended combined regulatory user fees increased from 83.3% to 93.8%. The adopted FY2016 fees recover 92.4% and include City Council's change to the recommended cost recovery rate from 100% to 80% on the following five frequently cited fees: Transportation's Commercial Site Permit, Major Rezoning Fee and Right-of-Way Permit for Large Festivals; and Engineering & Property Management's Commercial Subdivision and Residential Subdivision Fee. The adopted FY2016 User Fees, along with the percentage of general fund subsidy are included in the User Fee Schedule by department.

New regulatory fees include the following: Historic District Review, Sketch Plan Review, Street Exception Review, Temporary Infrastructure Permit, and State Mandated Fire Inspections. New fees associated with non-regulatory fees include: applying an administrative fee to issuance of Land Development's Letter of Agreement (LOA) and adding a new expedited presubmittal meeting option. LOAs are an option to allow for completion of non-safety land development requirements beyond the issuance of the building certificate of occupancy. Similar to the current premium expedited plan review service, Land Development added an expedited presubmittal meeting with an administrative charge for the premium service.

Summary of Recovery Rate for Regulatory User Fees

	Department/Regulatory Service	FY2015 Recovery Rate	FY2016 Recovery Rate	Subsidy
1	Engineering & Property Mgmt: Land Development	79.0%	97.6%	2.4%
2	Transportation: Land Development & Right-of-Way	100.0%	94.9%	5.1%
3	Planning: Rezoning, Subdivision, Urban Plan & Zoning	76.0%	65.1%	34.9%
4	Fire: Fire Code & Plans Review	100.0%	100.0%	0.0%
5	Police: Adult Businesses, Carnival, Dance Halls & Passenger Vehicle For Hire	87.0%	81.0%	19.0%
6	Neighborhood & Business Services: Zoning Admin.	76.3%	68.1%	31.9%
7	City Clerk's Office: Legal Advertisements-Rezonings	65.5%	73.8%	26.2%
8	Total Recovery Percentage based on totals	83.3%	92.4%	7.6%

FY2016 & FY2017 Adopted Strategic Operating Plan

Adopted FY2016 User Fees

Regulatory and Non-Regulatory User Fees

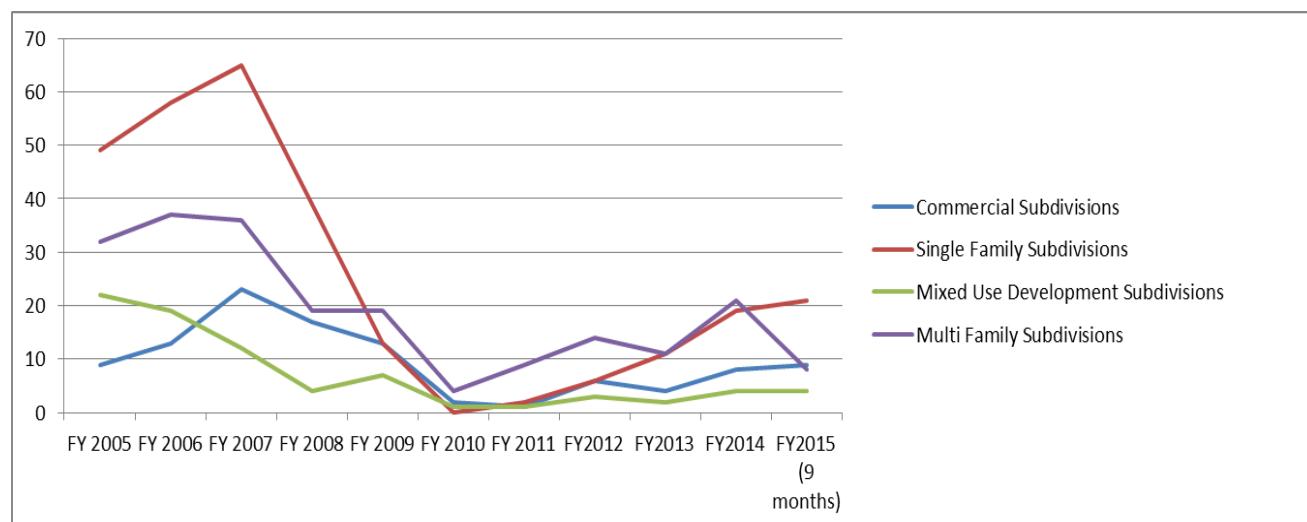
FY2016 User Fee Highlights continued:

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.

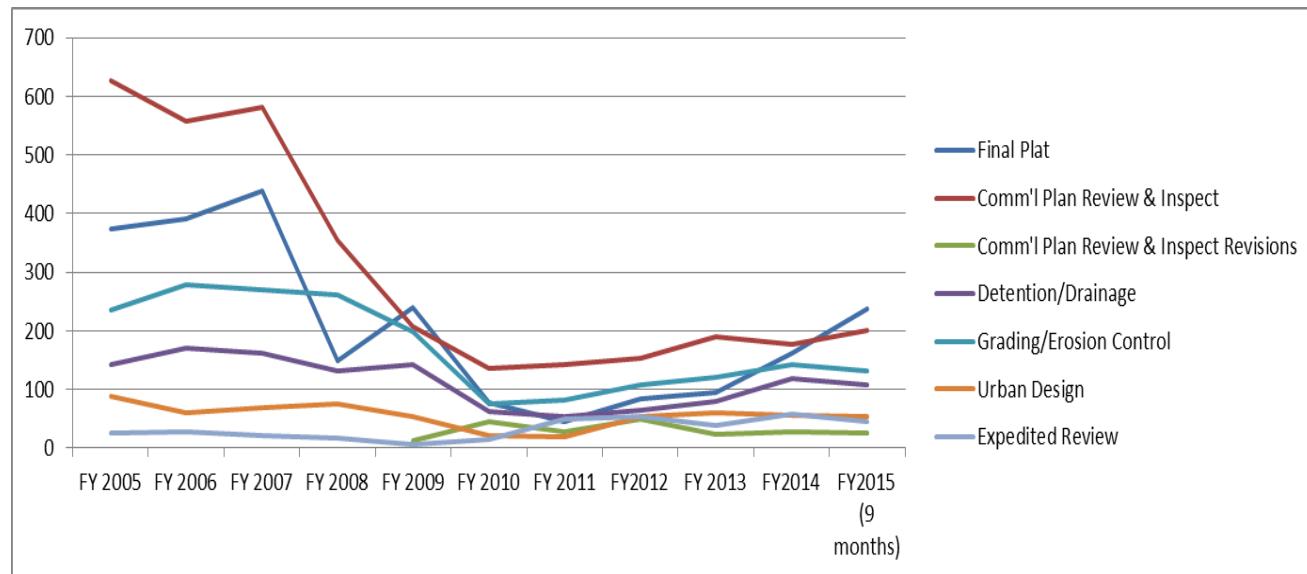
Regulatory Fees

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 FY2016 User Fees

Regulatory and Non-Regulatory User Fees

FY2016 User Fee Highlights continued:

1. Engineering & Property Management - Land Development

- Provides quality service by completing plan reviews 93% on-time and approving plans after an average of 1.93 reviews (FY2014 year-end).
- Adopted FY2016 User Fees include:
 - Council's adopted fees modified the recommended cost recovery rate from 100% to 80% on the following two fees: Land Development's Commercial Subdivision Fee and Residential Subdivision Fee with an overall 97.6% cost recovery for Land Development's review and inspection fees. The City's complete subdivision plan review and inspection includes Land Development, Planning, Charlotte Water, and Transportation staff.
 - Reduction in the following Land Development fees: Commercial Tree Ordinance, Detention/Drainage Plan review, and Grading/Erosion Control
 - Adding a new Subdivision Sketch Plan Review fee
 - Due to increased workload, and to maintain service goals, adding one Plans Reviewer in July 2015 and one Zoning Plans Reviewer in January 2016.

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

- Adopted FY2016 User Fees include:
 - Council's adopted fees reduced the recommended cost recovery rate from 100% to 80% on the following three fees: Transportation's Commercial Site Permit, Major Rezoning Fee, and Right-of-Way Permit for Large Festivals with an overall 94.9% cost recovery for Transportation's user fees.
 - Adding one Engineering Project Coordinator in July 2015. During the recession, CDOT decreased staffing accordingly. Land development permits have increased 53% since FY2012.
 - Restructuring rezoning review fee into major and minor to better reflect the level of effort to process and analyze rezoning petitions. Added Temporary Infrastructure Permit.
 - Combining commercial building, driveway and site plan review into one fee
 - Reducing Transportation's subdivision review fee by 6.4%

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

- Adopted FY2016 fees increase by an average of 7% for a projected recovery rate of 65.1%. Changes to the fees result in more equitable fee structure and better reflect the level of effort associated with fees. The current FY2015 fees do not recoup all of the staff time associated with projects prior to submittal.
 - Although the projected recovery rate is 65.1% for FY2016, Planning will utilize a two-year phased approach to reach City Council's goal of 100% recovery by FY2018 to minimize the impact to the development community and provide time for further analysis.
 - Collection rates for FY2015 are higher than originally projected due to the increase in development activity. An increase in revenue is also projected for FY2016 due to increased development and a revised fee structure.
- New fees for FY2016 include:
 - Historic District Projects to recover costs associated with the additional staff added in FY2015.
 - Subdivision Sketch Plan Review to recoup costs not currently included in other fees.
 - Subdivision Street Exemptions Review to recoup costs not currently included in other fees.
 - Administrative Zoning Services; includes Parking Reductions, Alternate Buffer Plans, Innovative Site Plan Review, and Streetscape Modifications.
- Rezoning fees restructured to better reflect the level of effort to process and analyze rezoning petitions.
 - Currently, FY2015 fees for conditional rezonings range from \$3,240 to \$5,090.
 - Adopted FY2016 fees for the City's combined major conditional rezoning review is \$8,575 and recovers 63% of the cost. Major conditional rezonings make up one-third of all

Adopted FY2016 User Fees

conditional rezonings and are defined as rezonings that are 10 acres or greater or rezonings that create 2,500 or more trips/day.

- Combined fee for minor conditional rezonings (all rezonings that do not meet either of the thresholds for major rezonings) totals \$4,395. These make up about two-thirds of all conditional rezonings.

4. Charlotte Fire Department - Fire Code and Plans Review

- Adopted FY2016 User Fees include:
 - 100% cost recovery for Plans Review and Fire Permit Fees and represent an average increase of 8%. Fire's fees did not increase in FY2015.
 - Adding new category for State Mandated Inspections based on square footage or type of structure
 - Adding Hazardous Location Close Out fee to the list of Fire Permit – Category A
 - Collaboration with Planning and other City departments to restructure rezoning fees. Updates to Fire's review resulted in reduction in Fire's rezoning review fee.

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

- Adopted FY2016 User Fees recover 81% of the costs, with additional analysis prior to FY2017 recommendations. Due to additional expenses and decrease in the average number of occurrences, FY2016 adopted fees recover 6% less than the current FY2015 cost rate of 87%.

6. Neighborhood & Business Services - Zoning Administration

- Fees increase by an average of 7%, consistent with current practice to continue to move towards 100% recovery of costs. Further evaluation of costs and fees during FY2016 is planned.
- Recovery rate decreases to 61.8% from 76.3% in FY2015.

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

- Fee for legal advertisements for rezoning increased by \$25 to move towards 100% recovery. Currently, in FY2015, the advertisement fee is applied per petition, and is not assessed for additional advertisements if rezoning is deferred. Adopted FY2016 fee includes assessing the same fee when advertising the rezoning for second and subsequent deferrals.
- Average advertising cost is currently \$305.
- History of user fee: FY2012 - \$120; FY2013 - \$130; FY2014 - \$150; FY2015 - \$200 and FY2016 - \$225

8. Charlotte Water - New Services Plans Review/Inspection

- FY2017 Budget includes new regulatory user fees as follows:
 - Backflow Plan Review,
 - Backflow Inspection,
 - Subdivision Project Initiation,
 - Subdivision Plan Review, and
 - Subdivision Inspection.
- Includes outreach to the development community in FY2016, with phased implementation starting in FY2017, with a projected date of July 1, 2016.
-

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 FY2016 fees include the following:
 - Airline Fees:
 - Landing Fees per 1,000 pounds total landing weight increased 4.6% from \$0.87 to \$0.91.
 - Maintenance/Operations fees of \$16.92 increased to \$19.52 per square foot.
 - Parking Fees:

Adopted FY2016 User Fees

- Hourly parking deck rates, daily parking deck rates, long term lot and all valet parking rates remain the same as the current FY2015 rates
- Tenant Fees:
 - Tenant Parking Cards for employees will increase from \$245 per card to \$300 per card. Aviation benchmarked with other airports and the new fee is in line with similar airports.

10. City Clerk's Office

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

11. Engineering & Property Management

- Cemetery Fees increased for the first time since FY2010. The average fee increase is 20.2%, (or 3.3% if annualized over the last six years).
- Adopted Land Development Non-Regulatory Fees:
 - Add a new premium service option. Similar to the current premium expedited plan review service, Land Development proposes adding an expedited presubmittal meeting with an administrative charge for the premium service. Currently, four land development presubmittal meetings are available each week. No fees are associated with the weekly appointments. Due to the popularity of this service, the time slots are booked weeks in advance. To accommodate customers with time constraints, an optional expedited presubmittal meeting may be scheduled, and the administrative fee of \$500 would apply.
 - Apply the administrative fee to the issuance of Letters of Agreements (LOA). The City currently offers customers an option to enter into a Letter of Agreement to allow the completion of some non-safety requirements beyond the issuance of the certificate of occupancy. The administrative fee would recoup staff time directly related to LOAs.
 - Bond Administration Service fee for land development surety bonds increased 15%.
 - Tree Ordinance Payment in Lieu Fee remains the same at \$80,100 per acre.
- Employee Parking Fees remain unchanged.
- Public parking fees increase by \$.25 per ½ hour to \$1.25 while maintaining a competitive and affordable uptown parking option. Daily maximum increases from \$12 to \$13.
- Application fees for Telecommunication Tower Leases remain unchanged.

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

- Adoption fees remain unchanged from FY2015 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

- City Code was amended to add a Small Business Fee for small waste generators of 512 gallons or less per week.
- City Code was also amended to change the residential Disposal Fee to a General Solid Waste Fee for Single and Multi-Family Residential Units. The fee was changed from "Residential Solid Waste Disposal Fee" to "Residential Solid Waste Services Fee" to align with the name used on the property tax bill and reflect the City Code change.
- Fee changes include:
 - Decrease in Single Family Solid Waste Fee from \$47 to \$25 annually
 - Increase Multi-Family Solid Waste Fee from \$24 to \$25 annually
 - Implement a Solid Waste Small Business Fee of \$250 annually
 - 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.

Other Fees

Adopted FY2016 User Fees

15. Engineering & Property Management – Storm Water Fees

- Frequent and large flood events are straining older drainage systems and increasing the number of citizen requests. These newer requests compete with a backlog of high and medium requests for limited funding.
- FY2016 fee schedule includes a change from two detached single-family rates to four.
- In FY2016, the monthly fee does not change for the majority of detached single-family storm water customers. The median parcel in each of the four detached single-family tiers will pay the same per square foot fee for their impervious area in FY2016 as in previous years.

16. Charlotte Water – Water and Sewer Fees

- The water and sewer rate methodology was modified for the FY2016 & FY2017 Adopted Budget. The Tier 1 subsidy is eliminated and the Availability Fee increased to recover approximately 25% of Debt Service.
- Total fixed billing charge per month increased from \$2.50 to \$3.15 for water and sewer service.
- The sewer volume rate remained 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 \$58.45 in FY2016, an increase of \$1.55 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.
- The common residential capacity/connection fee increased from \$2,235 to \$2,504 for water and from \$4,291 to \$4,998 for sewer.
- New land development fees are being implemented. The new fees recover costs associated with plan review/construction inspection. This process includes outreach to the development community in FY2016. Fees will be phased in beginning July 2016.

Adopted FY2016 User Fees

Engineering & Property Management					
1. Regulatory Fees: Land Development	Basis	FY2015	FY2016	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$ 610	\$ 625	2.5%	0.0%
Commercial Plan Review & Inspection ¹	Per project	1,485	2,040	37.4	0.0
Commercial Tree Ordinance Review & Inspection	Per project + per tree planted	1,570 + 10/tree	1,370 + 10/tree	-12.7	0.0
Commercial Tree Preservation	Per project	1,400	1,510	7.9	0.0
Commercial Zoning Plan Review & Inspection ²	Explanation in note 2 below	95 - 920	115 - 1105	21.1	0.0
Detention/Drainage Plan Review & Inspection ³	Per project + denuded acre	2,400 + 100	1,970 + 100	-17.9	0.0
Grading/Erosion Control Permit ³	Per project + per acre	4,485 + 100	4,360 + 100	-2.8	0.0
Major Commercial Subdivision Review & Inspection ^{3, 4, 5}	Per project + denuded acre	3,740 + 100	6,490 + 100	73.5	0.0
Major Residential Subdivision Review & Inspection ^{3, 4, 5}	Per project + per acre	4,200 + 100	6,830 + 100	62.6	20.0
Minor Administrative Review	Per project	485	500	3.1	20.0
Minor Residential Subdivision (without streets) Review & Inspection	Per project	1,185	1,265	6.8	0.0
Plat Review & Inspection	Per project	1,185	1,265	6.8	0.0
Residential Tree Ordinance (Single-family Subdivision) and Residential Tree Preservation	Per project	1,855 + 10/acre	2,040 + /acre	9.9	0.0
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	1,130	1,150	1.8	0.0
Rezoning Staff Review & Inspection	Per project	265	265	0.0	0.0
Sketch Plan Review - NEW	Per project	n/a	80	new fee	0.0
Single-family Residential Lot Inspection	Per Certificate of Occupancy	50	70	40.0	0.0
Urban Design Plan Review & Inspection ⁶	Per As-Built	2,825	2,830	0.2	0.0

FY2016 Adopted User Fees include a new Sketch Plan Review fee.

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

Note 2 (with FY2016 fees): City Engineering Fee(s) collected by Mecklenburg County. Construction costs of \$1 - \$3,000=\$115 fee; \$3,001-\$50,000=\$180 fee; \$50,001-\$100,000=\$440 fee; \$100,001-\$1,000,000=\$920; over \$1,000,001=\$1,105 fee; RTAP review= \$175 fee; CTAC review=\$105 fee

Note 3: Grading, Detention, and Subdivision fees are based on exact acre. 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 CDOT and Planning. If tree save and tree plantings are required, the Commercial Tree Fee and Commercial Tree Preservation applies to Urban Design reviews.

Adopted FY2016 User Fees

Charlotte Department of Transportation				
2. Regulatory Fees: Land Development and Right-of-Way	FY2015	FY2016	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan*	\$ 100-300	\$ 590	96.7%	20.3%
Rezoning - Minor*	1,400	770	-45.0	0.0
Rezoning - Major*	1,400	3,015	115.4	20.0
Rezoning Petition	1,400	see restructured fees above		
Subdivision Processing*	1,400	1,310	-6.4	0.0
Urban Reviews	1,900	2,045	7.6	0.0
B. Right-of-Way Permits:				
Festival Permits:				
Small event - 1 day only	no fee	350	0.0	0.0
Large festival >1 day (a permit is required for every day for the duration of the event)	350	855	144.3	20.1
Parade Permits:				
Small< 1,000 attendees	50	75	50.0	0.0
Medium 1,000 to 3,000 attendees	100	470	370.0	0.0
Large> 3,000 attendees	200	940	370.0	0.0
Right-of-Way (ROW) Changes:				
Right-of-Way Abandonment**	1,450	3,325	129.3	0.0
Right-of-Way Encroachment	1,800	1,800	0.0	0.0
Temporary Infrastructure Permit - NEW	n/a	300	new fee	0.0
Utility Right-of-Way (ROW) Ordinance***	Based on Actuals	Based on Actuals	0.0	0.0
Sidewalk Dining Permit	150	225	50.0	0.0
Valet Parking Permit (New, Renewal, & Revised)	100-250	420	320.0	0.0

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

** \$3,325 for one street or alleyway abandonment; \$1,660 for additional street or alley abandonments

*** Per the Utility ROW Stakeholder process, fees are calculated based on annual operational costs and actual usage, and billed annually. Google Fiber revenue is included in FY2016.

Adopted FY2016 User Fees

Charlotte-Mecklenburg Planning Department				
3. Regulatory Fees: Rezoning, Subdivision, Urban Plan, and Zoning Administration	FY2015	FY2016	% Change	% Subsidy
A. Rezoning:*				
Single-family (Conventional)	\$ 925	n/a	0.0%	0.0
Multi-family (Conventional)	1,350	n/a	0.0	0.0
Other (Conventional)	2,300	n/a	0.0	0.0
Single-family (Conditional)	1,250	n/a	0.0	0.0
Multi-family (Conditional)	1,850	n/a	0.0	0.0
Other (Conditional)	3,100	n/a	0.0	0.0
Conventional NEW (restructured to 1 conventional)	n/a	\$ 1,950	0.0	0.0
Conditional (Minor) NEW (restructured)	n/a	3,100	0.0	0.0
Conditional (Major) NEW (restructured)	n/a	5,000	0.0	0.0
Text Amendment	1,000	1,500	50.0	40.0
Amended Site Plan Approval	500	465	-7.0	0.0
Administrative Zoning Services (Sign Flex Option)	250	240	-4.0	0.0
B. Subdivision Review:*				
Preliminary Single-family (Streets)	1,450	1,550	6.9	17.2
Preliminary Non-Residential*	1,125	1,200	6.7	75.3
Preliminary Plan Revisions	1,250	800	-36.0	0.0
Final Plats	325	350	7.7	37.7
Final Plats Revision	275	245	-10.9	0.0
Condo Plats	250	270	8.0	70.2
Planned Multi-family Review	2,000	2,135	6.8	22.5
Sketch Plan Review-NEW	n/a	500	new fee	15.3
Street Exceptions-NEW	n/a	500	new fee	85.8
Variances & Appeals	2,500	2,500	0.0	0.0
C. Urban Plan Review:*				
Urban Plan Review	1,600	1,280	-20.0	0.0
Urban Plan Review - Minor & Revision (Administrative Review)	250	255	2.0	0.0
D. Zoning Administration:				
Appeals (Residential)	175	175	0.0	95.8
Appeals (Non-Residential)	400	400	0.0	61.9
Variances (Residential)	675	700	3.7	67.0
Variances (Non-Residential)	1,600	1,650	3.1	58.1
Administrative Deviation (Residential)	200	200	0.0	90.5
Administrative Deviation (Non-Residential)	425	425	0.0	91.0
E. Historic District Review: NEW				
Minor Review	n/a	500	new fee	15.0
Major Review	n/a	1,000	new fee	28.8
Major Review (with survey)	n/a	1,950	new fee	0.0

Adopted FY2016 User Fees include restructured Rezoning fees, new Historic District Review fees, new Sketch Plan Review fee and new Street Exception fee. Updated the name of Sign Flex Option fee to Administrative Zoning Services fee.

*Planning portion of fee

Adopted FY2016 User Fees

Charlotte Fire Department					
4. Regulatory Fees: Fire Code and Plans Review	FY2015	FY2016	% Change	% Subsidy	
A. Fire Code Permits:					
ABC Inspection/Permit	\$ 125	\$ 135	8.0%	0.0%	
Aerosol Products	125	135	8.0	0.0	
Combustible Dust Producing Operations/Pulverized particles	125	135	8.0	0.0	
Combustible Liquids Class 2 & 3 (25-60 gallons on property)	125	135	8.0	0.0	
Covered Mall Buildings-Display-liquid or gas-fired equipment	125	135	8.0	0.0	
Covered Mall Buildings-Retail Fixtures/Concessions	125	135	8.0	0.0	
Covered Mall Buildings-Use of open flame producing equipment	125	135	8.0	0.0	
Day Care/Group Homes - Renewable	125	135	8.0	0.0	
Day Care/Group Homes - Non-Renewable	125	135	8.0	0.0	
Dispensing of Flammable/Combustibles including service stations	125	135	8.0	0.0	
Dry Cleaning Plants	125	135	8.0	0.0	
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	125	135	8.0	0.0	
Fumigation & Thermal Insecticide Fogging	125	135	8.0	0.0	
Hazardous Chemicals <110 gallons; 1,000 pounds	125	135	8.0	0.0	
Hazardous Location Close Out - New	n/a	135	new fee	0.0	
Heliport/Helistop	125	135	8.0	0.0	
Lumber Storage/Yards & Woodworking Plants	125	135	8.0	0.0	
Non-Mandated Inspection Fee	125	135	8.0	0.0	
Re-inspection Fee (3rd Inspection)	125	135	8.0	0.0	
Repair Garages	125	135	8.0	0.0	
Temporary Membrane Structures, Tents, Canopies	125	135	8.0	0.0	
Waste Handling (Junk Yards, Wrecking Yards)	125	135	8.0	0.0	
B. Fire Code Permits:					
Amusement Buildings	175	190	8.6	0.0	
Carnivals & Fairs	175	190	8.6	0.0	
Combustible Fibers	175	190	8.6	0.0	
Combustible Liquids Class 2 & 3 (61-500 gallons)	175	190	8.6	0.0	
Combustible Storage Permit (over 2,500 cubic foot)	175	190	8.6	0.0	
Compressed Gas	175	190	8.6	0.0	
Cryogenic Fluids	175	190	8.6	0.0	
Exhibits & Trade Shows	175	190	8.6	0.0	
Explosives (Fireworks Indoors)	175	190	8.6	0.0	
Explosives (Fireworks Sales) (Reinstate)	175	190	8.6	0.0	
Flammable Liquids Class 1 (51-500 gallons on property)	175	190	8.6	0.0	
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	175	190	8.6	0.0	
High Pile Storage	175	190	8.6	0.0	
Places of Assembly	175	190	8.6	0.0	
Spraying or Dipping Operations	175	190	8.6	0.0	

Adopted FY2016 User Fees

Charlotte Fire Department					
4. Regulatory Fees: Fire Code and Plans Review continued	FY2015	FY2016	% Change	% Subsidy	
C. Fire Code Permits:					
Aviation Facilities	\$ 220	235	6.8 %	0.0 %	
Combustible Liquids Class 2 & 3A (501-5,000 gallons on property)	220	235	6.8	0.0	
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	220	235	6.8	0.0	
Flammable & Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	220	235	6.8	0.0	
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	220	235	6.8	0.0	
Flammable & Combustible Liquids (Manufacture, process, blend/refine)	220	235	6.8	0.0	
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	220	235	6.8	0.0	
Flammable Liquids Class 1 (501-5,000 gallons on property)	220	235	6.8	0.0	
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	220	235	6.8	0.0	
Tire Rebuilding Plant	220	235	6.8	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	250	270	8.0	0.0	
Explosives – (Manufacture, storage, handling, and sale)	250	270	8.0	0.0	
Explosives – Blasting Operations	250	270	8.0	0.0	
Explosives – Fireworks (Outdoors)	250	270	8.0	0.0	
Flammable Liquids Class 1 (>5,000 gallons, on property)	250	270	8.0	0.0	
Hazardous Chemicals >5,500 gallons; >50,000 pounds	250	270	8.0	0.0	

Adopted FY2016 User Fees

Charlotte Fire Department					
4. Regulatory Fees: Fire Code and Plans Review continued	FY2015	FY2016	% Change	% Subsidy	
E. Plans Review:					
Fire Alarm Plans (Shop drawings)	\$ 125	\$ 125	0.0 %	0.0 %	
Fire Sprinkler Plans (Shop drawings)	125	125	0.0	0.0	
Hydrant Test	155	170	9.7	0.0	
Multi-family	250	270	8.0	0.0	
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	155	170	9.7	0.0	
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	250	270	8.0	0.0	
Performance Tests - Fire Alarm (Upfit)	125	135	8.0	0.0	
Performance Tests - Fire pumps	190	205	7.9	0.0	
Performance Tests - Private fire hydrants	155	170	9.7	0.0	
Performance Tests - Sprinkler System (13R, drain test, etc.)	190	205	7.9	0.0	
Performance Tests - Standpipe system tests	405	440	8.6	0.0	
Plans Review-Construction <\$50,000	190	205	7.9	0.0	
Plans Review-Construction \$50,001 to \$100,000	220	235	6.8	0.0	
Plans Review-Construction \$100,001 to \$500,000	250	270	8.0	0.0	
Plans Review-Construction \$500,001 to \$1,000,000	315	340	7.9	0.0	
Plans Review-Construction \$1,000,001 to \$5,000,000	405	440	8.6	0.0	
Plans Review-Construction \$5,000,001 to \$10,000,000	625	675	8.0	0.0	
Plans Review-Construction > than \$10,000,000	940	1,015	8.0	0.0	
Residential Review	35	35	0.0	0.0	
Rezoning Petitions - Major	125	70	-44.0	0.0	
Rezoning Petitions - Minor	125	35	-72.0	0.0	
F. State Mandated Inspections by square foot: NEW					
0-2,500 square feet	n/a	\$ 35	new fee	0.0 %	
2,501-4,500 square feet	n/a	45	new fee	0.0	
4,501-8,000 square feet	n/a	60	new fee	0.0	
8,001-16,000 square feet	n/a	70	new fee	0.0	
16,001-50,000 square feet	n/a	90	new fee	0.0	
50,001-100,000 square feet	n/a	105	new fee	0.0	
100,001-500,000 square feet	n/a	135	new fee	0.0	
> 500,000 square feet	n/a	270	new fee	0.0	
Apartment Building with direct egress	n/a	35	new fee	0.0	
Interior Suite or Floor	n/a	35	new fee	0.0	
Parking Deck	n/a	45	new fee	0.0	
Vacant Buildings	n/a	35	new fee	0.0	

Adopted FY2016 User Fees

Charlotte-Mecklenburg Police Department				
5. Regulatory Fees: Adult Business , Carnival, Dance Hall, and Passenger Vehicle for Hire	FY2015	FY2016	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$ 2,545	\$ 2,725	7.1%	25.0%
Background Check Fee	30	25	-16.7	0.0
Building Design Change Fee	1,165	1,250	7.3	0.0
License Fee	915	980	7.1	66.0
B. Carnival Permit Fee:				
Carnival Permit Fee	865	865	0.0	0.0
C. Dance Hall License Fees:				
Application/Renewal Fee	2,655	2,840	7.0	7.2
License Fee	935	1,000	7.0	7.4
Background Check Fee	20	15	-25.0	0.0
Building Design Change Fee	1,250	1,340	7.2	53.5
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Application Fee	250	270	8.0	60.6
Certification/Permit Fee	440	470	6.8	42.3
Late Renewal Charge (per day) ¹	100	100	0.0	0.0
Renewal of Certification/Permit	455	470	3.3	0.0
Driver/Chauffeur Fees:				
Add or Change a Company Affiliation	80	85	6.3	43.3
Application Fee	75	75	0.0	0.0
New Driver/Chauffeur Fee ²	15	15	0.0	82.4
Reinstatement of Permit Fee	100	100	0.0	0.0
Renewal of Permit Fee	85	80	-5.9	0.0
Replace Driver Permit	80	80	0.0	85.5
Transfer or Duplication of Permit Fee	35	35	0.0	0.0
Vehicle Fees:				
New-Vehicle Permit (Decal/Medallion Fee)	85	85	0.0	0.0
Renew Vehicle Permit	130	140	7.7	0.0
Replace Vehicle Decal	45	45	0.0	0.0
Replace Vehicle Permit	120	130	8.3	36.1
Transfer Vehicle Permit	105	115	9.5	36.1

Note 1: Penalty; not a regulatory fee

Note 2: Fee amount regulated by North Carolina State Statute

Adopted FY2016 User Fees

Neighborhood & Business Services					
6. Regulatory Fees: Zoning Administration	FY2015	FY2016	% Change	% Subsidy	
Zoning Administration:					
Residential Single Family Reviews	\$ 40	\$ 45	12.5%	43.8%	
Sign permits ≤100 square feet	150	160	6.7	19.2	
Sign permits >100 square feet	215	230	7.0	0.0	
Verification Letters	60	65	8.3	65.4	
Zoning Use Permits	155	165	6.5	0.0	

City Clerk's Office					
7. Regulatory Fees: Legal Advertisements	FY2015	FY2016	% Change	% Subsidy	
Legal Advertisements for Rezoning Petitions*	\$ 200	\$ 225	12.5%	26.2%	

*Clerk's legal advertisement fee is currently charged per petitioner. Adopted fee includes charging for reposting advertisement, after second deferral. Fee is collected by Planning Department.

Adopted FY2016 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	\$ 162.50	\$ 243.75	\$ 325.00
Backflow Inspection: Per Inspection	85.00	127.50	170.00
Subdivision: Project Initiation	1,000.00	1,500.00	2,000.00
Subdivision Plan Review: Per Linear Foot	0.58	0.86	1.15
Subdivision Inspection: Per Linear Foot	2.00	3.00	4.00

Implementation Phasing	Duration	Cost Recovery Percent
July 1, 2015 - June 30, 2016	12 months	Implementation
Outreach to the development community in FY2016, with phased implementation starting in FY2017.		
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%

Backflow 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
Fix 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 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 FY2016 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY2015	FY2016	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$ 0.87	\$ 0.91	4.6%
Terminal Rental Rates	Per square foot	25.90	25.40	-1.9
Maintenance & Operations Costs	Per square foot	16.92	19.52	15.4
City Gate Use Fee	Per available seat delivered	0.65	0.65	0.0
Loading Bridge Fee	Per turn (one-time use)	15.00	15.00	0.0
International Facility Use (FIS)	Per deplaned passenger	5.00	5.00	0.0
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 half-hour; \$2 for additional half-hour	\$10 for 1 st half-hour; \$2 for additional half-hour	0.0
Business Valet (\$14.00 daily maximum)	Per half hour	\$5 for 1 st half-hour; \$1 for additional half-hour	\$5 for 1 st half-hour; \$1 for additional half-hour	0.0
Cell Phone Lot		free	free	free

Adopted FY2016 User Fees

Charlotte-Douglas International Airport continued

9. Non-Regulatory Fees: Aviation Fees	Basis	FY2015	FY2016	% Change
Rental Rates:				
Land Rent	Per acre	\$ 6,000- 10,000	\$ 6,000- 10,000	0.0%
Cargo Facility Rentals	Per square foot	7.50-12.00	7.50-12.00	0.0
City Hangar Rentals:				
60' x 60'	Per month	840.00	1018.00	21.2
T-Hangars	Per month	300.00	363.00	21.0
Shadeports	Per month	155.00	155.00	0.0
Rental Car Concessions	% of gross revenue	10.00	10.00	0.0
Tenant Fees:				
Airport ID Cards	Per card	10.00	10.00	0.0
Employee Parking Cards	Per card	245.00	300.00	22.5

City Clerk's Office

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

Adopted FY2016 User Fees

Engineering & Property Management				
11a. Non-Regulatory Fees: Cemetery Fees	FY2015	FY2016	% Change	
Opening & Closing Fees - Adult				
Weekdays	\$ 725	\$ 900	24.1%	
Weekdays after 3:30 p.m. & Saturday	1,088	1,350	24.1	
Sunday & Holidays	1,360	1,685	23.9	
Indigent (Catholic Social Services-Weekdays)	300	300	0.0	
Opening & Closing Fees - Infant/Child (up to 3 feet):				
Weekdays	300	350	16.7	
Weekdays after 3:30 p.m. & Saturday	450	525	16.7	
Sunday and Holidays	563	655	16.3	
Indigent (Catholic Social Services-Weekdays)	100	100	0.0	
Cremations (burial) (In-ground):				
Weekdays	300	400	33.3	
Weekdays after 3:30 p.m. & Saturday	450	600	33.3	
Sunday & Holidays	563	750	33.2	
Second Right of Interment	200	450	125.0	
Disinterment:				
Adult	1,088	1,800	65.4	
Infant/Child (up to 3 feet)	300	800	166.7	
Reinterment:				
Adult	725	900	24.1	
Infant/Child (up to 3 feet)	300	350	16.7	
Sale of Grave Spaces:				
Sale of Grave-Adult (Oaklawn, North Pinewood & West Pinewood)	700	950	35.7	
Sale of Grave-Adult (Elmwood, Ninth Street, & Pinewood)	900	1,500	66.7	
Sale of Grave-Adult (Evergreen)	900	1,100	22.2	
Sale of Grave-Infant	new	500	0.0	
Sale of Cremain Space In Ground (Elmwood, Ninth Street, Pinewood, & Evergreen)	400	600	50.0	
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, & West Pinewood)	250	400	60.0	
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	50	0.0	
Amenities:				
Flower Vase Installation	50	65	30.0	
Non-Permanent Burial Container/Adult	250	300	20.0	
Lettering of Niche Cover -Evergreen (two lines/name-date)	150	200	33.3	
Tent & Chair Setup (Evergreen only)	200	300	50.0	
Sale and Installation of City Vase	90	110	22.2	
Monument Foundation Construction (per square inch)	0.65	0.75	15.4	
Marker Installation (per square inch)	0.60	0.70	16.7	
Transfer Burial Rights	100	100	0.0	

Adopted FY2016 User Fees

Engineering & Property Management			
11b: Non-Regulatory Fees: Land Development	FY2015	FY2016	% Change
Bond Administration Service	\$480/per surety posted, extension, reduction, renewal, replacement, or release	\$550/per surety posted, extension, reduction, renewal, replacement, or release	14.6 %
Expedited Presubmittal Meeting NEW	n/a	\$500 per meeting	new
Expedited Plan Review	\$1,735 per project	\$1,950 per project	12.4
Letter of Intent NEW	n/a	\$500 per project	new
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	FY2015	FY2016	% Change
Public Parking:			
First 1/2 hour	\$1.00	\$1.25	25.0
Additional time (1/2 hour increments)	\$1.00	\$1.25	25.0
Maximum per day	\$12.00	\$13.00	8.3
After Hours and Weekends:			
Weekends Fri 7 p.m. - Mon 7 a.m.	Maximum 6 hours or \$6 After 6 hours max period, \$1.00 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	16.7 to 25

Engineering & Property Management			
11d. Non-Regulatory Fees: Telecommunication Tower Lease	FY2015	FY2016	% 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 FY2016 User Fees

Charlotte-Mecklenburg Police Department				
12. Non-Regulatory Fees: Animal Care and Control Fees	FY2015	FY2016	% Change	
Animal Control Adoption Fees:				
Adult Dog/Cat	\$ 30	\$ 30	0 %	
Adult Dog/Cat Senior Citizen 62 and older	no charge	no charge	0	
Puppy/Kitten	30	30	0	
Puppy/Kitten Senior Citizen 62 and older	no charge	no charge	0	
Rescue Group Dog/Cat Approved Adoption	no charge	no charge	0	
0 - 3 feet Snake	25	25	0	
> 3 - 6 feet Snake	50	50	0	
>6 feet Snake	75	75	0	
Small Pot Belly Pig	25	25	0	
Medium Pot Belly Pig	15	15	0	
Large Pot Belly Pig	5	5	0	
Rats	2	2	0	
Mice	1	1	0	
Hamster/Gerbil	3	3	0	
Chinchilla	35	35	0	
Guinea Pigs	5	5	0	
Rabbits	5	5	0	
Chickens	2	2	0	
Turkeys	5	5	0	
Ferrets	25	25	0	
Small Iguana	25	25	0	
Medium Iguana	50	50	0	
Large Iguana	75	75	0	
Finch	5	5	0	
Parakeet /Canary	10	10	0	
Parrot - Max Price	Market Rate	Market Rate	0	
Gray Cockatiel	25	25	0	
Lutino Cockatiel	50	50	0	
Peach Faced Lovebird	25	25	0	
Other Lovebird	50	50	0	
Horse/Cow	Auction Starting Price	Auction Starting Price	0	
Goats	15	15	0	
Animal Spay/Neuter Fees:				
Canine Spay/Neuter	55	55	0	
Feline Spay	45	45	0	
Feline Neuter	35	35	0	
Rabbit Spay	30	30	0	
Rabbit Neuter	25	25	0	
Animal Reclaim/Boarding/Rabies Shot/Microchip:				
Canine	40/10/15/8	40/10/15/8	0	
Feline	25/6/15/8	25/6/15/8	0	
Livestock	55/12/0/0	55/12/0/0	0	

Adopted FY2016 User Fees

Solid Waste Services			
13. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee	FY2015	FY2016	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$ 24.00	\$ 25.00	4.2%
Residential: Single Family	47.00	25.00	-46.8
Small Business (<512 gallons/week)	0.00	250.00	
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	FY2015	FY2016	% 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 FY2016 User Fees

Engineering & Property Management			
15. Other Fees: Storm Water Rates	FY2015	FY2016	% Change
Single-family:			
Tier III - 3,000 to <5,000 square feet of impervious area	8.13/month	12.04/month	48.09
Tier IV - ≥5,000 square feet of impervious area	8.13/month	19.91/month	144.90
Non-Detached Single-family and Commercial:			
Per acre of impervious area	135.56/month	143.73/month	6.03
FY2016 storm water fee schedule includes a change from two detached single-family rates to four.			

Charlotte Water				
16. Other Fees: Water & Sewer Rates	FY2015	FY2016	% Change	
Water Rates:				
Fixed:				
Administrative Charge	\$ 2.50	\$ 3.15	26.00%	
Availability Fee	2.47	3.03	22.67	
Volume Rate:				
Tier I - (0-4 Ccf*)	1.33	1.58	18.80	
Tier II - (5-8 Ccf)	2.66	2.04	(23.31)	
Tier III - (9-16 Ccf)	4.71	4.71	0.00	
Tier IV - (16+ Ccf)	8.91	8.91	0.00	
Non Residential (Ccf)	2.61	2.73	4.60	
Sewer Rates:				
Fixed:				
Administrative Charge	2.50	3.15	26.00	
Availability Fee	4.56	5.11	12.06	
Volumetric - residential, commercial, others (Ccf)**:	4.51	4.51	0.00	
Industrial Waste	0.24	0.24	0.00	
Capacity/Connection:				
Common residential water	2,235	2,504	12.04	
Common residential sewer	4,291	4,998	16.48	
The typical monthly water and sewer bill for residential customers is estimated to be \$58.45, an increase of \$1.55 per month (2.72%). The typical bill assumes 5,236 gallons or 7 Ccf used each month.				

* 1Ccf = 748 gallons

**Up to 16 Ccf for residential customers

Adopted FY2016 User Fees

User Fee Appendix

The City's User Fee Ordinance (City Ordinance 844, Chapter 2, Section 2-1(d)) requires the City Manager to notify City Council of any new or increased fees 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.

A complete schedule of regulatory user fees and non-regulatory user fees is also available for inspection in the City Clerk's Office.

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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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. These principles were reviewed by the City Council Budget Committee on March 5, 2015, and were presented to the full City Council during the March 17, 2015, Council Budget Workshop.

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 electric 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 (such as Asset Forfeiture funds or Comprehensive Services Act funds) 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.

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-Mecklenburg Utilities 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, Environment, and Transportation.

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.

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.

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.

Key Terms

Public Safety Pay Plan (PPSP): 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.

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>
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
CMUD	Charlotte-Mecklenburg Utility Department
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